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Proposed programme budget for 2025

Proposed programme budget for 2025

Part I

Overall policymaking, direction and coordination

Section 1

Overall policymaking, direction and coordination

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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Overview of resources for the regular budget

- 1.1 The proposed regular budget resources for 2025 for all policymaking organs and entities under section 1, including the breakdown of resource changes, as applicable, are reflected in tables 1.1 to 1.3, and the summary of resources by component and funding source is contained in annex III. Detailed information on the proposed programme budget for 2025 is provided under each policymaking organ and entity. The proposed resource level under section 1 provides for the full, efficient and effective implementation of mandates of all relevant entities and offices.

Table 1.1

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	46 107.8	51 003.7	537.2	–	920.6	1 457.8	2.9	52 461.5
Other staff costs	2 207.0	3 393.8	–	378.0	(15.3)	362.7	10.7	3 756.5
Non-staff compensation	2 439.6	3 225.0	–	–	–	–	–	3 225.0
Hospitality	101.7	114.7	–	–	–	–	–	114.7
Consultants	767.5	593.1	(120.4)	–	871.1	750.7	126.6	1 343.8
Travel of representatives	6 790.3	7 340.3	(90.8)	–	–	(90.8)	(1.2)	7 249.5
Travel of staff	1 792.6	1 920.9	–	34.3	124.1	158.4	8.2	2 079.3
Contractual services	4 147.4	4 942.2	(1.6)	4.1	1 120.9	1 123.4	22.7	6 065.6
General operating expenses	577.3	818.5	–	9.0	1.4	10.4	1.3	828.9
Supplies and materials	23.0	127.8	–	0.6	0.8	1.4	1.1	129.2
Furniture and equipment	150.6	138.6	(6.2)	3.7	29.0	26.5	19.1	165.1
Improvement of premises	1.6	–	–	–	–	–	–	–
Grants and contributions	18 898.3	18 765.1	–	–	–	–	–	18 765.1
Other	0.8	–	–	–	–	–	–	–
Total	84 005.6	92 383.7	318.2	429.7	3 052.6	3 800.5	4.1	96 184.2

Table 1.2

Overall: proposed posts and post changes for 2025^a

(Number of posts)

	Number	Details
Approved for 2024	275	1 DSG, 7 USG, 5 ASG, 9 D-2, 17 D-1, 39 P-5, 36 P-4, 42 P-3, 13 P-2/1, 16 GS (PL), 80 GS (OL), 10 LL
Conversion	4	1 D-2, 1 P-5, 1 P-3, 1 GS (PL)
Reclassification	–	1 P-3 to 1 P-4, 2 GS (OL) to 2 GS (PL)
Proposed for 2025	279	1 DSG, 7 USG, 5 ASG, 10 D-2, 17 D-1, 40 P-5, 37 P-4, 42 P-3, 13 P-2/1, 19 GS (PL), 78 GS (OL), 10 LL

^a More information on post changes is reflected in annex II.

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Section 1 Overall policymaking, direction and coordination

Table 1.3
Overall: proposed posts by category and grade
 (Number of posts)

<i>Category and grade</i>	<i>2024 approved^a</i>	<i>Changes^a</i>				<i>Total</i>	<i>2025 proposed^a</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
Professional and higher							
DSG	1	–	–	–	–	1	
USG	7	–	–	–	–	7	
ASG	5	–	–	–	–	5	
D-2	9	–	–	1	1	10	
D-1	17	–	–	–	–	17	
P-5	39	–	–	1	1	40	
P-4	36	–	–	1	1	37	
P-3	42	–	–	–	–	42	
P-2/1	13	–	–	–	–	13	
Subtotal	169	–	–	3	3	172	
General Service and related							
GS (PL)	16	–	–	3	3	19	
GS (OL)	80	–	–	(2)	(2)	78	
LL	10	–	–	–	–	10	
Subtotal	106	–	–	1	1	107	
Total	275	–	–	4	4	279	

^a Includes 11 temporary posts (1 USG, 2 P-5, 2 P-4, 3 P-3, 1 GS (PL) and 2 GS (OL)).

I. Policymaking organs

1.2 The resources proposed under this component would provide for requirements relating to the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the Board of Auditors, the United Nations Staff Pension Committee, the Committee for Programme and Coordination and the Independent Audit Advisory Committee. Table 1.4 provides information and related resource requirements under the regular budget.

Table 1.4
Policymaking organs
 (Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
1. General Assembly			
(a) Travel of representatives of Member States that are least developed countries	Mandate: General Assembly resolutions 1798 (XVII) and 41/213	1 554.1	1 554.1
(b) Presidents of the General Assembly	Mandate: General Assembly resolutions 52/220 , 32/214 and 54/249 and the report of the Secretary-General (A/52/303 , para. IB.10) Seventy-ninth resumed and eightieth main sessions	259.7	253.5
(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly	Mandate: General Assembly resolutions 58/126 , 59/313 , 68/246 and 72/261 Seventy-eighth resumed and seventy-ninth main sessions	1 779.5	1 779.5
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	Mandate: rules 155 to 157 of the rules of procedure of the General Assembly and Assembly resolutions 14 (I) and 74/267 (amending the rules of procedure of the Assembly) Membership: 21 experts Number of sessions in 2025: 3	7 499.2	7 499.2
3. Committee on Contributions	Mandate: General Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly Membership: 18 experts Number of sessions in 2025: 1	489.5	398.7
4. Board of Auditors (including its secretariat)	Mandate: General Assembly resolution 74 (I) , as amended pursuant to resolution 55/248 Membership: 3 experts Number of sessions in 2025: 4	4 123.1	4 107.8
5. Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	Mandate: General Assembly resolution 248 (III) Membership: 33 experts Number of sessions in 2025: 1	5 304.0	5 304.0

Section 1 Overall policymaking, direction and coordination

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
6. Committee for Programme and Coordination	Mandate: General Assembly decision 42/450 and resolutions 31/93 and 77/254 Membership: 34 Member States Number of sessions in 2025: 1	634.8	634.8
7. Independent Audit Advisory Committee (including its secretariat)	Mandate: General Assembly resolutions 60/248 and 61/275 and decision 62/413 Membership: 5 experts Number of sessions in 2025: 4	677.7	677.7
Total		22 321.6	22 209.3

1. General Assembly

B. Proposed post and non-post resource requirements for 2025

Overview

(a) Travel of representatives of Member States that are least developed countries

1.3 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.5.

Table 1.5
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Other staff costs	1.7	–	–	–	–	–	–	–	
Travel of representatives	1 304.9	1 554.1	–	–	–	–	–	1 554.1	
Other	0.7	–	–	–	–	–	–	–	
Total	1 307.4	1 544.1	–	–	–	–	–	1 554.1	

1.4 The overall resources proposed for 2025 amount to \$1,554,100 before recosting, reflecting no change compared with the approved budget for 2024.

1.5 Information on the advance booking for air travel is reflected in table 1.6. The office will continue its efforts to ensure the advance booking of tickets in line with the air travel policy and improve its compliance rate.

Table 1.6
Compliance rate

(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Air tickets purchased at least 2 weeks before the commencement of travel	35	38	69	100	100

(b) Presidents of the General Assembly

1.6 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.7.

Table 1.7
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Hospitality	30.6	31.5	–	–	–	–	–	31.5
Consultants	11.2	–	–	–	–	–	–	–
Travel of staff	78.9	122.7	–	–	–	–	–	122.7
Contractual services	46.6	78.8	–	–	–	–	–	78.8
General operating expenses	34.6	19.0	–	–	–	–	–	19.0
Supplies and materials	0.1	0.6	–	–	–	–	–	0.6
Furniture and equipment	–	7.1	(6.2)	–	–	(6.2)	(87.3)	0.9
Grants and contributions	2.6	–	–	–	–	–	–	–
Total	204.5	259.7	(6.2)	–	–	(6.2)	(2.4)	253.5

1.7 Additional details on the distribution of the proposed resources for 2025 are reflected in table 1.8 and figure 1.I.

1.8 As shown in tables 1.7 and 1.8 (1), the overall resources proposed for 2025 amount to \$253,500 before recosting, reflecting a decrease of \$6,200 (or 2.4 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.8
Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Presidents of the General Assembly	204.5	259.7	(6.2)	–	–	(6.2)	(2.4)	253.5
Subtotal, 1	204.5	259.7	(6.2)	–	–	(6.2)	(2.4)	253.5

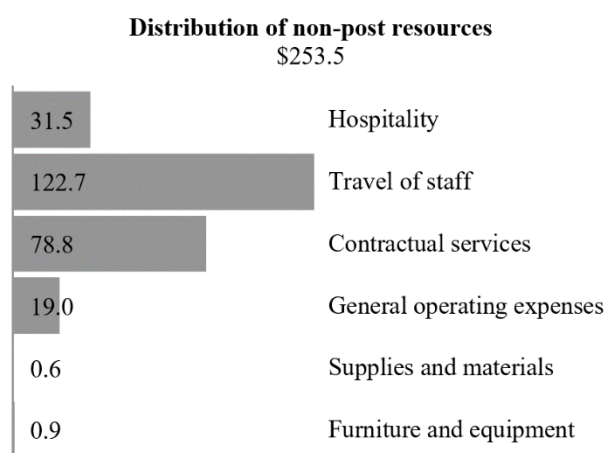
Section 1 Overall policymaking, direction and coordination

(2) *Extrabudgetary*

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Presidents of the General Assembly	1 686.5	2 837.2	–	–	2 837.2
Subtotal, 2	1 686.5	2 837.2	–	–	2 837.2
Total (1+2)	1 891.0	3 096.9	(6.2)	(2.4)	3 090.7

Figure 1.I
Distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

- 1.9 As shown in table 1.8 (1), resource changes reflect a decrease of \$6,200, relating to the removal of non-recurrent provisions under furniture and equipment associated with the acquisition of office automation equipment for newly established general temporary assistance positions that were approved for 2024, pursuant to General Assembly resolution [78/253](#).

Extrabudgetary resources

- 1.10 As reflected in table 1.8 (2), extrabudgetary resources amount to \$2,837,200. The non-post resources would complement regular budget resources and would be used mainly to complement the programme of work and facilitate funding for a broad range of projects and activities implemented by the office, at the discretion of the Presidents of the General Assembly. In addition, the resources would be used, at the discretion of the Presidents of the General Assembly, to support the fellowship programme initiated in 2021.
- 1.11 The extrabudgetary resources under the present section are subject to the oversight of the Department for General Assembly and Conference Management, which has delegated authority from the Secretary-General.

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1.12 Information on the advance booking for air travel is reflected in table 1.9. The office will continue its efforts to ensure the advance booking of tickets in line with the air travel policy and improve its compliance rate.

Table 1.9
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	53	14	11	100	100

(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly

1.13 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.10.

Table 1.10
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Other staff costs	1 183.5	1 779.5	–	–	–	–	–	1 779.5
Total	1 183.5	1 779.5	–	–	–	–	–	1 779.5

1.14 The overall resources proposed for 2025 amount to \$1,779,500 before recosting, reflecting no change compared with the approved budget for 2024.

**2. Advisory Committee on Administrative and Budgetary Questions
(including its secretariat)**

B. Proposed post and non-post resource requirements for 2025

Overview

1.15 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.11 to 1.13.

Section 1 Overall policymaking, direction and coordination

**Table 1.11
Evolution of financial resources by object of expenditure**

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Posts	2 591.5	2 601.3	–	–	–	–	–	2 601.3	
Other staff costs	17.7	97.3	–	–	–	–	–	97.3	
Non-staff compensation	302.8	311.6	–	–	–	–	–	311.6	
Travel of representatives	3 844.1	4 347.6	–	–	–	–	–	4 347.6	
Travel of staff	37.1	23.3	–	–	–	–	–	23.3	
Contractual services	60.4	66.4	–	–	–	–	–	66.4	
General operating expenses	17.4	36.0	–	–	–	–	–	36.0	
Supplies and materials	0.6	7.7	–	–	–	–	–	7.7	
Furniture and equipment	0.8	8.0	–	–	–	–	–	8.0	
Total	6 872.3	7 499.2	–	–	–	–	–	7 499.2	

**Table 1.12
Proposed posts and post changes for 2025**

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2024	12	1 D-2, 1 D-1, 4 P-5, 1 P-4, 1 P-3, 2 GS (PL), 2 GS (OL)
Proposed for 2025	12	1 D-2, 1 D-1, 4 P-5, 1 P-4, 1 P-3, 2 GS (PL), 2 GS (OL)

**Table 1.13
Proposed posts by category and grade**

(Number of posts)

<i>Category and grade</i>	<i>2024 approved</i>	<i>Changes</i>			<i>Total</i>	<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
D-2	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	4	–	–	–	–	4
P-4	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	8	–	–	–	–	8

Part I Overall policymaking, direction and coordination

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
General Service and related							
GS (PL)	2	–	–	–	–	–	2
GS (OL)	2	–	–	–	–	–	2
Subtotal	4	–	–	–	–	–	4
Total	12	–	–	–	–	–	12

1.16 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.14 to 1.16 and figure 1.II.

1.17 As shown in tables 1.14 (1) and 1.15 (1), the overall resources proposed for 2025 amount to \$7,499,200 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.14
Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	6 872.3	7 499.2	–	–	–	–	–	7 499.2	
Subtotal, 1	6 872.3	7 499.2	–	–	–	–	–	7 499.2	

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Subtotal, 2	719.8	837.0	25.7	3.1	862.7
Total (1+2)	7 592.1	8 336.2	25.7	0.3	8 361.9

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**Table 1.15
Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) Regular budget

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	–	–	–	–	12
Subtotal, 1	12	–	–	–	–	12

(2) Other assessed

Component	2024 estimate	Change	2025 estimate
Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	3	–	3
Subtotal, 2	3	–	3
Total (1+2)	15	–	15

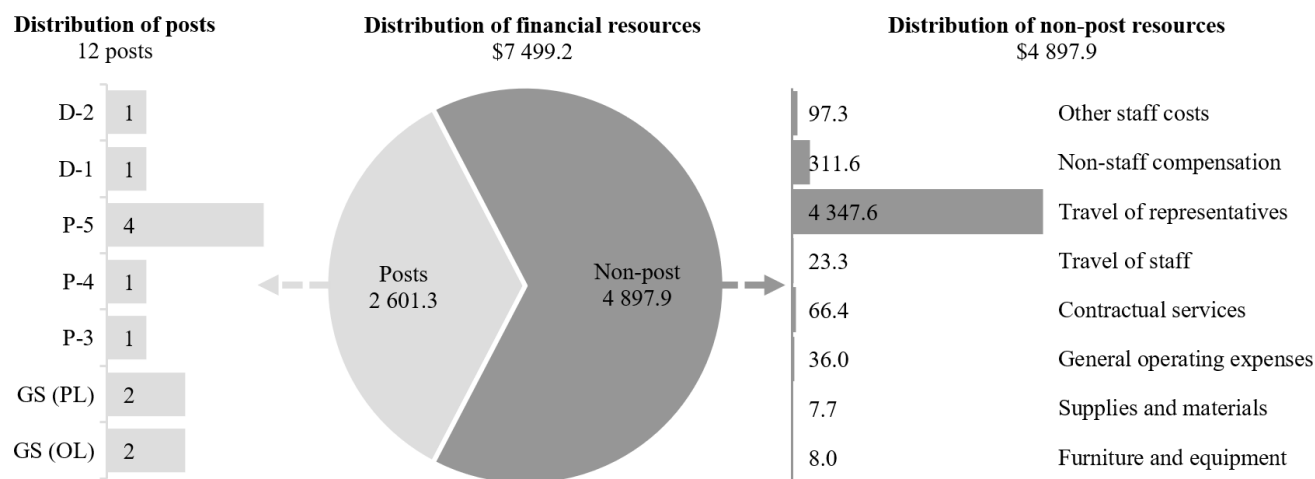
**Table 1.16
Evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	2 591.5	2 601.3	–	–	–	–	–	2 601.3
Non-post	4 280.8	4 897.9	–	–	–	–	–	4 897.9
Total	6 872.3	7 499.2	–	–	–	–	–	7 499.2
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		4	–	–	–	–	–	4
Total		12	–	–	–	–	–	12

Figure 1.II
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

- 1.18 As reflected in tables 1.14 (2) and 1.15 (2), other assessed resources amount to \$862,700. The resources would complement regular budget resources and provide for the requirements indicated in report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).
- 1.19 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.17.
- 1.20 The compliance rate for travel of the members of the Advisory Committee to their countries of origin continues to be affected by national policies and route changes, which, in turn, affect the advance travel planning that the secretariat of the Committee usually undertakes to make travel arrangements within the specified notice period. Delays in ticketing for the Committee’s field trip in May 2023 and complexities in the onboarding of new members also affected the timely processing of travel arrangements. The Secretariat continues to review and optimize its efforts in managing the range of factors having an effect on the work of the Committee and the resulting compliance rate.

Table 1.17
Compliance rate

(Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	59	47	48	100	100

3. Committee on Contributions

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.21 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.18.

Table 1.18
Evolution of financial resources by object of expenditure
 (Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Travel of representatives	320.1	489.5	(90.8)	–	–	(90.8)	(18.5)	398.7
Total	320.1	489.5	(90.8)	–	–	(90.8)	(18.5)	398.7

- 1.22 As reflected in table 1.18, the overall resources proposed for 2025 amount to \$398,700 before recosting, reflecting a decrease of \$90,800 (or 18.5 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments.

Explanation of variances by factor

Overall resource changes

Technical adjustments

- 1.23 As reflected in table 1.18, resource changes reflect a decrease of \$90,800, relating to the removal of non-recurrent provisions associated with the travel of representatives for the additional week of meetings scheduled for the eighty-fourth session of the Committee on Contributions, in 2024.
- 1.24 Information on the advance booking for air travel is reflected in table 1.19. The secretariat of the Committee will continue to raise the awareness of travellers on the policy for the advance purchase of air tickets.

Table 1.19
Compliance rate
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	58	75	100	100	100

4. Board of Auditors (including its secretariat)

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.25 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.20 to 1.22.

Table 1.20
Evolution of financial resources by object of expenditure
 (Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	924.3	980.8	–	–	–	–	–	980.8
Other staff costs	83.2	26.0	–	–	(15.3)	(15.3)	(58.8)	10.7
Travel of staff	29.1	33.2	–	–	–	–	–	33.2
Contractual services	2 778.0	3 011.7	–	–	–	–	–	3 011.7
General operating expenses	27.9	51.3	–	–	–	–	–	51.3
Supplies and materials	–	6.4	–	–	–	–	–	6.4
Furniture and equipment	13.5	13.7	–	–	–	–	–	13.7
Total	3 856.0	4 123.1	–	–	(15.3)	(15.3)	(0.4)	4 107.8

Table 1.21
Proposed posts and post changes for 2025
 (Number of posts)

	Number	Details
Approved for 2024	6	1 D-1, 1 P-3, 1 GS (PL), 3 GS (OL)
Proposed for 2025	6	1 D-1, 1 P-3, 1 GS (PL), 3 GS (OL)

Table 1.22
Proposed posts by category and grade
 (Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-1	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	2	–	–	–	–	2

Section 1 Overall policymaking, direction and coordination

Category and grade	Changes					Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other			
General Service and related							
GS (PL)	1	–	–	–	–	–	1
GS (OL)	3	–	–	–	–	–	3
Subtotal	4	–	–	–	–	–	4
Total	6	–	–	–	–	–	6

1.26 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.23 to 1.25 and figure 1.III.

1.27 As reflected in table 1.23 (1), the overall resources proposed for 2025 amount to \$4,107,800 before recosting, reflecting a net decrease of \$15,300 (or 0.4 per cent) compared with the approved budget for 2024. Resource changes result from other changes.

Table 1.23

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Board of Auditors (including its secretariat)	3 856.0	4 123.1	–	–	(15.3)	(15.3)	(0.4)	4 107.8	
Subtotal, 1	3 856.0	4 123.1	–	–	(15.3)	(15.3)	(0.4)	4 107.8	

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Board of Auditors (including its secretariat)	3 863.7	4 056.9	–	–	4 056.9
Subtotal, 2	3 863.7	4 056.9	–	–	4 056.9

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Board of Auditors (including its secretariat)	6 620.9	6 619.1	–	–	6 619.1
Subtotal, 3	6 620.9	6 619.1	–	–	6 619.1
Total (1+2+3)	14 340.6	14 799.1	(15.3)	(0.1)	14 783.8

Table 1.24
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Board of Auditors (including its secretariat)	6	–	–	–	–	6
Subtotal, 1	6	–	–	–	–	6

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Board of Auditors (including its secretariat)	1	–	1
Subtotal, 2	1	–	1
Total (1+2)	7	–	7

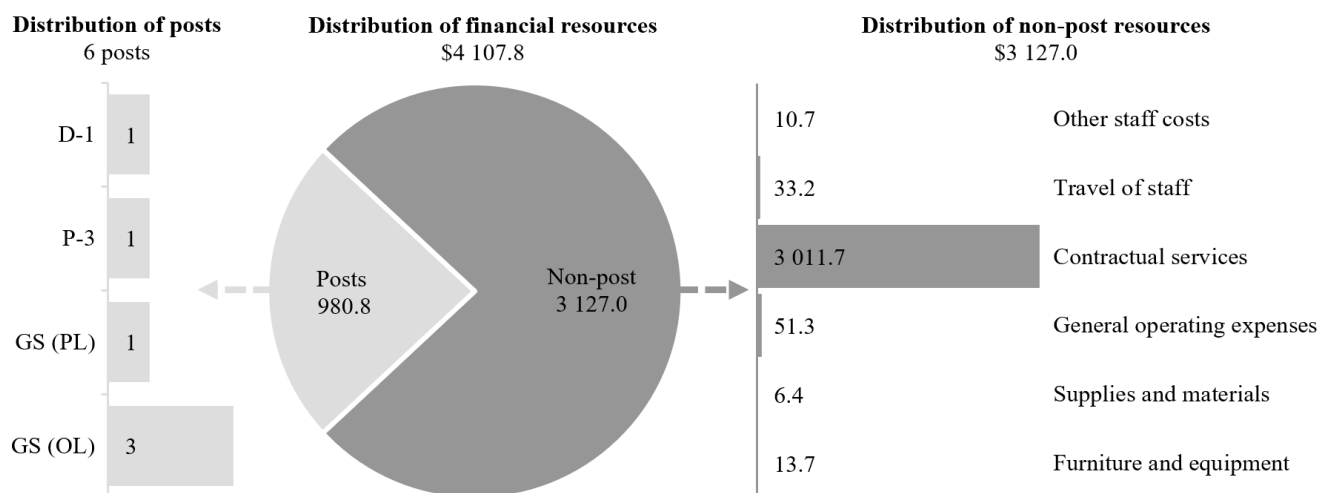
Table 1.25
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	924.3	980.8	–	–	–	–	–	980.8	
Non-post	2 931.8	3 142.3	–	–	(15.3)	(15.3)	(0.5)	3 127.0	
Total	3 856.0	4 123.1	–	–	(15.3)	(15.3)	(0.4)	4 107.8	
Post resources by category									
Professional and higher		2	–	–	–	–	–	2	
General Service and related		4	–	–	–	–	–	4	
Total		6	–	–	–	–	–	6	

Figure 1.III
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

- 1.28 As reflected in tables 1.23 (1) and 1.24 (1), resource changes reflect a decrease of \$15,300, owing to lower provisions for other staff costs, in line with recent expenditure patterns.

Other assessed resources

- 1.29 As reflected in table 1.23 (2), other assessed resources amount to \$4,056,900. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

Extrabudgetary resources

- 1.30 As reflected in tables 1.23 (3) and 1.24 (2), extrabudgetary resources amount to \$6,619,100. The resources would complement regular budget resources and would be used mainly to provide for one post (General Service (Other level)) and non-post resources that would be used to support the audit of technical cooperation projects undertaken by the Department of Economic and Social Affairs, the regional commissions and the Office of the United Nations High Commissioner for Human Rights (OHCHR), as well as trust fund-related audits included in United Nations entities and the full range of activities, entities and programmes falling under the auspices of the Secretariat (see [A/78/5 \(Vol. I\)](#)).
- 1.31 The extrabudgetary resources under the present section are subject to the oversight of the Board.
- 1.32 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.26. The Board secretariat will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.26
Compliance rate
 (Percentage)

	2021 actual ^a	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	–	100	100	100	100

^a No travel was undertaken by the Board owing to coronavirus disease (COVID-19) travel restrictions.

5. Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.33 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the regulations adopted by the Assembly, the Pension Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat of the Pension Board and each such committee.
- 1.34 The expenses incurred by the staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, given that the central secretariat of the Pension Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continued to handle pension administration for the United Nations by special arrangement with the Pension Board. For those services, the United Nations reimburses the Pension Fund in accordance with the cost-sharing arrangement, as approved by the General Assembly in its resolution [75/246](#).
- 1.35 At the time that the present report was being prepared, the proposed budget of the Pension Fund for 2025 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Pension Fund for 2025 and action taken by the General Assembly at its seventy-ninth session on the basis of the recommendations that the Pension Board may make in 2024 with respect to that budget. A statement of administrative and budgetary implications will be submitted to the Assembly at its seventy-ninth session should the Pension Board's recommendations involve resources different from those estimated in the present report.
- 1.36 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.27.

Section 1 Overall policymaking, direction and coordination

**Table 1.27
Evolution of financial resources by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Travel of representatives	72.2	70.5	–	–	–	–	–	70.5
Travel of staff	45.6	44.9	–	–	–	–	–	44.9
General operating expenses	0.9	–	–	–	–	–	–	–
Grants and contributions	5 337.5	5 188.6	–	–	–	–	–	5 188.6
Total	5 456.2	5 304.0	–	–	–	–	–	5 304.0

1.37 Additional details on the distribution of the proposed resources for 2025 are reflected in table 1.28 and figure 1.IV.

1.38 As reflected in table 1.28 (1), the overall resources proposed for 2025 amount to \$5,304,000 before recosting, reflecting no change compared with the approved budget for 2024.

**Table 1.28
Evolution of financial resources by source of funding and component**

(Thousands of United States dollars)

(1) *Regular budget*

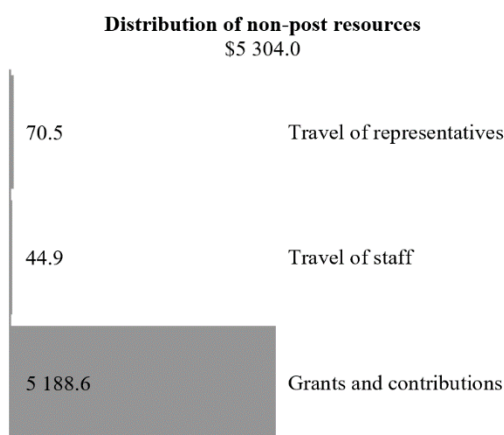
Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	5 456.2	5 304.0	–	–	–	–	–	5 304.0
Subtotal, 1	5 456.2	5 304.0	–	–	–	–	–	5 304.0

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	3 369.6	3 234.5	–	–	3 234.5
Subtotal, 2	3 369.6	3 234.5	–	–	3 234.5
Total (1+2)	8 825.8	8 538.5	–	–	8 538.5

Figure 1.IV
Distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



1.39 Information on the advance booking for air travel is reflected in table 1.29. The office will strive to maintain a 100 per cent compliance rate with the advance booking of air travel policy by continuing to improve the planning of travel arrangements.

Table 1.29
Compliance rate

(Percentage)

	2021 actual ^a	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	–	100	80	100	100

^a No travel was undertaken owing to COVID-19 travel restrictions.

6. Committee for Programme and Coordination

B. Proposed post and non-post resource requirements for 2025

Overview

1.40 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.30.

Table 1.30
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Travel of representatives	682.3	634.8	–	–	–	–	–	634.8
Total	682.3	634.8	–	–	–	–	–	634.8

Section 1 Overall policymaking, direction and coordination

- 1.41 As reflected in table 1.30, the overall resources proposed for 2025 amount to \$634,800 before recosting and reflect no change compared with the approved budget for 2024.
- 1.42 Information on the advance booking for air travel is reflected in table 1.31. The secretariat of the Committee will continue to raise the awareness of travellers on the policy for the advance purchase of air tickets.

Table 1.31
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	85	56	89	100	100

7. Independent Audit Advisory Committee

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.43 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.32 to 1.34.

Table 1.32
Evolution of financial resources by object of expenditure
(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	400.8	390.7	–	–	–	–	–	390.7	
Other staff costs	0.5	13.7	–	–	–	–	–	13.7	
Consultants	6.2	6.9	–	–	–	–	–	6.9	
Travel of representatives	133.6	243.8	–	–	–	–	–	243.8	
Travel of staff	11.5	13.2	–	–	–	–	–	13.2	
Contractual services	11.6	4.2	–	–	–	–	–	4.2	
General operating expenses	5.9	3.7	–	–	–	–	–	3.7	
Supplies and materials	0.3	1.1	–	–	–	–	–	1.1	
Furniture and equipment	2.5	0.4	–	–	–	–	–	0.4	
Improvement of premises	1.6	–	–	–	–	–	–	–	
Total	574.5	677.7	–	–	–	–	–	677.7	

Part I Overall policymaking, direction and coordination

**Table 1.33
Proposed posts and post changes for 2025**

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2024	2	1 P-5, 1 GS (OL)
Proposed for 2025	2	1 P-5, 1 GS (OL)

**Table 1.34
Proposed posts by category and grade**

(Number of posts)

<i>Category and grade</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
P-5	1	–	–	–	–	1
Subtotal	1	–	–	–	–	1
General Service and related						
GS (OL)	1	–	–	–	–	1
Subtotal	1	–	–	–	–	1
Total	2	–	–	–	–	2

1.44 Additional details on the distribution of proposed resources for 2025 are reflected in table 1.35 and figure 1.V.

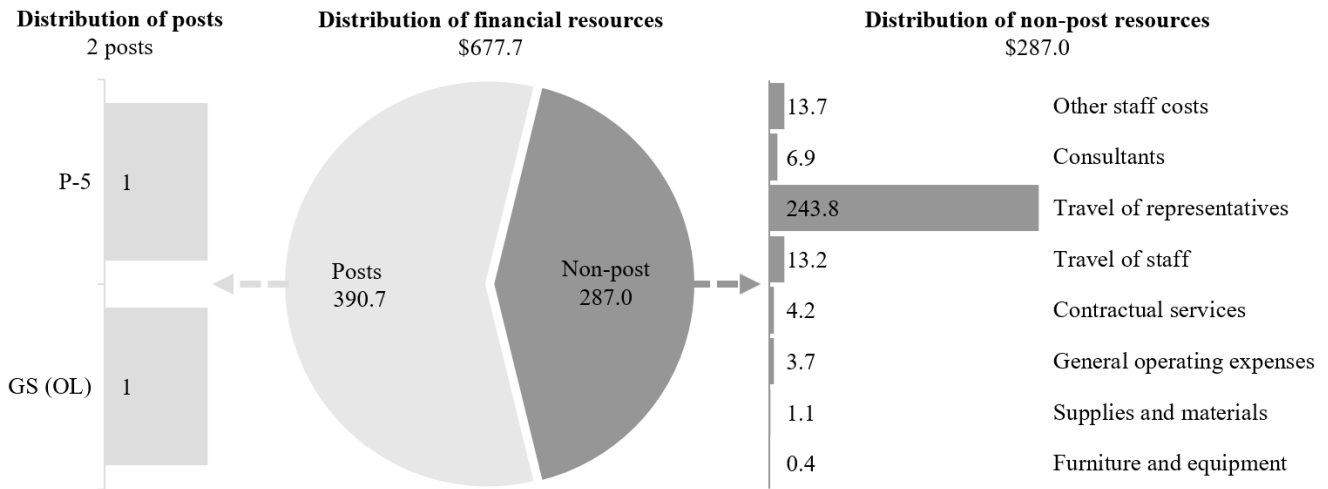
1.45 As reflected in table 1.35, the overall resources proposed for 2025 amount to \$677,700 before recosting and reflect no change compared with the approved budget for 2024.

**Table 1.35
Evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Posts	400.8	390.7	–	–	–	–	–	390.7	
Non-post	173.8	287.0	–	–	–	–	–	287.0	
Total	574.5	677.7	–	–	–	–	–	677.7	
Post resources by category									
Professional and higher		1	–	–	–	–	–	1	
General Service and related		1	–	–	–	–	–	1	
Total		2	–	–	–	–	–	2	

Figure 1.V
Distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



1.46 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.36. The secretariat of the Committee will continue to implement measures to maintain the rate of compliance regarding the advance purchase of air tickets by raising the awareness of travellers and requesting them to finalize travel arrangements as soon as possible.

Table 1.36
Compliance rate
 (Percentage)

	2021 actual ^a	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	67	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	–	33	100	100	100

^a No travel was undertaken owing to COVID-19 travel restrictions.

II. Secretary-General

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.47 In accordance with Article 97 of the Charter of the United Nations, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who, in turn, appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.
- 1.48 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination (CEB), the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General in 2025 will be directed towards the achievement of the priorities of the Organization.
- 1.49 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.37 to 1.39.

Table 1.37
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Posts	421.4	440.0	–	–	–	–	–	440.0
Hospitality	64.9	66.8	–	–	–	–	–	66.8
Travel of staff	230.2	237.2	–	–	–	–	–	237.2
General operating expenses	200.7	223.0	–	–	–	–	–	223.0
Total	917.4	967.0	–	–	–	–	–	967.0

Table 1.38
Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	1	Secretary-General
Proposed for 2025	1	Secretary-General

Section 1 Overall policymaking, direction and coordination

**Table 1.39
Proposed posts by category and grade**

(Number of posts)

<i>Category and grade</i>	<i>Changes</i>					<i>Total</i>	<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
Professional and higher							
Secretary-General	1	–	–	–	–	–	1
Total	1	–	–	–	–	–	1

1.50 Additional details on the distribution of the proposed resources for 2025 are reflected in table 1.40 and figure 1.VI.

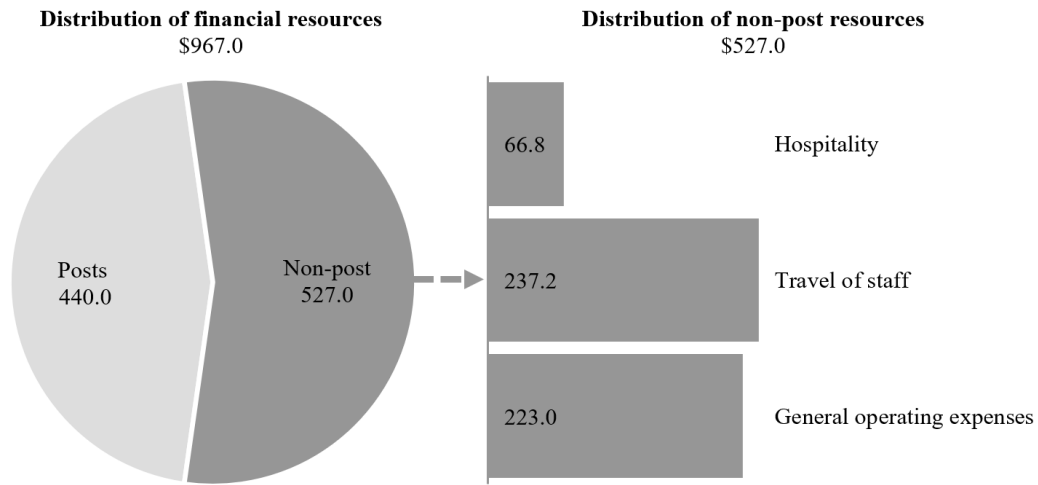
1.51 As reflected in table 1.40, the overall resources proposed for 2025 amount to \$967,000 before recosting and reflect no change compared with the approved budget for 2024.

**Table 1.40
Evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Posts	421.4	440.0	–	–	–	–	–	–	440.0
Non-post	495.9	527.0	–	–	–	–	–	–	527.0
Total	917.4	967.0	–	–	–	–	–	–	967.0
Post resources by category									
Secretary-General		1	–	–	–	–	–	–	1
Total		1	–	–	–	–	–	–	1

Figure 1.VI
Distribution of proposed resources for 2025 (before recosting)
(Thousands of United States dollars)



III. Executive direction and management

- 1.52 The proposed resources under executive direction and management would provide for the Executive Office of the Secretary-General and the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi. Those offices provide support to the Secretary-General in his capacity as Chief Administrative Officer of the United Nations under Article 97 of the Charter of the United Nations by assisting in: (a) the establishment of general policy and in the exercise of executive direction in relation to the work of the Secretariat, the United Nations funds and programmes and other entities within the Organization; (b) the supervision and coordination of the work of the Organization pursuant to the decisions of the Secretary-General and to the relevant directives of the intergovernmental bodies concerned; (c) relations with the press and the public; (d) inter-agency coordination functions in relation to the United Nations system of organizations, regional organizations and non-governmental organizations (NGOs); (e) relations with the principal organs of the United Nations and host Governments; and (f) contacts with Governments and delegations pursuant to Articles 98 and 99 of the Charter. Further details are provided under the relevant components. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

1. Executive Office of the Secretary-General

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.53 The Executive Office of the Secretary-General provides assistance to the Secretary-General in the establishment of general policy, in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It provides further assistance to the Secretary-General in strategic planning, the preparation of the annual report of the Organization and the annual report on the rule of law, political, economic and inter-agency affairs, liaison and representation functions and the fulfilment of the priorities and mandates set out by the General Assembly. The resources of the Executive Office also provide for the post of Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution [52/12 B](#).
- 1.54 The Executive Office functions as an integrated office, with reporting lines through the Deputy Secretary-General, Chef de Cabinet and the Under-Secretary-General for Policy to the Secretary-General. The Assistant Secretary-General will undertake assignments and perform functions in support of the Secretary-General's mandate. The units within the Executive Office work as a team to support the Secretary-General and the activities of the principals regardless of their direct reporting lines. The resources for the Executive Office provide for post and non-post resources in support of the activities of the Secretary-General. While the overall number of posts approved for 2024 remains unchanged, the Executive Office is proposing the reclassification of three posts in 2025, as detailed in annex II.
- 1.55 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Executive Office has continued to integrate environmental management practices into its operations to ensure resource efficiencies, waste reduction and system-wide behavioural changes across the United Nations. In 2023, the Executive Office leveraged the changes that it had initiated in 2020 with regard to lowering its carbon and resource footprint and streamlining correspondences and document processing workflows, reducing printing volumes significantly. With the adoption of Assembly resolution [77/161](#) on promoting

zero-waste initiatives to advance the 2030 Agenda, the Executive Office has also started to examine measures to implement waste reduction practices for system-wide application.

- 1.56 The Executive Office strives to make the reports of the Secretary-General issued by the Office accessible to persons with disabilities. For example, the report of the Secretary-General on the work of the Organization was published in accessible formats, including ePub and Easy Read. In addition to those formats, the report of the Secretary-General on disability inclusion in the United Nations system also included an executive summary in International Sign. In 2025, the Executive Office will continue its efforts to facilitate the issuance of reports and communications of the Secretary-General in accessible formats, where feasible. In 2023, the Executive Office also enhanced the accessibility of events. For example, the high-level “Sustainable Development Goals Action Weekend”, led by the Executive Office, included sessions supported by International Sign interpretation and live captioning, and key meeting materials were produced in ePub format. The Executive Office is also taking active steps to ensure the provision of reasonable accommodation to staff members with disabilities and will continue such efforts in 2025.

Deputy Secretary-General

- 1.57 The Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of General Assembly resolution 52/12 B, will place special focus on sustainable development, including the 2030 Agenda and the Sustainable Development Goals, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Paris Agreement on climate change and other intergovernmentally agreed sustainable development commitments. In this regard, specific attention will be paid to financing for development, the energy transition and food systems transformation, digital for development, education, jobs and social protection, addressing the triple planetary crises of climate change, the environment and pollution, and global health in diverse country contexts. The inclusion agenda – gender equality, young people and persons with disabilities, among others – and partnerships for acceleration of the Goals will receive priority attention across all streams of work to ensure that no one is left behind. Collaboration across humanitarian and development action and the links to peacebuilding, as well as transitions from crisis and conflict to sustainable development, migration and development, will also be critical areas of work. The Deputy Secretary-General will chair the United Nations Sustainable Development Group, including the oversight of the Development Coordination Office, and lead implementation of the repositioning of the United Nations development system. The Deputy Secretary-General directly oversees the work of the Sustainable Development Unit and chairs the Rule of Law Coordination and Resource Group.

Chef de Cabinet

- 1.58 The Chef de Cabinet supports the Secretary-General in the execution of his political role and engagements. The Chef de Cabinet acts as an interface with Member States and, on behalf of the Secretary-General, primarily with the General Assembly and the Security Council. In addition, the Chef de Cabinet oversees the administrative and management portfolio, senior leadership appointments and the implementation of the management reforms, peace and security reforms, and other reforms as requested by the Secretary-General, as well as the alignment of the various reform streams. The Chef de Cabinet also oversees the efforts of the Organization to advance equitable geographical distribution and gender parity, to prevent sexual exploitation and abuse and to address racism within the Organization. The Chef de Cabinet chairs the Management Committee, the Management Performance Board, the High-level Steering Group on preventing sexual exploitation and abuse and the Senior Emergency Policy Team. The Chef de Cabinet also oversees the work of and substantive support provided to those bodies and the Standing Principals’ Group. The Chef de Cabinet provides direction and oversees the overall management of the Executive Office and directly oversees the Political, Peacekeeping, Humanitarian and Human Rights Unit, the Strategic Communication and Speech Writing Unit, the Office of the Spokesperson and the Management and Administrative Unit.

Under-Secretary-General for Policy

- 1.59 The Under-Secretary-General for Policy supports the Secretary-General in maintaining a holistic overview and strategic oversight of policy matters across all pillars of the work of the United Nations, including, preparations for the Summit of the Future, leading and coordinating the follow-up to Our Common Agenda and overseeing the Secretary-General's Call to Action for Human Rights. The Under-Secretary-General initiates and leads horizontal and vertical integration for system-wide coherence on conflict prevention policies, tools and operations; monitors emerging global issues and brewing crises and advises the Secretary-General on appropriate options and responses; and ensures that fresh thinking and outside perspectives are introduced. The Under-Secretary-General oversees the follow-up to the High-level Panel on Internal Displacement. The Under-Secretary-General is the Secretary of the Senior Management Group and the Executive Committee and chairs the Deputies Committee and coordinates closely on matters related to CEB. The Under-Secretary-General also directly oversees the Strategic Planning and Monitoring Unit, the Rule of Law Unit and the Summit of the Future/Our Common Agenda team (which has been placed in the Under-Secretary-General's office), and ensures strategic coordination and coherence in the work of the Strategic Planning and Monitoring Unit, the Rule of Law Unit, the Summit of the Future/Our Common Agenda team, the Political, Peacekeeping, Humanitarian and Human Rights Unit, which reports to the Chef de Cabinet, and the Sustainable Development Unit, which reports to the Deputy Secretary-General.

Office of the Secretary-General

- 1.60 The Office of the Secretary-General provides support and assistance to the Secretary-General. The Office liaises with the Deputy Secretary General, Chef de Cabinet and the Under Secretary-General for Policy, and conveys the Secretary General's guidance. It reviews and clears documentation, correspondence, notes, letters, reports and statements. The Office oversees the scheduling of meetings and events, the preparation of scenarios and the travel of the Secretary-General, and is responsible for preparation for scheduled activities, including consolidating background notes, key messages, remarks and speeches, and liaising with permanent missions.

Management and Administrative Unit

- 1.61 The Management and Administrative Unit provides support to the Secretary-General and the Executive Office in the areas of human resources, financial and budgetary management and general administration. In addition, the Unit carries out advisory and liaison functions with regard to matters relating to management, oversight, conference support, safety and security, legal affairs, ethics, and conduct and discipline. The Unit, which includes the Central Records Unit, also ensures the effective management of correspondence for the Secretary-General and the Executive Office.

Office of the Spokesperson

- 1.62 The Office of the Spokesperson for the Secretary-General provides information to the media on the work of the Secretary-General and the United Nations system as a whole through daily briefings, direct responses to media enquiries, press conferences, background briefings and interviews with the Secretary-General, the Deputy Secretary-General and other senior officials. The Office provides advice on media relations to the Secretary-General, the Deputy Secretary-General and United Nations officials. Personnel of the Office travel with the Secretary-General, keep him abreast of breaking news, interact with media to ensure coverage of the activities of the Secretary-General, and ensure that all statements made are placed on record.

Political, Peacekeeping, Humanitarian and Human Rights Unit

- 1.63 The responsibilities of the Political, Peacekeeping, Humanitarian and Human Rights Unit include working closely with the relevant line departments to provide situational awareness, trend analysis and advice on emerging and ongoing issues of interest and concern across the political, peacekeeping, humanitarian and human rights portfolios; supporting senior management decision-making on country situations and relevant thematic files; ensuring effective and coordinated United

Nations system analysis, reporting and response on situations of interest and concern; ensuring policy oversight and quality assurance of various communications and reports of the Secretary-General on political, peacekeeping, humanitarian or human rights issues; providing high-quality and well-coordinated input to public and private communications; and ensuring that human rights concerns are adequately reflected in the above-mentioned work.

Rule of Law Unit

- 1.64 The Rule of Law Unit acts as a catalyst of action in strengthening United Nations activities to promote the rule of law. The Unit serves as the focal point in the Executive Office for legal questions, the rule of law, counter-terrorism and the prevention of violent extremism, international justice and accountability, organized crime and drugs, transitional justice and anti-corruption, and provides support for the system-wide coordination, coherence and quality of rule of law activities of the United Nations. It develops system-wide strategies, policy direction, best practice materials and guidance for the Organization in promoting the fundamental importance of the rule of law. Moreover, the Unit provides support to the Rule of Law Coordination and Resource Group in carrying out and implementing the tasks set out in the related report of the Secretary-General (A/61/636-S/2006/980) and leads the preparation of the Secretary-General's annual report on the rule of law.

Scheduling and Travel Unit

- 1.65 The Scheduling and Travel Unit oversees the scheduling of meetings, events and travel of the Secretary-General, handling requests for invitations and individual meetings in consultation with departments, offices and units. The responsibilities of the Unit include preparation for scheduled activities (meetings, events and travel), including the consolidation of briefing materials, the preparation of scenarios and the organization of the travel of the Secretary-General.

Strategic Communication and Speech Writing Unit

- 1.66 The Strategic Communication and Speech Writing Unit provides communications advice and support to the Secretary-General. The unit drafts speeches, video messages, op-ed articles and other materials for delivery by the Secretary-General. The Unit also works with communications colleagues and others across the United Nations system on strategic planning and crisis communications; helps to formulate key messaging; ensures that the Secretary-General's speeches and messages are disseminated as widely as possible; and provides speech support to the Deputy-Secretary General and other senior officials in the Executive Office.

Strategic Planning and Monitoring Unit

- 1.67 The Strategic Planning and Monitoring Unit provides support for strategic decision-making, priority-setting, forward planning, analysis and risk management, and ensuring strategic direction and coherence in planning frameworks; and supports analyses, reviews, assessments and plans for integrated United Nations response efforts, with a focus on crisis-affected and fragile settings, including the preparation of strategic options for engagement based on information from the United Nations system. The Unit translates the guidance of the Secretary-General into strategic directives and supports his efforts to develop new capabilities that promote agility, integration and cohesion across the United Nations system and to offer solutions to the challenges of the twenty-first century.

Sustainable Development Unit

- 1.68 The Sustainable Development Unit supports the strategic engagement on sustainable development, guided by the 2030 Agenda and the Sustainable Development Goals, the Addis Ababa Action Agenda, the Paris Agreement on climate change and other intergovernmentally agreed sustainable development commitments, as well as the reform of the United Nations development system. In a context marked by crises and setbacks to the achievement of the Goals, the Unit supports the Secretary-General and the Deputy Secretary-General in mobilizing ambition and action and achieving policy breakthroughs, to reverse deteriorating trends relating to the Goals, and to unlock

transformative change through a repositioned United Nations development system and expanded multi-stakeholder engagement and partnerships. Financing for development, climate action and environmental protection, digital for development, jobs and social protection, global health, education, migration and development, the humanitarian-development-peace nexus and transitions from crisis and conflict to sustainable development are priority areas under the responsibility of the Unit. The inclusion agenda – gender equality, young people and persons with disabilities, among others – and partnerships for acceleration of the Goals will receive priority attention across all streams of work to ensure that no one is left behind. The Unit also provides substantive input to the Chef de Cabinet and the Under-Secretary-General for Policy for joint action on the Executive Office’s priorities and contributes to the preparations for and the integrated analysis of the material discussed during the meetings of the Executive Committee.

1.69 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.41 to 1.43.

Table 1.41
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	16 543.2	17 752.9	–	–	70.6	70.6	0.4	17 823.5
Other staff costs	117.5	127.8	–	–	–	–	–	127.8
Hospitality	1.6	1.6	–	–	–	–	–	1.6
Travel of staff	535.5	501.0	–	–	–	–	–	501.0
Contractual services	182.0	162.2	–	–	50.0	50.0	30.8	212.2
General operating expenses	73.2	116.0	–	–	–	–	–	116.0
Supplies and materials	13.6	41.0	–	–	–	–	–	41.0
Furniture and equipment	17.9	17.6	–	–	–	–	–	17.6
Total	17 484.4	18 720.1	–	–	120.6	120.6	0.6	18 840.7

Table 1.42
Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 11 P-4, 7 P-3, 2 P-2/1, 7 GS (PL), 39 GS (OL)
Reclassification	–	1 P-3 to 1 P-4, 2 GS (OL) to 2 GS (PL)
Proposed for 2025	92	1 DSG, 2 USG, 1 ASG, 6 D-2, 7 D-1, 9 P-5, 12 P-4, 6 P-3, 2 P-2/1, 9 GS (PL), 37 GS (OL)

Table 1.43
Proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
DSG	1	–	–	–	–	1
USG	2	–	–	–	–	2
ASG	1	–	–	–	–	1
D-2	6	–	–	–	–	6
D-1	7	–	–	–	–	7
P-5	9	–	–	–	–	9
P-4	11	–	–	1	1	12
P-3	7	–	–	(1)	(1)	6
P-2/1	2	–	–	–	–	2
Subtotal	46	–	–	–	–	46
General Service and related						
GS (PL)	7	–	–	2	2	9
GS (OL)	39	–	–	(2)	(2)	37
Subtotal	46	–	–	–	–	46
Total	92	–	–	–	–	92

1.70 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.44 to 1.46 and figure 1.VII.

1.71 As reflected in table 1.44 (1), the overall resources proposed for 2025 amount to \$18,840,700 before recosting, reflecting an increase of \$120,600 (or 0.6 per cent) compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.44
Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) Regular budget

Component	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Executive direction and management	17 484.4	18 720.1	–	–	120.6	120.6	0.6	18 840.7
Subtotal, 1	17 484.4	18 720.1	–	–	120.6	120.6	0.6	18 840.7

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(2) *Other assessed*

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Executive direction and management	1 133.7	1 280.0	43.8	3.4	1 323.8
Subtotal, 2	1 133.7	1 280.0	43.8	3.4	1 323.8

(3) *Extrabudgetary*

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Executive direction and management	36 688.5	33 601.9	(1 151.3)	(3.4)	32 450.6
Subtotal, 3	36 688.5	33 601.9	(1 151.3)	(3.4)	32 450.6
Total (1+2+3)	55 306.6	53 602.0	(986.9)	(1.8)	52 615.1

Table 1.45
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Executive direction and management	92	–	–	–	–	92
Subtotal, 1	92	–	–	–	–	92

(2) *Other assessed*

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Executive direction and management	5	–	5
Subtotal, 2	5	–	5

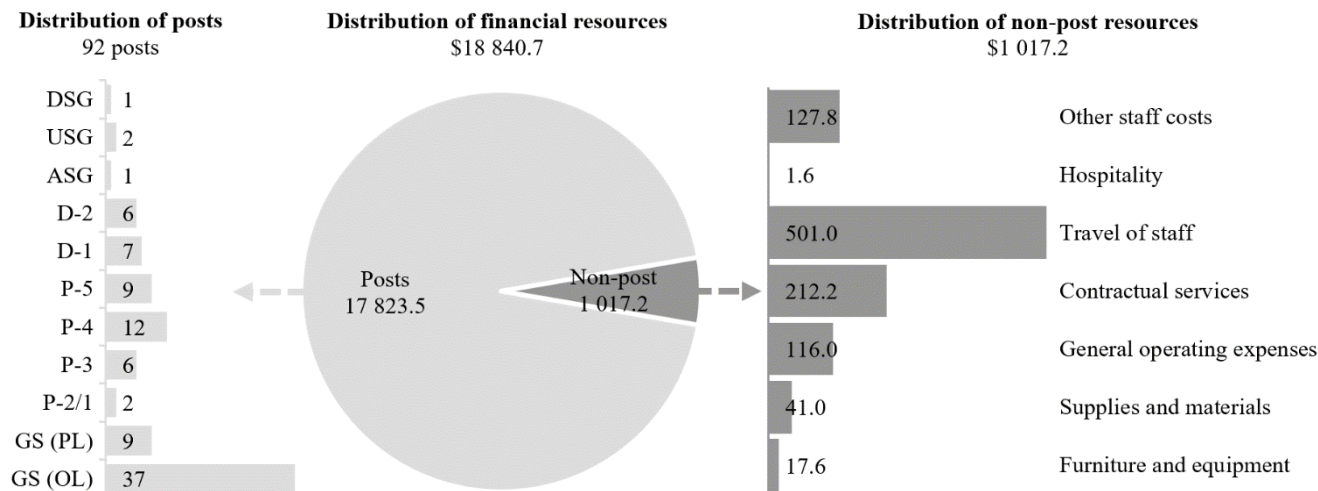
(3) *Extrabudgetary*

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Executive direction and management	37	2	39
Subtotal, 3	37	2	39
Total (1+2+3)	134	2	136

Table 1.46
Evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	16 543.2	17 752.9	–	–	70.6	70.6	0.4	17 823.5	
Non-post	941.2	967.2	–	–	50.0	50.0	5.2	1 017.2	
Total	17 484.4	18 720.1	–	–	120.6	120.6	0.6	18 840.7	
Post resources by category									
Professional and higher		46	–	–	–	–	–	46	
General Service and related		46	–	–	–	–	–	46	
Total		92	–	–	–	–	–	92	

Figure 1.VII
Distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.72 As reflected in table 1.44 (1), resource changes reflect an increase of \$120,600, comprising:

- (a) An increase of \$70,600 under posts owing to the proposed upward reclassification of three posts (Communications Officer (from P-3 to P-4), Information Management Assistant (from General Service (Other level) to General Service (Principal level)) and Staff Assistant (from General Service (Other level) to General Service (Principal level))) (see annex II to the present report);

- (b) An increase of \$50,000 under contractual services, owing to the planned integration of Salesforce with Inspira for reference checks. The proposed requirements include one-time development costs of \$34,000 and annual maintenance and licence fees of \$16,000. The integration is essential for enhancing the reference check process during the appointment of senior leadership.

Other assessed resources

- 1.73 As reflected in tables 1.44 (2) and 1.45 (2), other assessed resources amount to \$1,323,800. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 (A/78/746).

Extrabudgetary resources

- 1.74 As reflected in tables 1.44 (3) and 1.45 (3), extrabudgetary resources amount to \$32,450,600. The resources would complement regular budget resources and would be used mainly to provide for 39 posts (1 D-2, 1 D-1, 10 P-5, 8 P-4, 9 P-3, 1 P-2, 1 General Service (Principal level) and 8 General Service (Other level)) and non-post resources that would be used to support the delivery of its mandates, including supporting the Secretary-General in his responsibilities and the Executive Office’s activities in all regions of the world, providing support for the financing of activities relating to the maintenance of international peace and security, and providing for special projects to be undertaken by the Executive Office.
- 1.75 The extrabudgetary resources under the present section are subject to the oversight of the Executive Office, which has delegated authority from the Secretary-General.
- 1.76 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.47. The vast majority of the travel undertaken in the Executive Office is in connection with the formal delegations of the Secretary-General and of the Deputy Secretary-General. The official visits of the Secretary-General and of the Deputy Secretary-General involve complex preparation and logistical arrangements with respect to the agenda and scheduling with numerous high-level government officials. Therefore, such preparations are, in many cases, finalized close to the departure date and are subject to last-minute changes. Furthermore, the official visits, in most cases, involve multiple consecutive meetings in various countries and regions in order to save financial resources that would have been otherwise incurred had the travel been to a single destination with a round trip to New York. Hence, the coordination of these multiple-leg trips with numerous high-level participants is more complex and involves additional extensive preparations with unforeseen circumstances. It should be noted that the Executive Office often works directly with the Travel Unit and reserves the tickets on the basis of a preliminary itinerary to secure the tickets at a low price, before the formal actions are recorded in Umoja, which are then completed at a later stage, once final information is confirmed. The Executive Office is mindful of and takes the utmost efforts to achieve improved compliance with the advance booking of air travel policy.

Table 1.47
Compliance rate
 (Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	86	75	58	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	34	33	35	100	100

2. Office of the Director-General, United Nations Office at Geneva

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.77 The Office of the Director-General of the United Nations Office at Geneva provides executive support to the Director-General in her functions as the representative of the Secretary-General in Switzerland, as executive head of the United Nations Office at Geneva and as the designated official for security for Switzerland, as mandated and described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva ([ST/SGB/2000/4](#)). The functions of the Office of the Director-General are to:
- (a) Provide executive support to the Director-General and assist the Director-General in the overall direction and management of the United Nations Office at Geneva and the coordination of the activities of its units;
 - (b) Liaise with the Executive Office of the Secretary-General and other Secretariat units at Headquarters and other duty stations;
 - (c) Maintain contact with permanent and observer missions, including coordinating information to them;
 - (d) Provide advice and support to the Director-General in relation to communications, public relations and outreach activities;
 - (e) Provide advice and support to the Director-General in the discharge of political and representational functions with Member States and regional and other intergovernmental organizations, and liaise with relevant Headquarters departments in this area;
 - (f) Organize the observance of mandated and selected international days;
 - (g) Maintain and develop cooperation with Geneva-based United Nations entities, including arranging consultations between the Director-General and the heads of the funds, programmes and specialized agencies in Geneva, and facilitating inter-agency cooperation;
 - (h) Support the Director-General in building partnerships in support of the work of the Organization, including with civil society, the academic and research community and the private sector; liaising with relevant Headquarters departments in this area; and liaising with NGOs, first and foremost with those in consultative status with the Economic and Social Council, and facilitating their participation in United Nations activities;
 - (i) Maintain and develop cooperation with research and academic institutions, civil society, think tanks and the private sector, including organizing joint events;
 - (j) Represent the United Nations Legal Counsel at Geneva, assist the Director-General in all legal matters, provide legal advice to substantive departments and services at the United Nations Office at Geneva and to funds and programmes at Geneva, and liaise with the host country and other authorities concerning privileges and immunities, the implementation of Headquarters agreements and other questions affecting United Nations agreements;
 - (k) Carry out protocol and diplomatic liaison functions with permanent and observer missions and authorities of the host country, provide protocol advice to United Nations entities at Geneva and advise the Geneva Diplomatic Committee in its work;
 - (l) Support the implementation of the 2030 Agenda through communication and outreach activities, capitalizing on the presence in Geneva of a diversity of stakeholders directly involved in the achievement of the Sustainable Development Goals, by acting as convenor, facilitator and connector among actors in Geneva and other duty stations;
 - (m) Lead the United Nations Office at Geneva as it adapts to new realities and challenges, ensuring business continuity at the Palais des Nations during the strategic heritage plan project, while

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promoting a culture of efficiency, environmental responsibility and agile work practices to meet the evolving needs of the international community.

1.78 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.48 to 1.50.

Table 1.48 Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Posts	3 542.3	3 315.3	–	–	–	–	3 315.3
Other staff costs	9.5	9.8	–	–	–	–	9.8
Hospitality	3.4	4.1	–	–	–	–	4.1
Travel of staff	22.5	22.6	–	–	–	–	22.6
Contractual services	0.2	0.6	–	–	–	–	0.6
Supplies and materials	–	1.2	–	–	–	–	1.2
Furniture and equipment	4.1	3.8	–	–	–	–	3.8
Other	0.4	–	–	–	–	–	–
Total	3 582.4	3 357.4	–	–	–	–	3 357.4

Table 1.49 Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)
Proposed for 2025	17	1 USG, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2/1, 2 GS (PL), 6 GS (OL)

Table 1.50 Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	2	–	–	–	–	2
P-4	2	–	–	–	–	2
P-3	1	–	–	–	–	1
P-2/1	1	–	–	–	–	1
Subtotal	9	–	–	–	–	9

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Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
General Service and related							
GS (PL)	2	–	–	–	–	–	2
GS (OL)	6	–	–	–	–	–	6
Subtotal	8	–	–	–	–	–	8
Total	17	–	–	–	–	–	17

1.79 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.51 to 1.53 and figure 1.VIII.

1.80 As shown in tables 1.51 (1) and 1.52 (1), the overall resources proposed for 2025 amount to \$3,357,400 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.51
Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Executive direction and management	3 582.4	3 357.4	–	–	–	–	–	3 357.4	
Subtotal, 1	3 582.4	3 357.4	–	–	–	–	–	3 357.4	

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Executive direction and management	533.2	533.2	–	–	533.2
Subtotal, 2	533.2	533.2	–	–	533.2
Total (1+2)	4 115.6	3 890.6	–	–	3 890.6

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**Table 1.52
Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) Regular budget

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management	17	–	–	–	–	17
Subtotal, 1	17	–	–	–	–	17

(2) Extrabudgetary

Component	2024 estimate	Change	2025 estimate
Executive direction and management	3	–	3
Subtotal, 2	3	–	3
Total (1+2)	20	–	20

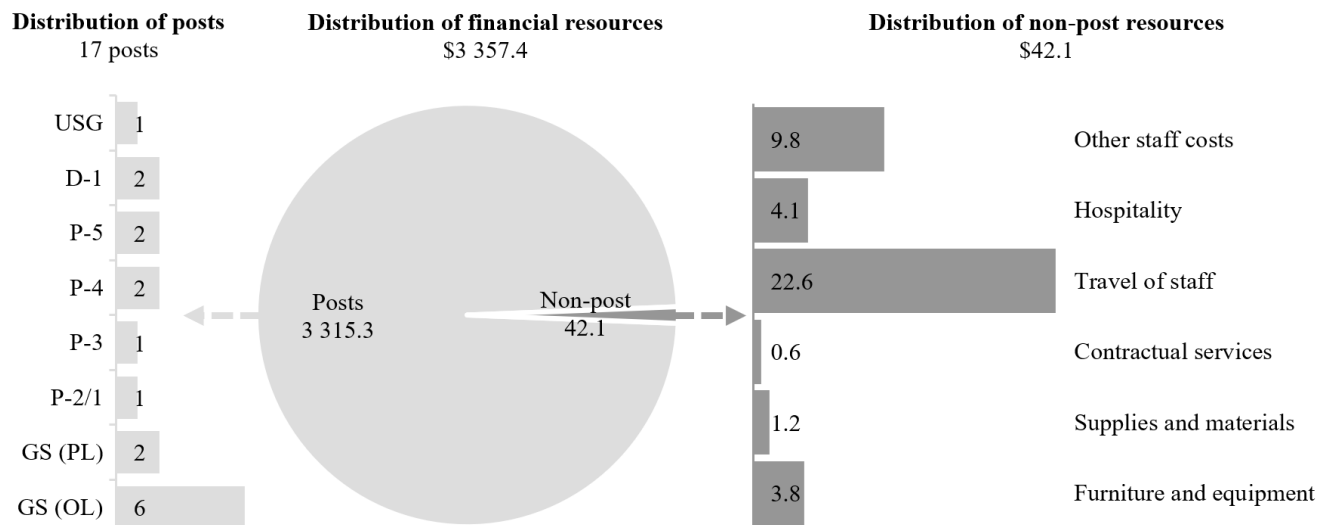
**Table 1.53
Evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	3 542.3	3 315.3	–	–	–	–	–	3 315.3
Non-post	40.1	42.1	–	–	–	–	–	42.1
Total	3 582.4	3 357.4	–	–	–	–	–	3 357.4
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		8	–	–	–	–	–	8
Total		17	–	–	–	–	–	17

Figure 1.VIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.81 As reflected in tables 1.51 (2) and 1.52 (2), extrabudgetary resources amount to \$533,200. The resources would complement regular budget resources and would be used mainly to provide for three posts (General Service (Other level)) to support the Office’s work in the Legal Affairs Section and the Political Affairs and Partnerships Section.
- 1.82 The extrabudgetary resources under the present section are subject to the oversight of the Office of the Director-General, which has delegated authority from the Secretary-General.
- 1.83 Information on the advance booking for air travel is reflected in table 1.54. The Office of the Director-General will continue to plan its travel in order to reach 100 per cent compliance with the advance booking of air travel policy.

Table 1.54
Compliance rate
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	100	–	50	100	100

3. Office of the Director-General, United Nations Office at Vienna

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.84 The Office of the Director-General of the United Nations Office at Vienna provides executive support to the Director-General in her functions as the representative of the Secretary-General in Austria, as executive head of the United Nations Office at Vienna, including the United Nations Information Service, and as a designated official for security for Austria. The Office of the Director-General also maintains liaison with the host Government and other Governments and intergovernmental

Section 1 Overall policymaking, direction and coordination

organizations and NGOs in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of UNODC. The Office of the Executive Director is integrated with that of the Director-General and is supported by UNODC resources. The functions of the Office of the Director-General, as outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna ([ST/SGB/2004/5](#)), are to:

- (a) Provide assistance to the Director-General in the executive direction and management of the United Nations Office at Vienna and in the coordination of the activities of its units;
- (b) Cooperate with the host Government and provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with NGOs in consultative status with the Economic and Social Council;
- (c) Represent the United Nations Legal Counsel in Vienna and provide assistance to the Director-General on all legal matters and legal services for entities of the Secretariat in Vienna;
- (d) Arrange for representation of the United Nations at meetings and conferences held in Vienna;
- (e) Coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;
- (f) Maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.

1.85 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.55 to 1.57.

**Table 1.55
Evolution of financial resources by object of expenditure**

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Posts	1 282.9	1 223.9	–	–	–	–	–	1 223.9	
Other staff costs	9.6	6.0	–	–	–	–	–	6.0	
Hospitality	0.7	1.3	–	–	–	–	–	1.3	
Consultants	(3.7)	–	–	–	–	–	–	–	
Travel of staff	12.8	12.3	–	–	–	–	–	12.3	
Contractual services	16.1	17.1	–	–	–	–	–	17.1	
General operating expenses	4.6	0.7	–	–	–	–	–	0.7	
Supplies and materials	2.1	2.2	–	–	–	–	–	2.2	
Furniture and equipment	0.6	4.8	–	–	–	–	–	4.8	
Other	(0.2)	–	–	–	–	–	–	–	
Total	1 325.5	1 268.3	–	–	–	–	–	1 268.3	

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Table 1.56
Proposed posts and post changes for 2025
 (Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2024	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)
Proposed for 2025	9	1 P-5, 2 P-4, 1 P-3, 1 GS (PL), 4 GS (OL)

Table 1.57
Proposed posts by category and grade
 (Number of posts)

<i>Category and grade</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
Professional and higher							
P-5	1	–	–	–	–	–	1
P-4	2	–	–	–	–	–	2
P-3	1	–	–	–	–	–	1
Subtotal	4	–	–	–	–	–	4
General Service and related							
GS (PL)	1	–	–	–	–	–	1
GS (OL)	4	–	–	–	–	–	4
Subtotal	5	–	–	–	–	–	5
Total	9	–	–	–	–	–	9

- 1.86 Additional details on the distribution of the proposed resources for 2025 are reflected in table 1.58 and figure 1.IX.
- 1.87 As reflected in table 1.58, the overall resources proposed for 2025 amount to \$1,268,300 before recosting and reflect no change compared with the approved budget for 2024.

Table 1.58
Evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

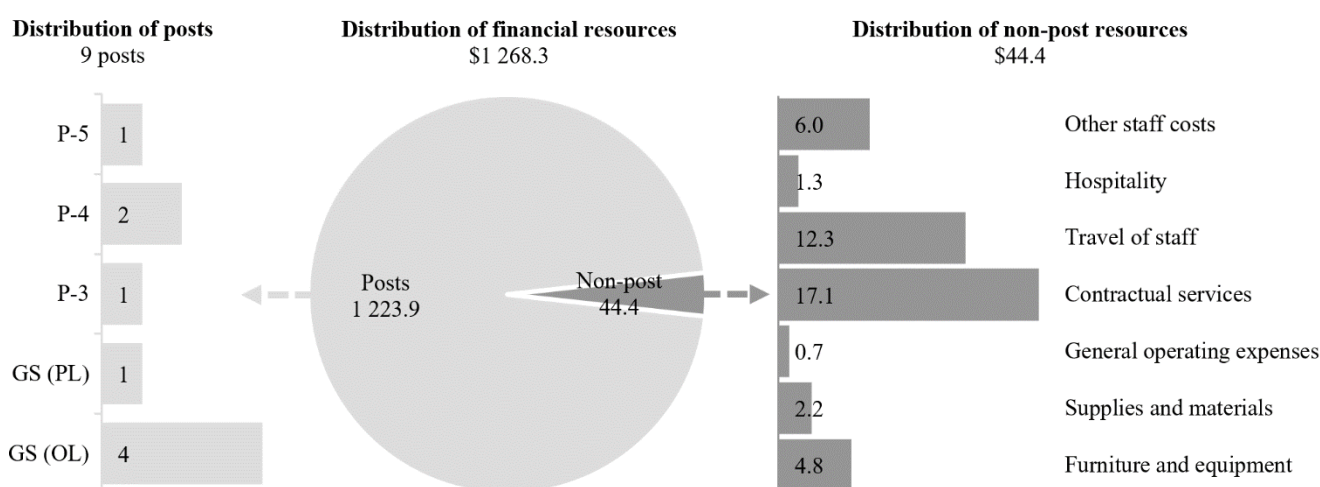
	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Posts	1 282.9	1 223.9	–	–	–	–	–	–	1 223.9
Non-post	42.6	44.4	–	–	–	–	–	–	44.4
Total	1 325.5	1 268.3	–	–	–	–	–	–	1 268.3

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	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		4	–	–	–	–	4
General Service and related		5	–	–	–	–	5
Total		9	–	–	–	–	9

Figure 1.IX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



1.88 Information on the advance booking for air travel is reflected in table 1.59. The Office of the Director-General will continue its efforts to improve travel planning to ensure compliance with the advance booking of air travel policy.

Table 1.59
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	100	64	73	100	100

4. Office of the Director-General, United Nations Office at Nairobi

B. Proposed post and non-post resource requirements for 2025

Overview

1.89 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General’s bulletin on the organization of the United Nations Office at Nairobi (ST/SGB/2009/3). The Director-General is responsible for all activities of the Office, serves as the representative of the Secretary-General and performs representation and liaison functions with

the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi. The responsibilities also include the executive direction and management of the United Nations Office at Nairobi, including the programmes of administration and conference services, other support and common services and the United Nations Information Centre in Nairobi. The functions of the Office of the Director-General are to:

- (a) Provide assistance to the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;
- (b) Cooperate with the host Government and provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;
- (c) Provide legal advisory services for the United Nations Office at Nairobi, the United Nations Environment Programme and the United Nations Human Settlements Programme (UN-Habitat);
- (d) Maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.

1.90 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.60 to 1.62.

**Table 1.60
Evolution of financial resources by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Posts	1 170.2	1 303.7	265.1	–	–	265.1	20.3	1 568.8
Other staff costs	–	9.0	–	–	–	–	–	9.0
Hospitality	0.5	1.2	–	–	–	–	–	1.2
Travel of staff	18.0	19.9	–	–	–	–	–	19.9
Contractual services	31.0	29.8	–	–	–	–	–	29.8
General operating expenses	18.5	22.0	–	–	–	–	–	22.0
Supplies and materials	0.5	2.4	–	–	–	–	–	2.4
Furniture and equipment	6.2	16.9	–	–	–	–	–	16.9
Total	1 244.8	1 404.9	265.1	–	–	265.1	18.9	1 670.0

**Table 1.61
Proposed posts and post changes for 2025**

(Number of posts)

	Number	Details
Approved for 2024	10	1 USG, 1 D-1, 1 P-5, 2 P-4, 1 P-3, 1 P-2/1, 3 LL
Proposed for 2025	10	1 USG, 1 D-1, 1 P-5, 2 P-4, 1 P-3, 1 P-2/1, 3 LL

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Table 1.62
Proposed posts by category and grade
 (Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	2	–	–	–	–	2
P-3	1	–	–	–	–	1
P-2/1	1	–	–	–	–	1
Subtotal	7	–	–	–	–	7
General service and related						
LL	3	–	–	–	–	3
Subtotal	3	–	–	–	–	3
Total	10	–	–	–	–	10

- 1.91 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.63 to 1.65 and figure 1.X.
- 1.92 As reflected in tables 1.63 (1) and 1.64 (1), the overall resources proposed for 2025 amount to \$1,670,000 before recosting, reflecting an increase of \$265,100 (or 18.9 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments.

Table 1.63
Evolution of financial resources by source of funding and component
 (Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Executive direction and management	1 244.8	1 404.9	265.1	–	–	265.1	18.9	1 670.0
Subtotal, 1	1 244.8	1 404.9	265.1	–	–	265.1	18.9	1 670.0

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(2) *Extrabudgetary*

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Executive direction and management	273.1	221.5	–	–	221.5
Subtotal, 2	273.1	221.5	–	–	221.5
Total (1+2)	1 517.9	1 626.4	265.1	16.3	1 891.5

Table 1.64
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Executive direction and management	10	–	–	–	–	10
Subtotal, 1	10	–	–	–	–	10

(2) *Extrabudgetary*

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Executive direction and management	1	–	1
Subtotal, 2	1	–	1
Total (1+2)	11	1	11

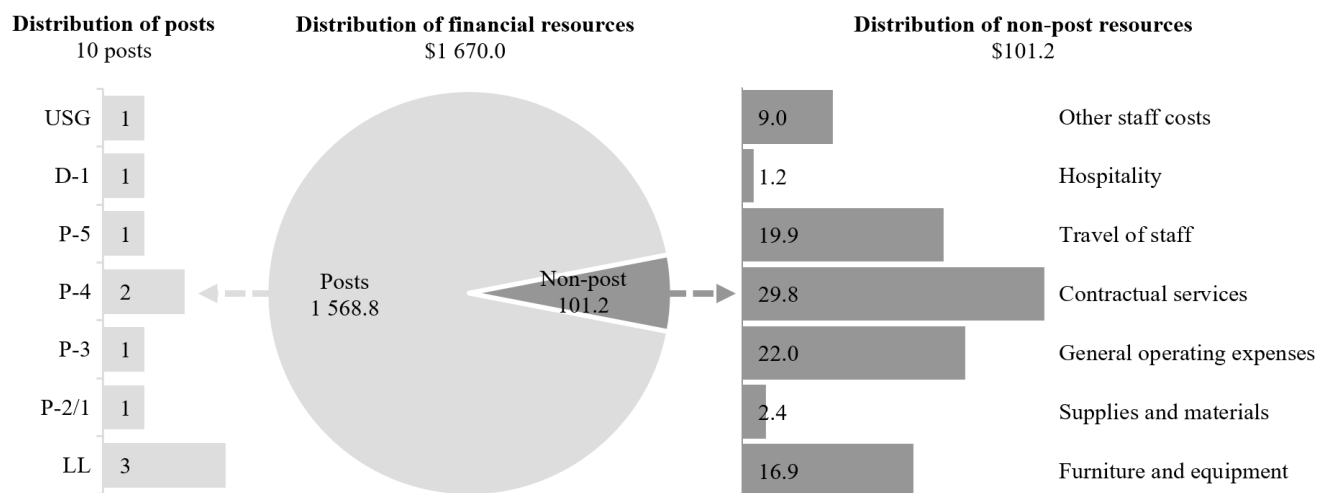
Table 1.65
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 estimate (before recosting)</i>	
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>		<i>Percentage</i>
Financial resources by main category of expenditure								
Posts	1 107.2	1 303.7	265.1	–	–	265.1	20.3	1 568.8
Non-post	74.6	101.2	–	–	–	–	–	101.2
Total	1 244.8	1 404.9	265.1	–	–	265.1	18.9	1 670.0
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		3	–	–	–	–	–	3
Total		10	–	–	–	–	–	10

Figure 1.X
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

1.93 As reflected in tables 1.63 (1) and 1.64 (1), resource changes reflect an increase of \$265,100, relating to the higher provision at continuing vacancy rates for the three posts (Senior Political Affairs Officer (P-5), Protocol Affairs Officer (P-3) and Protocol Affairs Officer (P-2)) established in 2024 pursuant to General Assembly resolution 78/252, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

Extrabudgetary resources

1.94 As reflected in tables 1.63 (2) and 1.64 (2), extrabudgetary resources amount to \$221,500. The resources would complement regular budget resources and would be used mainly to provide for one post (General Service (Other level)) and non-post resources that would be used to support the implementation of activities of the Office of the Director-General, including serving as the representative of the Secretary-General and performing representation and liaison functions with the host Government, permanent missions and intergovernmental organizations and NGOs based in Nairobi.

1.95 The extrabudgetary resources under the present section are subject to the oversight of the Office of the Director-General, which has delegated authority from the Secretary-General.

1.96 Information on the advance booking for air travel is reflected in table 1.66. The Office of the Director-General continues to plan and monitor travel activities in close collaboration with processing offices, including the Travel Unit, to improve compliance with the advance booking of air travel policy.

Table 1.66
Compliance rate
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	40	50	64	100	100

IV. Office of the Special Representative of the Secretary-General for Children and Armed Conflict

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.97 The Special Representative of the Secretary-General for Children and Armed Conflict is responsible for the protection of children affected by armed conflict and for advocating to prevent the six grave violations against children identified by the Security Council from occurring in the first place. These six grave violations are the denial of humanitarian access for children (resolution [1261 \(1999\)](#)); the recruitment and use of children (resolution [1379 \(2001\)](#)); the killing and maiming of children (resolution [1882 \(2009\)](#)); rape and other forms of sexual violence against children (*ibid.*); attacks on schools and hospitals (resolution [1998 \(2011\)](#)); and the abduction of children (resolution [2225 \(2015\)](#)). The Office of the Special Representative works primarily in those situations of armed conflict or of concern identified in the annual report of the Secretary-General on children and armed conflict. The Office covers 25 situations in 5 geographical regions and promotes enhanced monitoring and reporting at the subregional level in the Lake Chad basin and central Sahel regions, in accordance with the report of the Secretary-General on children and armed conflict in 2023 ([A/77/895-S/2023/363](#)).
- 1.98 The mandate was established by the General Assembly in its resolution [51/77](#), in which it outlined some of the key priorities of the mandate of the Special Representative, which were further formulated and shaped in subsequent Assembly resolutions and/or decisions, including resolution [58/245](#), as well as Security Council resolution [1261 \(1999\)](#) and subsequent Council resolutions. The key elements of the mandate of the Special Representative are therefore to: (a) provide political leadership and high-level advocacy for the improved protection of children affected by armed conflict; (b) lead the collection of information and reporting on the plight of these children; (c) advocate, build awareness of and give prominence to ending and preventing grave violations; (d) work with United Nations partners, Member States, civil society and pertinent intergovernmental bodies to propose ideas, undertake research and facilitate discussions on the best approaches to enhance the protection response for children in situations of armed conflict, including through improved accountability processes; (e) undertake diplomatic engagement with parties to armed conflict and affected Member States in order to secure commitments to end and prevent violations against children; and (f) facilitate the work of operational child protection actors on the ground through the development and promotion of best practices, such as ensuring that child protection issues are included in peace processes, appropriate release procedures are in place, reintegration programmes are strengthened to avoid re-recruitment opportunities, child protection expertise and capacity are reinforced, and regional and national prevention plans and policies against the six grave violations are promoted.
- 1.99 By its resolution [76/147](#), the General Assembly recommended that the Secretary-General extend the mandate of the Special Representative for an additional period of four years, until 2025.

Programme of work

Objective

- 1.100 The objective, to which the Office contributes, is to eradicate the six grave violations committed against children in situations of armed conflict through strengthened mechanisms for the protection

of children used and abused in, for and by armed conflict, prevent these violations from occurring in the first place and improve measures to better protect children in situations of armed conflict, including by ensuring that children are placed at the centre of peace negotiations and securing optimal conditions for the release and reintegration of children, thereby avoiding re-recruitment.

Strategy and external factors for 2025

- 1.101 To contribute to the objective, the Office will strengthen mechanisms for the protection of children used and abused in, for and by armed conflict, prevent these violations from occurring in the first place and improve measures to better protect conflict-affected children. Specifically, the Office will:
- (a) Monitor and report on violations against children in situations of armed conflict through the reinforcement of existing child protection capacities on the ground and facilitate information exchanges to identify and mitigate trends in the use and abuse of children in, for and by armed conflict;
 - (b) Enhance its diplomatic engagement, including through direct dialogue and/or country visits by the Special Representative, with parties to armed conflict to promote ending and preventing the use and abuse of children, and continue to advocate the protection of children affected by conflict and the prevention of grave violations against them through analysis, public outreach and targeted support, as well as the development of groups of friends of the mandate in affected States and regions;
 - (c) Develop community, national, subregional and regional prevention plans, as well as other preventive measures, guided by Security Council resolutions [2427 \(2018\)](#) and [2601 \(2021\)](#), while promoting the adoption of international norms and standards for the protection of children by Member States;
 - (d) Analyse the best practices emerging from ongoing activities to stop grave violations committed against children and promote the continued roll-out of specific public awareness campaigns in all countries and regions where there is active armed conflict and, whenever possible, in all official languages of the United Nations;
 - (e) Develop curricula with partners, conduct training for defence and security personnel and assist in capacity-building for governing structures, United Nations partners, academics and civil society;
 - (f) Undertake research into the six grave violations, provide guidelines to assist in their monitoring, with a focus on the denial of humanitarian access to children and the killing and maiming of children, promote the comprehensive discussion of reintegration needs and promote the inclusion of child protection issues in peace processes;
 - (g) Organize and participate in seminars, workshops, conferences and other relevant meetings to raise awareness of child protection and prevention best practices and proposed best international standards on the protection and release of children who are victims of the six grave violations;
 - (h) Enhance data analysis and information management capacity to better capture the differentiated protection needs of children, including on the basis of age, gender and disability, and whether they are on the move, internally displaced, refugees or victims of cross-border trafficking, and the factors that can exacerbate their vulnerability, such as climate change, poverty and inequality, the proliferation of and illicit trafficking in arms, the impact of landmines, explosive remnants of war and improvised explosive devices, and the impact of new technologies.
- 1.102 The planned deliverables and activities are expected to help Member States to make progress towards the achievement of the Sustainable Development Goals, including Goals 3, 4, 5 and 8, in particular target 8.7 on the eradication of child labour, including the recruitment and use of child soldiers; Goals 10 and 16, in particular target 16.2 on ending abuse, exploitation, trafficking and all forms of

violence against and torture of children; and Goal 17, in particular target 17.18 on enhancing capacity-building support to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographical location and other characteristics. The thematic evaluation of United Nations Secretariat support for the Sustainable Development Goals, completed by the Office of Internal Oversight Services (OIOS) in 2023, has guided the proposed programme plan for 2025.

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

- (a) A decrease in the number of violations committed against children in armed conflict and an increase in the number of children released by armed forces and groups and reintegrated, including through repatriation and removal from situations of armed conflict, in line with the commitments agreed to in action plans, handover and release protocols, other commitments and mutually agreed practices;
- (b) Stronger national and regional protection and prevention systems and accountability mechanisms through justice, remediation and reparation processes, involving Member States, to address gaps in knowledge, common standards and procedures for dealing with children under threat;
- (c) The strengthening of efforts to protect children, including those threatened by intercommunal violence and the emergence of new parties to armed conflict, and specific groups of children at risk;
- (d) An increased mitigation capacity of Governments to prevent violations and ensure equal access to and the continuation of education in conflict;
- (e) An international political consensus that tailored, systematic and sustainable reintegration support should be provided to all released children, including those repatriated or removed from armed conflict zones, and that child protection issues should be included in all peace processes, in order to break the cycle of violence;
- (f) Enhanced capacity of Member States and United Nations country task forces on monitoring and reporting, and their equivalents in countries where there is no monitoring and reporting mechanism in place, to support children and vulnerable communities on the ground;
- (g) Increased participation of children in decision-making processes relating to issues that have an impact on them, including their protection and reintegration needs, in accordance with the Convention on the Rights of the Child.

1.104 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:

- (a) The political environment would be supportive for the improved measures put in place to end and prevent violations committed against children in situations of armed conflict in all situations of the children and armed conflict agenda;
- (b) The dynamics of contemporary armed conflict in which children are normally victimized allow for access to monitor and assist in the implementation of these measures.

1.105 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to garner support for the protection of children in armed conflict, including through engagement with Member States and groups of friends on children and armed conflict, to keep the plight of conflict-affected children high on the global political agenda and to advocate the ratification and implementation of the Convention on the Rights of the Child and its Optional Protocol on the involvement of children in armed conflict, and the endorsement of political commitments; the reinforcement of partnerships with regional and subregional actors for the adoption of measures to prevent grave violations before they occur, including with the African Union, the European Union, the League of Arab States, the Economic Community of West African States and the Economic Community of Central African States; and the engagement with mediation

actors to encourage the inclusion of child protection issues in mediation and peace processes. In addition, the Office will also continue to work closely with civil society organizations, communities, academia and research institutes to build expertise and raise awareness of the protection of children in armed conflict.

- 1.106 With regard to inter-agency coordination and liaison, the Office will continue to support country task forces on monitoring and reporting on grave violations against children and in engaging with parties to conflict to strengthen advocacy for the adoption of measures to end and prevent these violations, including through capacity-building initiatives; the development of guidelines within the Monitoring and Reporting Mechanism Technical Reference Group, an inter-agency group bringing together the Office, the United Nations Children's Fund, the Department of Peace Operations and the Department of Political and Peacebuilding Affairs to provide guidance to United Nations partners implementing the mandate in the field; and the exchange of information within the Task Force on Children and Armed Conflict at United Nations Headquarters. In addition, the Office will continue to strengthen its cooperation with the Offices of the Special Representative of the Secretary-General on Violence against Children and the Special Representative of the Secretary-General on Sexual Violence in Conflict, through information exchange, common messaging and joint events and initiatives, for a more effective and coordinated advocacy to ensure that the plight of conflict-affected children is visible on the international agenda.
- 1.107 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In 2025, the Office will continue to mainstream a gender perspective into the Monitoring and Reporting Mechanism to strengthen its gender-sensitive analyses of grave violations against children in armed conflict, including through enhanced data analysis and support for the capacity-building activities of its field partners. In this respect, the Office will follow up on the outcomes of the specialized workshop delivered to country task forces on monitoring and reporting in 2023 through a review of the draft tipsheet for strengthening gender analysis in monitoring and reporting and examine the operationalization of the workshop's report and recommendations within the Monitoring and Reporting Mechanism Technical Reference Group, which provides guidance to field-based United Nations monitors of grave violations committed against children in armed conflict. The Special Representative will continue advocacy for the protection of girls' education from attacks, including within the framework of the endorsement and implementation of the Safe Schools Declaration. The Office will also continue to ensure that the platforms that it creates, alongside partners, for the voice of children to be heard in relevant forums will allow for the differentiated experience between girls and boys to be highlighted. Wherever possible, the Office will mainstream a gender perspective and examine the intersection between gender and other factors in the research that it conducts to collect and disseminate lessons learned and best practices on the protection of conflict-affected children.
- 1.108 In line with the United Nations Disability Inclusion Strategy, the Office will continue to strengthen its efforts to address the protection requirements of children with disabilities in armed conflict. In this respect, the Office will build on the discussion paper on the protection of children with disabilities in armed conflict published in 2023 by disseminating its conclusions and advocating with partners the implementation of its recommendations, including the strengthening of data collection on children with disabilities in armed conflict; the consultation of persons with disabilities, including children, and the organizations that represent them; and the provision of awareness-raising and capacity-building initiatives on disability inclusion. The Office will also continue its advocacy efforts to raise awareness of the plight of children with disabilities in armed conflict and mainstream disability inclusion and its intersection with other diversity factors.

Programme performance in 2023

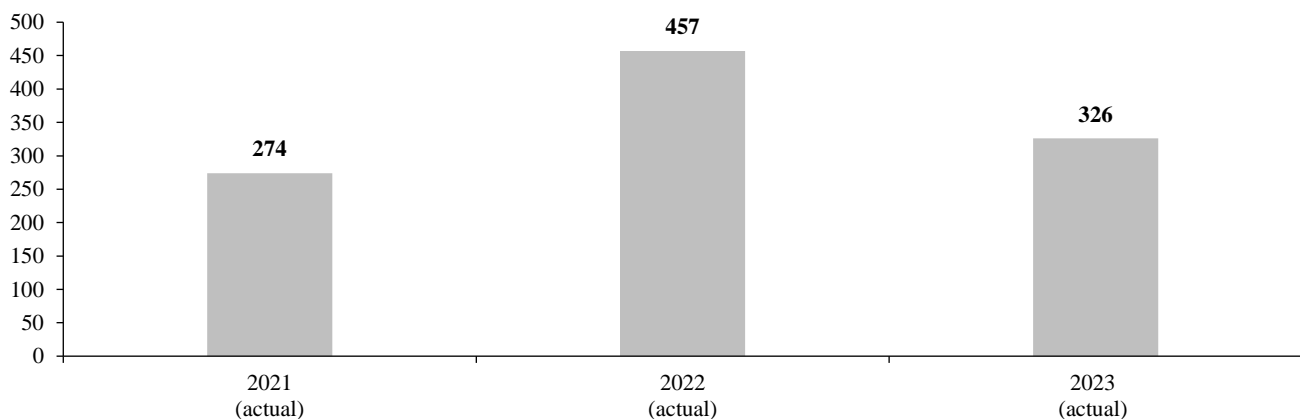
Decrease in the number of verified incidents of military use of schools by armed forces and groups in situations of armed conflict

1.109 The military use of schools by armed forces and groups in situations of armed conflict deprives children of their right to education, as enshrined in the Convention on the Rights of the Child, and reduces the availability of safe and child-friendly spaces, further exposing children to the impacts of conflict. Out-of-school children are at higher risk of being victims of violence and abuse, including grave violations in armed conflict such as recruitment and use, killing or maiming, abduction and sexual violence. While not identified by the Security Council as one of the six grave violations against children in armed conflict, the military use of schools is monitored and reported on by the Office and its United Nations partners in the field as an issue of concern in conjunction with attacks on schools and hospitals, one of those six grave violations identified by the Council, and for the impact of this practice on children's equal access to and the continuation of education in conflict, in line with resolution 2601 (2021). After a sharp increase in 2022 due to the emergence of new conflicts and the intensification of existing conflict situations, the military use of schools by armed forces and groups decreased by nearly 30 per cent in 2023. This reflects the critical role that the children and armed conflict mandate has played through sustained engagement of the Office and its partners with Member States and parties to conflict to adopt measures to end and prevent this practice, as well as through advocacy at the international, regional and national levels for the implementation of the Convention and the endorsement and implementation of political commitments such as the Safe Schools Declaration.

1.110 Progress towards the objective is presented in the performance measure below (see figure 1.XI).

Figure 1.XI

Performance measure: verified incidents of military use of schools by armed forces and groups in armed conflict (annual)



Planned results for 2025

Result 1: increase in the signature of prevention plans, including national, regional and subregional prevention plans, and other measures to prevent grave violations against children and ensure equal access to and the continuation of education in conflict

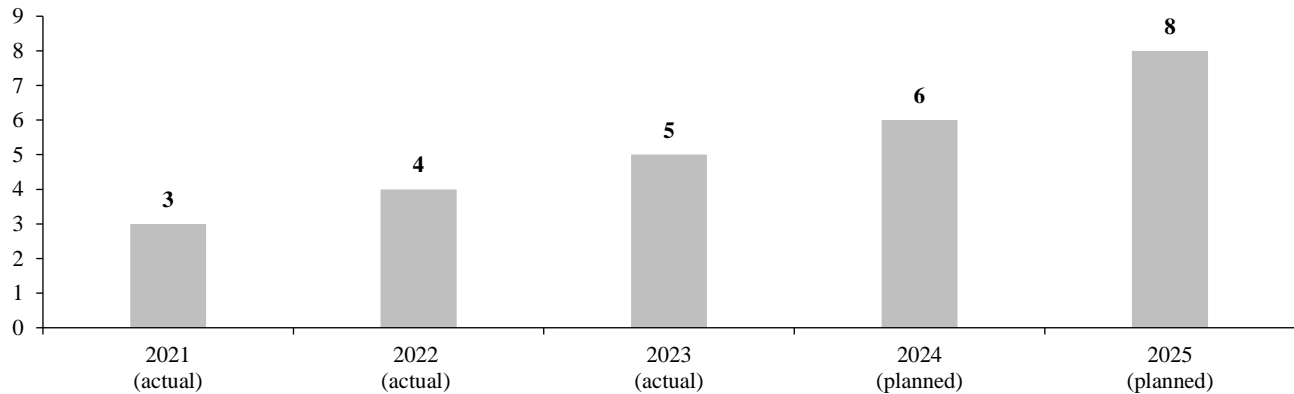
Programme performance in 2023 and target for 2025

1.111 The Office's work contributed to the signature of one additional prevention plan to prevent grave violations against children in conflict and/or ensure equal access to and the continuation of education in conflict, for a total of five prevention plans and other preventive measures, which met the planned target.

1.112 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XII).

Figure 1.XII

Performance measure: number of prevention plans and other preventive measures to prevent grave violations against children in conflict and/or ensure equal access to and the continuation of education in conflict (cumulative)



Result 2: more children released from armed forces and armed groups

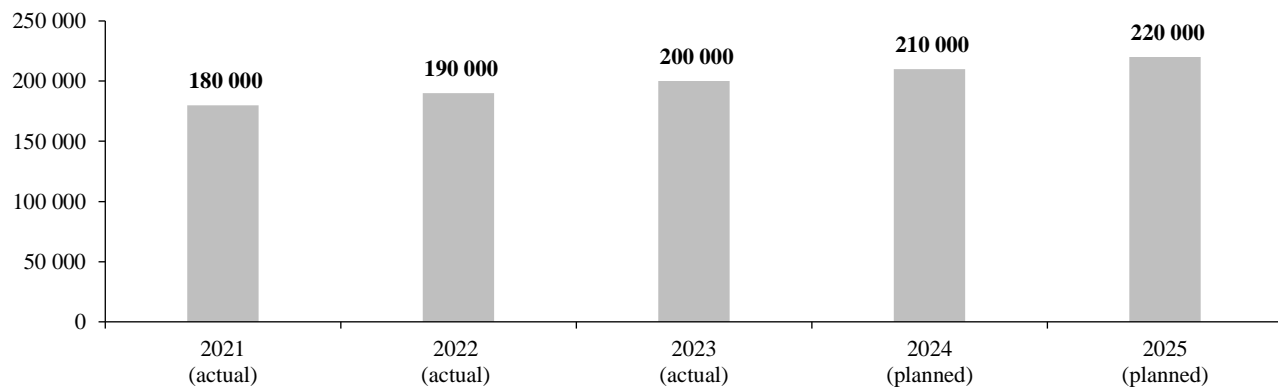
Programme performance in 2023 and target for 2025

1.113 The Office’s work contributed to the release of an estimated 10,000 children from armed forces and armed groups in 2023, which met the planned target of 200,000 released children since 2000.

1.114 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XIII).

Figure 1.XIII

Performance measure: number of released children from armed forces and armed groups since 2000 (cumulative)



Result 3: increase in the signature of action plans, handover protocols and other commitments between the United Nations and parties to conflict to end and prevent grave violations against children

Proposed programme plan for 2025

1.115 The Office engages with parties to conflict, through the direct engagement of the Special Representative or through its country task forces on monitoring and reporting in the field, to advocate and develop jointly, with parties to conflict listed in the annexes of the annual report of the Secretary-General on children and armed conflict, action plans or other commitments to end and prevent grave violations against children. This led to the signature of 43 action plans and other commitments with parties to conflict as of the end of 2023. Action plans and their implementation help to ensure that fewer children are recruited, used and abused in, for and by armed conflict, more children are released from conflict and reintegrated in their society, the criminalization of the six grave violations in national legislation is prioritized, and accountability and capacity are strengthened, therefore breaking the cycle of violence.

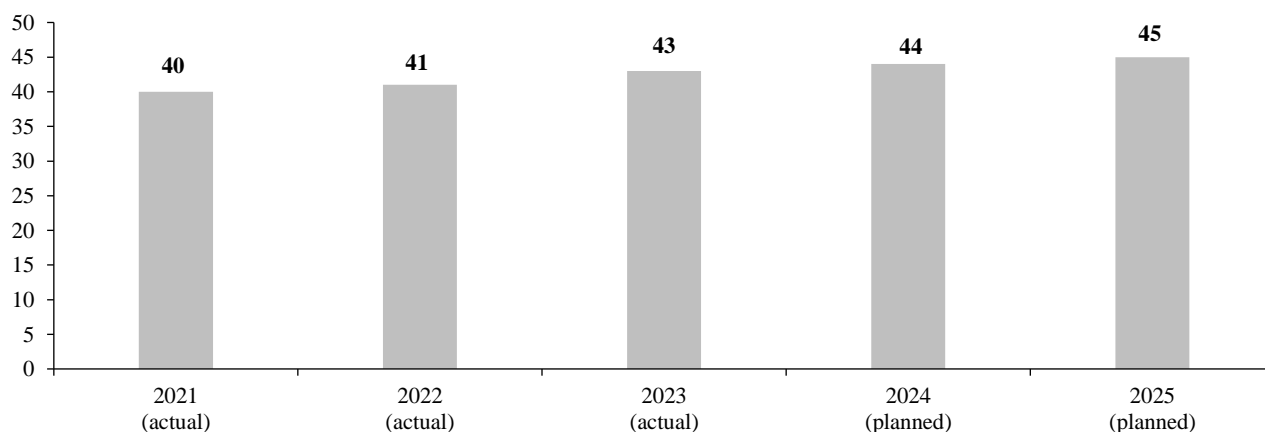
Lessons learned and planned change

1.116 The lesson for the Office was that a sustained focus on the protection of conflict-affected children required action plans covering all six grave violations, including more comprehensive provisions to prevent grave violations for which parties to conflict had not been originally listed. In applying the lesson, the Office will, through enhanced engagement, technical support and strategic partnerships, promote and prioritize the signature of comprehensive action plans with detailed provisions to prevent all six grave violations and of handover protocols.

1.117 Expected progress towards the objective is presented in the performance measure below (see figure 1.XIV).

Figure 1.XIV

Performance measure: number of joint action plans, handover protocols and other commitments between the United Nations and parties to conflict to end and prevent grave violations against children (cumulative)



Legislative mandates

1.118 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

51/77	The rights of the child	78/187	Rights of the child
58/245	Office of the Special Representative of the Secretary-General for Children and Armed Conflict		

Security Council resolutions

1261 (1999)	1998 (2011)
1314 (2000)	2068 (2012)
1379 (2001)	2143 (2014)
1460 (2003)	2225 (2015)
1539 (2004)	2427 (2018)
1612 (2005)	2467 (2019)
1882 (2009)	2601 (2021)

Deliverables

1.119 Table 1.67 lists all deliverables of the programme.

Table 1.67

Office of the Special Representative of the Secretary-General for Children and Armed Conflict: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	14	10	15	15
1. Annual report to the General Assembly	1	1	1	1
2. Annual report to the Security Council	1	1	1	1
3. Annual report to the Human Rights Council	1	1	1	1
4. Global horizontal notes to the Security Council Working Group on Children and Armed Conflict	4	4	4	4
5. Reports to the Security Council Working Group on Children and Armed Conflict in specific situations	7	3	8	8
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
Meetings of:				
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
7. The Fifth Committee	1	1	1	1
8. The General Assembly	1	1	1	1
9. The Security Council	1	1	1	1
10. The Human Rights Council	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	12	12
11. Training for child protection actors and country task forces on monitoring and reporting mechanisms	10	10	12	12
Publications (number of publications)	2	2	2	2
12. Studies, reports and other publications relating to children and armed conflict	2	2	2	2

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Technical materials (number of materials)	1	1	1	1
13. Technical guidelines on the six grave violations against children	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	8	8	9	9
14. Field missions to situations on the children and armed conflict agenda	8	8	9	9

C. Substantive deliverables

Consultation, advice and advocacy: briefings and consultations with Security Council Member States (15 Member States) and some 20 other Member States; briefings and consultations with some 4 regional and subregional organizations that play a role in the prevention of grave violations against children; expert advice on policy matters to national government and regional officials dealing with child protection issues; and advocacy missions in 7 locations.

D. Communication deliverables

Outreach programmes, special events and information materials: keynote speaker or presenter at an annual average of 30 high-level events, NGO and civil society events, retreats, symposiums, round tables and forums on issues relating to children and armed conflict; and multimedia communications materials, including informational brochures, targeting national government and regional officials, as well as the general public, at the global, regional and national levels.

External and media relations: 15 press releases and press conferences; interviews; and recorded statements.

Digital platforms and multimedia content: content for websites and social media accounts.

B. Proposed post and non-post resource requirements for 2025

Overview

1.120 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.68 to 1.70.

Table 1.68

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	1 790.6	2 453.5	–	–	–	–	–	2 453.5	
Other staff costs	275.5	279.4	–	–	–	–	–	279.4	
Hospitality	–	0.9	–	–	–	–	–	0.9	
Travel of staff	107.2	121.6	–	–	–	–	–	121.6	
Contractual services	25.5	23.9	–	–	–	–	–	23.9	
General operating expenses	14.8	17.0	–	–	–	–	–	17.0	
Supplies and materials	1.3	1.8	–	–	–	–	–	1.8	
Furniture and equipment	1.2	6.1	–	–	–	–	–	6.1	
Total	2 216.2	2 904.2	–	–	–	–	–	2 904.2	

Table 1.69

Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	12	1 USG, 3 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)
Proposed for 2025	12	1 USG, 3 P-5, 2 P-4, 3 P-3, 1 GS (PL), 2 GS (OL)

Table 1.70

Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
P-5	3	–	–	–	–	3
P-4	2	–	–	–	–	2
P-3	3	–	–	–	–	3
Subtotal	9	–	–	–	–	9

Part I Overall policymaking, direction and coordination

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	2	–	–	–	–	2
Subtotal	3	–	–	–	–	3
Total	12	–	–	–	–	12

1.121 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.71 to 1.73 and figure 1.XV.

1.122 As reflected in tables 1.71 (1) and 1.72 (1), the overall resources proposed for 2025 amount to \$2,904,200 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.71

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Programme of work	2 216.2	2 904.2	–	–	–	–	2 904.2
Subtotal, 1	2 216.2	2 904.2	–	–	–	–	2 904.2

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	1 984.4	2 605.6	–	–	2 605.6
Subtotal, 2	1 984.4	2 605.6	–	–	2 605.6
Total (1+2)	4 200.6	5 509.8	–	–	5 509.8

Section 1 Overall policymaking, direction and coordination

**Table 1.72
Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) *Regular budget*

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	12	–	–	–	–	12
Subtotal, 1	12	–	–	–	–	12

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Programme of work	4	–	4
Subtotal, 2	4	–	4
Total (1+2)	16	–	16

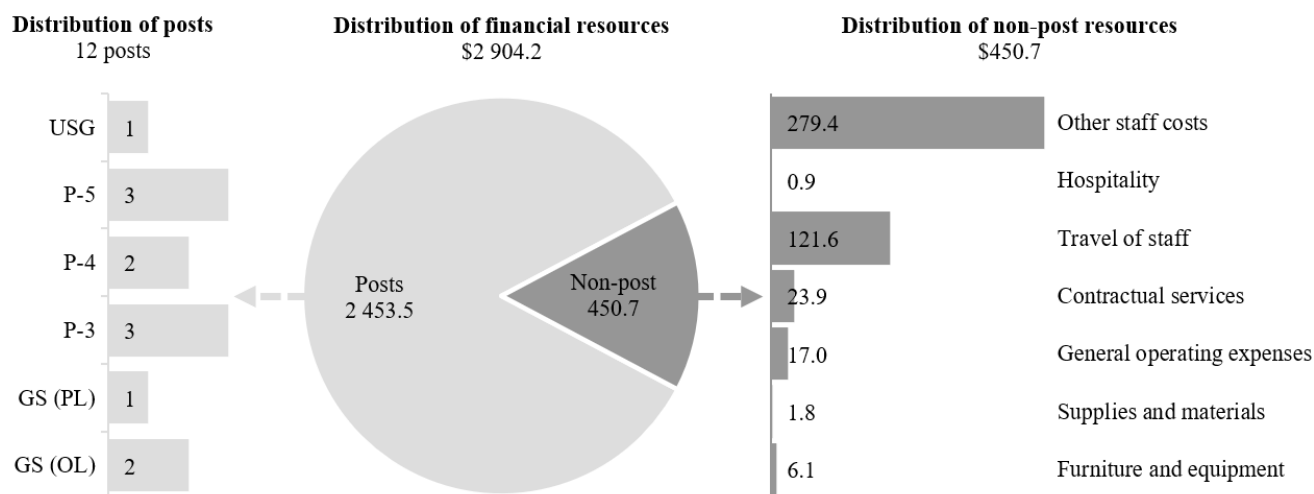
**Table 1.73
Evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	1 790.6	2 453.5	–	–	–	–	–	2 453.5
Non-post	425.6	450.7	–	–	–	–	–	450.7
Total	2 216.2	2 904.2	–	–	–	–	–	2 904.2
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		3	–	–	–	–	–	3
Total		12	–	–	–	–	–	12

Figure 1.XV
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.123 As reflected in tables 1.71 (2) and 1.71 (2), extrabudgetary resources amount to \$2,605,600. The resources would complement regular budget resources and would be used mainly to provide for four posts (2 P-4 and 2 General Service (Other level)) and non-post resources that would be used to support the delivery of its mandates, including enhancing the capacity and expertise of the Office; supporting the country task forces on monitoring and reporting in the field to develop action plans; strengthening public outreach and launching advocacy campaigns; and enhancing analysis, assessment and responses to new and emerging trends in violations against children in armed conflict.
- 1.124 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.125 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.74. While the Office makes every effort to follow the advance booking of air travel policy, it is not always possible to comply owing to unforeseen circumstances, such as receiving invitations to high-level events hosted by Member States or regional organizations less than three weeks before the event. In addition, owing to the nature of the mandate, political opportunities and openings arise unexpectedly that require staff to travel at short notice in order to seize such opportunities and advance the implementation of the mandate. The Office will continue to strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.74
Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	67	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	55	50	37	100	100

V. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.126 The Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict is responsible, in line with Security Council resolution [1888 \(2009\)](#), for providing coherent and strategic leadership and promoting the coordination of efforts among relevant stakeholders, through primarily the United Nations Action against Sexual Violence in Conflict, on preventing and addressing sexual violence as a weapon of war and tactic of terrorism and for engaging with justice and security sectors, all parties to armed conflict, civil society and the survivors of such crimes.
- 1.127 The mandate derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolution [65/259](#), by which the Assembly established the Office, following the establishment of the mandate of the Special Representative pursuant to Security Council resolution [1888 \(2009\)](#). In accordance with resolution [1888 \(2009\)](#) and subsequent related resolutions and recognizing that conflict-related sexual violence remains underreported and insufficiently addressed, the role of the Special Representative and that of the Office is, among others: (a) to give victims and affected communities a voice; (b) to mobilize the political will and action of the international community, in particular to address the impunity of perpetrators of violations; (c) to foster collaboration and partnerships and broaden the circle of stakeholders on the issue; (d) to coordinate advocacy and programmatic responses, in particular in the United Nations system; (e) to ensure more reliable and comprehensive data on sexual violence in conflict as a basis for action at all levels; and (f) to disseminate information/knowledge on approaches and best practices to address sexual violence in conflict.
- 1.128 The mandate derives from the priorities established in relevant Security Council resolutions, including [1820 \(2008\)](#), [1888 \(2009\)](#), [1960 \(2010\)](#), [2106 \(2013\)](#) and [2467 \(2019\)](#), as well as relevant country-specific and sanctions resolutions that make explicit reference to sexual violence in conflict and the mandate of the Special Representative. Furthermore, the adoption of Council resolutions [2331 \(2016\)](#) and [2388 \(2017\)](#) extends the scope of work of the Office to the areas of counter-terrorism, anti-trafficking efforts and related security and justice sector engagement.

Programme of work

Objective

- 1.129 The objective, to which the Office contributes, is to prevent and eradicate sexual violence as a tactic of war and terrorism and improve the provision of multisectoral services for survivors.

Strategy and external factors for 2025

- 1.130 To contribute to the objective, the Office will continue to:
- (a) Engage with parties to conflict and other relevant stakeholders on addressing conflict-related sexual violence, with a priority focus on justice and accountability for such crimes as a key element of deterrence and prevention, including through engagement with justice and security actors in countries of concern;

- (b) Engage with Member States at the global level, including in the Security Council and the General Assembly, and foster national ownership, leadership and responsibility in addressing conflict-related sexual violence in situations of concern;
 - (c) Adopt a survivor-centred approach in the implementation of all aspects of the mandate, in line with Security Council resolution [2467 \(2019\)](#) and in coordination with survivors of sexual violence, survivors' networks, civil society, regional organizations and relevant United Nations entities, in particular at the country level;
 - (d) Strive to expand the circle of stakeholders and encourage concerted and coordinated action among a broad range of actors at the international, regional and national levels, including through the United Nations Action against Sexual Violence in Conflict network consisting of 25 United Nations entities and the Team of Experts on the Rule of Law and Sexual Violence, which work under the strategic direction of the Special Representative;
 - (e) Focus its advocacy efforts on advancing the achievement of Sustainable Development Goals 5 and 16 and on ensuring the implementation of prevention strategies, multisectoral services for survivors, reparations and redress measures.
- 1.131 The above-mentioned work is expected to result in:
- (a) Adoption of concrete and time-bound commitments to prevent and address incidents, patterns and trends of conflict-related sexual violence to ensure an enhanced security and justice sector response;
 - (b) Improved access to appropriate and good-quality services, including health care, psychosocial support, legal services, reparations and livelihood support for all survivors, as well as children born of conflict-related sexual violence.
- 1.132 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Continued high level of political will on the part of all stakeholders, in particular Member States, to work towards preventing sexual violence and ending the impunity of persistent perpetrators in situations of armed conflict and other situations of concern;
 - (b) Member States and other key stakeholders see a convergence between their strategic interests and priorities and upholding the international protection framework that has been established to prevent conflict-related sexual violence.
- 1.133 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will deepen its engagement with regional and subregional actors and multilateral institutions, including the African Union, the League of Arab States, the European Union, the Economic Community of West African States, the International Conference on the Great Lakes Region, the International Organization of la Francophonie, the Inter-Parliamentary Union and the African Development Bank, including through formal frameworks of cooperation, to outline advocacy and operational prevention and response strategies to conflict-related sexual violence.
- 1.134 With regard to inter-agency coordination and liaison, the Office will continue to work through the United Nations Action against Sexual Violence in Conflict inter-agency network, which has a membership of 25 United Nations entities and is chaired by the Special Representative. The network will continue to review the operationalization of the monitoring and reporting mechanisms on conflict-related sexual violence in priority situations to enhance their efficacy. The network will also focus on the formulation and dissemination of joint advocacy products that contain calls for parties to the conflict to exercise restraint and prevent sexual violence in situations of conflict. Coordination on justice and accountability dimensions of the mandate will be conducted through the Team of Experts on the Rule of Law and Sexual Violence in Conflict, which operates under the strategic direction of the Special Representative, and comprises the Office, OHCHR, UNDP and the Department of Peace Operations as the co-lead entities.

- 1.135 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, political commitments negotiated with parties to conflict (e.g., joint communiqués, frameworks of cooperation and implementation plans) will continue to integrate the views of women’s civil society organizations and will continue to promote the meaningful participation of women and girls in countries where they are often absent in political and decision-making processes, including peace processes. Prevention strategies and response programming will reflect a tailored approach to address sexual violence against all survivors. Information, including on incidents of conflict-related sexual violence, continue to be systematically disaggregated by sex in order to offer a gender-sensitive analysis for the Security Council.
- 1.136 In line with the United Nations Disability Inclusion Strategy, the Office will incorporate issues relating to disability inclusion into policy, advocacy and key substantive aspects of its work, including programming in priority situations. The NGO-civil society advisory group of the Office includes entities representing individuals with disabilities and, through this modality, the Office will continue to engage with individuals with disabilities and with relevant organizations during the course of field missions in priority countries. The Office, in its staffing, includes those with explicit human rights expertise relating to the rights of persons with disabilities and their targeting with sexual violence in situations of armed conflict.

Programme performance in 2023

Enhanced national ownership to ensure justice and accountability for survivors of conflict-related sexual violence: the case of the Democratic Republic of the Congo

- 1.137 The security and humanitarian situation in the eastern Democratic Republic of the Congo has continued to deteriorate, owing to persistent attacks by armed groups and continued military operations. The United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations country team and the Office of the Special Representative have provided sustained support to the authorities to ensure multi-sectoral assistance to those affected by sexual violence, to hold perpetrators accountable and to deliver justice, reparations and redress to survivors. The United Nations continued to support the justice sector and victims, including through mobile courts with dedicated prosecutorial strategies and protection of victims and witnesses’ programmes during judicial proceedings, to enhance accountability for crimes of sexual violence. That support resulted in the conviction, in 2023, of an armed group leader for crimes against humanity, including rape and forced pregnancy. Moreover, the engagement by the Office of the Special Representative with national authorities has led to the review of existing national action plans by security and police forces to address conflict-related sexual violence, the establishment of a government-led task force to advance the full implementation of the 2019 addendum to the Joint Communiqué between the Government of the Democratic Republic of the Congo and the United Nations on the Fight Against Sexual Violence in Conflict and the issuance of a decree by the authorities establishing a reparations fund.
- 1.138 Progress towards the objective is presented in the performance measure below (see table 1.75).

Table 1.75
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
National authorities conduct a strategic review of the 2013 and 2019 military and police forces’ action plans to prevent and address conflict-related sexual violence	Establishment of an inter-ministerial task force to accelerate the implementation of the 2019 addendum to the Joint Communiqué to address conflict-related sexual violence	Adoption of legislation on the protection and reparation of victims of conflict-related sexual violence and other crimes against peace and security, including the establishment of a reparations fund

Planned results for 2025

Result 1: enhanced prevention through the implementation of strategies by national security and justice sector institutions

Programme performance in 2023 and target for 2025

- 1.139 The Office’s work contributed to the launch of a presidential strategic committee on the efforts to combat conflict-related sexual violence in the Democratic Republic of the Congo, as well as the implementation by the South Sudan National Police Service of its action plan to address conflict-related sexual violence, which met the planned target. The committee in the Democratic Republic of the Congo will play a critical role in ensuring the accelerated implementation of the Joint Communiqué between the authorities and the United Nations to address conflict-related sexual violence. Moreover, the work of the South Sudan National Police Service will ensure the integration of gender-sensitive provisions into security sector reform processes.
- 1.140 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.76).

Table 1.76

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Strengthened justice sector response in priority countries such as the Central African Republic and the Democratic Republic of the Congo, with accountability for sexual violence crimes as a central aspect of deterrence and prevention	Framework for the prevention of conflict-related sexual violence launched	Strategic committee on the efforts to combat conflict-related sexual violence established in the Democratic Republic of the Congo South Sudan National Police Service implements action plan to address conflict-related sexual violence	Implementation of an action plan for the armed forces on addressing conflict-related sexual violence in 1 country	Strengthened response by transitional justice mechanisms in 1 country, to deliver justice and accountability for conflict-related sexual violence

Result 2: enhanced compliance with international norms on preventing and addressing conflict-related sexual violence by parties to conflict

Programme performance in 2023 and target for 2025

- 1.141 The Office’s work contributed to a non-State armed group in the Sudan agreeing to specific time-bound commitments to address conflict-related sexual violence and the issuance of a “unilateral communiqué” by the non-State armed group in which it condemned conflict-related sexual violence and committed itself to taking effective measures to prevent and address any such violations. The planned target of Member States, United Nations entities, civil society and academia exchanging lessons and best practices for strengthening the engagement of non-State armed groups in addressing conflict-related sexual violence was not met owing to an increased number of requests for the Office’s support in various priority countries.

1.142 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.77).

Table 1.77
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Increased engagement by United Nations sanctions regimes on trends and patterns of conflict-related sexual violence	Unilateral communiqué issued by a non-State armed group outlining commitments to addressing conflict-related sexual violence	Enhanced monitoring and reporting of patterns and trends of conflict-related sexual violence by United Nations Panels of Experts in priority countries and at the regional level	Member States, United Nations entities, civil society and academia exchange lessons and best practices for strengthening engagement of non-State armed groups in addressing conflict-related sexual violence

Result 3: strengthened service provision and justice response on conflict-related sexual violence by national authorities

Proposed programme plan for 2025

1.143 Women’s protection advisers play a vital role in protecting persons at risk, providing comprehensive multisectoral assistance to survivors and supporting justice processes in holding perpetrators accountable. Women’s protection advisers are responsible for convening the monitoring, analysis and reporting arrangements on conflict-related sexual violence, which generate timely and reliable information for the Security Council. This constitutes the basis of the United Nations response programming, as well as for engagement with all parties and institutional counterparts concerned in order to provide support for the implementation of dedicated action plans to address conflict-related sexual violence. The Special Representative has stressed the need for the Council to call for unfettered access for women’s protection advisers to detention centres, displacement settings, disarmament, demobilization and reintegration cantonment sites and other hotspots, and to adequately equip United Nations field presences with specialized capacities for translating policies into practice and providing protection and support to survivors and those at risk.

Lessons learned and planned change

1.144 The lessons for the Office were the need to enhance its advocacy efforts to ensure that the roles of women’s protection advisers were assessed systematically during the planning and transition of United Nations field operations and the importance of deploying dedicated capacity in United Nations regional presences to enhance monitoring and response to cross-border patterns of sexual violence and its links to other forms of crime. In applying the lesson, the Office will reinforce its political and technical efforts on the need to leverage the pivotal role of women’s protection advisers in priority situations. The Office will also enhance its work with all United Nations sanctions regimes, notably those that have included sexual violence as part of their designation criteria, on the basis of the monitoring and reporting of women’s protection advisers in the field. In addition, it will provide tailored assistance to national authorities in holding perpetrators accountable for sexual violence crimes and providing comprehensive assistance, reparations and redress measures to those in need.

1.145 Expected progress towards the objective is presented in the performance measure below (see table 1.78).

Table 1.78
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	Increased understanding of regional dimensions of conflict-related sexual violence in 1 subregion (Horn of Africa)	Strengthened response by national authorities to meet the needs of survivors of conflict-related sexual violence and to deliver justice and accountability, in 1 country	Member States in 1 subregion develop justice and security sector strategies aimed at addressing conflict-related sexual violence

Legislative mandates

1.146 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolution

[65/259](#) Questions relating to the programme budget for the biennium 2010–2011 (sect. V)

Security Council resolutions

1820 (2008)	2331 (2016)
1888 (2009)	2388 (2017)
1960 (2010)	2467 (2019)
2106 (2013)	

Deliverables

1.147 Table 1.79 lists all deliverables of the programme.

Table 1.79

Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report of the Secretary-General on conflict-related sexual violence to the Security Council, including listing of parties to the conflict	1	1	1	1
2. Country-specific and/or thematic report on conflict-related sexual violence	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	10	9	7	7
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Meetings of the Fifth Committee	1	1	1	1
5. Briefings to the Security Council	5	4	2	2
6. Briefings to human rights treaty bodies	2	2	2	2
7. Briefings to the Special Committee on Peacekeeping Operations	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	32	12	31	16
8. Training of national police and/or military forces on prevention of and response to conflict-related sexual violence	15	5	15	7
9. Training of national justice sector (prosecutors and judges) on investigation into and prosecution of conflict-related sexual violence	15	6	15	7
10. Workshop with women’s protection advisers on emerging threats and challenges of conflict-related sexual violence	2	1	1	2
C. Substantive deliverables				
Good offices: engagement and dialogue with parties to conflict listed in the annex to the report of the Secretary-General, including as it relates to the adoption and implementation of prevention and response measures.				
Consultation, advice and advocacy: consultations and reporting on conflict-related sexual violence trends and patterns in 18 countries.				
Databases and substantive digital materials: digital library serving as a knowledge hub of academic, think tank and civil society publications on sexual violence in conflict.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 20 online and in-person events on conflict-related sexual violence that include survivors, Member States, activists, academia, experts and practitioners; and United Nations Action against Sexual Violence in Conflict “Stop Rape Now” campaign.				
External and media relations: annual press statements, and news media content such as television and newspaper interviews.				
Digital platforms and multimedia content: website and social media content to advocate and mobilize resources for the elimination of conflict-related sexual violence.				

B. Proposed post and non-post resource requirements for 2025

Overview

1.148 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.80 to 1.82.

Table 1.80
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Posts	1 746.8	1 883.9	–	–	–	–	–	1 883.9
Other staff costs	0.2	40.5	–	–	–	–	–	40.5
Hospitality	–	1.2	–	–	–	–	–	1.2
Travel of staff	118.3	98.6	–	–	–	–	–	98.6
Contractual services	10.1	13.1	–	–	–	–	–	13.1
General operating expenses	10.1	46.8	–	–	–	–	–	46.8
Supplies and materials	1.3	3.1	–	–	–	–	–	3.1
Furniture and equipment	1.7	3.2	–	–	–	–	–	3.2
Total	1 888.6	2 090.4	–	–	–	–	–	2 090.4

Table 1.81
Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)
Proposed for 2025	8	1 USG, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)

Table 1.82
Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG		1	–	–	–	1
D-1		1	–	–	–	1
P-5		1	–	–	–	1
P-4		1	–	–	–	1
P-3		2	–	–	–	2
Subtotal		6	–	–	–	6

Section 1 Overall policymaking, direction and coordination

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	2	–	–	–	–	2
Subtotal	2	–	–	–	–	2
Total	8	–	–	–	–	8

1.149 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.83 to 1.85 and figure 1.XVI.

1.150 As reflected in tables 1.83 (1) and 1.84 (1), the overall resources proposed for 2025 amount to \$2,090,400 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.83

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	1 888.6	2 090.4	–	–	–	–	2 090.4
Subtotal, 1	1 888.6	2 090.4	–	–	–	–	2 090.4

(2) *Extrabudgetary*

v	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	5 451.3	6 510.7	–	–	6 510.7
Subtotal, 2	5 451.3	6 510.7	–	–	6 510.7
Total (1+2)	7 339.9	8 601.1	–	–	8 601.1

Table 1.84

Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	8	–	–	–	–	8
Subtotal, 1	8	–	–	–	–	8

Part I Overall policymaking, direction and coordination

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Programme of work	19	–	19
Subtotal, 2	19	–	19
Total (1+2)	27	–	27

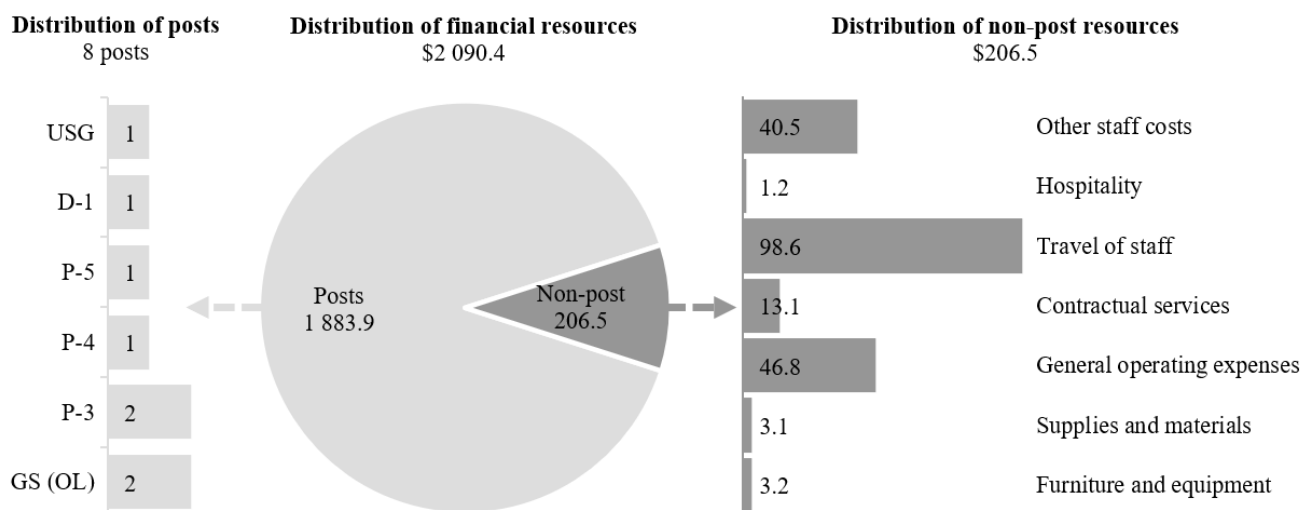
Table 1.85
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	1 746.8	1 883.9	–	–	–	–	–	1 883.9
Non-post	141.7	206.5	–	–	–	–	–	206.5
Total	1 888.6	2 090.4	–	–	–	–	–	2 090.4
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		2	–	–	–	–	–	2
Total		8	–	–	–	–	–	8

Figure 1.XVI
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.151 As reflected in tables 1.83 (2) and 1.84 (2), extrabudgetary resources amount to \$6,510,700. The resources would complement regular budget resources and would be used mainly to provide for 19 posts (1 D-1, 2 P-5, 8 P-4, 3 P-3, 1 P-2 and 4 General Service (Other level)) and non-post resources that would be used to support the delivery of its mandates, including the engagement of the Team of Experts on the Rule of Law and Sexual Violence in Conflict, mandated pursuant to Security Council resolution 2467 (2019), and support for the secretariat of the United Nations Action against Sexual Violence in Conflict network chaired by the Special Representative.
- 1.152 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.153 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.86. The majority of travel for the Office is related to the high-level engagements of the Special Representative with priority countries and technical missions to follow up on the formal agreements reached between the Special Representative and national authorities. While every effort is made to ensure advance planning for all official travel, the finalization of travel requests for such missions depends on visa approvals and confirmations of missions and meetings with government interlocutors by the national authorities.

Table 1.86
Compliance rate
 (Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	35	15	29	100	100

VI. Office of the Special Representative of the Secretary-General on Violence against Children

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.154 The Special Representative of the Secretary-General on Violence against Children is responsible for mobilizing action and political support to prevent and eliminate all forms of violence against children. The mandate of the Office of the Special Representative derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [62/141](#), [67/152](#), [73/155](#) and [78/187](#). While noting substantial progress achieved since establishing the mandate of the Special Representative, the Assembly has recognized the urgency of pursuing further action to ensure the protection of children from violence.

Programme of work

Objective

- 1.155 The objective, to which the Office contributes, is to accelerate action to end all forms of violence against children by 2030.

Strategy and external factors for 2025

- 1.156 To contribute to the objective, the Office will:
- (a) Promote the acceleration of efforts towards the achievement of the Sustainable Development Goals relating to addressing all forms and drivers of violence against children and gender-based violence by undertaking high-level advocacy at the global, regional and national levels in collaboration with key stakeholders, including in the context of the Special Representative's leading role in revitalizing the pathfinding country initiative to end violence against children;
 - (b) Engage and support political, legislative, programmatic and monitoring processes at the global, regional, national and local levels to accelerate action to end violence; conduct country visits in close cooperation with United Nations resident coordinators and regional or country teams; provide technical cooperation and practical guidance to Member States; share context-specific promising practices; and use social media and other communications tools to support its advocacy;
 - (c) Increase the attention given to violence against children in the United Nations system, including through leading the Inter-Agency Working Group on Violence against Children and through advocacy for the system-wide mainstreaming of child rights, including the integration of child protection into United Nations programmatic tools, such as the United Nations Sustainable Development Cooperation Frameworks;
 - (d) Promote, as Chair of the United Nations task force on children deprived of liberty, the use of the detention of children only as a measure of last resort; work towards prevention, rehabilitation and community-based alternatives to deprivation of liberty; undertake joint advocacy with key partners; and gather and report on promising practices regarding alternatives to detention and institutionalization, to be shared with Member States;

- (e) Promote the role of children as agents of change through inclusive child participation in decision-making processes and the documentation and dissemination of child-led and peer-to-peer initiatives;
 - (f) Promote investment in integrated, cross-sectoral child- and gender-sensitive protection and violence prevention;
 - (g) Promote child protection as a cross-cutting theme in global, regional and national action to address the trafficking in persons, building on the Special Representative's tenure as co-Chair of the Inter-Agency Coordination Group against Trafficking in Persons.
- 1.157 The above-mentioned work is expected to result in:
- (a) Action to prevent and respond to violence against children mainstreamed into law, policy and practice, as well as into duly resourced national development plans;
 - (b) Increased awareness of and action on key thematic and frontier issues requiring specific attention;
 - (c) Sustained investment in cross-sectoral services for children and their caregivers to prevent and respond to violence against children and gender-based violence;
 - (d) Adoption and effective implementation of prevention measures, rehabilitation and community-based alternatives to the deprivation of liberty of children;
 - (e) More effective and systematic involvement of children in decision-making processes, including through an increase in safe and empowering pathways provided by States.
- 1.158 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Governments have the political commitment and dedicate resources to accelerate action to prevent and end violence against children, in the framework of the Sustainable Development Goals;
 - (b) Civil society, faith-based organizations, local communities, the donor community and the private sector are committed to working together for and with children.
- 1.159 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to strengthen cooperation with intergovernmental regional and subregional bodies. In addition, through the establishment of an antenna presence in Geneva, the Office will increase regular engagement with United Nations entities, State partners and others, including regional organizations, based in cities such as Geneva, Paris, Vienna and Brussels. The Office will pursue strong collaboration with civil society and faith-based organizations and the private sector. Country visits will therefore remain a key element of the advocacy strategy of the Office. The visits will always be planned and implemented in close cooperation with Member States and United Nations country and regional teams, and a joint road map will be agreed upon and disseminated with all key stakeholders at the end of each visit to ensure effective follow-up.
- 1.160 With regard to inter-agency coordination and liaison, the Office continues to promote and strengthen collaboration within the United Nations system on ending violence against children, including with the members of the Inter-Agency Working Group on Violence against Children, the members of the United Nations task force on children deprived of liberty, the Special Representative of the Secretary-General for Children and Armed Conflict, the Special Representative of the Secretary-General on Sexual Violence in Conflict, the special procedures of the Human Rights Council, the human rights treaty bodies, the Special Adviser to the Secretary-General on the Prevention of Genocide, the Special Adviser to the Secretary-General on Africa, the United Nations Youth Office, the Envoy of the Secretary-General on Technology, the Department of Economic and Social Affairs and United Nations regional commissions, the United Nations resident coordinators and regional or country team members, the United Nations Global Counter-Terrorism Coordination Compact, the Inter-Agency Coordination Group against Trafficking in Persons, the United Nations Network on

Migration, the Working Group on Hate Speech and the United Nations Action Against Sexual Violence in Conflict network.

- 1.161 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including in its advocacy to highlight how various forms of violence affect boys and girls differently and how this must inform and shape responses. Addressing gender discrimination and harmful social norms, as well as connections between violence against women and violence against children, is crucial to preventing and responding to violence against children and will continue to constitute an integral part of the Office’s work.
- 1.162 In line with the United Nations Disability Inclusion Strategy and the principle of leaving no child behind, the Office places an emphasis on addressing some of the most vulnerable and neglected children, among whom are children with disabilities. Children with disabilities are often institutionalized, and this puts many of these children at a heightened risk of becoming victims of violence. Promoting policies and strategies for alternative means of care and inclusion will continue to be at the core of the Office’s advocacy.

Evaluation activities

- 1.163 An evaluation is planned for 2025 on a theme to be determined.

Programme performance in 2023

Enhanced protection of children from violence in the digital environment

- 1.164 The risks of exposure to various forms of violence and exploitation online are increasing, given that an increasing number of children are connecting online and at younger ages. Over the course of 2023, the Office advocated for and provided technical support for the development of stronger legal and regulatory frameworks to ensure children’s protection and privacy online, as well as facilitating peer-learning between States and acting as a bridge-builder to connect various stakeholders. The Special Representative also ensured that the views and proposals of children were included in the consultation process on the global digital compact. In addition, the Office co-led a multi-stakeholder initiative called “Protection through online participation” that brought together more than 30 partners from United Nations agencies, academia, civil society and the information and communications technology sector, including some of the world’s largest social media, gaming and video-sharing platforms. This initiative expanded existing knowledge on how the digital environment could be better utilized to allow children to have access to information and support when they were exposed to violence, including from evidence generated with data from more than 100 countries.
- 1.165 Progress towards the objective is presented in the performance measure below (see table 1.87).

Table 1.87

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	Children’s concerns and proposals included in the consultation process for the global digital compact and evidence gathered to improve understanding on how the digital environment could be better utilized to allow children to gain access to information and support when they experienced violence

Planned results for 2025

Result 1: sustained financing of cross-sectoral child protection and violence prevention services

Programme performance in 2023 and target for 2025

- 1.166 The Office’s work contributed to 10 countries undertaking cost-benefit analyses of financing cross-sectoral child- and gender-sensitive protection and violence prevention services, which met the planned target. The Special Representative facilitated peer-learning exchanges among ministers, including ministers for finance and planning, in various States across all regions on ways in which to assess returns on investment in integrated services to ensure children’s protection and well-being.
- 1.167 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.88).

Table 1.88
Performance measure

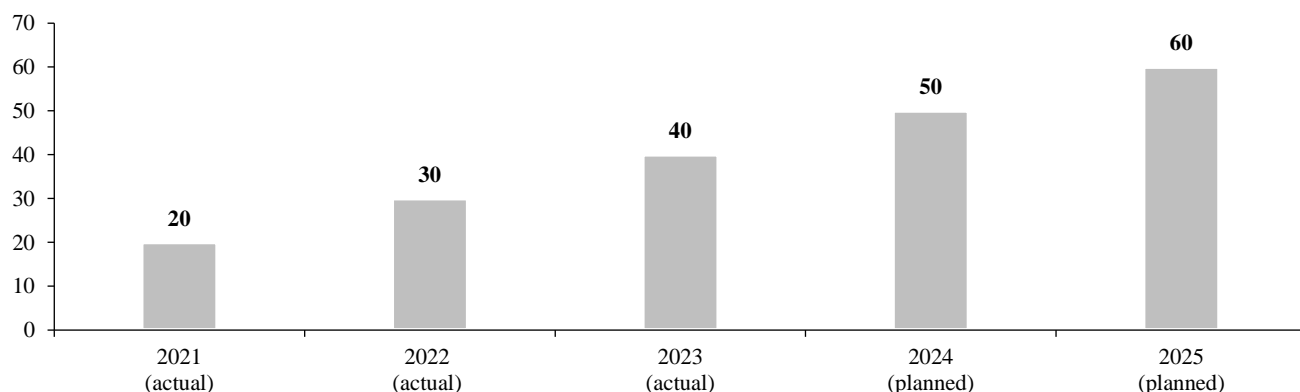
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Member States have access to promising practices and practical guidance on assessing the high return on investing in cross-sectoral child- and gender-sensitive protection and violence prevention	10 countries undertook cost-benefit analyses of financing cross-sectoral child- and gender-sensitive protection and violence prevention services	10 countries use an analysis of return on investing in violence prevention to initiate legal and policy reforms to build or strengthen integrated child- and gender-sensitive protection and prevention services	15 countries use an analysis of return on investing in violence prevention to initiate legal and policy reforms to build or strengthen integrated child- and gender-sensitive protection and prevention services

Result 2: national human rights institutions include child protection and well-being in their monitoring activities

Programme performance in 2023 and target for 2025

- 1.168 The Office’s work contributed to 10 additional national human rights institutions including child protection and well-being in their monitoring activities, which met the planned target of a total of 40 national human rights institutions. In 2023, the Special Representative engaged with 95 national human rights institutions during a meeting of the global network of national human rights institutions on their role in protecting children from deprivation of liberty, torture and other ill-treatment.
- 1.169 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XVII).

Figure 1.XVII
Performance measure: number of national human rights institutions that have included child protection and well-being as a key dimension of their monitoring activities (cumulative)



Result 3: Revitalized pathfinding country initiative (pathfinding 2.0) to end violence against children by 2030

Proposed programme plan for 2025

1.170 In October 2023, the Board of the Global Partnership to End Violence against Children decided to sunset the Partnership in its existing form and requested the Special Representative to lead the workstream on pathfinding countries. The pathfinding initiative provides a forum for Member States and partners to share experiences and be inspired by effective solutions that pave the way for a world free from violence for children.

Lessons learned and planned change

1.171 The lesson for the Office was the importance of the mandate’s role in furthering the collaborative approach of this initiative and ensuring stronger ownership by Member States. In applying the lesson, the Office will revitalize the pathfinding country initiative in close cooperation with existing pathfinder countries, the United Nations system, donors and civil society partners, to provide stronger, integrated and context-specific support in order to accelerate efforts to end violence against children by 2030. To this end, a series of consultations in the pathfinding countries is under way to take stock of progress made and remaining challenges. This participatory approach will also be extended to the development of a road map for accelerating and monitoring action to end violence against children, to outline an accountability framework and to expand the number of pathfinder countries.

1.172 Expected progress towards the objective is presented in the performance measure below (see table 1.89).

Table 1.89
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Road map for accelerating and monitoring action and associated institutional and accountability	5 additional Member States join the pathfinding 2.0 initiative

Section 1 Overall policymaking, direction and coordination

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
			framework for the pathfinding 2.0 initiative is agreed by Member States	

Legislative mandates

1.173 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

62/141; 67/152; 69/157; 70/137; 72/245; 73/155; 76/147; 78/187	Rights of the child	71/176; 75/166; 77/201	Protecting children from bullying
		75/185; 77/219	Human rights in the administration of justice

Deliverables

1.174 Table 1.90 lists all deliverables of the programme.

Table 1.90

Office of the Special Representative of the Secretary-General on Violence against Children: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Annual reports to the General Assembly	1	1	1	1
2. Annual reports to the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
Meetings of:				
3. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. The Fifth Committee	1	1	1	1
5. The Third Committee	1	1	1	1
6. The Human Rights Council	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	4	4	5	4
7. Voluntary national reviews: analytical review	1	1	1	1
8. Children as agents of positive change: a mapping of children’s initiatives	1	1	1	1
9. Advocacy brief on ending immigration detention of children	–	–	1	–
10. Publications on priority issues related to violence against children	2	2	2	2

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: high-level advocacy with Member States, regional organizations and other key stakeholders, including by undertaking country missions to at least 10 Member States across all regions; organization or co-organization of 10 high-level events to raise awareness, share promising practices and advocate for stronger action on ending violence against children; expert advice and tools on policy matters for Member States and other key stakeholders; and consultations with approximately 1,000 children.

Databases and substantive digital materials: global interactive database of child participation initiatives to map children’s initiatives across regions.

D. Communication deliverables

Outreach programmes, special events and information materials: communication products and information materials for targeted audiences and goals to raise awareness of the work of the mandate, provide updated information on trends and topical issues and highlight progress achieved.

External and media relations: at least 5 press conferences and 5 press releases, including opinion pieces and expert articles.

Digital platforms and multimedia content: social media campaign to raise awareness and mobilize action on the protection of children from violence; multimedia material produced and uploaded in the 6 official United Nations languages on the Office’s website; and communication material uploaded daily to the Office’s social media accounts.

B. Proposed post and non-post resource requirements for 2025

Overview

1.175 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.91 to 1.93.

Table 1.91
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	2 106.2	2 268.1	–	–	–	–	–	2 268.1	
Other staff costs	76.4	127.1	–	–	–	–	–	127.1	
Hospitality	–	0.7	–	–	–	–	–	0.7	
Consultants	259.7	269.4	–	–	–	–	–	269.4	
Travel of staff	165.8	205.4	–	–	–	–	–	205.4	
Contractual services	79.6	209.5	–	–	–	–	–	209.5	
General operating expenses	16.8	28.8	–	–	–	–	–	28.8	
Supplies and materials	0.2	4.7	–	–	–	–	–	4.7	
Furniture and equipment	12.1	6.5	–	–	–	–	–	6.5	
Total	2 716.7	3 120.2	–	–	–	–	–	3 120.2	

Table 1.92
Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)
Proposed for 2025	10	1 ASG, 1 P-5, 3 P-4, 3 P-3, 1 GS (PL), 1 GS (OL)

Table 1.93
Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
ASG	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	3	–	–	–	–	3
P-3	3	–	–	–	–	3
Subtotal	8	–	–	–	–	8

Part I Overall policymaking, direction and coordination

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	1	–	–	–	–	1
Subtotal	2	–	–	–	–	2
Total	10	–	–	–	–	10

1.176 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.94 to 1.96 and figure 1.XVIII.

1.177 As reflected in tables 1.94 (1) and 1.95 (1), the overall resources proposed for 2025 amount to \$3,120,200 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.94

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	2 716.7	3 120.2	–	–	–	–	3 120.2
Subtotal, 1	2 716.7	3 120.2	–	–	–	–	3 120.2

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	576.6	576.6	–	–	576.6
Subtotal, 2	576.6	576.6	–	–	576.6
Total (1+2)	3 293.3	3 696.8	–	–	3 696.8

Table 1.95

Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	10	–	–	–	–	10
Subtotal, 1	10	–	–	–	–	10

Section 1 Overall policymaking, direction and coordination

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Programme of work	2	–	2
Subtotal, 2	2	–	2
Total (1+2)	12	–	12

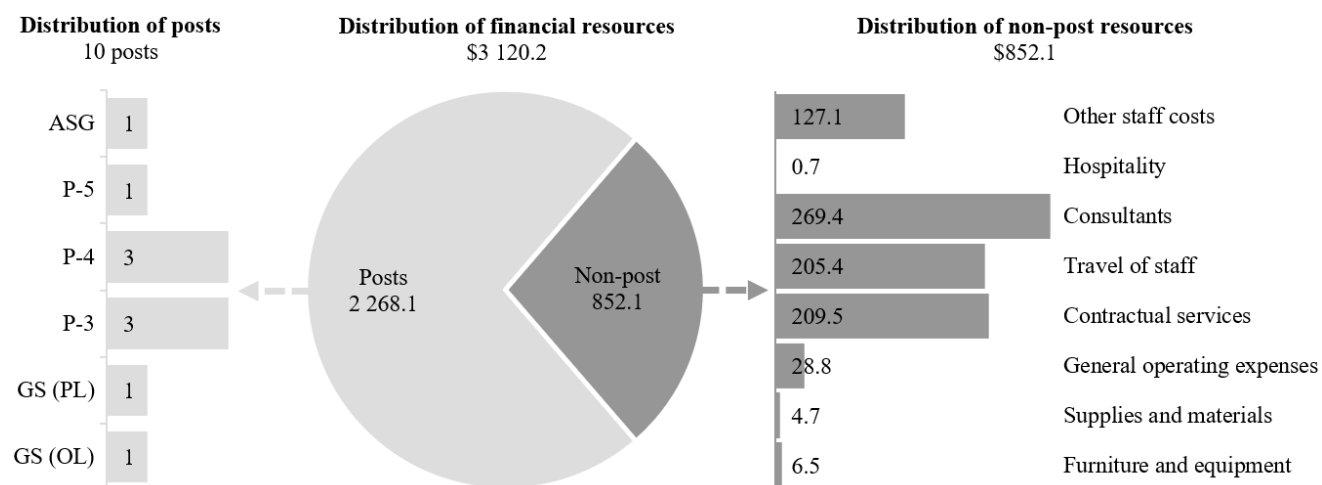
Table 1.96
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	2 106.2	2 268.1	–	–	–	–	2 268.1
Non-post	610.5	852.1	–	–	–	–	852.1
Total	2 716.7	3 120.2	–	–	–	–	3 120.2
Post resources by category							
Professional and higher		8	–	–	–	–	8
General Service and related		2	–	–	–	–	2
Total		10	–	–	–	–	10

Figure 1.XVIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.178 As reflected in tables 1.94 (2) and 1.95 (2), extrabudgetary resources amount to \$576,600. The resources would complement regular budget resources and would be used mainly to provide for two posts (P-4 and P-3) and non-post resources that would be used to support the delivery of the Office’s mandates and to carry out various activities that would enhance its impact and outreach, strengthen the implementation of its programme of work and increase the provision of technical advice and support to Member States, regional organizations and other partners.
- 1.179 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.180 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.97. The Office will continue to strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.97
Compliance rate
 (Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	83	19	57	100	100

VII. Office of the Victims' Rights Advocate

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.181 The mandate of the Victims' Rights Advocate was created as part of the strategy set out in the 2017 report of the Secretary-General entitled "Special measures on protection from sexual exploitation and abuse: a new approach" (A/71/818). The mandate derives from the priorities established in General Assembly resolutions and/or decisions, including resolutions [62/214](#), [71/278](#), [71/297](#), [75/321](#), [76/274](#) and [77/333](#). The centrepiece of the strategy is to put the rights and dignity of victims at the centre of the work to prevent and respond to sexual exploitation and abuse across the United Nations system. The Victims' Rights Advocate has a system-wide role, with her advocacy and action extending to peacekeeping, humanitarian and development settings. At Headquarters, she is supported by the Office of the Victims' Rights Advocate. In the field, her mandate is operationalized through Senior Victims' Rights Officers in the Central African Republic, the Democratic Republic of the Congo, Haiti and South Sudan.

Programme of work

Objective

- 1.182 The objective, to which the Victims' Rights Advocate contributes, is to ensure that the rights and dignity of victims of sexual exploitation and abuse are prioritized in all efforts of the United Nations system to prevent and respond to sexual exploitation and abuse by its personnel, uniformed or civilian, in peacekeeping, humanitarian and development settings and by non-United Nations troops serving under a Security Council mandate.

Strategy and external factors for 2025

- 1.183 To contribute to the objective, the Victims' Rights Advocate will:
- (a) Engage in sustained advocacy with Member States, United Nations entities, agencies, funds and programmes, other intergovernmental bodies, Governments and State structures, civil society and others to amplify awareness of the negative impact that sexual exploitation and abuse has on victims and the work of all parts of the United Nations system, and foster an integrated response with regard to victims' rights to assistance, in line with the annex to General Assembly resolution [62/214](#);
 - (b) Operationalize the imperative of placing the rights and dignity of victims at the centre on the ground through support for a network of Senior Victims' Rights Officers and focal points for victims' rights, including the three additional focal points appointed in 2023, who serve as the main point of contact for all victims of sexual exploitation and abuse, and ensure that they receive assistance and support, accompanying them through investigation and consideration of their complaints and providing them with follow-up information, including on the progress of paternity/child support claims;
 - (c) Support Member States' implementation of the 2030 Agenda, in particular the achievement of Sustainable Development Goal 5 in the public and private spheres, including in relation to trafficking and sexual and other types of exploitation, and Goal 16, which is intended, among

others, to end the abuse and exploitation of, trafficking in, all forms of violence against and torture of children;

- (d) Engage with United Nations actors across the system to develop policy and offer practical advice, including to embed a victims' rights approach in the provision of assistance to victims, and provide guidance to the Senior Victims' Rights Officers, the victims' rights focal points and other actors in the field;
- (e) Seek to strengthen complaints mechanisms and contribute to creating an environment that encourages victims to come forward, in order to counter constraints that have a negative effect on victims' capacity to report misconduct and gain access to assistance and services.

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

- (a) Victims assisted in accordance with their individual needs;
- (b) A deepened understanding of how to prioritize the rights and dignity of victims across the United Nations system, implementing partners and beyond;
- (c) Creation and maintenance of an environment of trust between victims and the United Nations on the ground, encouraging them to come forward with complaints of misconduct, confident that they will be respected and receive support, assistance and protection;
- (d) Stronger system-wide collaboration and cooperation between Member States and the United Nations on accountability processes, including the resolution of paternity/child support claims, and access to services for victims.

1.185 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:

- (a) New cases of sexual abuse and exploitation perpetrated by United Nations and related personnel will become known to the Victims' Rights Advocate, the Office and the Senior Victims' Rights Officers;
- (b) Cases reported earlier might not be resolved;
- (c) Measures to prevent sexual exploitation and abuse integrate a system-wide victims' rights approach;
- (d) Victims of sexual abuse and exploitation will require ongoing support and assistance to rebuild their lives;
- (e) The urgency of establishing strong partnerships focusing on a victims' rights approach will be acknowledged more extensively inside and outside the United Nations system.

1.186 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to work with the Development Assistance Committee of the Organisation for Economic Co-operation and Development. It will continue to support the Multilateral Organisation Performance Assessment Network in implementing its indicators that measure progress in the prevention of sexual exploitation, sexual abuse and sexual harassment in multilateral organizations. The Office will sustain its engagement with the Global Alliance of National Human Rights Institutions in advocacy, training and capacity-building for national actors and the provision of support for victims across States and national jurisdictions.

1.187 With regard to inter-agency coordination and liaison, the Office will continue to collaborate with the Inter-Agency Standing Committee and its Champion on protection from sexual exploitation and abuse and sexual harassment to integrate a strong victims' rights focus into the implementation of its plan to accelerate protection from sexual exploitation and abuse in humanitarian response. The Victims' Rights Advocate will collaborate with the United Nations Executive Group to Prevent and Respond to Sexual Harassment in the UN System, which succeeded the CEB Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System in January 2024, on the

development and implementation of a victim-centred approach to this misconduct, so that this work is aligned with that on sexual exploitation and abuse.

- 1.188 The Office will continue its cooperation with the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse. It will collaborate with the Department of Management Strategy, Policy and Compliance and the Office of Legal Affairs to facilitate the more timely and effective resolution of outstanding paternity/child support claims arising from sexual exploitation and abuse, including through the possible development of a harmonized procedure for handling such claims. The Office will coordinate with the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to facilitate official visits of the Victims' Rights Advocate to peace operation settings. The Office will consolidate its collaboration with the Development Coordination Office and resident coordinators on their roles and responsibilities with respect to victims' rights and assistance in line with the management and accountability framework of the United Nations development and resident coordinator system, including by continuing to brief newly appointed resident coordinators and provide them with advice at their request. The Victims' Rights Advocate will also engage with other entities, including the internal justice system, on her mandate and the importance of the victims' rights approach.
- 1.189 The Office integrates a gender perspective into its policy and operational activities, deliverables and results, as appropriate. The majority of victims of sexual exploitation and abuse is women and girls, and most perpetrators are men. The Victims' Rights Advocate acknowledges that entrenched discrimination against women and girls, manifested in laws and policies, power imbalance and gender inequality and harmful practices, underpins such misconduct. The Victims' Rights Advocate understands that men and boys, especially in vulnerable situations, may be victims of sexual exploitation and abuse and face barriers to reporting. The Victims' Rights Advocate emphasizes that victims may experience hurt, harm, fear, reprisals, abandonment, exclusion from their community and stigma. She urges that interventions and responses be conceptualized, designed and implemented to promote the empowerment of victims and their inclusion in all issues that concern them.
- 1.190 The Victims' Rights Advocate promotes tailored responses, given that each victim is different and may be affected by intersecting, interconnected and multiple forms of discrimination, including on the basis of race, sex, gender, sexual orientation, age, minority and/or migration status or disability, in line with the United Nations Disability Inclusion Strategy and the strategic action plan of the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations. The Office seeks to make its core policy documents and training as accessible as possible. The Senior Victims' Rights Officers will continue to serve as the main contact for all victims and take steps to ensure that a victims' rights, gender- and child-sensitive and non-discriminatory approach is integrated into all activities to support and assist victims.

Evaluation activities

- 1.191 An internal evaluation of the work and impact of the Office since its establishment in January 2019 commenced in 2022 and will be finalized in 2024.

Programme performance in 2023

Endorsement of the victims' rights statement by the Secretary-General's High-level Steering Group on preventing sexual exploitation and abuse

- 1.192 In May 2023, the Secretary-General's High-level Steering Group on preventing sexual exploitation and abuse endorsed the United Nations victims' rights statement. Developed by the Victims' Rights Advocate through extensive consultation across United Nations entities and with rights advocates, it is affirmed in the statement that victims of sexual misconduct are entitled to the following rights: (a) to be treated with respect; (b) to receive assistance and support; (c) to justice and accountability; (d) to decide how involved to be in United Nations processes; (e) to obtain information; (f) to be

heard; (g) to privacy and confidentiality; (h) to be protected; (i) to a remedy; and (j) to complain of the treatment received.

1.193 Progress towards the objective is presented in the performance measure below (see table 1.98).

**Table 1.98
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Increased awareness of victims of their rights and how they can claim them	Increased awareness of victims of their rights and how they can claim them United Nations system entities provided critical feedback for the development of revised guidance and tools to incorporate in full victims' perspectives and priorities	The victims' rights statement, in which the Secretary-General's policy of prioritizing the rights and dignity of victims in efforts to prevent and respond to sexual exploitation and abuse is affirmed, is endorsed by the Secretary-General's High-level Steering Group on preventing sexual exploitation and abuse

Planned results for 2025

Result 1: realizing victims' rights to accountability and remedies

Programme performance in 2023 and target for 2025

1.194 The Office's work contributed to discussions with relevant Secretariat entities on a methodology for addressing ancillary costs associated with the provision of legal assistance, which did not meet the planned target of victims in two countries with Senior Victims' Rights Officers benefiting from legal support provided by lawyers and legal aid organizations included in the roster. The target was not met because legal support could not be provided, given that solutions for addressing ancillary costs were not finalized before the end of the period.

1.195 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.99).

**Table 1.99
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Proposal of the Victims' Rights Advocate to create and maintain a roster of lawyers in consultation with the Office of Legal Affairs	Agreement by a Member State to provide funding for the costs associated with the creation and maintenance of a roster of pro bono lawyers	Discussions with Secretariat entities on addressing ancillary costs associated with the provision of legal assistance	Victims in 4 countries with Senior Victims' Rights Officers continue to benefit from legal support provided by lawyers and legal aid organizations included in the roster	Victims in 4 countries with Senior Victims' Rights Officers benefit from legal support provided by lawyers and legal aid organizations included in the roster

Result 2: adoption of a victims’ rights approach among all personnel assisting and investigating allegations of sexual exploitation and abuse

Programme performance in 2023 and target for 2025

- 1.196 The Office’s work contributed to increased number of personnel who assist victims or investigate allegations of sexual exploitation and abuse receiving briefings on the victims’ rights approach, which met the planned target.
- 1.197 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.100).

Table 1.100
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	United Nations internal justice system personnel handling allegations of sexual exploitation and abuse are briefed on the victims’ rights approach	Increased number of personnel who assist victims or investigate allegations of sexual exploitation and abuse received briefings on the victims’ rights approach	All new personnel assisting and investigating allegations of sexual exploitation and abuse receive briefings on the victims’ rights approach, as a mandatory component of their induction training	All new personnel assisting and investigating allegations of sexual exploitation and abuse complete/participate in training on the victim-centred approach to sexual exploitation, sexual abuse and sexual harassment as part of their induction and ongoing training

Result 3: strengthened system-wide implementation of the Secretary-General’s strategy of placing the rights and dignity of victims at the centre of prevention and response from sexual exploitation and abuse

Proposed programme plan for 2025

- 1.198 Reviews of the implementation of the Secretary-General’s victim-centred and victims’ rights approaches to protection from sexual exploitation and abuse show that, while the objective is accepted across the United Nations system, there is a recognized need for more work to ensure that all United Nations staff and related personnel understand and apply the practical action required to implement this approach.

Lessons learned and planned change

- 1.199 The lesson for the Office was the need to further advocate across the United Nations system for additional practical measures to implement victims’ rights-based and victim-centred approaches and address the increased demand from United Nations personnel for guidance and support in this area. Increased advocacy by the Office among United Nations personnel in peacekeeping, humanitarian and development settings on the importance of implementing the victims’ rights approach resulted in additional requests for the Victims’ Rights Advocate to undertake field visits, meet and support victims and provide guidance to United Nations staff and related personnel, military personnel and leadership. In applying the lesson, the Office will roll out the victims’ rights statement and the training module on a victim-centred approach to sexual exploitation, sexual abuse and sexual

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harassment, making them available in all official United Nations languages, as well as local languages and accessible formats, which will be housed on a dedicated web page.

1.200 Expected progress towards the objective is presented in the performance measure below (see table 1.101).

Table 1.101
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Endorsement of the victims' rights statement and launch of a training module on a victim-centred approach	The victims' rights statement and the training module on a victim-centred approach available in all 6 official languages of the United Nations	The victims' rights statement made available in accessible, simplified and child-friendly versions

Legislative mandates

1.201 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

62/214	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel (annex)	71/297	Special measures for protection from sexual exploitation and abuse
		76/274	Cross-cutting issues
71/278; 75/321; 76/303; 77/333	United Nations action on sexual exploitation and abuse		

Deliverables

1.202 Table 1.102 lists all deliverables of the programme.

Table 1.102
Office of the Victims' Rights Advocate: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
2. The Fifth Committee	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. Project on mapping victims' rights services and approaches available throughout the United Nations system	1	1	1	1

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Seminars, workshops and training events (number of days)	4	6	6	6
4. Workshops on the mandate with international and regional organizations, regional and national human rights institutions and regional and national victims' rights advocates/commissioners	4	6	6	6
Publications (number of publications)	2	2	2	2
5. Annual report on the work of the Victims' Rights Advocate	2	2	2	2
Technical materials (number of materials)	2	2	2	2
6. Concept notes on challenges to victims of sexual exploitation and abuse	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: 5 briefings to Members States, 5 briefings to United Nations system-wide entities and webinars with universities and academic institutions.				
Sustained advocacy by the Victims' Rights Advocate, including through her (a) cooperation with the Inter-Agency Standing Committee; (b) briefings to Member States and Member State groupings, to senior mission leaders, to the global meeting of resident coordinators and induction of resident coordinators and other United Nations leaders; and (c) cooperation with United Nations country teams and humanitarian country teams.				
Regular engagement with Special Representatives of the Secretary-General, resident coordinators, and national and regional protection from sexual exploitation and abuse networks, including through the Victims' Rights Advocate's country visits.				
Databases and substantive digital materials: training module for United Nations staff, non-staff personnel and implementing partners and the victims' rights first web page.				
D. Communication deliverables				
Outreach programmes, special events and information materials: awareness-raising and educational materials on victims' rights.				
External and media relations: media interviews, statements, opinion pieces, press releases and expert articles.				
Digital platforms and multimedia content: website, social media content on areas of work, intranet stories and expansion of the victims' rights first thematic web page.				

B. Proposed post and non-post resource requirements for 2025

Overview

1.203 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.103 to 1.105.

Table 1.103

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Posts	773.1	937.7	–	–	–	–	937.7	
Consultants	3.0	–	–	–	–	–	–	
Travel of staff	50.5	81.0	–	–	–	–	81.0	
Contractual services	27.2	9.8	–	–	–	–	9.8	
General operating expenses	2.3	2.2	–	–	–	–	2.2	
Supplies and materials	0.1	1.8	–	–	–	–	1.8	
Furniture and equipment	0.1	–	–	–	–	–	–	
Total	856.4	1 032.5	–	–	–	–	1 032.5	

Table 1.104

Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)
Proposed for 2025	4	1 ASG, 1 P-4, 1 P-3, 1 GS (OL)

Table 1.105

Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
ASG	1	–	–	–	–	1
P-4	1	–	–	–	–	1
P-3	1	–	–	–	–	1
Subtotal	3	–	–	–	–	3

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Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	1	–	–	–	–	1
Subtotal	1	–	–	–	–	1
Total	4	–	–	–	–	4

1.204 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.106 to 1.109 and figure 1.XIX.

1.205 As reflected in tables 1.106 (1) and 1.108, the overall resources proposed for 2025 amount to \$1,032,500 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.106

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	856.4	1 032.5	–	–	–	–	1 032.5
Subtotal, 1	856.4	1 032.5	–	–	–	–	1 032.5

(2) *Other assessed*

Component	2023 expenditure	2023 estimate	Change	Percentage	2025 estimate
Programme of work	–	50.6	–	–	50.6
Subtotal, 2	–	50.6	–	–	50.6

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	598.6	142.7	(86.4)	(60.5)	56.3
Subtotal, 3	598.6	142.7	(86.4)	(60.5)	56.3
Total (1+2+3)	1 455.0	1 255.8	(86.4)	(7.0)	1 139.4

Table 1.107
Proposed posts for 2025 by source of funding and component
 (Number of posts)

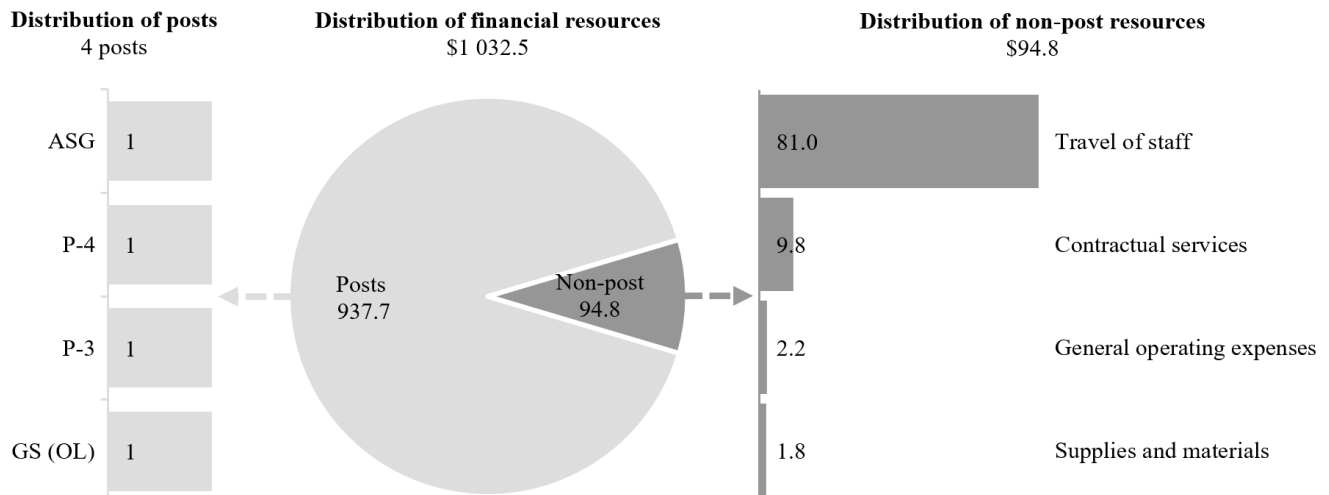
Regular budget

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	4	–	–	–	–	4
Total	4	–	–	–	–	4

Table 1.108
Evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Posts	773.1	937.7	–	–	–	–	–	937.7
Non-post	83.3	94.8	–	–	–	–	–	94.8
Total	856.4	1 032.5	–	–	–	–	–	1 032.5
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		1	–	–	–	–	–	1
Total		4	–	–	–	–	–	4

Figure 1.XIX
Distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Other assessed resources

1.206 As reflected in table 1.106 (2), other assessed resources amount to \$50,600. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 (A/78/746).

Extrabudgetary resources

1.207 As reflected in table 1.106 (3), extrabudgetary resources amount to \$56,300. The non-post resources would complement regular budget resources and support the delivery of its mandates, including carrying out various outreach activities, and increase the provision of technical advice and support to Member States, regional organizations and other partners.

1.208 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

1.209 Information on the advance booking for air travel is reflected in table 1.109. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.109
Compliance rate
(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Air tickets purchased at least 2 weeks before the commencement of travel	67	14	50	100	100

VIII. Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.210 The Office was established in February 2016, when the Secretary-General appointed the Special Coordinator with a reporting line through the Chef de Cabinet to the Secretary-General to work across the United Nations system's offices, departments and agencies to strengthen the United Nations response to sexual exploitation and abuse, wherever it might occur, from Headquarters locations to the most remote field bases. The General Assembly, in its resolution [70/286](#), and the Security Council, by its resolution [2272 \(2016\)](#), welcomed the appointment of the Special Coordinator and the Secretary-General's continued efforts to implement and reinforce the United Nations zero-tolerance policy on sexual exploitation and abuse, in particular to strengthen the Organization's prevention, reporting, enforcement and remedial action in order to promote greater accountability. In its resolution [71/278](#), the Assembly welcomed the continued efforts of the Secretary-General to combat sexual exploitation and abuse, including the appointment of a Special Coordinator on improving the United Nations response to sexual exploitation and abuse and the establishment of a high-level task force to develop, as a matter of urgency, a clear, game-changing strategy to achieve visible and measurable improvements in the Organization's approach to preventing and responding to sexual exploitation and abuse. The Assembly also expressed its support to the Secretary-General, the Office and all relevant departments in their efforts to implement the zero-tolerance policy and, in particular, to strengthen the Organization's prevention, reporting, enforcement and response mechanisms in order to promote greater accountability, and in that regard requested the Secretary-General to continue to work in close consultation with Member States for the effective implementation of the policy.
- 1.211 The Special Coordinator drives and oversees the United Nations efforts to prevent and respond to sexual exploitation and abuse across the United Nations system. Through the development of procedures, protocols, standardized tools and support for United Nations entities and the field, the Special Coordinator continues efforts to align approaches and enhance coordination, cooperation and system-wide coherence.

Programme of work

Objective

- 1.212 The objective, to which this programme contributes, is to advance the United Nations response to sexual exploitation and abuse and to ensure a continuous focus on and sustained high-level attention to the prevention and response to sexual exploitation and abuse through a victim-centred approach.

Strategy and external factors for 2025

- 1.213 To contribute to the objective, the Office will:
- (a) Coordinate with United Nations entities, departments and offices to ensure the alignment and institutionalization of strategies to prevent and respond to sexual exploitation and abuse by developing initiatives to mitigate the risks of sexual exploitation and abuse across the United Nations system;

- (b) Promote the implementation of the Secretary-General's strategy to combat sexual exploitation and abuse across the system's more than 30 affiliated funds, programmes and specialized agencies and act as the secretariat of the Secretary-General's institutionalized standing bodies for protection against sexual exploitation and abuse, such as the High-level Steering Group on preventing sexual exploitation and abuse, convened by the Chef de Cabinet, which oversees the implementation of the Secretary-General's strategy;
 - (c) Review and address the policy and operational gaps in the United Nations handling of sexual exploitation and abuse by all categories of United Nations personnel, both uniformed and civilian, and by non-United Nations actors;
 - (d) Consult with international, regional and subregional organizations, Member States, United Nations independent human rights experts, civil society organizations, national human rights institutions, academic institutions and think tanks, as appropriate, to ensure that policies and operational efforts across the United Nations system reflect best practice;
 - (e) Monitor the Secretary-General's public reporting mechanism for allegations of sexual exploitation and abuse;
 - (f) Support an effective system-wide communications strategy to ensure a coordinated public message with respect to the United Nations response to sexual exploitation and abuse;
 - (g) Work closely with leadership across the United Nations system to provide strategic support and guidance to assist in designing and developing comprehensive strategies, system-wide policies and initiatives to combat sexual exploitation and abuse and strengthen joint United Nations programming on prevention initiatives.
- 1.214 The above-mentioned work is expected to result in:
- (a) Strengthened prevention of and responses to sexual exploitation and abuse in a cohesive and coordinated manner, including improved data collection, monitoring and analysis of performance by the United Nations system;
 - (b) Institutionalization of an organizational culture of zero tolerance for inaction for sexual exploitation and abuse, with a robust and consistent understanding among United Nations personnel of standards of conduct and the purpose of mission of the United Nations, to advance cultural change and address the underpinnings of sexual exploitation and abuse, including gender imbalances and the abuse of authority due to power differentials.
- 1.215 With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Personnel, at all levels, prioritize combating sexual exploitation and abuse within United Nations operations;
 - (b) A collective independent investigation capacity is recognized, and appropriate organizational structures are put in place to respond;
 - (c) The United Nations system supports the alignment and institutionalization of measures to prevent and respond to sexual exploitation and abuse.
- 1.216 With regard to inter-agency coordination, the Office will continue to seek cooperation with all United Nations partners, including agencies, funds and programmes, and the Inter-Agency Standing Committee and its Champion on protection from sexual exploitation and abuse and sexual harassment, to ensure coordination with relevant mandates and a coherent and consistent response. The Office will also continue to collaborate with the Office of the Victims' Rights Advocate, the Department of Management Strategy, Policy and Compliance and the Department of Global Communications, among other entities within the Organization, to ensure alignment of messages relating to the prevention of and response to sexual exploitation and abuse in internal and external communications. Furthermore, the Office will work closely with the Development Coordination Office and resident coordinators, globally, to support their roles and responsibilities in accordance with the management and

accountability framework of the United Nations development and resident coordinator system. The Office continues to serve as the secretariat of the Secretary-General's circle of leadership on the prevention of and response to sexual exploitation and abuse in United Nations operations, which comprises global leaders who actively support the agenda of combating sexual exploitation and abuse.

- 1.217 The Office integrates a gender perspective into its operational activities, deliverables, and results, as appropriate, recognizing the diverse identities of perpetrators, bystanders and victims. The Special Coordinator will advocate for comprehensive reforms in policy, culture and systems to mitigate discrimination, rectify power imbalances and alleviate gender disparities. Addressing the foundational factors contributing to sexual exploitation and abuse is paramount, with a specific emphasis on promoting gender equality. In recognizing that gender issues have an impact on all individuals, there is a resolute commitment to fostering inclusivity, equality, human rights and dignity across the board.
- 1.218 In line with the United Nations Disability Inclusion Strategy, the Office will identify ways to ensure the integration of disability inclusion across all projects. This involves mainstreaming disability inclusion through training and outreach material on preventing and responding to sexual exploitation and abuse, including on victim support, that is tailored to address the distinct needs and challenges of individuals with disabilities.

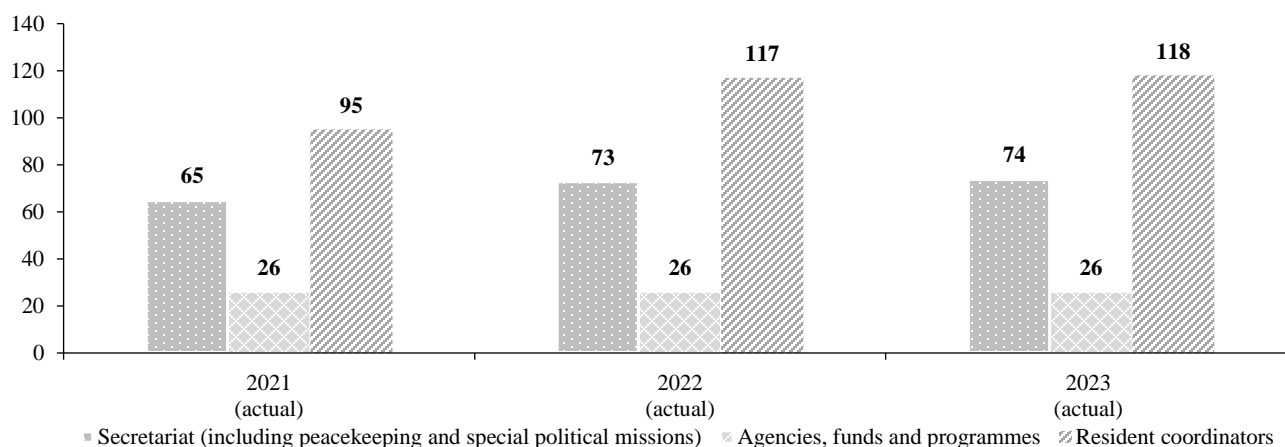
Programme performance in 2023

Strengthened system-wide approach to the prevention of and response to sexual exploitation and abuse at both the strategic and operational levels

- 1.219 The Special Coordinator operationalized the United Nations framework for the prevention of and response to sexual exploitation and abuse across the United Nations system. This included providing strategic and operational guidance and support, strengthening monitoring and risk assessments and renewing the focus on enhancing partnerships and communication.
- 1.220 Visits were conducted by the Special Coordinator to United Nations offices and settings, including development and humanitarian operations. Those official visits helped to raise awareness of the necessary standards of conduct and explore ways in which the United Nations system could enhance leadership and provide the requisite expertise and resources. Moreover, the Office consistently engaged in global dialogues at both the leadership and operational/technical levels to assess the effectiveness of mechanisms for preventing and responding to sexual exploitation and abuse.
- 1.221 Progress towards the objective is presented in the performance measure below (see figure 1.XX).

Figure 1.XX

Performance measure: number of heads of entities and resident coordinators with strategic and action plans on the prevention of and response to sexual exploitation and abuse (cumulative)



■ Secretariat (including peacekeeping and special political missions) ■ Agencies, funds and programmes ▨ Resident coordinators

Planned results for 2025

Result 1: risks of sexual exploitation and abuse across the pillars of the United Nations system (peace, development and humanitarian) mitigated and managed

Programme performance in 2023 and target for 2025

- 1.222 The Office’s work contributed to the strengthened engagement of leadership and other personnel to manage risks relating to sexual exploitation and abuse, which met the planned target.
- 1.223 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.110).

Table 1.110
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Strengthened engagement of leadership and other personnel to manage risks related to sexual exploitation and abuse, reinforce expected standards of behaviour and the prevention and response to sexual misconduct	An increased number of entities identify and plan for foreseeable risks in the protection from sexual exploitation and abuse	Integration of risk management strategies into the development of entity and country level action plans and certification through established management letters/compacts

Result 2: a reduction in operational and policy and procedural gaps in the United Nations handling of sexual exploitation and abuse perpetrated by all categories of United Nations personnel system-wide

Programme performance in 2023 and target for 2025

- 1.224 The Office’s work contributed to entities addressing policy and operational gaps, including alignment of the minimum standards on protection from and the response to sexual exploitation and abuse, which met the planned target.
- 1.225 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.111).

Table 1.111
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Entities address policy and operational gaps, including alignment of the minimum standards on protection from and the response to	An increased number of entities address policy and operational gaps, including alignment of the minimum standards on protection from and	An increased number of entities address and align policies and operational gaps, with a focus on the amalgamation of

Part I Overall policymaking, direction and coordination

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
		sexual exploitation and abuse, and entities improve data-sharing and reporting	the response to sexual exploitation and abuse, and an increased number of entities systematically share data and fulfil reporting requirements	existing policies and best practices

Result 3: One UN coordinated approach to more effectively address sexual exploitation and abuse

Proposed programme plan for 2025

1.226 The Office supports the Secretary-General in directing cohesive efforts of his High-level Steering Group on the protection from sexual exploitation and abuse, formulating and implementing policies for integrated coordination, prevention measures, response protocols to allegations and timely, appropriate follow-up strategies, including appropriate support for victims.

Lessons learned and planned change

1.227 The lesson for the Office, informed by feedback from senior leaders, was that there were practical difficulties in determining the most effective way to fulfil their roles and responsibilities for the protection from sexual exploitation and abuse in their specific context and that, although guidance was available, there was a need for more practical tools that were user-friendly and strategically oriented. In applying the lesson, the Office will finalize and disseminate a practical toolkit for senior leaders designed to support the prevention of sexual exploitation and abuse programmes. The toolkit will be tailored to United Nations senior leaders operating across the system, including resident coordinators, high commissioners, heads of mission and country representatives and directors. It is also relevant for managers and staff supporting senior leaders, such as chiefs or heads of senior leaders’ offices, and protection from sexual exploitation and abuse coordinators and focal points. The Office will develop an outreach plan that leverages existing channels to disseminate and promote the toolkit among senior leaders. This ongoing process will foster collaborative opportunities for engaging leaders, such as peer-to-peer engagement and spotlighting success stories of leaders on protection from sexual exploitation and abuse, which can also be used as lessons learned for others in the system. The Office will intensify its engagement with leadership across the United Nations system, through field visits and the provision of strategic guidance, prioritizing guidance to the field. To foster coherence at the technical level, the Office will continue to convene monthly protection from sexual exploitation and abuse working group and regular brown bag sessions in order to share information and best practice and to further the development of new initiatives, policies and protocols with regard to combating sexual exploitation and abuse. Through frequent discussions with protection from sexual exploitation and abuse practitioners, the Office aims to help to facilitate dialogue and improve understanding of the challenges relating to protection from sexual exploitation and abuse.

1.228 Expected progress towards the objective is presented in the performance measure below (see table 1.112).

Table 1.112
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Senior leaders, in particular resident coordinators and humanitarian coordinators, as well as country directors, heads of agencies and NGOs and international NGOs, have access to a tailored and practical toolkit on the prevention of sexual exploitation and abuse	Senior leaders have access to additional resources and communications, which lead to the adoption and use of a toolkit to fulfil their protection from sexual exploitation and abuse roles and responsibilities

Legislative mandates

1.229 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

59/300; 61/267 B	Comprehensive review of a strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations	70/286	Cross-cutting issues
62/63	Criminal accountability of United Nations officials and experts on mission	71/278; 72/312; 73/302; 75/321; 76/303; 77/333	United Nations action on sexual exploitation and abuse
62/214	United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel	71/297	Special measures for protection from sexual exploitation and abuse

Security Council resolutions

2272 (2016)	2436 (2018)
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Deliverables

1.230 Table 1.113 lists all deliverables of the programme.

Table 1.113

Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General on special measures for protection from sexual exploitation and abuse	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	6	4	6
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	2	3	2	3
3. The Fifth Committee	2	3	2	3
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	34	5	30
4. Training events with international and regional organizations and regional and national coordinators for protection from sexual exploitation and abuse	5	34	5	30
Technical materials (number of materials)	1	1	1	2
5. Tools/manual on protection against sexual exploitation and abuse	1	1	1	2
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to Members States; webinars with universities and academic institutions, think tanks; and discussions with civil society organizations.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach and awareness-raising campaigns; educational materials, including system-wide fact sheets on the Secretary-General’s initiatives to prevent and respond to sexual exploitation and abuse; and outreach initiatives.				
External and media relations: media interviews, opinion pieces, press releases and expert articles.				
Digital platforms and multimedia content: content of the Secretary-General’s website on preventing sexual exploitation and abuse and social media posts on areas of work.				
E. Enabling deliverables				
Internal justice and oversight: annual or biannual High-level Steering Group meetings on sexual exploitation and abuse; bimonthly sexual exploitation and abuse working group meetings that include more than 30 entities/departments/offices within the United Nations system; and annual system-wide survey on facts and perceptions of United Nations personnel (civilian, police and military) to gain information on their awareness of the standards of conduct and behaviour to prevent and respond to sexual exploitation and abuse.				

B. Proposed post and non-post resource requirements for 2025

Overview

1.231 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.114 to 1.116.

Table 1.114

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	869.3	1 036.8	–	–	–	–	–	1 036.8
Other staff costs	0.7	–	–	–	–	–	–	–
Travel of staff	83.6	90.2	–	–	–	–	–	90.2
Contractual services	10.9	14.8	–	–	–	–	–	14.8
General operating expenses	2.7	4.5	–	–	–	–	–	4.5
Supplies and materials	0.2	1.3	–	–	–	–	–	1.3
Furniture and equipment	8.8	5.0	–	–	–	–	–	5.0
Total	976.4	1 152.6	–	–	–	–	–	1 152.6

Table 1.115

Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	4	1 USG, 1 P-5, 1 P-4, 1 GS (OL)
Proposed for 2025	4	1 USG, 1 P-5, 1 P-4, 1 GS (OL)

Table 1.116

Proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	–	–	–	1
Subtotal	3	–	–	–	–	3

Part I Overall policymaking, direction and coordination

Category and grade	Changes					Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other			
General Service and related							
GS (OL)	1	–	–	–	–	–	1
Subtotal	1	–	–	–	–	–	1
Total	4	–	–	–	–	–	4

1.232 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.117 to 1.119 and figure 1.XXI.

1.233 As reflected in table 1.117 (1), the overall resources proposed for 2025 amount to \$1,152,600 before recosting and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.117

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Programme of work	976.4	1 152.6	–	–	–	–	–	1 152.6	
Subtotal, 1	976.4	1 152.6	–	–	–	–	–	1 152.6	

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	–	56.0	–	–	56.0
Subtotal, 2	–	56.0	–	–	56.0

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	692.2	1 631.9	2.0	0.1	1 633.9
Subtotal, 3	692.2	1 631.9	2.0	0.1	1 633.9
Total (1+2+3)	1 668.6	2 840.5	2.0	0.1	2 842.5

Section 1 Overall policymaking, direction and coordination

**Table 1.118
Proposed posts for 2025 by source of funding and component**

(Number of posts)

(1) *Regular budget*

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	4	–	–	–	–	4
Subtotal, 1	4	–	–	–	–	4

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Programme of work	5	–	5
Subtotal, 2	5	–	5
Total (1+2)	9	–	9

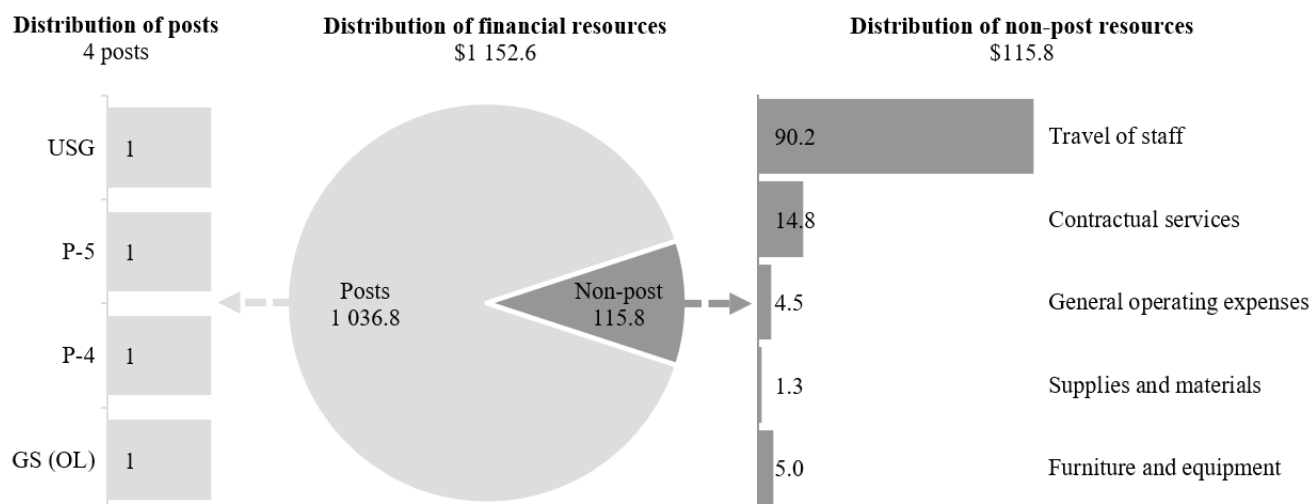
**Table 1.119
Evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	869.3	1 036.8	–	–	–	–	–	1 036.8
Non-post	107.1	115.8	–	–	–	–	–	115.8
Total	976.4	1 152.6	–	–	–	–	–	1 152.6
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		1	–	–	–	–	–	1
Total		4	–	–	–	–	–	4

Figure 1.XXI
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

1.234 As reflected in table 1.117 (2), other assessed resources amount to \$56,000. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 (A/78/746).

Extrabudgetary resources

1.235 As reflected in table 1.117 (3), extrabudgetary resources amount to \$1,633,900. The resources would complement the regular budget resources and would be used mainly to provide for five posts (2 P-4, 2 P-3 and 1 General Service (Other level)) and non-post resources that would be used to support the delivery of its mandates and to support the Office in carrying out various activities, including the finalization and distribution of a manual on protection against sexual exploitation and abuse, cover official travel of staff (i.e., to the field operations) and provide for contractual services and general operating costs for gratis personnel.

1.236 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

1.237 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.120. While the Office makes every effort to follow the advance booking of air travel policy, it is not always possible to comply owing to unforeseen circumstances, including the need to travel to the field on short notice. The Office will continue to strive to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.120
Compliance rate
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	–	14	100	100

IX. Office of the United Nations Ombudsman and Mediation Services

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.238 The Office of the United Nations Ombudsman and Mediation Services is responsible for providing confidential, impartial and independent conflict resolution services to address work-related issues of staff members and non-staff personnel, upon request. In doing so, the United Nations Ombudsman makes an essential contribution to making the Organization a productive, healthy and enabling workplace.
- 1.239 The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [55/258](#) and [56/253](#). The Office was further strengthened by the Assembly, pursuant to its resolutions [61/261](#) and [62/228](#), to create an integrated and geographically decentralized Office. By its resolution [73/276](#), the Assembly requested the Secretary-General to establish, within existing resources, a pilot project to offer access to informal dispute resolution services to non-staff personnel. By its resolution [78/248](#), the Assembly decided to regularize the pilot project for access by non-staff personnel to the services of the Office, within existing resources.

Programme of work

Objective

- 1.240 The objective, to which this Office contributes, is to ensure the effective functioning of the Organization by enhancing harmony in the workplace through an efficient and effective option for staff and non-staff personnel to seek redress to grievances.

Strategy and external factors for 2025

- 1.241 To contribute to the objective, the Office will:
- (a) Provide the full range of conflict resolution services to United Nations staff and non-staff personnel in three core areas: case intervention to address grievances from staff and non-staff personnel; systematic feedback to relevant stakeholders for improvements in the workplace; and capacity-building to strengthen the ability of staff and non-staff personnel to address workplace conflict effectively;
 - (b) Provide greater access to conflict resolution services to staff and non-staff personnel, irrespective of location, including through the provision of services in all six official languages of the United Nations, ensuring access for all staff and non-staff personnel to the informal pillar of the administration of justice;
 - (c) Conduct outreach efforts to raise awareness of the importance of informal dispute resolution as a preferred first step in the Organization;
 - (d) Promote and facilitate healthy dialogue among colleagues through the delivery of its workshops on “civility, communication and community”.
- 1.242 The above-mentioned work is expected to result in:
- (a) A more harmonious work environment for United Nations staff and non-staff personnel;
 - (b) More productive and more effective functioning of the Organization;

- (c) Improved understanding by staff and non-staff personnel and managers of the importance of resilience and flexibility in promoting a harmonious workplace.
- 1.243 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) All staff and non-staff personnel, including those in supervisory functions, avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;
- (b) All staff and non-staff personnel observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
- (c) Caseload trends remain stable.
- 1.244 With regard to cooperation with other entities and inter-agency coordination and liaison, the Office will continue to cooperate with the ombudsmen and mediators of the United Nations system so as to contribute to improved system-wide cohesion and impact in the area of conflict resolution in the workplace. The Office will also focus on building stronger collaboration with the formal system of the administration of justice and to explore opportunities for more referrals from the formal to the informal pillar.
- 1.245 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, the Office will continue to integrate a gender perspective into the provision of conflict resolution services and the identification of systemic issues to provide feedback on gender inequities, as observed in cases brought forward. The Office also compiles gender-disaggregated data.
- 1.246 In line with the United Nations Disability Inclusion Strategy, the Office will work to ensure that it takes into account the needs of persons with disabilities, facilitating their full and effective participation in the activities of the Office, whenever applicable. The Office will work to increase the accessibility of its services, in particular ensuring that the relevant content, such as information conveyed through its online platforms, is available to persons with disabilities.

Evaluation activities

- 1.247 An evaluation of client satisfaction, conducted by the Office and completed in 2023, has guided the proposed programme plan for 2025.
- 1.248 In response to the results of the evaluation referenced above, the Office will work closely with stakeholders and staff and non-staff personnel to raise awareness of the importance of opting for the informal dispute resolution process as a first step. The Office will continue to deliver workshops aimed at increasing awareness of informal conflict resolution mechanisms and building conflict competence skills by engaging staff and non-staff personnel in dialogue and at promoting action to improve workplace behaviour, thereby helping to create a harmonious environment in which everyone can thrive in dignity and mutual respect.
- 1.249 An evaluation of client satisfaction, to be conducted by the Office, is planned for 2025.

Programme performance in 2023

Enhanced awareness of United Nations personnel of informal conflict resolution mechanisms at the workplace

- 1.250 The General Assembly, in its resolution [77/260](#), requested the Secretary-General to increase awareness among staff of the possibility of having conversations to explore informal conflict resolution, including mediation, as a first step, where feasible, prior to filing a formal complaint. The Office used both online and in-person channels to promote knowledge and awareness of its

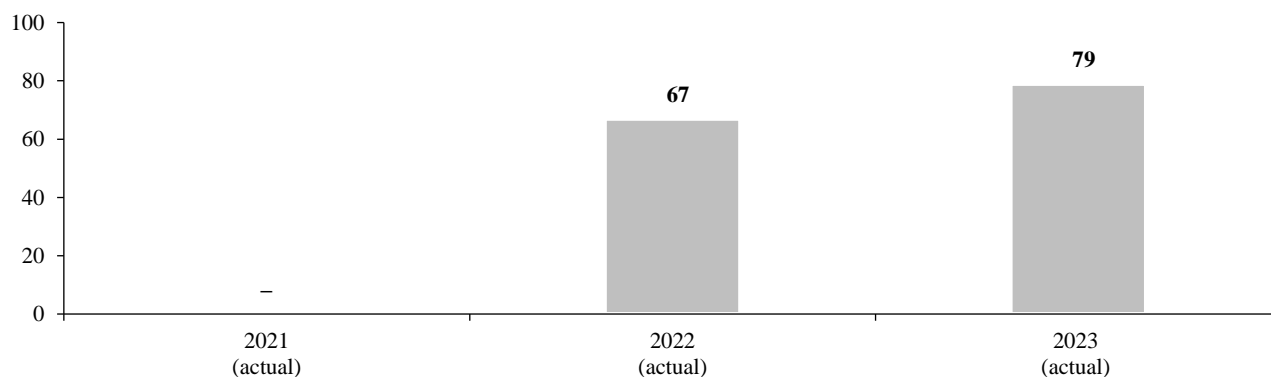
informal conflict resolution services to all staff and non-staff personnel. In 2023, the Office increased the number of outreach activities, including presentations, information sessions, broadcasts and workshops, delivered to United Nations staff and non-staff personnel around the world, from 60 in 2022 to 260 in 2023. In addition, the Office continued to engage with individual managers, including senior leadership, and management bodies of the Organization on a regular basis to promote the use of informal dispute resolution mechanisms. These efforts have enabled United Nations personnel to develop skills and strategies to address workplace concerns and resolve conflicts in the workplace.

1.251 Progress towards the objective is presented in the performance measure below (see figure 1.XXII).

Figure 1.XXII

Performance measure: visitors to the Office of the United Nations Ombudsman and Mediation Services who indicated that they had learned about information and strategies that could help them to resolve conflict in the workplace

(Percentage)



Planned results for 2025

Result 1: increased reach to promote dignity through civility in the workplace

Programme performance in 2023 and target for 2025

1.252 The Office’s work contributed to the expansion of dignity through civility initiatives, through the increased awareness and skills of 6,675 personnel to promote the principle of dignity, as outlined in the Charter of the United Nations, in their daily interaction and their performance output, which met the planned target.

1.253 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.121).

Table 1.121

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Roll-out of global team site (online collaboration tool) with toolkits and communication materials	Increased awareness of 4,861 United Nations personnel to promote the principle of dignity, as outlined in the	Expansion of dignity through civility initiatives, through increased awareness and skills of 6,675	Increased number of staff reached through the expansion of dignity through civility initiatives	Increased number of staff and non-staff personnel reached through the expansion of dignity

Part I Overall policymaking, direction and coordination

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	Charter of the United Nations, in their daily interaction and their performance output	United Nations personnel to promote the principle of dignity		through civility initiatives

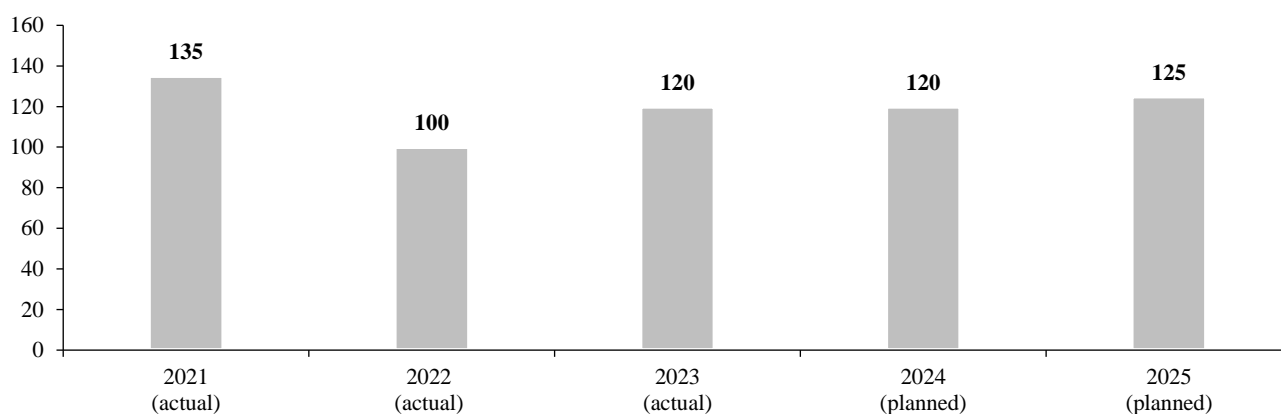
Result 2: improved access to mediation services

Programme performance in 2023 and target for 2025

- 1.254 The Office’s work contributed to 120 mediation services conducted through a decentralized approach, which exceeded the planned target of 110 mediations.
- 1.255 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXIII).

Figure 1.XXIII

Performance measure: number of mediation services conducted through a decentralization of services (annual)



Result 3: United Nations non-staff personnel have access to informal conflict resolution services

Proposed programme plan for 2025

- 1.256 By its resolution [78/248](#), the General Assembly decided to regularize the pilot project for access of non-staff personnel to the services of the Office within existing resources. The Office noted that non-staff personnel frequently raised concerns about their contractual terms and conditions, the responsiveness and timeliness in handling issues that they brought forward, and career opportunities, team environment, performance management and supervisory relationships. The Office provides an accessible, safe and confidential resource in the Organization. Given that non-staff personnel will remain a part of the United Nations workforce, they will benefit from continued access to ombudsman and mediation services.

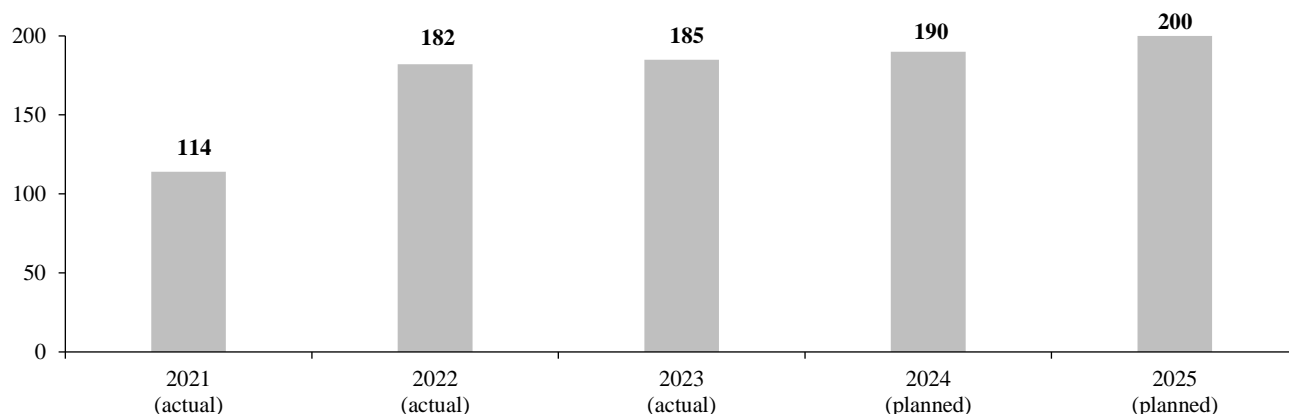
Lessons learned and planned change

- 1.257 The lesson for the Office was the need to increase awareness of non-staff personnel of the organizational processes and procedures for conflict resolution, including how to gain access to available informal conflict resolution mechanisms, given that Office has observed that non-staff personnel often have limited knowledge in this area. In applying the lesson, the Office will conduct outreach to stakeholders, such as human resources officers, to inform them of the availability of the Office’s services for non-staff personnel.

1.258 Expected progress towards the objective is presented in the performance measure below (see figure 1.XXIV).

Figure 1.XXIV

Performance measure: number of non-staff personnel utilizing informal conflict resolution services



Legislative mandates

1.259 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

<p>55/258 56/253</p>	<p>Human resources management Questions relating to the proposed programme budget for the biennium 2002–2003</p>	<p>62/228; 76/242; 77/260; 78/248 65/290</p>	<p>Administration of justice at the United Nations Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations</p>
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Deliverables

1.260 Table 1.122 lists all deliverables of the programme.

Table 1.122

Office of the United Nations Ombudsman and Mediation Services: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General to the General Assembly on activities of the Office of the United Nations Ombudsman and Mediation Services	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
3. The Fifth Committee	3	3	3	3
4. The Sixth Committee	1	1	1	1

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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E. Enabling deliverables

Capacity-building of staff and non-staff personnel through the Dignity through Civility workshops.

Internal justice and oversight: in-person and remote informal dispute resolution services for staff and non-staff personnel; analysis of the root causes of conflict and the provision of upward feedback on systemic issues for an improvement in workplace conditions; awareness-raising and conflict competence-building activities, including information sessions, thematic and interactive panel discussions and workshops; and maintenance of a website in all United Nations official languages and the distribution of printed resource materials on conflict resolution.

B. Proposed post and non-post resource requirements for 2025

Overview

1.261 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.123 to 1.125.

Table 1.123
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Posts	3 743.4	4 028.0	–	–	–	–	4 028.0
Other staff costs	31.3	171.2	–	–	–	–	171.2
Consultants	15.0	35.9	–	–	–	–	35.9
Travel of staff	52.8	58.0	–	–	–	–	58.0
Contractual services	55.7	78.3	–	–	–	–	78.3
General operating expenses	25.3	49.8	–	–	–	–	49.8
Supplies and materials	0.5	9.8	–	–	–	–	9.8
Furniture and equipment	14.6	2.1	–	–	–	–	2.1
Other	0.1	–	–	–	–	–	–
Total	3 938.7	4 433.1	–	–	–	–	4 433.1

Table 1.124
Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL
Proposed for 2025	21	1 ASG, 1 D-1, 7 P-5, 2 P-4, 2 P-3, 5 GS (OL), 3 LL

Table 1.125
Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
ASG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	7	–	–	–	–	7
P-4	2	–	–	–	–	2
P-3	2	–	–	–	–	2
Subtotal	13	–	–	–	–	13

Part I Overall policymaking, direction and coordination

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	5	–	–	–	–	5
LL	3	–	–	–	–	3
Subtotal	8	–	–	–	–	8
Total	21	–	–	–	–	21

1.262 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.126 to 1.128 and figure 1.XXV.

1.263 As reflected in tables 1.127 (1) and 1.128 (1), the overall resources proposed for 2025 amount to \$4,433,100 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.126

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	3 938.7	4 433.1	–	–	–	–	4 433.1
Subtotal, 1	3 938.7	4 433.1	–	–	–	–	4 433.1

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	2 275.2	2 490.5	369.9	14.9	2 860.4
Subtotal, 2	2 275.2	2 490.5	369.9	14.9	2 860.4

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	73.5	60.0	–	–	60.0
Subtotal, 3	73.5	60.0	–	–	60.0
Total (1+2+3)	6 287.4	6 983.6	369.9	5.3	7 353.5

Section 1 Overall policymaking, direction and coordination

Table 1.127
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Programme of work	21	–	–	–	–	21	
Subtotal, 1	21	–	–	–	–	21	

(2) *Other assessed*

Component	2024 estimate	Change	2025 estimate
Programme of work	9	–	9
Subtotal, 2	9	–	9
Total (1+2)	30	–	30

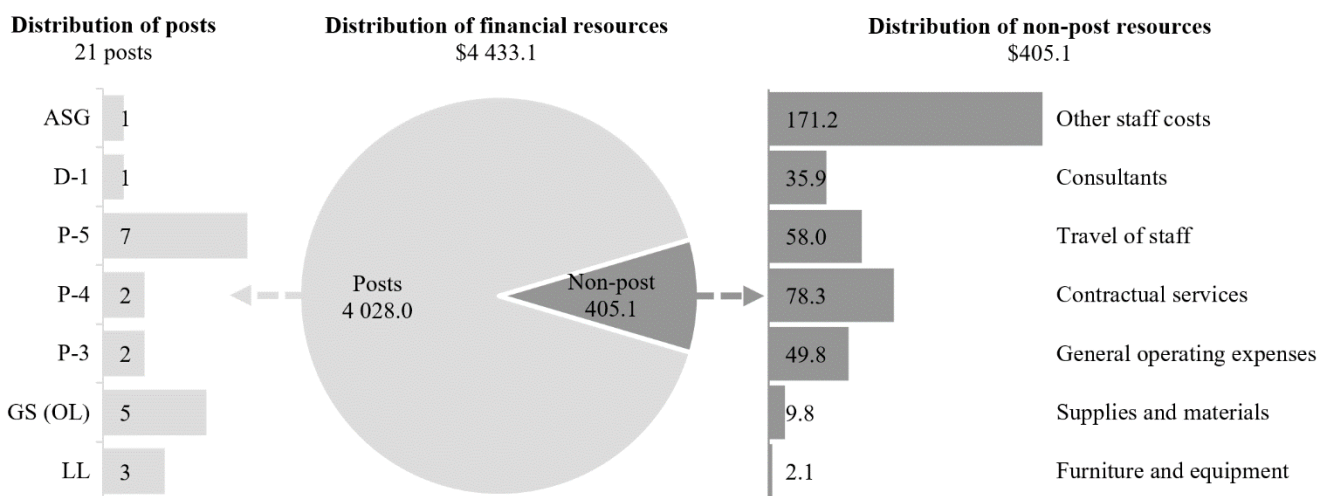
Table 1.128
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	3 743.4	4 028.0	–	–	–	–	–	4 028.0	
Non-post	195.3	405.1	–	–	–	–	–	405.1	
Total	3 938.7	4 433.1	–	–	–	–	–	4 433.1	
Post resources by category									
Professional and higher		13	–	–	–	–	–	13	
General Service and related		8	–	–	–	–	–	8	
Total		21	–	–	–	–	–	21	

Figure 1.XXV
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

1.264 As reflected in tables 1.126 (2) and 1.127 (2), other assessed resources amount to \$2,860,400. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 (A/78/746).

Extrabudgetary resources

1.265 As reflected in table 1.126 (3), extrabudgetary resources amount to \$60,000. The non-post resources would complement regular budget resources and would be used mainly to support the delivery of its mandates, including the provision of conflict resolution services to the International Court of Justice and the World Meteorological Organization in accordance with the memorandum of understanding.

1.266 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

1.267 Information on the timely submission of documentation and advance booking of air travel is reflected in table 1.129.

Table 1.129
Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	80	58	86	100	100

X. Office of Administration of Justice

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.268 The Office of Administration of Justice is responsible for the overall coordination of the system of administration of justice and contributing to its functioning in a fair, transparent and efficient manner. The mandate of the Office derives from relevant General Assembly resolutions, including resolutions [61/261](#), [62/228](#) and [63/253](#), by which the Assembly established a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice and placed emphasis on the need to ensure the fair and just treatment of United Nations staff and the accountability of managers and staff alike.

Programme of work

Objective

- 1.269 The objective, to which the Office contributes, is to ensure access to justice, in particular to jurisprudence, and respect for the rights and obligations of staff members and the accountability of managers and staff members alike through the efficient and effective functioning of the system of administration of justice.

Strategy and external factors for 2025

- 1.270 To contribute to the objective, the Office will:
- (a) Provide easy access to jurisprudence through the website of the United Nations system of administration of justice, the fully searchable jurisprudence database, the improved searchable digest of case law and outreach means;
 - (b) Provide legal advice and assistance and, where appropriate, legal representation to staff;
 - (c) Enhance the case management systems and provide substantive, technical and administrative support to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal;
 - (d) Raise awareness of and increased access to workplace dispute resolution mechanisms, with a focus on field missions and offices, in furtherance of General Assembly resolutions [73/276](#), [74/258](#), [75/248](#) and [76/242](#).
- 1.271 The above-mentioned work is expected to result in:
- (a) Improved decision-making by managers;
 - (b) Increased access to information on when and how to pursue a claim before the Tribunals;
 - (c) Effective dispute resolution;
 - (d) More expedient processing of cases.
- 1.272 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms;

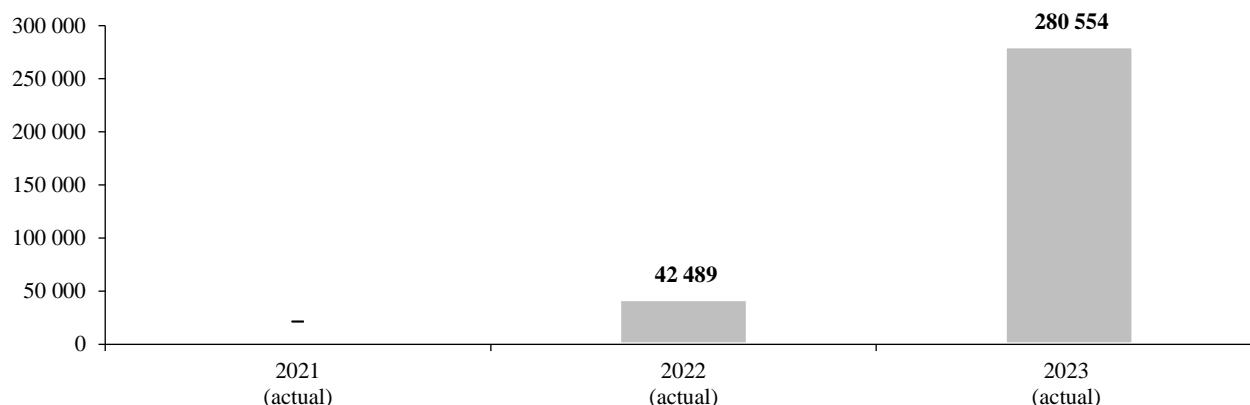
- (b) Staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the Tribunals prior to filing applications;
 - (c) Caseload and disposal of cases remain stable;
 - (d) Staff members in remote locations have Internet connectivity to file electronically.
- 1.273 With regard to inter-agency coordination and liaison, the Office will continue to implement its comprehensive outreach strategy to provide staff with improved access to information and resources to resolve workplace grievances. To continue to implement this strategy and reach out to the largest number of staff members possible, in particular in locations away from Headquarters, the Office intends to work collaboratively with several entities and the separately administered funds and programmes. To increase the accessibility of other agencies to the jurisprudence of the Tribunals, the Office launched a fully searchable jurisprudence database in 2022 and, throughout 2023, continued to enhance it. In 2025, the Office will continue to invest in promoting outreach activities to raise awareness of this resource, including in cooperation with other agencies. The Office will also continue to coordinate the preparation of the report of the Secretary-General on the functioning of the system of administration of justice and report on trends and observations.
- 1.274 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Office will continue to identify any systemic issues concerning gender inequality in the access to the system of administration of justice and recommend remedial action. The Office's gender team will continue to support the implementation of the system-wide strategy on gender equality and the empowerment of women.
- 1.275 In line with the United Nations Disability Inclusion Strategy, the Office will maintain accessibility features on the website of the Office that benefit users with temporary or long-term disabilities, in collaboration with the Department of Global Communications.

Programme performance in 2023

Increased use and availability of resources for the system of administration of justice

- 1.276 The Office continuously aims to raise awareness of and increase access to workplace dispute resolution mechanisms, in line with its mandate, including through the use of technology, wherever possible. In 2023, the Office continued its work on the Caselaw portal, launched in October 2022, by working with the Office of Information and Communications Technology to enhance the configuration of the portal and by preparing the requirements for further enhancements that will be implemented in 2024. The Office also produced 21 new educational videos on the system of administration of justice in collaboration with the Department of Operational Support. The videos were produced in English, with French subtitles, contributing to the promotion of multilingualism and increased accessibility to the system of administration, including the Caselaw portal. The Office also launched a public-facing Office of Staff Legal Assistance dashboard.
- 1.277 Progress towards the objective is presented in the performance measure below (see figure 1.XXVI).

Figure 1.XXVI
Performance measure: number of views of the Caselaw portal (annual)



Planned results for 2025

Result 1: improved access to the system of administration of justice through enhanced information and communications technology initiatives

Programme performance in 2023 and target for 2025

- 1.278 The Office’s work contributed to increased outreach through the availability of web content in all the official languages of the United Nations on the administration of justice website, increasing usability and compliance with cybersecurity, design, accessibility and multilingualism guidelines, which met the planned target.
- 1.279 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.130).

Table 1.130
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Availability of the new court case management system for all staff and other stakeholders, and improved insights by staff into the functioning of the system of administration of justice	Improved user access through the enhanced Court Case Management System to include the French official working language for the registry module, enhancing the drafting and editing of case law summaries Improved use of data, including the new real-time case-tracking dashboard	Increased outreach through the availability of web content in all the official languages of the United Nations on the administration of justice website, increasing usability and compliance with cybersecurity, design, accessibility and multilingualism guidelines	Improved access to the system of administration of justice with the availability of a chatbot integrated into the Office’s website	Improved user access through enhancements to the real-time case-tracking dashboards, Caselaw portal and court case management system

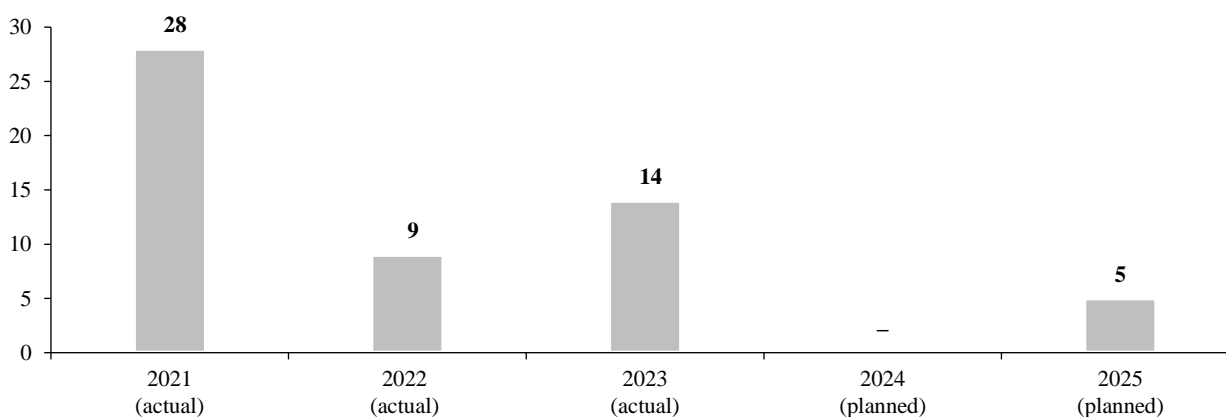
Result 2: reduction in the timelines for the resolution of cases before the United Nations Dispute Tribunal

Programme performance in 2023 and target for 2025

- 1.280 The Office's work contributed to 14 cases before the United Nations Dispute Tribunal that were not resolved within prescribed timelines of 400 days, which did not meet the planned target of zero such cases. The target was not met owing to various reasons, including pending interlocutory appeals, the unavailability of applicants for a prolonged period and prolonged time needed to dispose of cases owing to extensive litigation.
- 1.281 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXVII).

Figure 1.XXVII

Performance measure: number of cases before the United Nations Dispute Tribunal that are not resolved within prescribed timelines



Result 3: improved transparency of the system of administration of justice through the use of business intelligence and reporting on trend analysis

Proposed programme plan for 2025

- 1.282 Fifteen years after the inception of the current system for administration of justice at the United Nations, the implementation of the system has reached a level of maturity to allow the tracking and identification of trends with a view to supporting decision-making. The Office started an in-depth examination of possibilities for enhanced data analysis in 2023. Consolidation of data over the years established a foundation of more complex trend analysis, which would allow for the tracking of the volume and type of cases over the years, the average time required for various types of cases to go through the system and the analysis of other factors such as grade and category of staff, type of legal representation, geographical location and gender.

Lessons learned and planned change

- 1.283 The lesson for the Office was the importance of the ability to visualize, understand and analyse the data generated by the system at a more granular level, in order to anticipate, prevent and mitigate any efficiency problems and continuously improve the accessibility of the system and quality of the services provided. In applying the lesson, the Office will strengthen its business analytics systems to enhance business intelligence and reporting and allow for more advanced, richer analysis of trends and integrated analysis of data emanating from various parts of the system and across different metrics.
- 1.284 Expected progress towards the objective is presented in the performance measure below (see table 1.131).

Table 1.131
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Increased transparency of the system of administration of justice through the public availability of a new dashboard for United Nations Appeals Tribunal cases and improvements in the dashboard of United Nations Dispute Tribunal cases	Increased transparency of the system of administration of justice through publicly available enhancements to dashboards, including reporting and trend analysis

Legislative mandates

1.285 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

59/283; 61/261; 62/228; 63/253; 73/276; 74/258; 75/248; 76/242; 77/260; 78/248	Administration of justice at the United Nations	66/106	Code of conduct for the judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal
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Deliverables

1.286 Table 1.132 lists all programme deliverables.

Table 1.132
Office of Administration of Justice: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report of the Secretary-General to the General Assembly	1	1	1	1
2. Report of the Internal Justice Council to the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	24	24	24	23
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	4	3	4	4
4. Meetings of the Fifth Committee	7	5	7	4
5. Meetings of the Sixth Committee	3	8	3	5
6. Meetings of the Internal Justice Council	10	8	10	10

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Databases and substantive digital materials: electronic court case management system, Office of Staff Legal Assistance database and the jurisprudential search engine.

D. Communication deliverables

Outreach programmes, special events and information materials: campaigns to raise awareness of the system of administration of justice and disseminate information about the system.

Digital platforms and multimedia content: United Nations system of administration of justice website.

E. Enabling deliverables

Legal services: legal assistance and, in cases with reasonable chance of success, representation to staff members through the Office of Staff Legal Assistance.

Internal justice and oversight: applications and appeals, including motions, received by the United Nations Dispute Tribunal and the United Nations Appeals Tribunal for processing; substantive, technical and administrative support to the Tribunals in issuing decisions; and assistance to the Internal Justice Council.

B. Proposed post and non-post resource requirements for 2025

Overview

1.287 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.133 to 1.135.

Table 1.133
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	6 565.0	6 850.3	–	–	–	–	–	6 850.3	
Other staff costs	393.8	577.6	–	–	–	–	–	577.6	
Non-staff compensation	2 136.8	2 913.4	–	–	–	–	–	2 913.4	
Consultants	(1.0)	–	–	–	–	–	–	–	
Travel of representatives	433.1	–	–	–	–	–	–	–	
Travel of staff	91.2	103.5	–	–	–	–	–	103.5	
Contractual services	416.2	401.7	–	–	–	–	–	401.7	
General operating expenses	107.5	136.7	–	–	–	–	–	136.7	
Supplies and materials	1.8	29.7	–	–	–	–	–	29.7	
Furniture and equipment	19.5	24.2	–	–	–	–	–	24.2	
Grants and contribution	(1.0)	–	–	–	–	–	–	–	
Other	(0.3)	–	–	–	–	–	–	–	
Total	10 162.6	11 037.1	–	–	–	–	–	11 037.1	

Table 1.134
Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 11 GS (OL), 4 LL
Proposed for 2025	40	1 D-2, 1 D-1, 5 P-5, 6 P-4, 11 P-3, 1 P-2/1, 11 GS (OL), 4 LL

Part I Overall policymaking, direction and coordination

Table 1.135
Proposed posts by category and grade
 (Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
D-2	1	–	–	–	–	1	
D-1	1	–	–	–	–	1	
P-5	5	–	–	–	–	5	
P-4	6	–	–	–	–	6	
P-3	11	–	–	–	–	11	
P-2/1	1	–	–	–	–	1	
Subtotal	25	–	–	–	–	25	
General Service and related							
GS (OL)	11	–	–	–	–	11	
LL	4	–	–	–	–	4	
Subtotal	15	–	–	–	–	15	
Total	40	–	–	–	–	40	

1.288 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.136 to 1.138 and figure 1.XXVIII.

1.289 As reflected in tables 1.136 (1) and 1.137 (1), the overall resources proposed for 2025 amount to \$11,037,100 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.136
Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Programme of work	10 162.6	11 037.1	–	–	–	–	–	11 037.1	
Subtotal, 1	10 162.6	11 037.1	–	–	–	–	–	11 037.1	

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	145.7	232.2	(13.5)	(5.8)	218.7
Subtotal, 2	145.7	232.2	(13.5)	(5.8)	218.7

Section 1 Overall policymaking, direction and coordination

(3) *Extrabudgetary*

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Programme of work	1 512.1	2 216.5	60.8	2.7	2 277.3
Subtotal, 3	1 512.1	2 216.5	60.8	2.7	2 277.3
Total (1+2+3)	11 820.4	13 485.8	47.3	0.4	13 533.1

Table 1.137
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
Programme of work	40	–	–	–	–	40	
Subtotal, 1	40	–	–	–	–	40	

(2) *Other assessed*

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Programme of work	1	–	1
Subtotal, 2	1	–	1
Total (1+2)	41	–	41

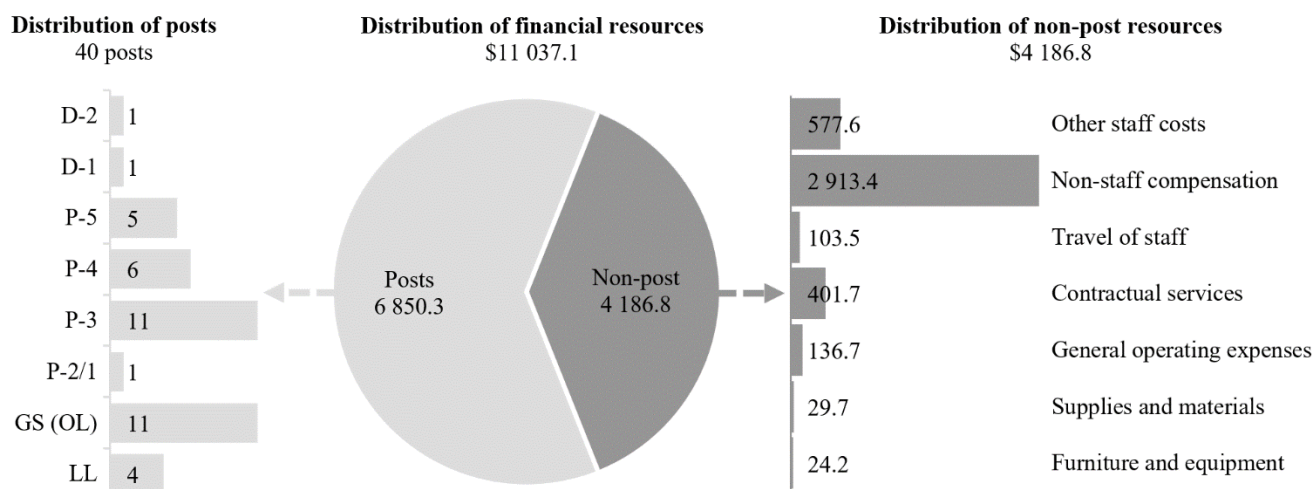
Table 1.138
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>					<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Posts	6 565.0	6 850.3	–	–	–	–	–	6 850.3
Non-post	3 597.6	4 186.8	–	–	–	–	–	4 186.8
Total	10 162.6	11 037.1	–	–	–	–	–	11 037.1
Post resources by category								
Professional and higher		25	–	–	–	–	–	25
General Service and related		15	–	–	–	–	–	15
Total		40	–	–	–	–	–	40

Figure 1.XXVIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

1.290 As reflected in tables 1.136 (2) and 1.137 (2), other assessed resources amount to \$218,700. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

Extrabudgetary resources

1.291 As reflected in table 1.136 (3), extrabudgetary resources amount to \$2,277,300. The non-post resources would complement regular budget resources and would be used mainly to support the delivery of its mandates, as well as support the Office in the provision of legal assistance to staff.

1.292 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

1.293 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.139. The Office will strive to continue to improve the planning of its travel in order to improve its compliance with the advance booking of air travel policy.

Table 1.139
Compliance rate
 (Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	83	68	91	100	100

XI. Ethics Office

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.294 The Ethics Office was established as an independent Secretariat office and is responsible for assisting the Secretary-General in ensuring that all staff members perform their functions consistent with the highest standards of integrity, as required under the Charter of the United Nations. The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and/or decisions, including resolutions [60/1](#) and [60/248](#). The Office also assists the Secretary-General in reporting annually to the Assembly on the implementation of ethics policies in response to Assembly resolution [60/254](#) and on the activities of the Ethics Panel of the United Nations pursuant to Assembly resolution [63/250](#). Pursuant to Assembly resolution [77/278](#), the Office directly presents an annual report to the Assembly. Further to Assembly resolution [70/305](#), the Office has been mandated to participate in providing an induction briefing to all Presidents of the General Assembly and their offices, to review the financial disclosures of those Presidents and to vet all private contributions to the Office of the President of the General Assembly. As provided for in Assembly resolution [71/263](#), the Office aims to do its part in the swift and effective implementation of the revised policy on protection against retaliation and to cultivate an organizational culture in which staff feel free to speak up.

Programme of work

Objective

- 1.295 The objective, to which the Office contributes, is to achieve and sustain an organizational culture of integrity, accountability and transparency, wherein all staff members observe and perform their functions consistent with the highest standards of integrity required under the Charter of the United Nations.

Strategy and external factors for 2025

- 1.296 To contribute to the objective, the Office will:
- (a) Provide independent and preventive ethics advice, guidance and briefings to staff and management to ensure that ethical standards are well understood, support ethics standard-setting and promote policy coherence within the Secretariat and among the Organization's separately administered organs and programmes;
 - (b) Deliver its services in line with its terms of reference outlined in the relevant Secretary-General's bulletins ([ST/SGB/2005/22](#) and [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#)), through the administration of the annual financial disclosure programme, the provision of guidance and confidential ethics advice (including pre-appointment disclosure reviews for senior appointments and through the ethics helpline), the conduct of ethics briefings and outreach, and the fulfilment of the Office's responsibilities regarding the protection against retaliation policy, and by ensuring policy support and coherence of ethical standards;
 - (c) Identify risks in staff engagement in outside activities, in particular in terms of potential conflicts of interest and their impact on the Organization;
 - (d) Foster a shared understanding of the standards of conduct for the international civil service through the Ethics Network of Multilateral Organizations member entities affiliated with CEB;

- (e) Support the Organization's overall strategy on risk management, including identifying and mitigating personal and organizational conflicts of interest through the financial disclosure programme and the provision of advice, and, upon request, work with the various owners of the risks identified in the enterprise risk registry in updating and implementing their response plans;
 - (f) Communicate and demonstrate the availability of measures for protection against retaliation, by continuously working within the Secretariat (with the Department of Global Communications, OIOS and the Department of Management Strategy, Policy and Compliance) and throughout the United Nations system through outreach activities.
- 1.297 The above-mentioned work is expected to result in:
- (a) Greater public trust in the integrity of the Organization through the financial disclosure exercise, retaining the foundational defence for the Organization from personal conflicts of interest and potential reputational damage;
 - (b) Awareness among a greater number of staff of ethical standards and practices and of provisions for protection against retaliation;
 - (c) Enhanced organizational culture of integrity, transparency and accountability.
- 1.298 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Staff continue to avail themselves of the services provided by the Office;
 - (b) Financial disclosure statements from staff are submitted to the Office in a timely manner;
 - (c) All necessary documentation is provided by staff when seeking protection against retaliation;
 - (d) The security and public health situations in duty stations will allow for in-person outreach missions, when required.
- 1.299 With regard to cooperation with other entities at the global, regional, national and local levels, the Office expects to participate in the 2025 annual meeting of the Ethics Network of Multilateral Organizations.
- 1.300 With regard to inter-agency coordination and liaison, the Director of the Office will continue to chair and provide functional leadership to the Ethics Panel of the United Nations to increase coherence in the work of member ethics offices, as reflected in Secretary-General's bulletins [ST/SGB/2007/11](#) and [ST/SGB/2007/11/Amend.1](#). The Office will continue to engage with the Ethics Network of Multilateral Organizations member entities affiliated with CEB in the interest of ethics policy coherence and to promote protection against retaliation in the United Nations system. It will also continue to administer the financial disclosure requirements of those system entities that have opted to outsource this requirement to the Secretariat's Ethics Office. It will further continue to review contested matters by the staff of the separately administered organs and programmes of the Ethics Panel.
- 1.301 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It disaggregates its service data by gender, where possible. The Office has received more enquiries from women consistently over the years and has responded to them. As a practice, and when funds allow, outreach mission teams of the Office will continue to be in pairs and gender-balanced. Subject to demand from requesting entities, the Office will provide gender-disaggregated information.

Programme performance in 2023

Enhanced accountability of the Ethics Office

- 1.302 In response to the General Assembly resolution [71/263](#), the Office has been engaging with Member States on measures to strengthen the independence of the Office, as proposed by the Secretary-General in his 2022 report on the activities of the Office ([A/77/75](#)) and preceding ones. The proposed measures were supported by the Joint Inspection Unit review of the ethics function in the United Nations system ([JIU/REP/2021/5](#)), in which it urged the Assembly to approve the proposed independence measures.

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Following the Assembly’s decision in its resolution [77/278](#), the Office presented its annual report covering its 2022 activities directly to the Assembly, pursuant to that resolution, as part of the fulfilment of accountability of the operations of the Office. The Office continued to engage with the Independent Audit Advisory Committee regarding its enhanced oversight role vis-à-vis the Office.

1.303 Progress towards the objective is presented in the performance measure below (see table 1.140).

Table 1.140
Performance measures

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	Enhanced accountability of the Office through direct presentation of the annual report to the General Assembly The Independent Audit Advisory Committee revised its terms of reference, for consideration by the General Assembly, to reflect Assembly resolution 77/278 , by which it approved the enhanced role of the Committee to strengthen the accountability of the framework of the Office

Planned results for 2025

Result 1: coherent ethical standards and their consistent application

Programme performance in 2023 and target for 2025

- 1.304 The Office’s work contributed to strengthened coherence in the development and application of ethical standards through the participation of the Secretariat and the Ethics Panel of the United Nations in the ongoing International Civil Service Commission (ICSC) review of the standards of conduct for the international civil service and the participation of the Secretariat in two working groups of the Panel for increased coherence in the areas of outside activities and gifts, which met the planned target.
- 1.305 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.141).

Table 1.141
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Increased understanding of United Nations system entities on the application of ethical standards and practices	CEB chapter of the Ethics Network of Multilateral Organizations was created, consisting of member entities affiliated with CEB Participation of the Secretariat and the Ethics Panel of the	Strengthened coherence in the development and application of ethical standards through participation in the ongoing ICSC review of the standards of conduct for the international	Secretariat and other United Nations entities of the United Nations conduct a systematic review and update of policies outlining ethical standards	Increased awareness of the Secretariat and other United Nations entities staff on the updated ICSC standards of conduct and related policies of the Organization to enhance compliance

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2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	United Nations in the ICSC review of the standards of conduct for the international civil service	civil service, and participation in working groups of the Ethics Panel for increased coherence in outside activities and gifts	against the updated ICSC standards of conduct	with ethical standards

Result 2: reduced ethical risks arising from the conduct of outside activities

Programme performance in 2023 and target for 2025

- 1.306 The Office’s work contributed to engagement by United Nations leadership and personnel on the personal use of social media, with 34,189 participants in the 2023 Leadership Dialogue, which met the planned target.
- 1.307 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.142).

Table 1.142
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
United Nations personnel engage in scenario-based exercises on actual and potential day-to-day ethical challenges, including conflicts of interest, through interactive workshops	United Nations personnel request and receive advice on outside activities (414 queries)	Engagement by United Nations leadership and personnel on the personal use of social media, with 34,189 participants in the 2023 Leadership Dialogue	Ethics Panel of the United Nations and the Ethics Network of Multilateral Organizations member entities affiliated with CEB develop common guidance on outside activities	Ethics Panel of the United Nations and the Ethics Network of Multilateral Organizations member entities affiliated with CEB develop common guidance on outside activities

Result 3: enhanced ethical awareness and access to ethics services by field personnel

Proposed programme plan for 2025

- 1.308 In response to the request of the General Assembly in its resolution [77/278](#) for proposals to enhance the work of the Office in the field, the Office has devised and delivered outreach services tailored to specific needs and interest of personnel in the field. Such services include in-person advisory services to field personnel and services on ethics issues and on-demand, interactive workshops provided for field offices on various ethics-related themes.

Lessons learned and planned change

- 1.309 The lesson for the Office was the need for constant, close engagement with personnel in the field on ethical standards and conduct based on their local context. Ethical issues faced by personnel in the field vary on the basis of the local context. In addition, close interactions with field personnel are invaluable in building trust. The Office has observed increased requests from field offices following the conduct of outreach visits. In applying the lesson, the Office will strengthen engagement with field-based personnel, including more frequent in-person workshops and guidance, with the aim of

Section 1 Overall policymaking, direction and coordination

enhancing their ethical awareness and helping them to comply with the standing ethical standards in their day-to-day operations.

1.310 Expected progress towards the objective is presented in the performance measure below (see table 1.143).

Table 1.143
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Strengthened ethical awareness of field personnel through outreach sessions, including issue-specific workshops and training based on specific identified needs	Field personnel have access to ethics-related standards through the intranet page of the Office launched on iSeek	Field personnel have access to more interactive media materials on topics relating to ethical standards	Field personnel have access to more tailored services, including customized guidance, workshops, town halls and other outreach activities, taking into account the local context and specific circumstances of field operations	Improved access of field personnel to ethics services and support through enhanced field presence of the Office

Legislative mandates

1.311 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

60/1	2005 World Summit Outcome (para. 61 (d))	63/250; 71/263;	Human resources management
60/248	Special subjects relating to the proposed programme budget for the biennium 2006–2007	77/278	
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	70/305	Revitalization of the work of the General Assembly

Deliverables

1.312 Table 1.144 lists all deliverables of the Ethics Office.

Table 1.144
Ethics Office: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Ethics Office to the General Assembly on the activities of the Office	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	5	6	5
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	3	2	3	2
3. Meetings of the Fifth Committee	3	3	3	3

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: expert advice, guidance and technical assistance to staff on the United Nations standards of conduct and ethics issues.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach campaigns to raise awareness of the work of the Office and information on ethics-related matters, booklets and presentations.

Digital platforms and multimedia content: website and social media.

E. Enabling deliverables

Internal justice and oversight: management of financial disclosure and declaration of interest statements at a 100 per cent compliance rate and coordination for assessment under the financial disclosure programme; expert advice to staff on the United Nations standards of conduct and ethics issues; and protection of staff members against retaliation for reporting misconduct or cooperation in duly authorized audits or investigations.

B. Proposed post and non-post resource requirements for 2025

Overview

1.313 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.145 to 1.147.

Table 1.145
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	1 385.6	1 285.8	–	–	–	–	–	1 285.8	
Other staff costs	5.7	39.6	–	378.0	–	378.0	954.5	417.6	
Consultants	327.8	12.2	–	–	–	–	–	12.2	
Travel of staff	27.5	28.2	–	34.3	–	34.3	121.6	62.5	
Contractual services	144.3	423.8	–	4.1	229.5	233.6	55.1	657.4	
General operating expenses	5.4	23.3	–	9.0	–	9.0	38.6	32.3	
Supplies and materials	0.1	4.4	–	0.6	–	0.6	13.6	5.0	
Furniture and equipment	0.2	–	–	3.7	–	3.7	–	3.7	
Grants and contributions	2.4	–	–	–	–	–	–	–	
Total	1 899.1	1 817.3	–	429.7	229.5	659.2	36.3	2 476.5	

Table 1.146
Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)
Proposed for 2025	9	1 D-2, 1 P-5, 2 P-4, 2 P-3, 1 P-2/1, 1 GS (PL), 1 GS (OL)

Table 1.147
Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
D-2	1	–	–	–	–	1	
P-5	1	–	–	–	–	1	
P-4	2	–	–	–	–	2	
P-3	2	–	–	–	–	2	
P-2/1	1	–	–	–	–	1	
Subtotal	7	–	–	–	–	7	

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Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	1	–	–	–	–	1
Subtotal	2	–	–	–	–	2
Total	9	–	–	–	–	9

1.314 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.148 to 1.150 and figure 1.XXIX.

1.315 As reflected in tables 1.148 (1) and 1.149 (1), the overall resources proposed for 2025 amount to \$2,476,500 before recosting, reflecting an increase of \$659,200 (or 36.3 per cent) compared with the approved budget for 2024. Resource changes results from new and expanded mandates and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.148

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Programme of work	1 899.1	1 817.3	–	429.7	229.5	659.2	36.3	2 476.5
Subtotal, 1	1 899.1	1 817.3	–	429.7	229.5	659.2	36.3	2 476.5

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	1 065.1	1 097.4	–	–	1 097.4
Subtotal, 2	1 065.1	1 097.4	–	–	1 097.4

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	1 068.3	1 464.1	–	–	1 464.1
Subtotal, 3	1 068.3	1 464.1	–	–	1 464.1
Total (1+2+3)	4 032.4	4 378.8	659.2	15.1	5 038.0

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Table 1.149
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Programme of work	9	–	–	–	–	9
Subtotal, 1	9	–	–	–	–	9

(2) *Other assessed*

Component	2024 estimate	Change	2025 estimate
Programme of work	3	–	3
Subtotal, 2	3	–	3
Total (1+2)	12	–	12

Table 1.150
Evolution of financial and post resources

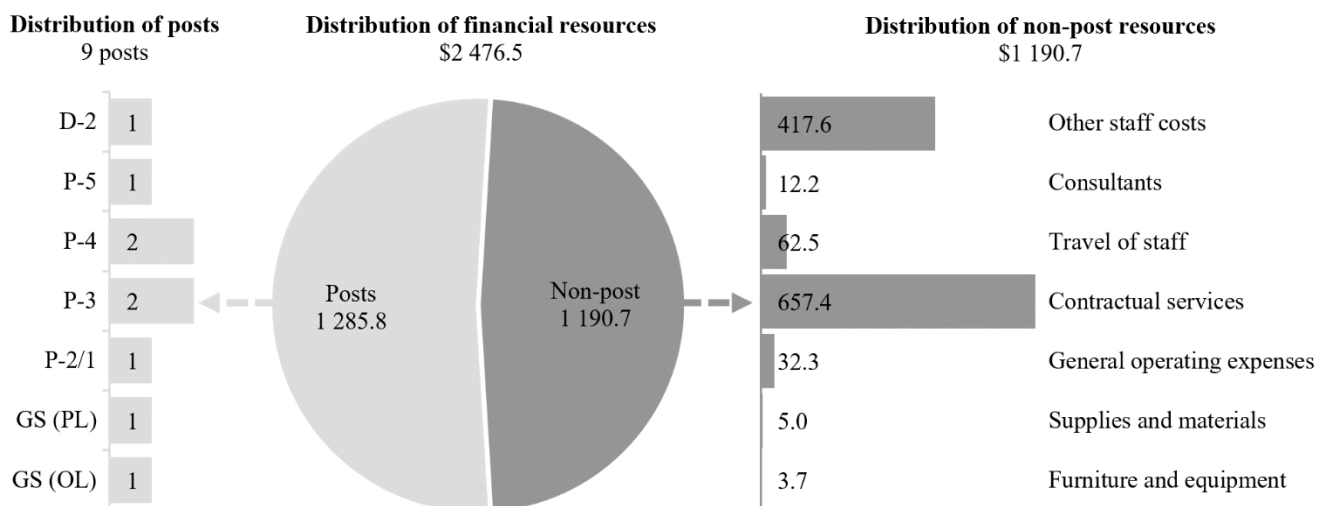
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 385.6	1 285.8	–	–	–	–	–	1 285.8
Non-post	513.5	531.5	–	429.7	229.5	659.2	124.0	1 190.7
Total	1 899.1	1 817.3	–	429.7	229.5	659.2	36.3	2 476.5
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		2	–	–	–	–	–	2
Total		9	–	–	–	–	–	9

Figure 1.XXIX

Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

**Explanation of variances by factor****Overall resource changes****New and expanded mandates**

- 1.316 As shown in table 1.148 (1), resource changes reflect an increase of \$429,700 pursuant to General Assembly resolution [77/278](#), as follows: (a) \$378,000 under other staff costs relating to the proposed establishment of three general temporary assistance positions to enhance the work of the Office in the field, including in-person advisory services to field personnel and services on ethics issues and on-demand, interactive workshops provided for field offices on various ethics-related themes (1 P-4 in Bangkok, 1 P-4 in Nairobi and 1 P-4 in Vienna); (b) \$34,300 under travel of staff relating to the regional travel to be undertaken by the newly established general temporary assistance positions; and (c) \$17,400 relating to the provisions associated with the proposed establishment of the three general temporary positions, including contractual services (\$4,100), general operating expenses (\$9,000), supplies and materials (\$600) and furniture and equipment (\$3,700).

Other changes

- 1.317 As shown in table 1.148 (1), resource changes reflect an increase of \$229,500 under contractual services relating to provisions for additional filers for the United Nations financial disclosure programme and for the upgrade of the financial disclosure system. This is in accordance with the recommendations of OIOS, namely, to cover a larger number of staff in the financial disclosure programme, to enhance the financial disclosure system to ensure the completeness and accuracy of submitted information by staff and to improve the efficiency of the programme.

Other assessed resources

- 1.318 As reflected in tables 1.148 (2) and 1.149 (2), other assessed resources amount to \$1,097,400. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

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Extrabudgetary resources

- 1.319 As reflected in table 1.148 (3), extrabudgetary resources amount to \$1,464,100. The non-post resources would complement regular budget resources and would be used mainly to support the delivery of its mandates and cover the administration of the financial disclosure programme for staff funded from extrabudgetary resources, as well as provide for ethics services for the World Meteorological Organization, subject to an extension of the established memorandum of understanding.
- 1.320 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.321 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.151. The Office will continue its 100 per cent compliance with the advance booking of air travel policy.

Table 1.151

Compliance rate

(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	100	100	100	100

XII. Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.322 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 1.152.

Table 1.152
Evolution of financial resources by object of expenditure
 (Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Consultants	60.3	120.4	(120.4)	–	–	(120.4)	–	–	
Contractual services	–	1.6	(1.6)	–	–	(1.6)	–	–	
Total	60.3	122.0	(122.0)	–	–	(122.0)	–	–	

Explanation of variances by factor

Overall resource changes

Technical adjustments

- 1.323 As reflected in table 1.152, resource changes reflect a decrease of \$122,000 relating to the removal of non-recurrent provisions for the investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him, in accordance with General Assembly resolution [77/252](#).

XIII. Resident coordinator system

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.324 General Assembly resolution [72/279](#) on the repositioning of the United Nations development system and the Economic and Social Council segment on operational activities for development guide the scope and implementation of the activities of the resident coordinator system. In line with resolutions [72/279](#), [75/233](#) and other relevant Assembly resolutions, the substantive mandates of the resident coordinator system are oriented around supporting countries in the implementation of the 2030 Agenda. The management of the resident coordinator system rests with the Development Coordination Office, with resident coordinators reporting directly to the Secretary-General. Resident coordinators are the designated representatives of the Secretary-General for development operations at the country level. At the heart of the resident coordinator system are 130 resident coordinators leading 130 United Nations country teams operating in 162 countries and territories.

Programme of work

Objective

- 1.325 The objective, to which the resident coordinator system contributes, is to accelerate Member States' progress towards achieving the Sustainable Development Goals through strengthened United Nations development leadership, robust coordination mechanisms, tools and frameworks, the effective management of joint resources and improved transparency of results to improve the impact, efficiency and effectiveness of operational activities for development at the country, regional and global levels.

Strategy and external factors for 2025

- 1.326 To contribute to the objective, the resident coordinator system will scale up partnerships-driven development support to national Governments in order to implement the 2030 Agenda by strengthening the design and implementation of United Nations Sustainable Development Cooperation Frameworks. Specifically, the resident coordinator system will:
- (a) Increase the diversity in the resident coordinator cohort, including geographical representation, professional background and language skills;
 - (b) Support, through the Development Coordination Office at the global and regional levels, United Nations country teams in delivering individual and collective results;
 - (c) Develop, as requested, global policy and guidelines in support of the United Nations Sustainable Development Group and its subsidiary groups;
 - (d) Strengthen the quality of information management systems and results reporting for full transparency and accountability of the resident coordinator system and United Nations development system efforts in support of the 2030 Agenda at the global, regional and national levels;

- (e) Accelerate the implementation of business operations strategies and the consolidation of local and global operational functions into common back offices and global shared services, and expand the number of common premises to ensure greater efficiencies at the national level;
 - (f) Continue to leverage catalytic funding provided by the Joint Sustainable Development Goals Fund to help countries to accelerate the achievement of the Goals by propelling key transitions in areas such as digitalization, food systems transformation, and social protection and jobs, with an emphasis on localization of the Goals and fostering cross-fertilization and systems-level change for the 2030 Agenda;
 - (g) In line with intergovernmental commitments, support Member States in addressing and proactively managing risks and in taking preventive action vis-à-vis increasing and compounding actual, anticipated and unforeseen crises, including cost-of-living pressures and the impact of other global crises. This approach will be anchored firmly within the United Nations Sustainable Development Cooperation Frameworks.
- 1.327 The above-mentioned work is expected to result in:
- (a) A stronger convening role for the broad system of development stakeholders to offer countries interdisciplinary, coherent and future-informed policy solutions to advance the achievement of the Sustainable Development Goals;
 - (b) A coherent and transparent approach to United Nations sustainable development operations at the national, regional and global levels, including consistent implementation of system-wide priorities, policies and approaches across United Nations Sustainable Development Group entities;
 - (c) Strengthened partnerships to accelerate the progress made by Member States in the attainment of the Sustainable Development Goals, including by attracting and leveraging public and private financing for the Goals;
 - (d) Increased financial resources and effectiveness for United Nations programme implementation through reduced costs and the increased agility of the United Nations development activities;
 - (e) The safeguarding of lives and livelihoods by continuing to address the socioeconomic and long-term impacts of multiple and interlocking crises, with attention given to those hit hardest.
- 1.328 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Adequate funding for the resident coordinator system, as well as for the Joint Sustainable Development Goals Fund and other key pooled funds;
 - (b) Continued and renewed engagement by Member States on the funding compact and the implementation of related commitments to ensure that the quality and quantity of funding allows the United Nations development system to maximize its comparative advantages and further incentivize United Nations coherence and unity of purpose;
- 1.329 With regard to inter-agency coordination and liaison, the resident coordinator system will continue to serve as the secretariat to the United Nations Sustainable Development Group and will continue to actively coordinate member United Nations entities at the principal, director and technical levels. The resident coordinators will continue to lead United Nations country teams in supporting national plans and priorities.
- 1.330 With regard to cooperation with other entities at the global, regional, national and local levels, the resident coordinator system will continue to work closely with Member States, United Nations development entities, Secretariat entities, including peacekeeping and special political missions, international financial institutions and civil society partners, to advance the Sustainable Development Goals and the 2030 Agenda.

- 1.331 The resident coordinator system integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The resident coordinator system will continue to enhance implementation of and reporting on the United Nations accountability framework on gender equality. For example, through the United Nations System-wide Gender Equality Acceleration Plan, the system will ensure the application of the United Nations country team gender equality marker to track planned investment by the country teams for gender equality and the empowerment of women and to advance gender-responsive realization of the Sustainable Development Goals.
- 1.332 In line with the United Nations Disability Inclusion Strategy, the resident coordinator system will focus on implementation of the Strategy across the resident coordinator system (as further formulated in the Development Coordination Office disability inclusion strategy for the period 2022–2025) and support United Nations country teams in implementing and reporting on the strategy, building on the 100 per cent reporting rate achieved in 2023 and progress reported by United Nations country teams.

Evaluation activities

- 1.333 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) Evaluation of resident coordinator system support for the enabling of coherent United Nations policy advice (OIOS);
 - (b) Seven evaluations conducted on United Nations Development Assistance Frameworks and United Nations Sustainable Development Cooperation Frameworks (four in the Africa region, one in the Arab States region and two in the Latin America and the Caribbean region).
- 1.334 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2025. For example, the resident coordinator system will explore greater opportunities to engage with other United Nations entities or coalitions providing policy advice and/or supporting the country teams in order to leverage system-wide policy support provided at the regional and global levels, in particular for integrated policy advice and capacity support in key transitions needed for the achievement of the Sustainable Development Goals. The programme will also examine opportunities for improving the connection of existing United Nations country team results groups covering similar topics (e.g., digital topics or the climate/environment) to policy level discussions, which would increase the effectiveness of coordination mechanisms for resident coordinators and country team members.
- 1.335 A total of 22 United Nations Sustainable Development Cooperation Framework evaluations, namely, 8 in the Africa region, 1 in the Arab States region, 5 in the Asia and the Pacific region, 2 in the Europe and Central Asia region and 6 in the Latin America and the Caribbean region, are planned for 2025.

Programme performance in 2023

Improved policy support to national Governments in Sustainable Development Goal acceleration

- 1.336 With only 15 per cent of Sustainable Development Goal targets on track to be achieved, and in response to Member States' requests for greater integration and coordination of United Nations development system support, resident coordinators have leveraged United Nations expertise – both in-country and non-resident – effectively to enable integrated policy advice and have engaged with senior levels of Government and development partners to support development policies, plans and strategies aligned to national needs and priorities. This provided host Governments with the additional capacity required to advance progress regarding the Goals, including through the development of new or revised policy frameworks. The launch at the Sustainable Development Goal Summit in 2023 of high-impact initiatives in key “transition” areas is giving renewed impetus to these efforts, in line with Member States' requests to accelerate progress on the Goals expressed in

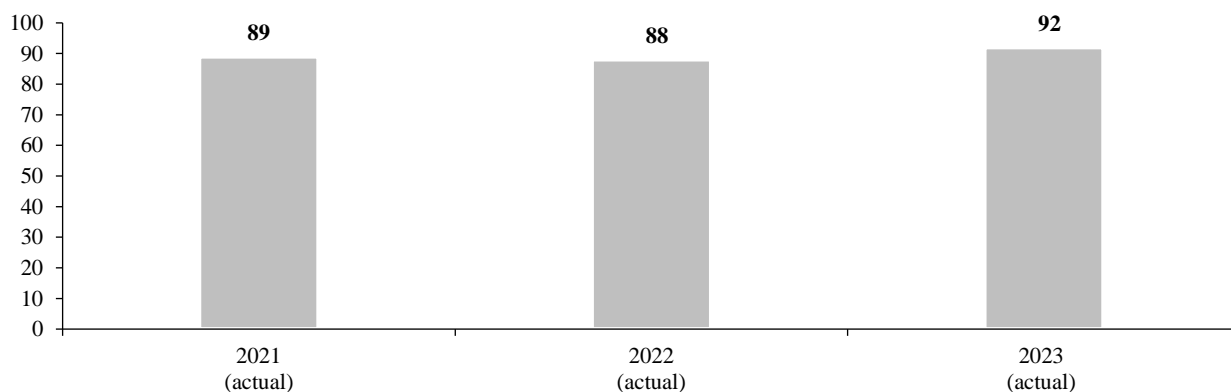
the political declaration adopted at the 2023 high-level political forum on sustainable development (General Assembly resolution 78/1, annex).

1.337 Progress towards the objective is presented in the performance measure below (see figure 1.XXX).

Figure 1.XXX

Performance measure: host country Governments that indicate that the resident coordinator effectively leads the United Nations country team’s strategic support for national plans and priorities

(Percentage)



Planned results for 2025

Result 1: countries access integrated advice on most transformational policy levers for achievement of the Sustainable Development Goals from the United Nations and relevant partners

Programme performance in 2023 and target for 2025

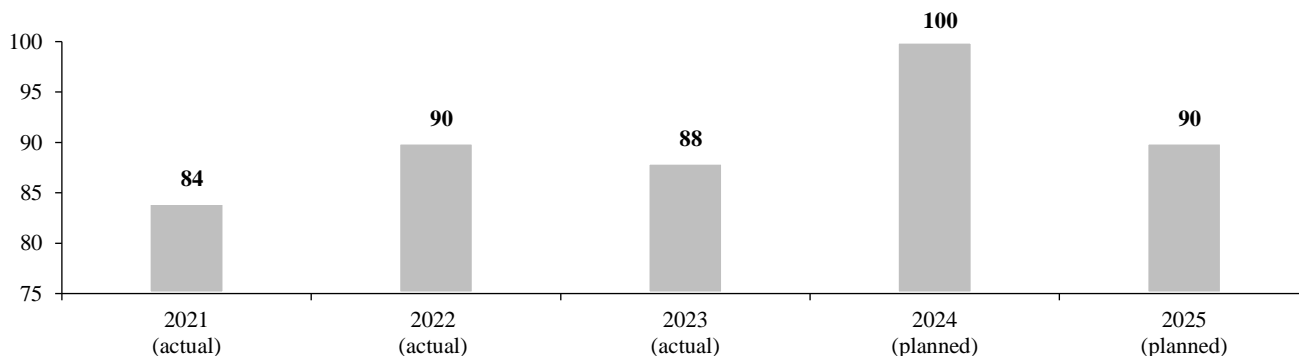
1.338 The programme’s work contributed to 88 per cent of programme country Governments agreeing that the United Nations development system provided integrated policy advice tailored to national needs and priorities, which did not meet the planned target of 100 per cent. The target was not met because there were diverse expectations of Governments for, and varying capacities of United Nations country teams to deliver, tailored integrated policy advice. These lessons are informing additional ways for the resident coordinator system to help to narrow the gap in 2024.

1.339 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXXI).

Figure 1.XXXI

Performance measure: programme country Governments that “agree” that the United Nations development system provides integrated policy advice tailored to national needs and priorities

(Percentage)



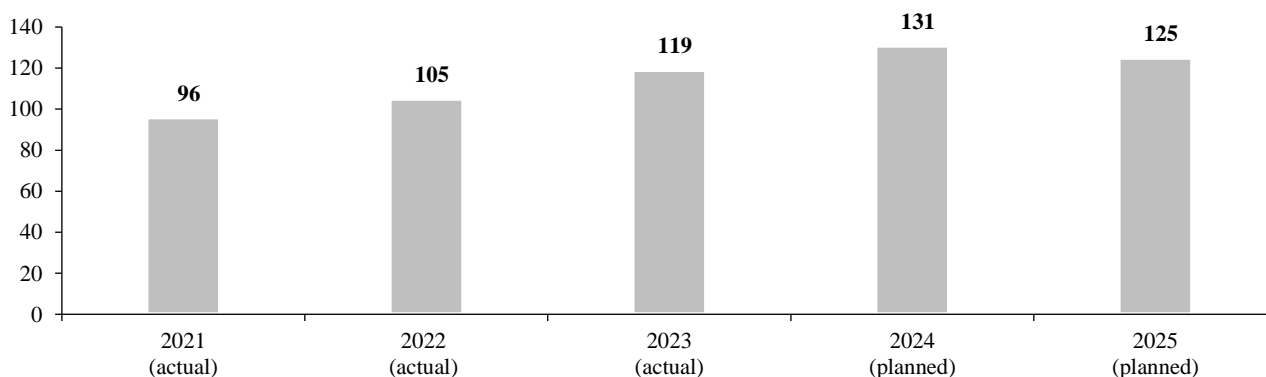
Result 2: improved transparency and accountability of United Nations country teams’ joint programmatic work on the ground

Programme performance in 2023 and target for 2025

- 1.340 The programme’s work contributed to 119 United Nations country team joint workplans being showcased through UN-Info, which did not meet the planned target of 122. The target was not met owing to unforeseen challenges in the data collection process for joint workplans.
- 1.341 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXXII).

Figure 1.XXXII

Performance measure: number of United Nations country team joint workplans showcased through UN-Info



Result 3: increased transparency and accountability for United Nations results and the contribution to the Sustainable Development Goals through standard United Nations Sustainable Development Cooperation Framework indicators

Proposed programme plan for 2025

- 1.342 The resident coordinator system is implementing a new United Nations Sustainable Development Group policy on standardized monitoring through the United Nations Sustainable Development Cooperation Frameworks in response to General Assembly resolutions [72/279](#) and [75/233](#). In particular, the Development Coordination Office led an inter-agency consultation on a new approach to measure the United Nations development system-wide contribution to the Sustainable

Development Goals through the Cooperation Frameworks. The system-wide output indicator framework, adopted by the Group in November 2022, helps to improve the quality of cooperation framework monitoring to enable more effective programmatic decision-making, while minimizing transaction costs and reducing the reporting burden.

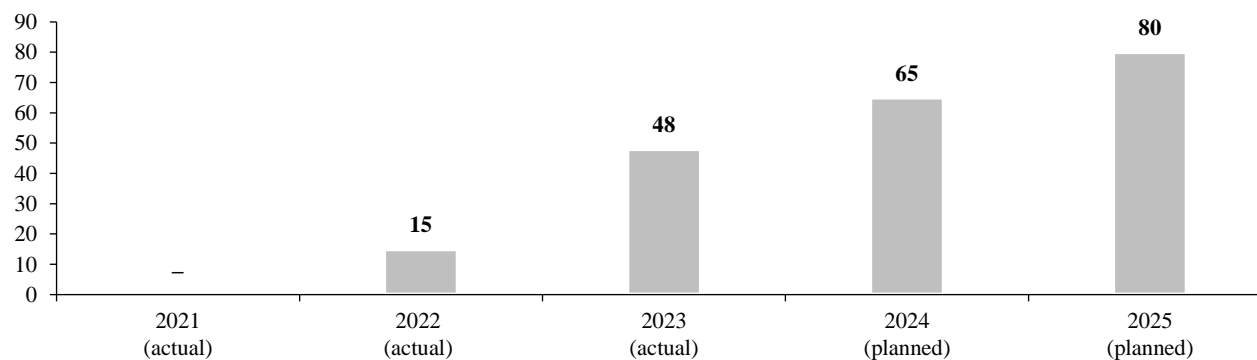
Lessons learned and planned change

- 1.343 The lesson for the subprogramme was that governing data at the right levels and with the right approaches allowed the United Nations to better use data as a strategic asset. In response, the capacity and accountability for data collection and input are delegated as close to the country level as possible, including accountability for data quality and use in line with system-wide and entity policies and rules. The resident coordinator office will strengthen its coordination support for the implementation of the output indicator framework. This will include a review of the relevant data captured, validating data and establishing processes for United Nations country teams to enter data into UN-Info.
- 1.344 Expected progress towards the objective is presented in the performance measure below (see figure 1.XXXIII).

Figure 1.XXXIII

Performance measure: United Nations country teams providing data against agreed common indicators on the United Nations development system's contribution to advancing the Sustainable Development Goals (annual)

(Percentage)



Legislative mandates

- 1.345 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

70/1	Transforming our world: the 2030 Agenda for Sustainable Development	73/248 ; 74/238 ; 76/220 ; 77/184 ; 78/166	Operational activities for development of the United Nations system
71/243 ; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system		

Economic and Social Council resolutions

<p>2019/15; 2020/23</p>	<p>Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system</p>	<p>2022/25; 2023/31</p>	<p>Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system</p>
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Deliverables

1.346 Table 1.153 lists all deliverables of the programme.

Table 1.153

Resident coordinator system: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Chair of the United Nations Sustainable Development Group on the Development Coordination Office, including on the contribution of the United Nations Sustainable Development Group to the Sustainable Development Goals	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	316	285	336	329
4. Common country analyses (new or annual update) to inform United Nations planning, programming and contribution to country-level implementation of the 2030 Agenda for Sustainable Development	131	102	132	132
5. United Nations country team reports to the universal periodic review	45	44	38	42
6. Evaluations of United Nations Sustainable Development Cooperation Frameworks	8	7	33	22
7. Annual reports on joint United Nations country team results	131	131	132	132
8. Annual consolidated progress report on the Joint Sustainable Development Goals Fund	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with Member States, regional organizations and the private sector on common action in support of development cooperation frameworks; and 6 substantive briefings to Member States.				
D. Communication deliverables				
Digital platforms and multimedia content: UN-Info.				
Outreach programmes, special events and information materials: at least 2 thematic windows to promote and finance thematic Sustainable Development Goal transformations.				
E. Enabling deliverables				
Administration: occupational health and safety for United Nations personnel and dependents; support for the design and implementation of the business operations strategies, common back offices, global shared services and common premises; timely issuance of Secretary-General's delegation of authority to newly appointed resident coordinators and monitoring of accountability key performance indicators.				
Legal services: negotiation on and conclusion of the legal framework to create an authorizing environment for the reinvigorated resident coordinator system with host countries.				

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.347 The proposed programme budget for 2025 (regular budget), including the breakdown of resource changes, as applicable, are reflected in table 1.154.

Table 1.154

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Grants and contributions ^a	13 442.5	13 442.5	–	–	–	–	–	13 442.5
Total	13 442.5	13 442.5	–	–	–	–	–	13 442.5

^a Represents the Secretariat share of the cost-sharing arrangement in the United Nations Sustainable Development Group, to be disbursed as a grant.

- 1.348 Pursuant to General Assembly resolution [72/279](#), the resident coordinator system is funded through a 1 per cent coordination levy on tightly earmarked non-core contributions to United Nations system development-related activities, a cost-sharing arrangement among the entities of the United Nations Sustainable Development Group and voluntary contributions. In 2025, the Secretariat share of the cost-sharing arrangement for entities of the Sustainable Development Group will remain at \$13,442,500, proposed to be funded from the regular budget. This amount represents no change compared with the approved budget for 2024. To ensure adequate, predictable and sustainable funding for the resident coordinator system, the Secretary-General presented his report on revised estimates relating to the proposed programme budget for 2024 ([A/78/753](#)), wherein he proposed that funding through voluntary contributions be converted to funding from the regular budget (including the conversion of 801 posts), effective 1 January 2024. The report is under consideration by the Assembly.¹ Accordingly, the proposed programme budget for 2025 is presented at the same level as the approved budget for 2024 and will be revised to reflect the outcome of the decisions of the Assembly on the Secretary-General's report.
- 1.349 The methodology for the calculation of the participating entity share and the amount for each participating entity is reflected in the report of the Secretary-General on revised estimates relating to the resident coordinator system under section I, Overall policymaking, direction and coordination ([A/73/424](#)). As requested by the General Assembly in its resolution [72/279](#), the cost-sharing formula was reviewed as part of a comprehensive review of the reinvigorated resident coordinator system, including its funding arrangements, to ensure that the formula was current, fair, consistent, transparent and predictable. Consequently, the revised cost-sharing formula was adopted in 2020, reflecting the direct involvement of each agency on the basis of the proportion of services used.
- 1.350 For 2025, resources for the resident coordinator system include the special purpose trust fund and the locally mobilized resources. Under the special purpose trust fund, the resident coordinator system expects to generate \$281.8 million of pooled funding, comprising \$154 million from voluntary contributions, \$77.5 million from the cost-sharing arrangement and \$50.3 million from the 1 per cent coordination levy. The distribution of the resources is reflected in tables 1.155 and 1.156. Under the locally mobilized resources, the resident coordinator system anticipates \$8.4 million of earmarked contributions to be received at the country level for activities financed by third parties that are mobilized locally for activities that go beyond the core focus of the special purpose trust fund (reflected in table 1.155 below under country coordination component).

¹ Refers to the time of writing of the present report and the second resumed session of the seventy-eighth session of the General Assembly.

Overview of resources of the resident coordinator system

Table 1.155

Financial resources by component

(Thousands of United States dollars)

(a) Special purpose trust fund

Component	2023 expenditure	2024 estimate	Changes		2025 estimate
			Total	Percentage	
A. Executive direction and management	3 802.7	4 663.6	235.7	5.1	4 899.3
B. Programme of work					
1. Global coordination	12 730.1	14 971.4	928.4	6.2	15 899.8
2. Regional coordination	9 239.2	10 328.7	959.8	9.3	11 288.5
3. Country coordination	171 551.5	242 834.4	(2 992.6)	(1.2)	239 841.8
Subtotal, B	193 520.8	268 134.5	(1 104.4)	(0.4)	267 030.1
C. Programme support	11 870.3	9 028.3	868.7	9.6	9 897.0
Total	209 193.9	281 826.4	–	–	281 826.4

(b) Locally mobilized resources

Component	2023 expenditure	2024 estimate	Changes		2025 estimate
			Total	Percentage	
Country coordination	4 874.3	8 408.3	–	–	8 408.3
Total	4 874.3	8 408.3	–	–	8 408.3

Table 1.156

Financial resources by object of expenditure (special purpose trust fund)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 estimate	Changes		2025 estimate
			Total	Percentage	
Posts	148 039.5	166 765.9	2 397.0	1.4	169 162.9
Other staff costs	10 608.6	3 372.2	(902.6)	(26.8)	2 469.6
Hospitality	163.1	1 106.9	(3.5)	(0.3)	1 103.4
Consultants	5 678.9	22 933.5	(1 790.9)	(7.8)	21 142.6
Travel of staff	7 260.3	12 292.3	(305.4)	(2.5)	11 986.9
Contractual services	11 114.3	27 121.6	1 922.0	7.1	29 043.6
General operating expenses	24 217.0	43 832.4	(763.0)	(1.7)	43 069.4
Supplies and materials	723.5	1 470.0	131.1	8.9	1 601.1
Furniture and equipment	1 388.8	2 931.6	(684.7)	(23.4)	2 246.9
Total	209 193.9	281 826.4	–	–	281 826.4

Part I Overall policymaking, direction and coordination

- 1.351 The overall resource requirements for 2025 include \$281.8 million for the special purpose trust fund for the resident coordinator system (see table 1.156).
- 1.352 Resource requirements of \$281.8 million under the special purpose trust fund for 2025 are maintained at the same level as 2024. The increase of \$2.4 million under posts is offset in full by the decrease under non-post resources. The increase of \$2.4 million under posts reflects mainly the application of updated standard costs for posts. The net decrease of \$2.4 million under non-post resources reflects primarily a decrease of \$0.9 million under other staff costs for the revised standard costs of 10 triple-hatted resident coordinators and the removal of the costs of 2 previous triple-hatted resident coordinators (in Mali and the Sudan), which are now proposed under posts; a decrease of \$0.7 million under furniture and equipment due to the removal of the costs of one-time acquisitions; and, a net decrease of \$0.8 million resulting from the decreased demand for office automation, alteration of premises and rental of vehicles provisioned under general operating expenses and from the redeployment of resources among consultants, travel of staff, supplies and materials and contractual services relating to the use of the country-level coordination fund by the resident coordinators.
- 1.353 The estimated number of posts for the special purpose trust fund in 2025 is reflected in table 1.157. The proposed number of posts in 2025 reflects a net increase of two posts compared with 2024 owing to the establishment of two new posts, in Mali and the Sudan, at the Assistant-Secretary-General level for the resident coordinator and the humanitarian coordinator function, following the closure, respectively, of the United Nations Multidimensional Integrated Stabilization Mission in Mali and the United Nations Integrated Transition Assistance Mission in the Sudan. Additional justifications for all other changes of posts are provided under the “country coordination” component.

Table 1.157
Post resources by component for 2025

(Number of posts)

	<i>Professional and higher</i>									<i>General Service and related</i>		<i>National staff</i>		<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Subtotal</i>	<i>Principal level</i>	<i>Other level</i>	<i>National Professional Officer</i>	<i>Local level</i>	
2024 estimates	–	4	46	79	117	181	28	–	455	8	5	413	404	1 285
2025 estimates														
A. Executive direction and management	–	1	1	–	5	3	4	–	14	2	1	–	–	17
B. Programme of work														
1. Global coordination	–	–	–	2	10	25	13	–	50	–	3	–	–	53
2. Regional coordination	–	–	5	1	8	13	6	–	33	–	–	–	8	41
3. Country coordination	–	6	39	75	91	129	2	–	342	–	–	413	396	1 151
Subtotal, B	–	6	44	78	109	167	21	–	425	–	3	413	404	1 245
C. Programme support	–	–	–	1	3	11	3	–	18	6	1	–	–	25
Total 2025 estimates	–	7	45	79	117	181	28	–	457	8	5	413	404	1 287
Change	–	3	(1)	–	–	–	–	–	2	–	–	–	–	2

Table 1.158
Distribution of resources by component
 (Percentage)

<i>Component</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
A. Executive direction and management	1.7	1.7
B. Programme of work		
1. Global coordination	5.3	5.7
2. Regional coordination	3.7	4.0
3. Country coordination	86.1	85.1
Subtotal, B	95.1	94.8
C. Programme support	3.2	3.5
Total	100.0	100.0

Budget by component

Executive direction and management

1.354 The proposed resources under executive direction and management would provide for the Office of the Assistant Secretary-General for Development Coordination. This Office provides strategic planning for the resident coordinator system, supports the Chair, Vice-Chair, principals and working mechanisms of the United Nations Sustainable Development Group and monitors strategic aspects of implementation and progress-tracking of the quadrennial comprehensive policy review. The Office is responsible for managing the engagement with Member States and ensuring their oversight of the resident coordinator system for increased accountability towards them, including by the General Assembly and the Economic and Social Council, and forging strategic partnerships for the mobilization of extrabudgetary resources for the system. The Office also provides substantive engagement and liaison with the highest bodies of decision-making of the United Nations and other departments to ensure greater operational coherence in delivering on the mandate of the resident coordinator system. The Assistant Secretary-General is responsible for the management and oversight of the resident coordinator system, including the resident coordinators. There is no change in the number and level of posts in 2025 compared with 2024. The distribution of resources is reflected in tables 1.159 and 1.160.

1.355 The extrabudgetary resources under the present component are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

Table 1.159
Resource requirements: executive direction and management

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
Posts	4 060.5	4 346.4	285.9	17	17
Non-post	603.1	552.9	(50.2)	–	–
Total	4 663.6	4 899.3	235.7	17	17

Table 1.160

Requirements by object of expenditure: executive direction and management

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Posts	3 252.8	4 060.5	4 346.4	285.9
Other staff costs	74.5	88.2	–	(88.2)
Hospitality	–	8.6	11.5	2.9
Consultants	(9.5)	10.0	10.0	–
Travel of staff	161.7	180.4	218.6	38.2
Contractual services	38.2	34.5	–	(34.5)
General operating expenses	283.7	272.0	307.5	35.5
Supplies and materials	–	3.4	5.0	1.6
Furniture and equipment	1.3	6.0	0.3	(5.7)
Total	3 802.7	4 663.6	4 899.3	235.7

Programme of work

1.356 The distribution of resources under programme of work (global, regional and country coordination) is reflected in tables 1.161 and 1.162.

Table 1.161

Resource requirements: programme of work

(Thousands of United States dollars/number of posts)

	<i>Resources</i>			<i>Posts</i>	
	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
Global coordination	14 971.4	15 899.8	928.4	53	53
Regional coordination	10 328.7	11 288.5	959.8	41	41
Country coordination	242 834.4	239 841.8	(2 992.6)	1 149	1 151
Total	268 134.5	267 030.1	(1 104.4)	1 243	1 245

Table 1.162

Requirements by object of expenditure: programme of work

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Posts	140 577.8	157 520.8	158 855.4	1 334.6
Other staff costs	9 901.0	3 047.5	2 391.2	(656.3)
Hospitality	163.1	1 098.3	1 091.9	(6.4)
Consultants	5 688.3	22 923.5	21 132.6	(1 790.9)
Travel of staff	7 053.6	12 058.6	11 712.3	(346.3)
Contractual services	11 028.1	27 029.9	29 022.1	1 992.2

Section 1 Overall policymaking, direction and coordination

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
General operating expenses	17 084.9	40 097.2	39 091.9	(1 005.3)
Supplies and materials	723.5	1 449.3	1 556.1	106.8
Furniture and equipment	1 300.5	2 909.4	2 176.6	(732.8)
Total	193 520.8	268 134.5	267 030.1	(1 104.4)

Global coordination

1.357 Under global coordination, branches and sections of the Development Coordination Office at Headquarters work with entities and mechanisms of the United Nations Sustainable Development Group and the broader United Nations system to improve the strategic and operational coherence of operational activities for development. This is achieved by fostering system-wide approaches for integrated policy priorities that accelerate the implementation of the 2030 Agenda. The branches and sections also provide strategic guidance to United Nations country teams for joint analysis, planning, programming, monitoring and assessment of United Nations Sustainable Development Cooperation Frameworks, as well as guidance for joint communications and advocacy on the Sustainable Development Goals and the advancement of system-wide operational efficiencies. Responsibilities under global coordination are implemented by two branches and two sections: the Policy and Programming Branch, the Resident Coordinator System Leadership Branch, the Country Business Strategies Section and the Communications and Results Reporting Section. There is no change in number and level of posts in in 2025 compared with 2024.

1.358 The distribution of resources for global coordination is reflected in tables 1.163 and 1.164.

Table 1.163

Resource requirements: global coordination

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
Posts	12 352.9	13 717.5	1 364.6	53	53
Non-post	2 618.5	2 182.3	(436.2)	–	–
Total	14 971.4	15 899.8	928.4	53	53

Table 1.164

Requirements by object of expenditure: global coordination

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Posts	9 766.1	12 352.9	13 717.5	1 364.6
Other staff costs	659.0	297.8	438.0	140.2
Consultants	860.9	315.1	375.8	60.7
Travel of staff	28.6	255.4	121.6	(133.8)
Contractual services	532.6	920.4	464.5	(455.9)

Part I Overall policymaking, direction and coordination

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
General operating expenses	881.9	799.0	782.0	(17.0)
Supplies and materials	(0.2)	12.2	0.4	(11.8)
Furniture and equipment	1.3	18.6	–	(18.6)
Total	12 730.1	14 971.4	15 899.8	928.4

Regional coordination

1.359 The regional teams of the resident coordinator system provide support for country-level coordination. They focus on day-to-day management and support for coherent and effective delivery of operational activities for development by resident coordinators and United Nations country teams through integrated policy programming and operational support, together with the regional teams of the United Nations Sustainable Development Group and the United Nations regional economic and social commissions. The regional level of the Development Coordination Office enables tailored and dedicated support to various regions around the world, being close to the point of delivery and in charge of a select number of country contexts.

1.360 The distribution of resources for regional coordination is reflected in tables 1.165 and 1.166.

Table 1.165

Resource requirements: regional coordination

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
Posts	7 542.7	8 545.3	1 002.6	41	41
Non-post	2 786.0	2 743.2	(42.8)	–	–
Total	10 328.7	11 288.5	959.8	41	41

Table 1.166

Requirements by object of expenditure: regional coordination

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Posts	6 914.2	7 542.7	8 545.3	1 002.6
Other staff costs	812.3	482.4	292.7	(189.7)
Hospitality	–	11.9	2.1	(9.8)
Consultants	195.8	108.4	175.2	66.8
Travel of staff	405.9	1 566.1	1 566.1	–
Contractual services	138.8	129.6	57.1	(72.5)
General operating expenses	715.3	404.8	630.5	225.7
Supplies and materials	7.9	12.4	9.1	(3.3)
Furniture and equipment	49.1	70.4	10.4	(60.0)
Total	9 239.2	10 328.7	11 288.5	959.8

Country coordination

- 1.361 Country coordination consists of the work that resident coordinators undertake with the support of resident coordinator offices in leading a new generation of United Nations country teams and development system support for the implementation of the 2030 Agenda at the country level. This independent, impartial and empowered coordination function is carried out in line with national priorities, needs and planning frameworks under the ownership and leadership of programme countries, for a coherent, effective, efficient and accountable response to country-specific needs, to maximize the impact of the United Nations support and the sustainability of development results. The proposed number of posts in 2025 reflects an increase of two posts, in Mali and the Sudan, at the Assistant-Secretary-General level for the resident coordinator and humanitarian coordinator function, following the closure, respectively, of the United Nations Multidimensional Integrated Stabilization Mission in Mali and the United Nations Integrated Transition Assistance Mission in the Sudan, which were previously cost-shared with the relevant missions and planned under their staffing tables. In 2025, it is proposed that these posts be funded in full under the staffing table of the resident coordinator system. In addition, it is also proposed that the resident coordinator and humanitarian coordinator post for Ethiopia be reclassified from the D-2 to the Assistant Secretary-General level. The proposed reclassification reflects the continuing challenging in-country context and complexity and the increased demand from the United Nations country team for coordination of both development and humanitarian activities in Ethiopia.
- 1.362 The distribution of resources for country coordination is reflected in tables 1.167 and 1.168 (a) for resources under the special purpose trust fund and in table 1.168 (b) for resources under locally mobilized resources.

Table 1.167

Resource requirements: country coordination (special purpose trust fund)

(Thousands of United States dollars/number of posts)

Category	Resources			Posts	
	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate
Posts	137 625.2	136 592.6	(1 032.6)	1 149	1 151
Non-post	105 209.2	103 249.2	(1 960.0)	–	–
Total	242 834.4	239 841.8	(2 992.6)	1 149	1 151

Table 1.168

Requirements by object of expenditure: country coordination

(Thousands of United States dollars)

(a) Special purpose trust fund

Object of expenditure	2023 expenditure	2024 estimate	2025 estimate	Variance
Posts	123 897.4	137 625.2	136 592.6	(1 032.6)
Other staff costs	8 429.8	2 267.3	1 660.5	(606.8)
Hospitality	163.1	1 086.4	1 089.8	3.4
Consultants	4 631.6	22 500.0	20 581.6	(1 918.4)
Travel of staff	6 619.1	10 237.1	10 024.6	(212.5)
Contractual services	10 356.8	25 979.9	28 500.5	2 520.6

Part I Overall policymaking, direction and coordination

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
General operating expenses	15 487.7	38 893.4	37 679.4	(1 214.0)
Supplies and materials	715.8	1 424.7	1 546.6	121.9
Furniture and equipment	1 250.2	2 820.4	2 166.2	(654.2)
Total	171 551.5	242 834.4	239 841.8	(2 992.6)

(b) Locally mobilized resources

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Other staff costs	2 265.0	3 169.2	3 169.2	–
Consultants	898.7	–	1 863.6	1 863.6
Travel of staff	197.7	205.6	205.6	–
Contractual services	532.9	2 968.7	1 105.1	(1 863.6)
General operating expenses	897.0	1 847.5	1 847.5	–
Supplies and materials	16.7	138.6	138.6	–
Furniture and equipment	66.3	78.7	78.7	–
Total	4 874.3	8 408.3	8 408.3	–

Programme support

1.363 Programme support services are provided by the Resident Coordinator System Business Management Branch in the Development Coordination Office, with the overall objective of managing the operations of the resident coordinator system to ensure full accountability for and oversight of the system. The Branch serves as the Executive Office of the Development Coordination Office and provides daily business services and administrative support to the Office at the global level, including on human resources, information technology, finance, travel, procurement and systems platform management. It is responsible for the development and oversight of and reporting on the Office's headquarters budget. The Branch manages the operational relationship with the service providers of the resident coordinator system. It advises and provides backstopping support on business services to the Office's regional desks and resident coordinator offices. It coordinates and oversees resident coordinator system results-based budgeting and regular reporting, including to the General Assembly. It is responsible for financial management and financial reporting on all sources of funds for the resident coordinator system. The Branch is also responsible for policy guidance on management accountability and oversight support for the Office in coordination with other offices within the Secretariat. There is no change in number and level of posts in 2025 compared with 2024.

1.364 The distribution of resources for programme support is reflected in tables 1.169 and 1.170.

Section 1 Overall policymaking, direction and coordination

Table 1.169

Resource requirements: programme support

(Thousands of United States dollars/number of posts)

<i>Category</i>	<i>Resources</i>			<i>Posts</i>	
	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>
Posts	5 184.6	5 961.1	776.5	25	25
Non-post	3 843.7	3 935.9	92.2	–	–
Total	9 028.3	9 897.0	868.7	25	25

Table 1.170

Requirements by object of expenditure: programme support

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Change</i>
Posts	4 209.0	5 184.6	5 961.1	776.5
Other staff costs	633.1	236.5	78.4	(158.1)
Travel of staff	44.9	53.3	56.0	2.7
Contractual services	48.1	57.2	21.5	(35.7)
General operating expenses	6 848.3	3 463.2	3 670.0	206.8
Supplies and materials	–	17.3	40.0	22.7
Furniture and equipment	87.0	16.2	70.0	53.8
Total	11 870.3	9 028.3	9 897.0	868.7

XIV. United Nations Youth Office

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.365 The United Nations has long recognized that the imagination, ideals and energy of young people are vital for the continuing development of the societies in which they live. In 1965, in its resolution [2037 \(XX\)](#), the General Assembly acknowledged the Declaration on the Promotion among Youth of the Ideals of Peace, Mutual Respect and Understanding between Peoples. In 1995, the Assembly adopted the World Programme of Action for Youth to the Year 2000 and Beyond in its resolution [50/81](#), which provided a policy framework and practical guidelines to improve the situation of young people. In 2007, the Assembly adopted the Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond in its resolution [62/126](#), which provided further guidance on promoting the participation of young people in social and economic development. Since 2015, the Security Council, in its resolutions [2250 \(2015\)](#), [2419 \(2018\)](#) and [2535 \(2020\)](#), has called upon all relevant actors to increase the inclusive representation of young people in the prevention and resolution of conflict, including when negotiating and implementing peace agreements.
- 1.366 In 2013, the Secretary-General appointed the first Envoy on Youth. In 2018, to strengthen the coordination and accountability of the United Nations system with regard to its work on young people, the Secretary-General launched the United Nations Youth Strategy. The General Assembly, in its resolution [76/306](#), decided to establish the United Nations Youth Office as a dedicated office for youth affairs in the Secretariat, integrating the Office of the Secretary-General's Envoy on Youth. On 27 October 2023, the Secretary-General appointed the first-ever Assistant Secretary-General for Youth Affairs to lead the Office, representing the youngest serving Assistant Secretary-General in the history of the Organization. The mandate derives from the priorities established in relevant resolutions and decisions of the Assembly and the Security Council, including Assembly resolutions [50/81](#), [62/126](#), [76/306](#), [77/336](#) and [78/179](#) and Council resolutions [2250 \(2015\)](#), [2419 \(2018\)](#) and [2535 \(2020\)](#).

Programme of work

Objective

- 1.367 The objective, to which this programme contributes, is to ensure the meaningful engagement of young people in the work of the United Nations and accelerated action at the global, regional and country levels to empower young people around the world, to promote their rights and to address their needs.

Strategy and external factors for 2025

- 1.368 To contribute to the objective, the Office will:
- (a) Lead engagement and advocacy for the advancement of youth issues across the United Nations in the areas of peace and security, sustainable development and human rights, through engagement with Member State representatives, principals of United Nations organs and senior management of United Nations entities, and in close consultation with young people;

- (b) Promote meaningful, inclusive and effective engagement of young people and of youth-led and youth-focused organizations in the work of the United Nations, in close collaboration with United Nations system entities;
- (c) Encourage greater United Nations system-wide collaboration, coordination and accountability on the advancement of youth issues, including United Nations support to Member States, as appropriate and upon request, in promoting the effective and meaningful engagement, participation and empowerment of young people;
- (d) Engage with youth-focused envoys, representatives and offices of regional organizations on advancing youth issues;
- (e) Propose innovative approaches to advance multi-stakeholder initiatives on the engagement and empowerment of young people, for the consideration of Member States, including on quality and inclusive education, decent jobs, skills development, digital transformation and youth-led innovation and solutions;
- (f) Promote and facilitate intergenerational and intercultural dialogue, collaboration and solidarity by creating opportunities for young people to not only share and collaborate among one other, but also engage with Member States, the private sector, academia and the United Nations, including through intergovernmental policy forums;
- (g) Support efforts to enhance youth representation at the United Nations, including through increasing and improving the conditions of internships and employment opportunities for young people, especially for those from developing countries and with due regard to gender balance;
- (h) Support efforts towards the mobilization of financial and technical support and investment to promote and upscale quality and inclusive education and training, skills development, capacity-building and bridging the digital divide, in tandem with job creation, for young people and creating an enabling environment for harnessing their talents and abilities to contribute to their societies;
- (i) Conduct outreach to young people and to youth-led and youth-focused organizations, through innovative means, including the use of social media, narrative storytelling and audiovisual content, with an emphasis on the creation of multilingual assets and templates, where possible, for global dissemination through United Nations country teams and United Nations information centres.

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

- (a) Advancement of youth issues in the areas of peace and security, sustainable development and human rights;
- (b) Greater United Nations system-wide collaboration, coordination and accountability for the advancement of youth issues;
- (c) Action by Member States and regional organizations to ensure the effective and meaningful engagement, participation and empowerment of young people;
- (d) Amplified youth voices and increased opportunities for young people to contribute to the promotion of a peaceful, just and sustainable world;
- (e) Strengthened intergenerational and intercultural dialogue, collaboration and solidarity;
- (f) Multi-stakeholder initiatives on young people, including on quality and inclusive education and training, skills development, bridging the digital divide, job creation and the empowerment of young people;
- (g) Increased and improved youth representation at the United Nations.

- 1.370 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States continue to support the advancement of the situation of young people, including in the implementation of relevant international frameworks and agreements;
 - (b) Sustained recognition by the global community of the important role that young people play in the promotion of peace and security, sustainable development and human rights;
 - (c) There is adequate allocation of resources for action on young people and meaningful youth engagement across the United Nations system, national, regional and global institutions.
- 1.371 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will collaborate with regional and national youth envoys and regional organizations. It will also prioritize the forging of new relationships and the strengthening of existing ones with relevant youth organizations, civil society organizations, academia and the private sector.
- 1.372 With regard to inter-agency coordination and liaison, the Office will continue to mobilize United Nations entities and United Nations country teams for improved coordination, collaboration and accountability on youth work across the United Nations system. It will collaborate with the Department of Global Communications and other United Nations entities through the United Nations Youth Strategy communications group. It will also work with the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and other members of the Strategy task team to improve internships and employment opportunities across the United Nations system. The Office will partner with the Office of the Envoy of the Secretary-General on Technology, the United Nations Children's Fund, the International Telecommunication Union, the Department of Global Communications, the Department of Economic and Social Affairs and the Office of Information and Communications Technology to address digital transformation challenges for young people and reduce the digital divide. As part of the efforts to strengthen the youth, peace and security agenda, the Office will continue its collaboration with the Department of Political and Peacebuilding Affairs and the United Nations Population Fund, as well as with OHCHR and other relevant entities on young people's political participation and protection issues. The Office will also contribute regularly to the work of various inter-agency working groups and will provide secretariat support to the inter-agency high-level steering committee and joint working group responsible for advancing coherent action by the United Nations system on youth-related matters.
- 1.373 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, by ensuring the meaningful participation of girls and young women in United Nations processes and intergovernmental decision-making, facilitating intergenerational discussions on women's leadership, promoting the integration of a gender perspective into youth inclusion and youth-led action and by promoting discussions on sexual and reproductive health and rights as an integral part of the youth agenda.
- 1.374 In line with the United Nations Disability Inclusion Strategy and guided by Office's research findings and recommendations on young people with disabilities, the Office will advocate for meaningful participation of young persons with disabilities in the work of the United Nations and beyond. In consultation with young people with disabilities and their networks and organizations, the Office will mainstream disability inclusion into all aspects of its work, with the aim of ensuring accessibility to opportunities, information and events, to the greatest extent possible.

Programme performance in 2023

Young people and future generations recognized by Member States as one of the key elements in the scope of the Summit of the Future

- 1.375 Young people will inherit the consequences of all action (or inaction) taken today to address pressing global issues; however, there are limited opportunities for their engagement in public policymaking and decision-making at the global, regional, national and local levels. In 2023, the Office actively

engaged in high-level advocacy to bring to the forefront the importance of meaningful engagement of young people in policy and decision-making processes. The Office led the development of the Secretary-General’s policy brief on meaningful youth engagement and engaged in consultations and advocacy with Member States, the United Nations system and youth-led and youth-focused organizations to facilitate more structured and meaningful participation of young people in decision-making, including in the context of preparations for the Summit of the Future. Those efforts contributed to the adoption by the General Assembly of decision 77/568, by which the Assembly decided that the scope of the Summit of the Future would encompass five elements and that those elements would be reflected in an outcome document, titled “A Pact for the Future”, comprising a chapeau and five chapters, of which one chapter would be dedicated to young people and future generations.

1.376 Progress towards the objective is presented in the performance measure below (see table 1.171).

**Table 1.171
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	Young people recognized by Member States as one the five elements of the scope of the Summit of the Future

Planned results for 2025

Result 1: strengthened system-wide action for and with young people to address their needs, amplify their voices and advance their meaningful engagement

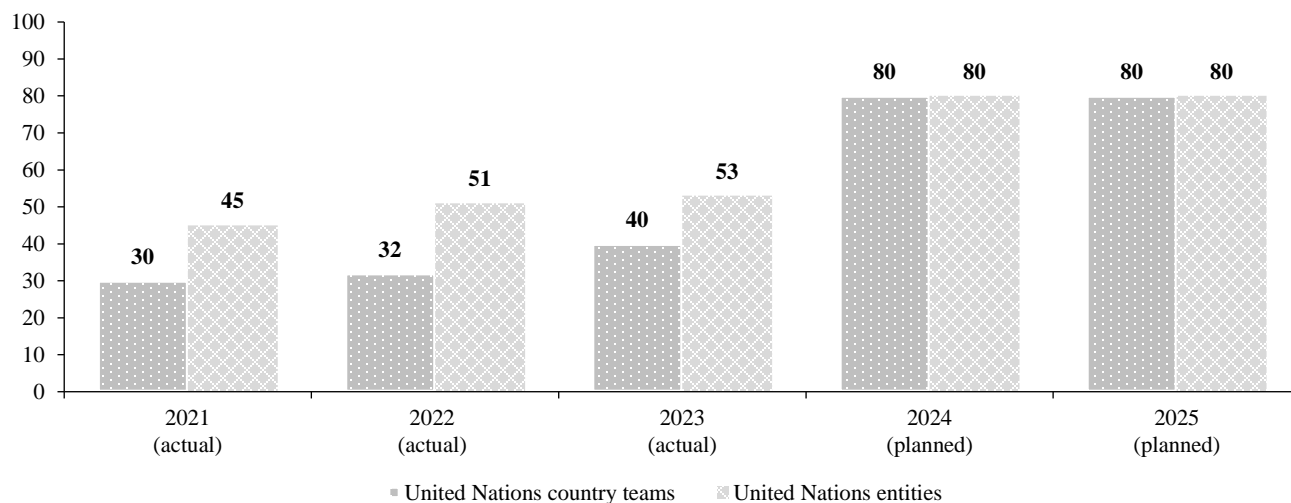
Programme performance in 2023 and target for 2025

1.377 The Office’s work contributed to 40 per cent of United Nations country teams and 53 per cent of United Nations entities achieving a “green” performance rating for at least 80 per cent of all key performance indicators in the United Nations Youth Strategy scorecard in 2023, which did not meet the planned target of 50 and 65 per cent, respectively. The targets were not met owing to a confluence of factors, including the lack of a dedicated marker for tracking funding for young people, as well as challenges in system-wide policy coherence on internships.

1.378 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 1.XXXIV).

Figure 1.XXXIV

Performance measure: percentage of United Nations country teams and United Nations entities that achieved a “green” performance rating for at least 80 per cent of all key performance indicators in the United Nations Youth Strategy scorecard^a



^a The scorecard covers 18 key performance indicators for United Nations entities and 19 for United Nations country teams relating to United Nations Youth Strategy priority areas. A “green” performance rating for a key performance indicator indicates achievement of the established milestone.

Result 2: youth engagement at all levels: moving from quantity to quality

Proposed programme plan for 2025

- 1.379 Notwithstanding the emergence of various youth engagement opportunities, young people exert minimal influence over key decision-making areas such as sustainable development, peace and security and human rights. The Office has forged strategic partnerships within the United Nations, Member States and other organizations, and led high-level advocacy and outreach to young people and youth-led and youth-serving organizations to further institutionalize mechanisms for the meaningful engagement of young people.

Lessons learned and planned change

- 1.380 The lesson for the Office was the need to focus its advocacy on pathways to improving mechanisms for meaningful youth engagement. Consultations with young people demonstrate that young people are not content with existing frameworks for their participation in decision-making. They view these arrangements, in particular in the multilateral sphere, as ineffective and, at times, tokenistic. Young people want their input to be taken seriously and seek meaningful engagement throughout the decision-making process. In applying the lesson, the Office will focus its efforts on ensuring that meaningful youth engagement is institutionalized by working across three levels of influence: (a) intergovernmental, through advocacy with Member States and the development of standards for meaningful youth engagement; (b) the United Nations system, by coordinating the next phase of the United Nations Youth Strategy, promoting policy coherence and operational improvements in internship programmes and supporting system-wide efforts for the rejuvenation of the workforce; and (c) internally, through the establishment of a youth advisory board and the development of protocols for youth engagement to protect young people and effectively address their concerns regarding safety and protection from reprisals.
- 1.381 Expected progress towards the objective is presented in the performance measure below (see table 1.172).

Table 1.172
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	United Nations entities and country teams track indicators on meaningful youth engagement in their accountability scorecards on an annual basis	Young people, Member States and United Nations system entities participate in consultations on the key principles for meaningful youth engagement	Member States consider global standard for meaningful youth engagement

Legislative mandates

1.382 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

50/81	World Programme of Action for Youth to the Year 2000 and Beyond	76/306	Establishment of the United Nations Youth Office
62/126	Policies and programmes involving youth: youth in the global economy – promoting youth participation in social and economic development	77/336 78/179	Model United Nations Policies and programmes involving youth

Security Council resolutions

2250 (2015)	2535 (2020)
2419 (2018)	

Deliverables

1.383 Table 1.173 lists all deliverables of the programme.

Table 1.173
United Nations Youth Office: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report of the Secretary-General to the General Assembly on the activities of the United Nations Youth Office	1	1	1	1
2. Report of the Secretary-General to the Security Council on youth, peace and security	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	10	10	10	11
3. Economic and Social Council youth forum	6	6	6	6
4. Meetings of the Security Council	1	1	1	1

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
L 5. Meetings of the Conference of State Parties to the Convention on the Rights of Persons with Disabilities	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
7. Meetings of the Fifth Committee	1	1	1	1
8. Peacebuilding Commission	–	–	–	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	13	13	16	18
9. Training events for the Young Leaders for the Sustainable Development Goals	1	1	1	1
10. Training and workshops on the United Nations Youth Strategy	12	12	15	15
11. High-Level Global Conference on Youth-Inclusive Peace Process	–	–	–	2
Publications (number of publications)	1	1	2	2
12. Progress report on the implementation of the United Nations Youth Strategy	1	1	1	1
13. Research report on young people with disabilities	–	–	1	–
14. Research report on political participation of young people	–	–	–	1
Technical materials (number of materials)	2	–	4	–
15. Guidance on scorecards for United Nations country teams and United Nations entities on the United Nations Youth Strategy	1	–	1	–
16. Action guide for implementation of the United Nations Youth Strategy	1	–	1	–
17. Guidance for monitoring system-wide efforts on young people	–	–	1	–
18. Toolkit for young people briefers on engagement with United Nations bodies and mechanisms on peace and security	–	–	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: 2 briefings for all Member States; 5 country visits and bilateral meetings with ministers responsible for young people and other high-level government officials; consultation with national and regional youth envoys; annual strategic meeting of the high-level steering committee of the United Nations Youth Strategy; and advocacy and policy round tables on enhancing youth representation at the United Nations.				
Databases and substantive digital materials: United Nations Youth Strategy scorecard reporting system and dashboard; and United Nations Youth Strategy online toolkit platform.				
D. Communication deliverables				
Outreach programmes, special events and information materials: “Youth 2030 Pulse” monthly newsletter; commemoration of International Youth Day, including partner advocacy campaigns, World Youth Skills Day and other relevant international days and observances; launch events for new cohort of Young Leaders for the Sustainable Development Goals and for publications and reports of the United Nations Youth Office, and, on the road to the Summit of the Future, the curation and leading of an advocacy and communications campaign on meaningful youth engagement.				
Digital platforms and multimedia content: United Nations Youth Office website and social media accounts with regular updates on issues relevant to young people; and social media takeover campaigns with youth and youth-led networks.				

B. Proposed post and non-post resource requirements for 2025

Overview

1.384 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.174 to 1.176.

Table 1.174

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Posts	251.2	1 901.0	–	–	–	–	1 901.0	
Other staff costs	–	89.3	–	–	–	–	89.3	
Hospitality	–	5.4	–	–	–	–	5.4	
Consultants	89.0	110.6	–	–	–	–	110.6	
Travel of staff	74.3	78.7	–	–	–	–	78.7	
Contractual services	251.9	262.4	–	–	–	–	262.4	
General operating expenses	8.7	33.9	–	–	–	–	33.9	
Supplies and materials	0.3	8.1	–	–	–	–	8.1	
Furniture and equipment	46.9	15.8	–	–	–	–	15.8	
Grants and contributions	114.4	134.0	–	–	–	–	134.0	
Total	836.8	2 639.2	–	–	–	–	2 639.2	

Table 1.175

Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	16	1 ASG, 1 D-1, 2 P-5, 5 P-3, 6 P-2/1, 1 GS (OL)
Proposed for 2025	16	1 ASG, 1 D-1, 2 P-5, 5 P-3, 6 P-2/1, 1 GS (OL)

Table 1.176

Proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
ASG	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	2	–	–	–	–	2
P-3	5	–	–	–	–	5
P-2/1	6	–	–	–	–	6
Subtotal	15	–	–	–	–	15

Part I Overall policymaking, direction and coordination

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (OL)	1	–	–	–	–	1
Subtotal	1	–	–	–	–	1
Total	16	–	–	–	–	16

1.385 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.177 to 1.179 and figure 1.XXXV.

1.386 As reflected in tables 1.177 (1) and 1.178 (1), the overall resources proposed for 2025 amount to \$2,639,200 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.177

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	836.8	2 639.2	–	–	–	–	2 639.2
Subtotal, 1	836.8	2 639.2	–	–	–	–	2 639.2

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	–	742.9	(717.5)	(96.6)	25.4
Subtotal, 2	–	742.9	(717.5)	(96.6)	25.4
Total (1+2)	836.8	3 382.1	(717.5)	(21.2)	2 664.6

Table 1.178

Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	16	–	–	–	–	16
Subtotal, 1	16	–	–	–	–	16

Section 1 Overall policymaking, direction and coordination

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Programme of work	3	(2)	1
Subtotal, 2	3	(2)	1
Total (1+2)	19	(2)	17

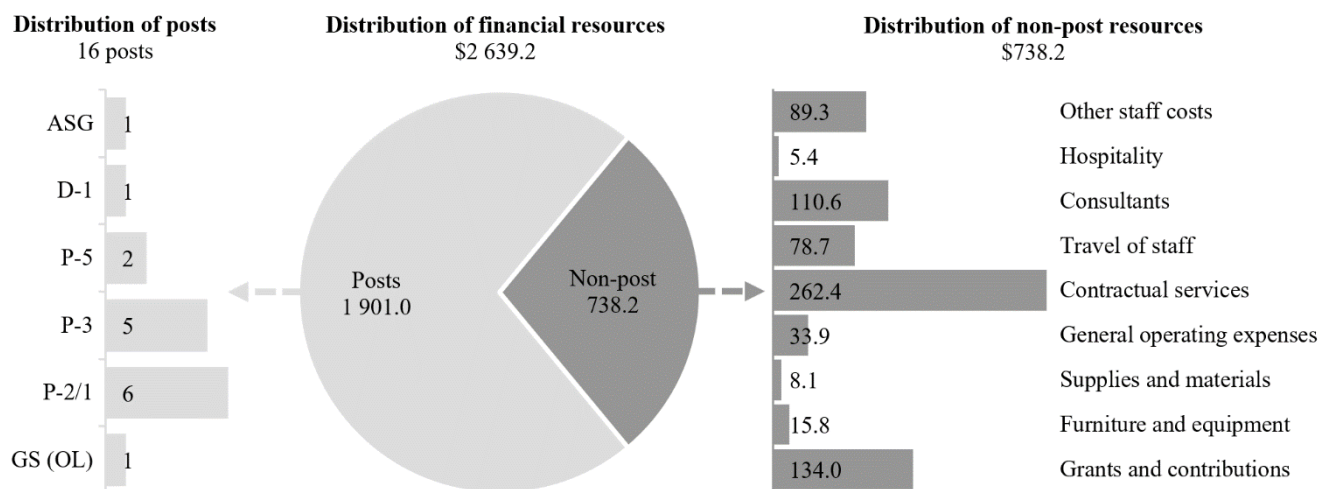
Table 1.179
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	251.2	1 901.0	–	–	–	–	–	1 901.0
Non-post	585.6	738.2	–	–	–	–	–	738.2
Total	836.8	2 639.2	–	–	–	–	–	2 639.2
Post resources by category								
Professional and higher		15	–	–	–	–	–	15
General Service and related		1	–	–	–	–	–	1
Total		16	–	–	–	–	–	16

Figure 1.XXXV
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 1.387 As reflected in tables 1.177 (2) and 1.178 (2), extrabudgetary resources amount to \$25,400. The resources would complement regular budget resources and would be used mainly to provide for one post (P-3) for approximately one month in 2025, continuing from 2024, to support the Office in the advancement of the youth, peace and security agenda.
- 1.388 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.
- 1.389 Information on the timely submission of documentation and advance booking of air travel is reflected in table 1.180.

Table 1.180

Compliance rate

(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	–	–	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	–	–	46	100	100

XV. Office of Data Protection and Privacy

A. Proposed programme plan for 2025

Overall orientation

Mandates and background

- 1.390 The Office of Data Protection and Privacy was established pursuant to General Assembly resolution [78/252](#) as an independent office responsible for assisting the Secretariat in ensuring respect for data protection and privacy in the use and processing of personal data by Secretariat entities, consistent with United Nations mandates. The right to privacy in contemporary international law is enshrined in multiple international frameworks, including article 12 of the Universal Declaration of Human Rights and article 17 of the International Covenant on Civil and Political Rights. The Assembly has continued to consider this issue actively, including through its resolution [77/211](#) and preceding resolutions, by which it reaffirmed the right to privacy in the digital age, and its resolution [78/265](#), in which it advocates for the safeguard of privacy and the protection of personal data as part of promoting safe, secure and trustworthy artificial intelligence systems.
- 1.391 In furtherance of relevant resolutions and decisions of the General Assembly, the Secretary-General promulgated a bulletin by which he established a data protection and privacy policy for the Secretariat ([ST/SGB/2024/3](#)). The Office contributes to the effective implementation of data protection and privacy standards, in line with that policy, and to fostering a culture of data protection and privacy awareness across the Secretariat.

Programme of work

Objective

- 1.392 The objective, to which the Office contributes, is to ensure that, when personal data are processed by United Nations Secretariat entities, such processing is consistent with United Nations mandates and in a manner that respects the rights of individuals and groups.

Strategy and external factors for 2025

- 1.393 To contribute to the objective, the Office will:
- (a) Provide independent and impartial advice and support to the Secretary-General and United Nations Secretariat entities on the measures to be taken to ensure compliance with the data protection and privacy rules, regulations, processes and policies of the Secretariat;
 - (b) Provide assistance to entities, for example, to fulfil requests made by individuals about their personal data to ensure implementation and compliance with relevant data protection and privacy rules, regulations, processes and policies in relation to personal data that are shared across entities, including through Secretariat-wide enterprise systems, or that otherwise relate to several entities;
 - (c) Establish and maintain a reporting mechanism for receiving and disseminating requests made by individuals about their personal data;
 - (d) Monitor and report to the Secretary-General on compliance with data protection and privacy rules, regulations, processes and policies of the Secretariat;
 - (e) Foster a culture of data protection and privacy awareness across the Organization.

- 1.394 The above-mentioned work is expected to result in:
- (a) A workplace culture that recognizes the importance of data protection and privacy across the Secretariat;
 - (b) Effective prevention, identification and mitigation of data protection and privacy risks across the Organization;
 - (c) Increased transparency and accountability in the Organization's data protection and privacy practices.
- 1.395 With regard to the external factors, the overall plan for 2025 is based on the following assumptions:
- (a) United Nations Secretariat entities adopt data protection and privacy standards, in line with the data protection and privacy policy;
 - (b) United Nations Secretariat entities build dedicated capacity to ensure that personal data are processed appropriately and respect the rights of individuals and groups.
- 1.396 With regard to inter-agency coordination and liaison, the Office will participate in inter-agency networks, as appropriate, to share best practices and advance common practices for data protection and privacy system-wide.
- 1.397 The Office integrates a gender perspective into its operational activities, deliverables and results. The Office will identify any systemic issues concerning gender inequality in the Organization's operations as regards data protection and privacy aspects. The Office will also provide gender statistics, where relevant and appropriate.
- 1.398 In line with the United Nations Disability Inclusion Strategy, the Office will ensure that it takes into account the needs of persons with disabilities, both in the accessibility of its services and in its support for the implementation of the data protection and privacy requirements within the Organization. The Office will, in particular, work to ensure that any relevant content, including information conveyed online such as through privacy notices and forms, contains accessibility features that benefit persons with disabilities.

Planned results for 2025

Result 1: increased data protection and privacy across the Secretariat

Proposed programme plan for 2025

- 1.399 The Office supports the strengthening the Organization's approaches to data protection and privacy, including the implementation of the Secretary-General's bulletin by which he established the data protection and privacy policy.

Lessons learned and planned change

- 1.400 The lesson for the Office was that data protection and privacy training and awareness-raising activities had been limited in scope in the Secretariat of the United Nations. Inadequate awareness among United Nations staff and related personnel on this matter increases the risk of data protection and privacy breaches. In applying the lesson, the Office will undertake various training and awareness-raising activities, including the development of training materials and the conduct of outreach activities to raise the awareness of personnel on data protection and privacy based on the new policy. The Office will also work to facilitate understanding by personnel of data protection and privacy considerations through the provision of practical resources on appropriate personal data handling.
- 1.401 Expected progress towards the objective is presented in the performance measure below (see table 1.181).

Table 1.181
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Promulgation of ST/SGB/2024/1 on data protection and privacy for the Secretariat of the United Nations	Personnel have access to additional information and resources regarding data protection and privacy in the Organization

Legislative mandates

1.402 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

77/211	The right to privacy in the digital age	78/265	Seizing the opportunities for safe, secure and trustworthy artificial intelligence systems for sustainable development
78/252	Questions relating to the proposed programme budget for 2024		

Deliverables

1.403 Table 1.182 lists all deliverables of the programme.

Table 1.182
Office of Data Protection and Privacy: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	–	–	2	2
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1
2. Meetings of the Fifth Committee	–	–	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice, guidance and technical assistance to staff and non-staff personnel on data protection and privacy issues.				
D. Communication deliverables				
Digital platforms and multimedia content: Office of Data Protection and Privacy website.				

B. Proposed post and non-post resource requirements for 2025

Overview

1.404 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.183 to 1.185.

Table 1.183

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	–	350.0	272.1	–	–	272.1	77.7	622.1	
Other staff costs	–	–	–	–	–	–	–	–	
Consultants	–	37.7	–	–	–	–	–	37.7	
Travel of staff	–	25.4	–	–	–	–	–	25.4	
Contractual services	–	132.5	–	–	–	–	–	132.5	
General operating expenses	–	3.8	–	–	–	–	–	3.8	
Supplies and materials	–	0.5	–	–	–	–	–	0.5	
Furniture and equipment	–	3.4	–	–	–	–	–	3.4	
Total	–	553.3	272.1	–	–	272.1	49.2	825.4	

Table 1.184

Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	3	1 D-1, 1 P-3, 1 P-2/1
Proposed for 2025	3	1 D-1, 1 P-3, 1 P-2/1

Table 1.185

Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-1	1	–	–	–	–	1
P-3	1	–	–	–	–	1
P-2/1	1	–	–	–	–	1
Total	3	–	–	–	–	3

Section 1 Overall policymaking, direction and coordination

- 1.405 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.186 to 1.188 and figure 1.XXXVI.
- 1.406 As reflected in tables 1.186 and 1.187, the overall resources proposed for 2025 amount to \$825,400 before recosting, reflecting an increase of \$272,100 compared with the approved budget for 2024. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.186

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

Regular budget

Component	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Programme of work	–	553.3	272.1	–	–	272.1	49.2	825.4
Total	–	553.3	272.1	–	–	272.1	49.2	825.4

Table 1.187

Proposed posts for 2025 by source of funding and component

(Number of posts)

Regular budget

Component	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Programme of work	3	–	–	–	–	3
Total	3	–	–	–	–	3

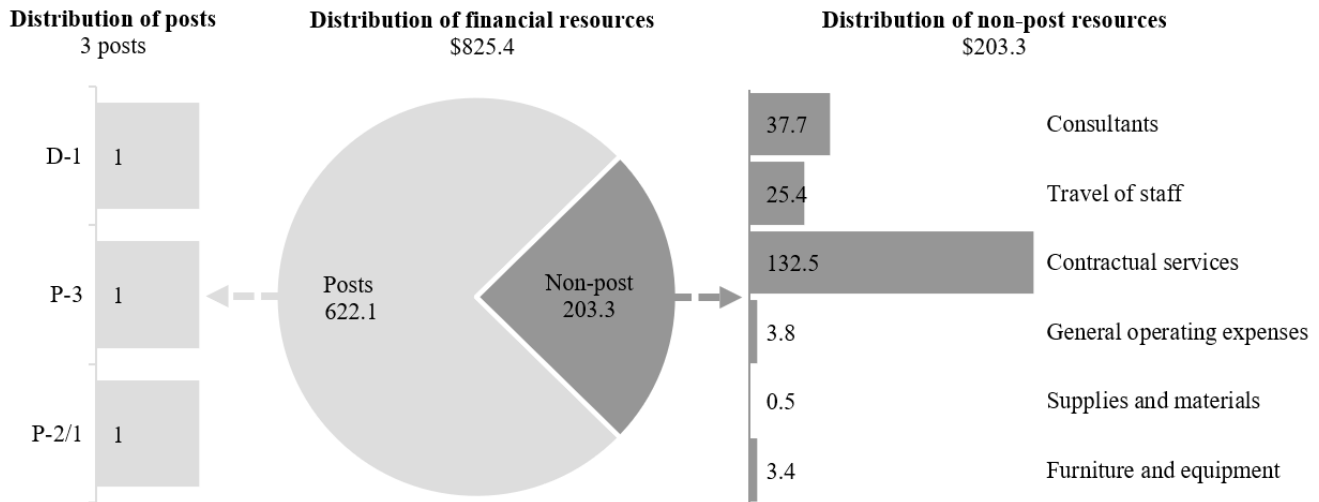
Table 1.188

Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	–	350.0	272.1	–	–	272.1	–	622.1
Non-post	–	203.3	–	–	–	–	–	203.3
Total	–	553.3	272.1	–	–	272.1	–	825.4
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
Total		3	–	–	–	–	–	3

Figure 1.XXXVI
Distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

- 1.407 As reflected in table 1.186, resource changes reflect an increase of \$272,100, relating to the higher provision at continuing vacancy rates for the three posts (Chief Data Protection and Privacy Officer (D-1), Data Protection and Privacy Officer (P-3) and Associate Data Protection and Privacy Officer (P-2)) established in 2024 pursuant to General Assembly resolution 78/252, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.
- 1.408 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.189.

Table 1.189
Compliance rate
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	–	–	–	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	–	–	–	100	100

XVI. United Nations Sustainable Development Group System-wide Evaluation Office

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 1.409 The United Nations Sustainable Development Group System-wide Evaluation Office is responsible for the provision of independent evaluation evidence to strengthen learning, transparency and accountability, to incentivize joint work and collective learning and to conduct and advance system-wide evaluation evidence on the United Nations development system's contribution to the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals.
- 1.410 In its resolution [70/1](#), the General Assembly called for transformative and collaborative action by the United Nations development system. To respond to that imperative, the Assembly, in its resolution [71/243](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, called for reform of the United Nations development system to support the achievement of the Sustainable Development Goals. The Assembly also underscored "the importance of strengthening a high-quality, independent and impartial system-wide evaluation mechanism of operational activities for development that enhances coherence and interdependence in the overall evaluation architecture of the United Nations development system".
- 1.411 The Secretary-General, in his 2017 report titled "Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet" ([A/72/684-E/2018/7](#)), set out proposals to the General Assembly for the repositioning of the United Nations development system, including the establishment of an independent, system-side evaluation office. The Assembly, in its resolution [72/279](#), welcomed the strengthening of independent system-wide evaluation measures by the Secretary-General, including improving capacities. The Assembly, in its resolution [75/233](#), further emphasized the need to ensure the independence, credibility and effectiveness of the system-wide evaluation office. Subsequently, in its resolution [76/4](#), the Assembly requested the Secretary-General to provide Member States with the information needed to fully support and facilitate the establishment and functioning of an independent and well-resourced evaluation office as a critical accountability tool. The Secretary-General has provided this information in his regular reports to the Assembly and the Economic and Social Council on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system ([A/73/63-E/2018/8](#), [A/74/73-E/2019/14](#), [A/75/79-E/2020/55](#), [A/76/75-E/2021/57](#) and [A/77/69-E/2022/47](#)). In 2019, a transition arrangement was established that saw the launch of the work of the Office, including to produce a small number of evaluations. In 2023, the Secretary-General appointed the first Executive Director of the Office, reporting directly to the Secretary-General, and efforts have been redoubled to consolidate the foundational elements of the Office to deliver the full range of expected functions, including finalization of the system-wide evaluation policy. The Council, in its resolution [2023/31](#), noted the establishment of the Office and looked forward to updates on its functioning and work. The proposal contained in the present report is for the conversion of post and non-post resources for the Office previously funded from extrabudgetary resources to regular budget funding. The proposed conversion follows a review of the current funding arrangements, including the anticipated decrease in extrabudgetary resources and the need to ensure more predictable and stable funding to underpin two core design features of the Office: independence and transparency.

Programme of work

Objective

- 1.412 The objective, to which this Office contributes, is to advance the collective contribution of the United Nations development system to accelerate the implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals.

Strategy and external factors for 2025

- 1.413 To contribute to the objective, the Office will:
- (a) Conduct relevant, timely, credible and high-quality system-wide evaluations of development system results and performance to complement the evaluation work of United Nations entities, focused on activities that cannot be adequately addressed through existing accountability mechanisms, taking into consideration a gender perspective, disability inclusion, non-discrimination, human rights and environmental dimensions, as appropriate;
 - (b) Manage the evaluation of pooled funds and joint initiatives (in which several United Nations entities are working towards a common objective);
 - (c) Promote increased collaboration on joint and system-wide evaluation, including by mapping the availability of evaluation evidence, in cooperation with the United Nations Evaluation Group, to inform the development of a multi-year rolling system-wide evaluation plan;
 - (d) Enhance collective knowledge-sharing and learning among the United Nations development system entities on using system-wide evaluation evidence to inform programme planning and the achievement of results across the United Nations development system;
 - (e) Prepare guidance to support effective system-wide evaluation, including the development of appropriate evaluation designs and data collection methods, and by developing and implementing community of practice workshops, seminars and other capacity-strengthening measures;
 - (f) Implement systems to ensure efficient and effective evaluation management and follow-up, including to support evaluation quality and adherence to United Nations Evaluation Group norms and standards;
 - (g) Work with the United Nations Evaluation Group and other partners to contribute to the strengthening of national evaluation capacities for country-led evaluation and the generation and use of evidence to inform national progress towards the achievement of the Sustainable Development Goals in line with the role of evaluation envisaged in the 2030 Agenda.
- 1.414 The above-mentioned work is expected to result in:
- (a) Increased learning and accountability of development activities at the national, regional and global levels, to contribute to consistent implementation of system-wide priorities, policies and approaches across United Nations sustainable development system entities;
 - (b) Strengthened capacities and use of system-wide evaluation evidence to inform programme planning and the achievement of results across United Nations development system entities.
- 1.415 With regard to the external factors, the overall plan for 2025 is based on the assumption that adequate voluntary contributions are available to complement regular budget resources to carry out the activities of the Office.
- 1.416 With regard to cooperation with other entities at the global, regional national and local levels, the Office will develop collaboration opportunities with other international evaluation entities.

- 1.417 With regard to inter-agency coordination and liaison, the Office will coordinate its work with OIOS, the Joint Inspection Unit and the Board of Auditors and will participate as a member of the United Nations Evaluation Group. The Office will cooperate with the United Nations System Staff College and the “evaluation practitioners exchange” seminars of the Evaluation Group, which also involve members of international, regional and national evaluation communities.
- 1.418 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including implementing guidance on mainstreaming a gender perspective into activities.
- 1.419 In line with the United Nations Disability Inclusion Strategy, the Office will integrate a perspective on the inclusion and empowerment of persons with disabilities into its work processes, including implementing guidance on disability inclusion in the Office’s activities.

Programme performance in 2023

System-wide evaluation evidence informs system-wide learning and investment decisions

- 1.420 In the report of the Secretary-General on the implementation of General Assembly resolution [75/233](#) on the quadrennial comprehensive policy review of operational activities for developing of the United Nations system ([A/78/72-E/2023/59](#)), the results and lessons learned from the first two evaluations conducted by the Office, namely the evaluation of the Joint Sustainable Development Goals Fund and the evaluation of the United Nations development system’s socioeconomic response to the coronavirus disease (COVID-19), were published. The evaluations made recommendations on strengthening aspects of United Nations development system reform, including greater integration of reform actions in entities’ strategic plans and on governance, management and the design of projects, and synergy across pooled funds. Management responses were published for both evaluations. In 2023, the Office completed a scoping and evaluability assessment of the Spotlight Initiative to end violence against women and girls, followed by the launch of an independent evaluation that will be completed in 2024 to meet accountability and learning needs relating to gender-based violence and development system reform.

Table 1.190
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	Availability of results and lessons from 2 evaluations conducted by the Office to inform system-wide learning and investment decisions

Planned results for 2025

Result 1: increased availability and use of system-wide evaluation results

Proposed programme plan for 2025

- 1.421 The issuance of timely system-wide evaluation reports with relevant and targeted recommendations is intended to strengthen learning and accountability for development system results and performance and to improve collaboration and alignment of United Nations development system entities. The effectiveness of recommendations requires robust mechanisms that ensure not only the tracking of their implementation, but also the assessment of their impact on achieving desired outcomes within the United Nations development system.

Lessons learned and planned change

- 1.422 The lesson for the Office was the need to have a systematic and transparent approach to ensure effective planning and management of system-wide evaluations and to track and report on the implementation of recommendations issued by the Office. In applying the lesson, the Office will develop a multi-year system-wide evaluation rolling workplan and a database and reporting system to track the implementation of system-wide evaluation recommendations. This will enable effective conduct, follow-up and reporting to ensure that the recommendations of system-wide evaluations have meaningful impact.
- 1.423 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 1.191).

Table 1.191
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	–	A multi-year rolling workplan and a database and reporting system to track system-wide evaluation recommendations in use system-wide

Legislative mandates

- 1.424 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

69/237	Building capacity for the evaluation of development activities at the country level	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement
71/243	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	77/283	Strengthening voluntary national reviews through country-led evaluation
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system		

Economic and Social Council resolution

2023/31	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
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Deliverables

1.425 Table 1.192 lists all deliverables of the programme.

Table 1.192

United Nations Sustainable Development Group System-wide Evaluation Office: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	–	1
1. Annual report of the United Nations Sustainable Development Group System-wide Evaluation Office	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	–	–	2	2
2. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	1	1
3. Meetings of the Fifth Committee	–	–	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	–	–	2	4
4. System-wide evaluation reports and synthesis/summary reports	–	–	2	4
C. Substantive deliverables				
Databases and substantive digital materials: system-wide evaluation database and reporting system and interactive maps showcasing evaluation evidence system-wide.				
E. Enabling deliverables				
Administration: Content on communications platforms, guidance, memorandums, briefings and presentations of system-wide evaluation results and follow-up; and learning events to promote the use of system-wide evaluation results in conjunction with the United Nations system and other evaluation and evidence partners.				

B. Proposed post and non-post resource requirements for 2025

Overview

- 1.426 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 1.193 to 1.195.

Table 1.193

Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	–	–	–	–	850.0	850.0	–	850.0	
Consultants	–	–	–	–	871.1	871.1	–	871.1	
Travel of staff	–	–	–	–	124.1	124.1	–	124.1	
Contractual services	–	–	–	–	841.4	841.4	–	841.4	
General operating expenses	–	–	–	–	1.4	1.4	–	1.4	
Supplies and materials	–	–	–	–	0.8	0.8	–	0.8	
Furniture and equipment	–	–	–	–	29.0	29.0	–	29.0	
Total	–	–	–	–	2 717.8	2 717.8	–	2 717.8	

Table 1.194

Proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	–	
Conversion	4	1 D-2, 1 P-5, 1 P-3, 1 GS (PL)
Proposed for 2025	4	1 D-2, 1 P-5, 1 P-3, 1 GS (PL)

Table 1.195

Proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	–	–	–	1	1	1
P-5	–	–	–	1	1	1
P-3	–	–	–	1	1	1
Subtotal	–	–	–	3	3	3

Section 1 Overall policymaking, direction and coordination

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	–	–	–	1	1	1
Subtotal	–	–	–	1	1	1
Total	–	–	–	4	4	4

1.427 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 1.196 to 1.198 and figure 1.XXXVII.

1.428 As reflected in tables 1.196 (1) and 1.197 (1), the overall resources proposed for 2025 amount to \$2,717,800 before recosting, reflecting an increase of \$2,717,800 compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 1.196

Evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		
Programme of work	–	–	–	–	2 717.8	2 717.8	–	2 717.8
Subtotal, 1	–	–	–	–	2 717.8	2 717.8	–	2 717.8

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	432.6	1 429.2	(751.3)	(52.6)	677.9
Subtotal, 2	432.6	1 429.2	(751.3)	(52.6)	677.9
Total (1+2)	432.6	1 429.2	1 966.5	137.6	3 395.7

Table 1.197
Proposed posts for 2025 by source of funding and component

(Number of posts)

(1) Regular budget

Component	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Programme of work	–	–	–	4	4	4
Subtotal, 1	–	–	–	4	4	4

(2) Extrabudgetary

Component	2024 estimate	Change	2025 estimate
Programme of work	4	(4)	–
Subtotal, 2	4	(4)	–
Total (1+2)	4	–	4

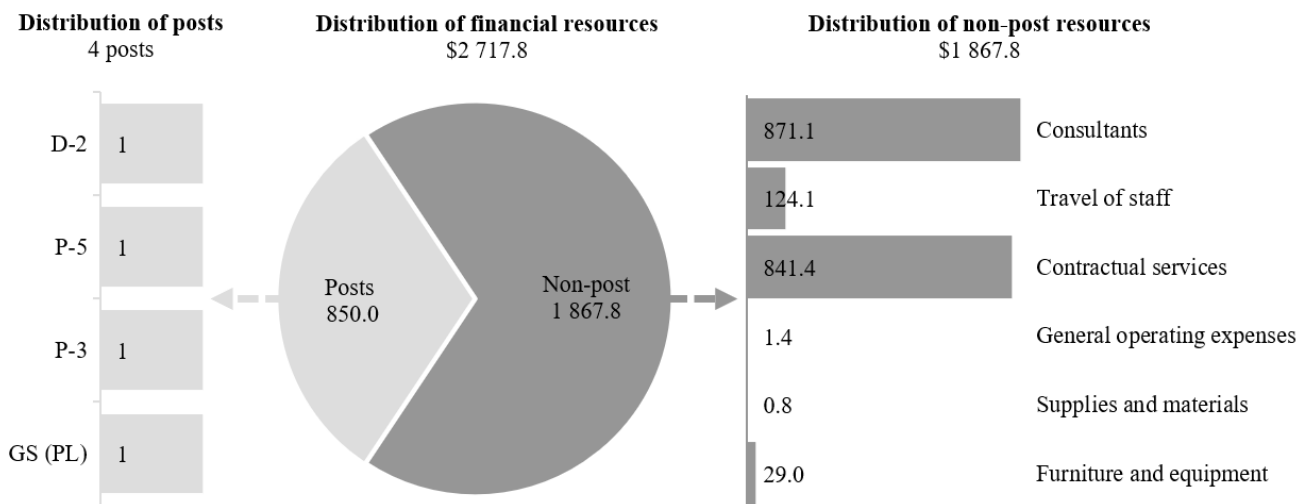
Table 1.198
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	–	–	–	–	850.0	850.0	–	–	850.0
Non-post	–	–	–	–	1 867.8	1 867.8	–	–	1 867.8
Total	–	–	–	–	2 717.8	2 717.8	–	–	2 717.8
Post resources by category									
Professional and higher		–	–	–	3	3	–	–	3
General Service and related		–	–	–	1	1	–	–	1
Total		–	–	–	4	4	–	–	4

Figure 1.XXXVII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

1.429 As reflected in tables 1.196 (1) and 1.197 (1), the resource changes reflect an increase of \$2,717,800 owing to the proposed conversion of four posts (D-2, P-5, P-3 and General Service (Principal level)) and relevant non-post resources for the Office that were previously funded from extrabudgetary resources (see annex II to the present report). The proposed conversion follows a review of the current funding arrangements, including the anticipated decrease in extrabudgetary resources and the need to ensure more predictable and stable funding to underpin two core design features of the Office, namely, independence and transparency.

Extrabudgetary resources

1.430 As reflected in tables 1.196 (2) and 1.197 (2), extrabudgetary resources amount to \$677,900. The non-post resources would complement regular budget resources and would be used mainly to conduct system-wide evaluations of joint programmes and initiatives funded from extrabudgetary resources (i.e., funded through multi-donor trust funds) and/or the conduct of system-wide evaluation activities coordinated by the Office, supported by additional funding from the evaluation offices of development system entities.

1.431 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

1.432 Information on the timely submission of documentation and advance booking for air travel is reflected in table 1.199.

Part I Overall policymaking, direction and coordination

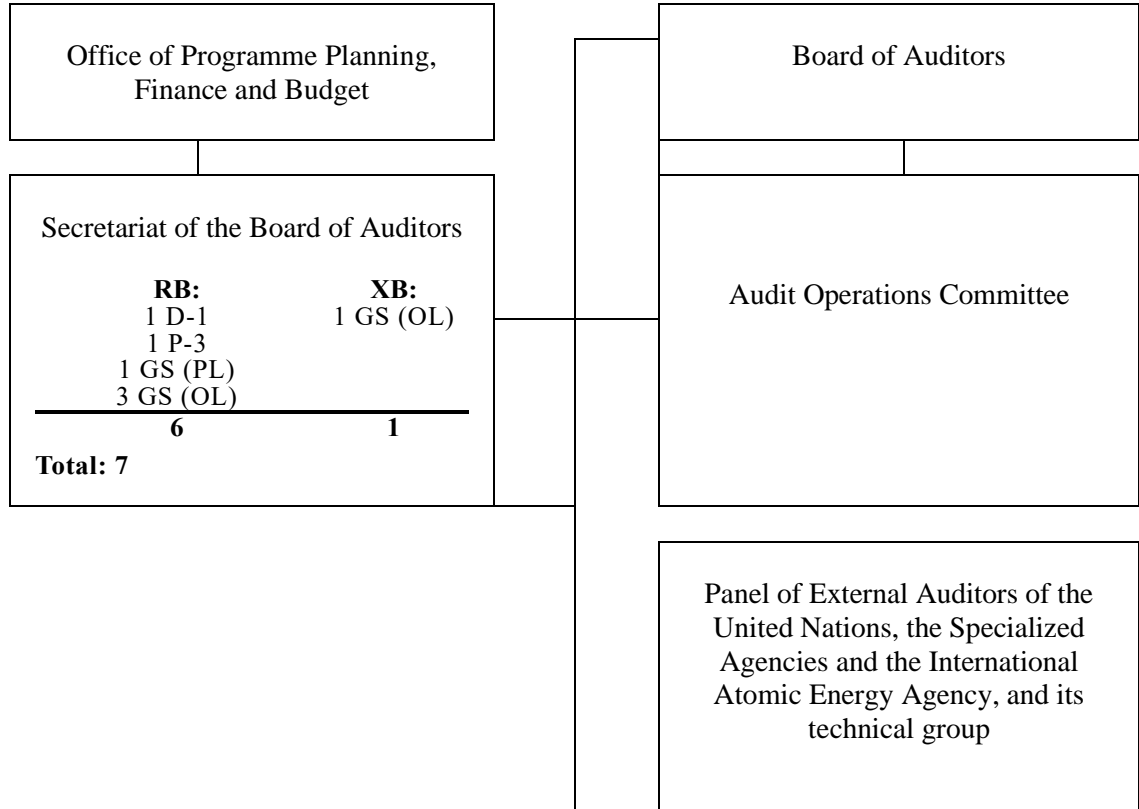
Table 1.199
Compliance rate
(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	–	–	–	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	–	–	66	100	100

Annex I

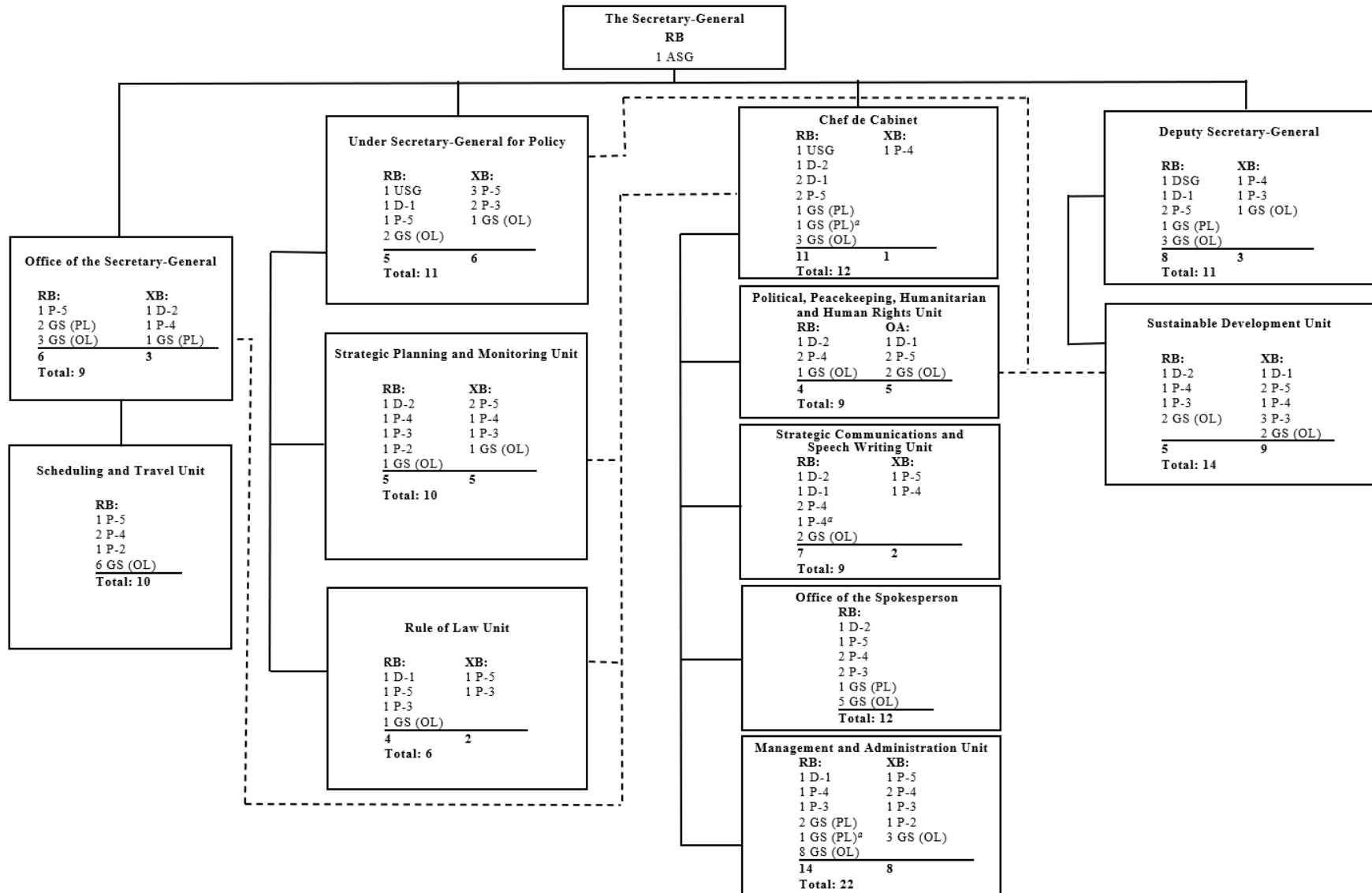
Organizational structure and post distribution for 2025

A. Board of Auditors



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; XB, extrabudgetary.

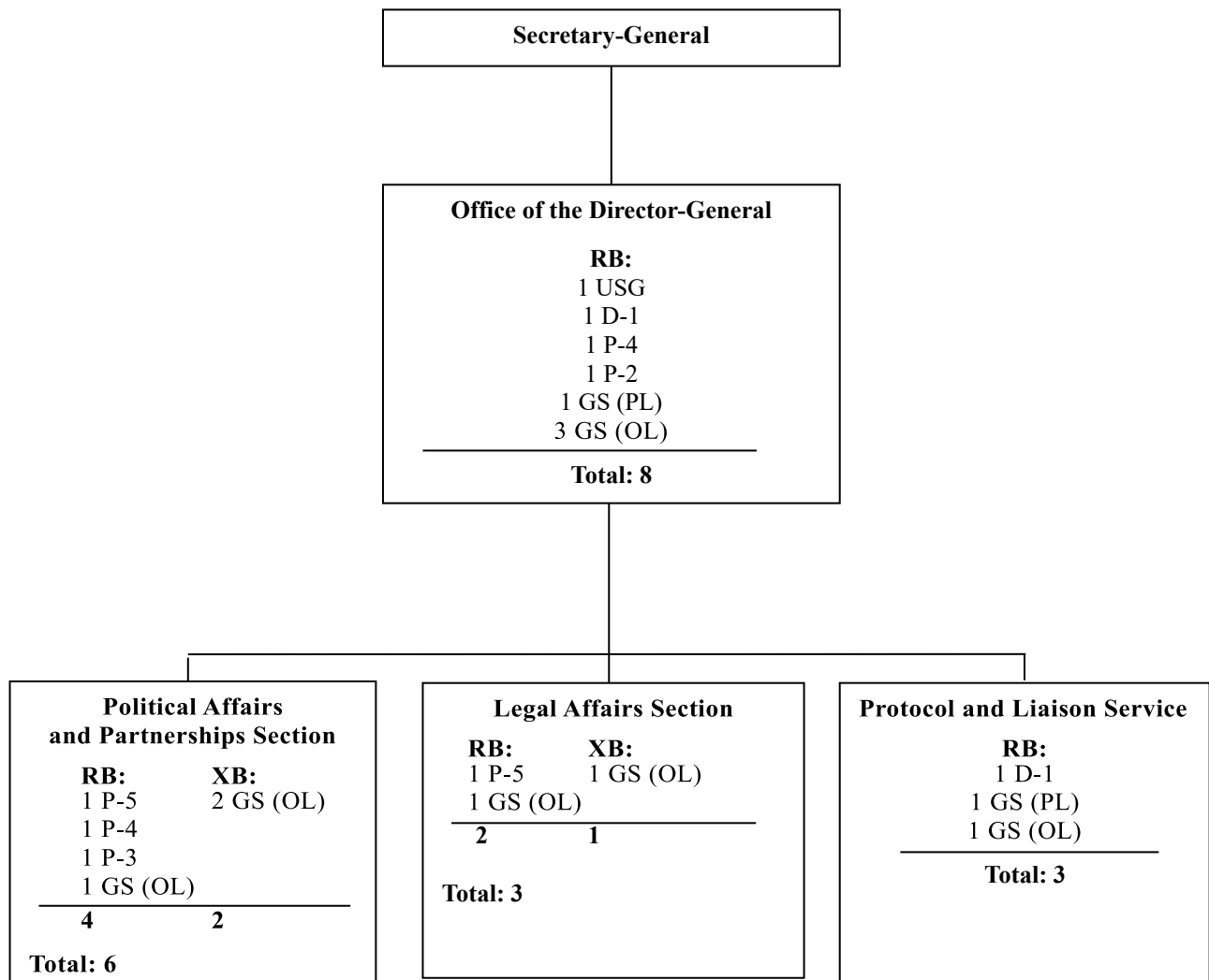
B. Secretary-General and Executive Office of the Secretary-General



Abbreviations: ASG, Assistant Secretary-General; DSG, Deputy Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

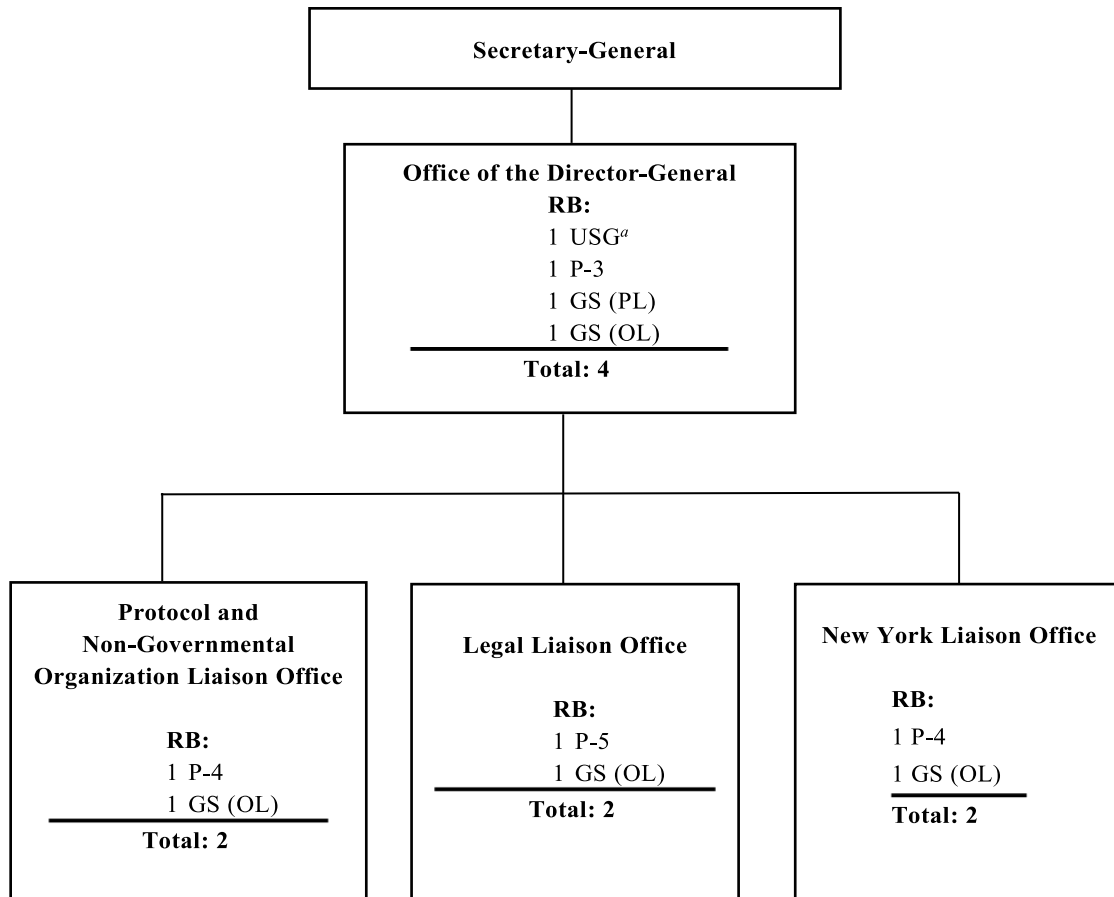
^a Reclassification.

C. Office of the Director-General, United Nations Office at Geneva



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

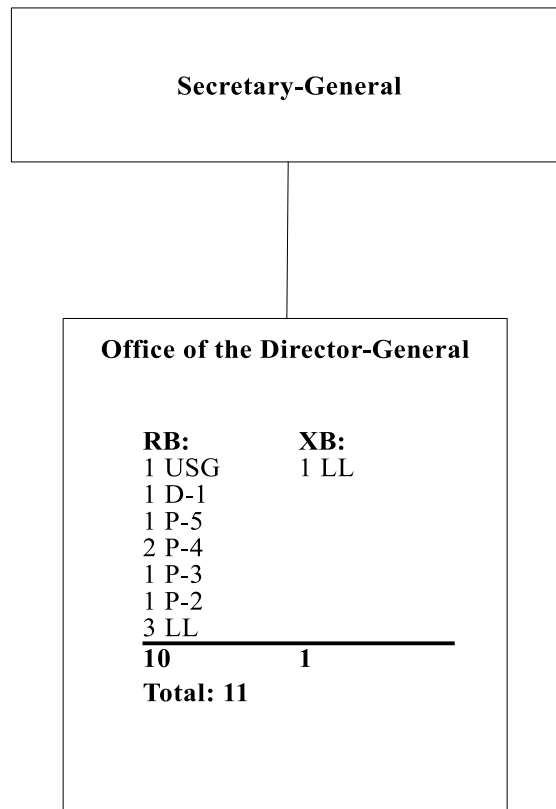
D. Office of the Director-General, United Nations Office at Vienna



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

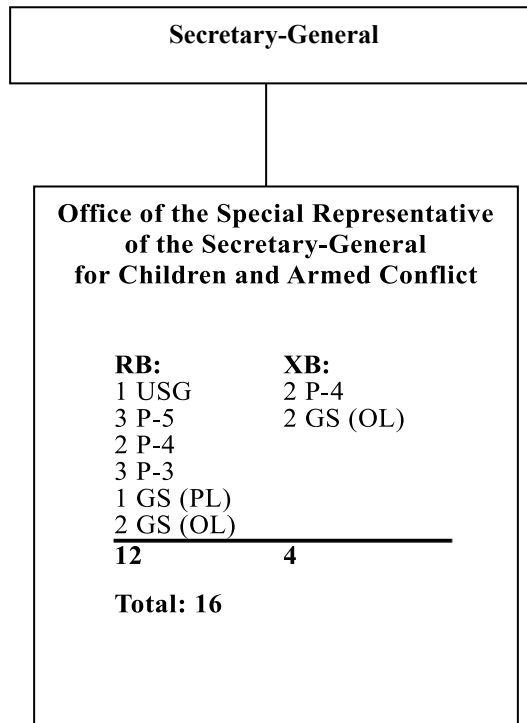
^a Reflected under the staffing complement of the United Nations Office on Drugs and Crime (sect. 16).

E. Office of the Director-General, United Nations Office at Nairobi



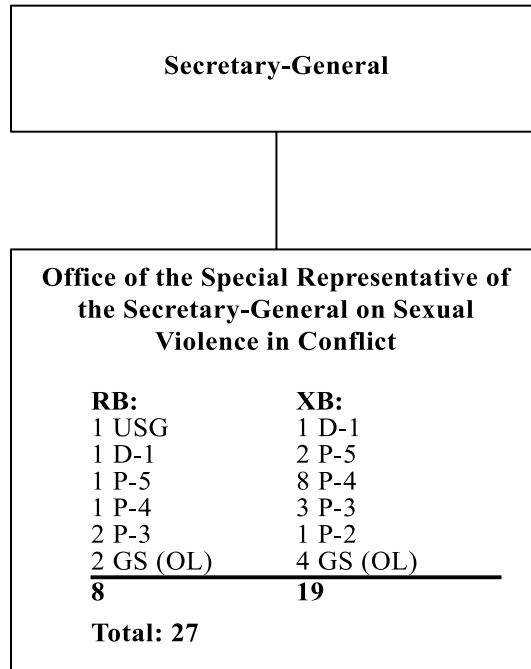
Abbreviations: LL (Local level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

F. Office of the Special Representative of the Secretary-General for Children and Armed Conflict



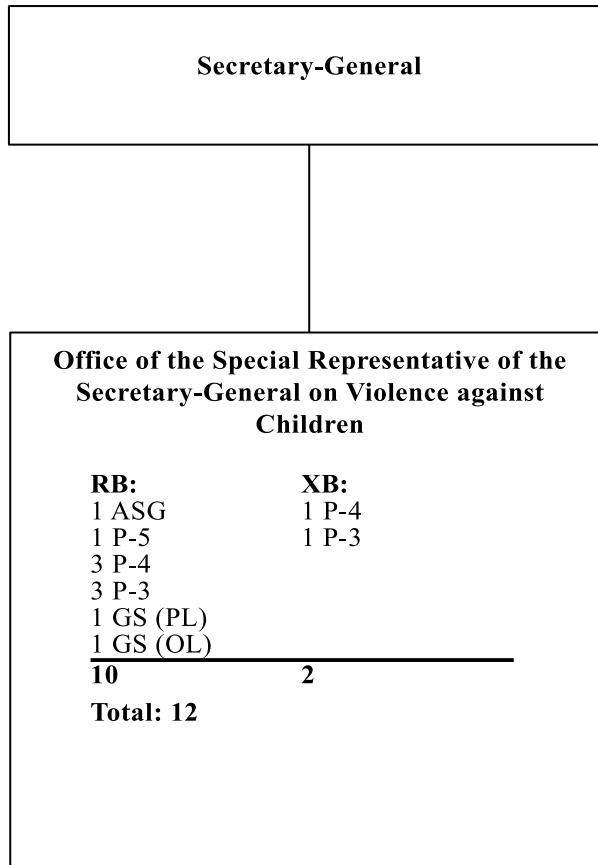
Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

G. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict



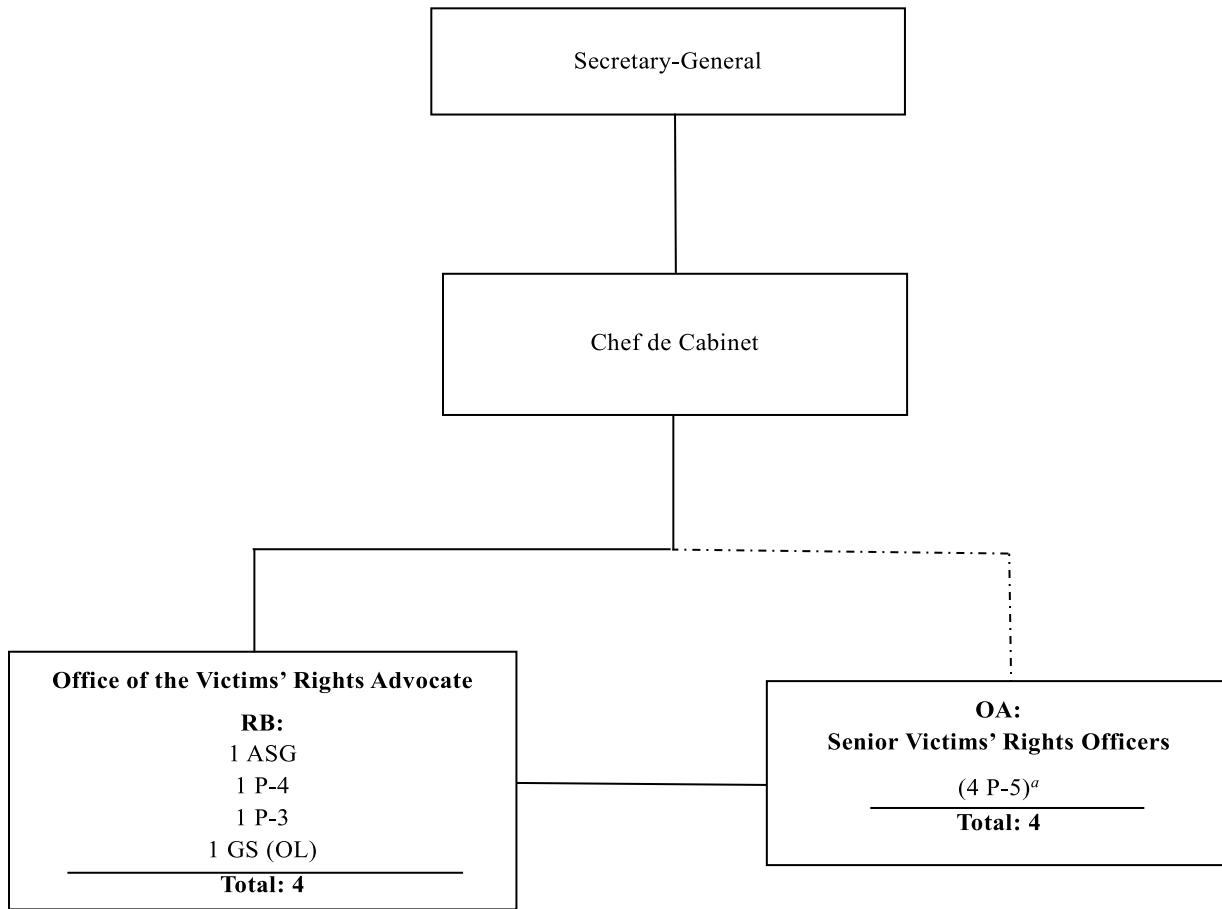
Abbreviations: GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

H. Office of the Special Representative of the Secretary-General on Violence against Children



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; XB, extrabudgetary.

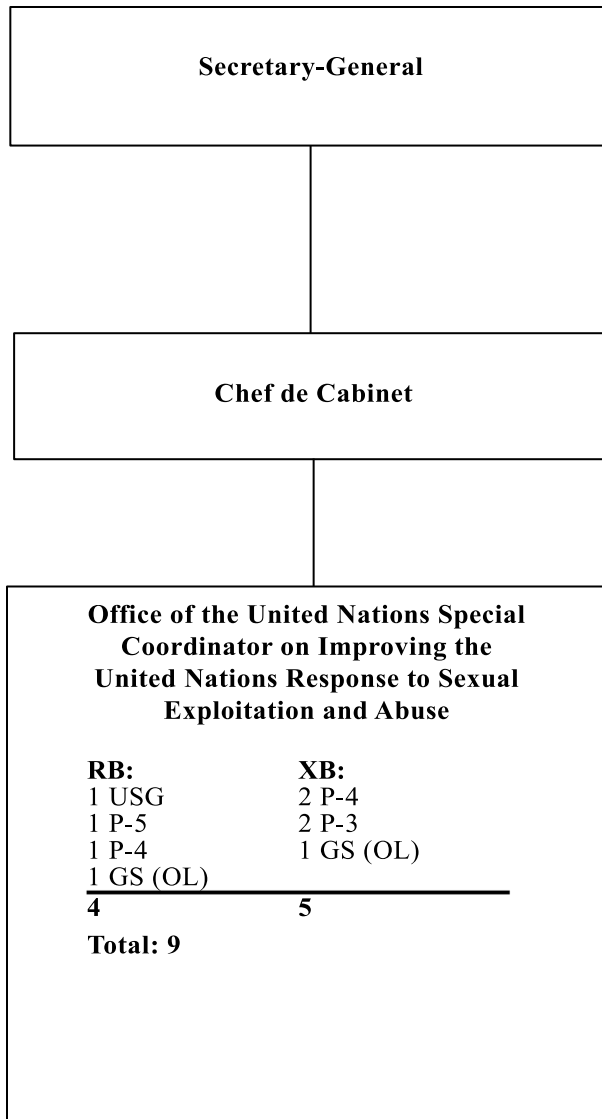
I. Office of the Victims' Rights Advocate



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); OA, Other assessed; RB, regular budget.

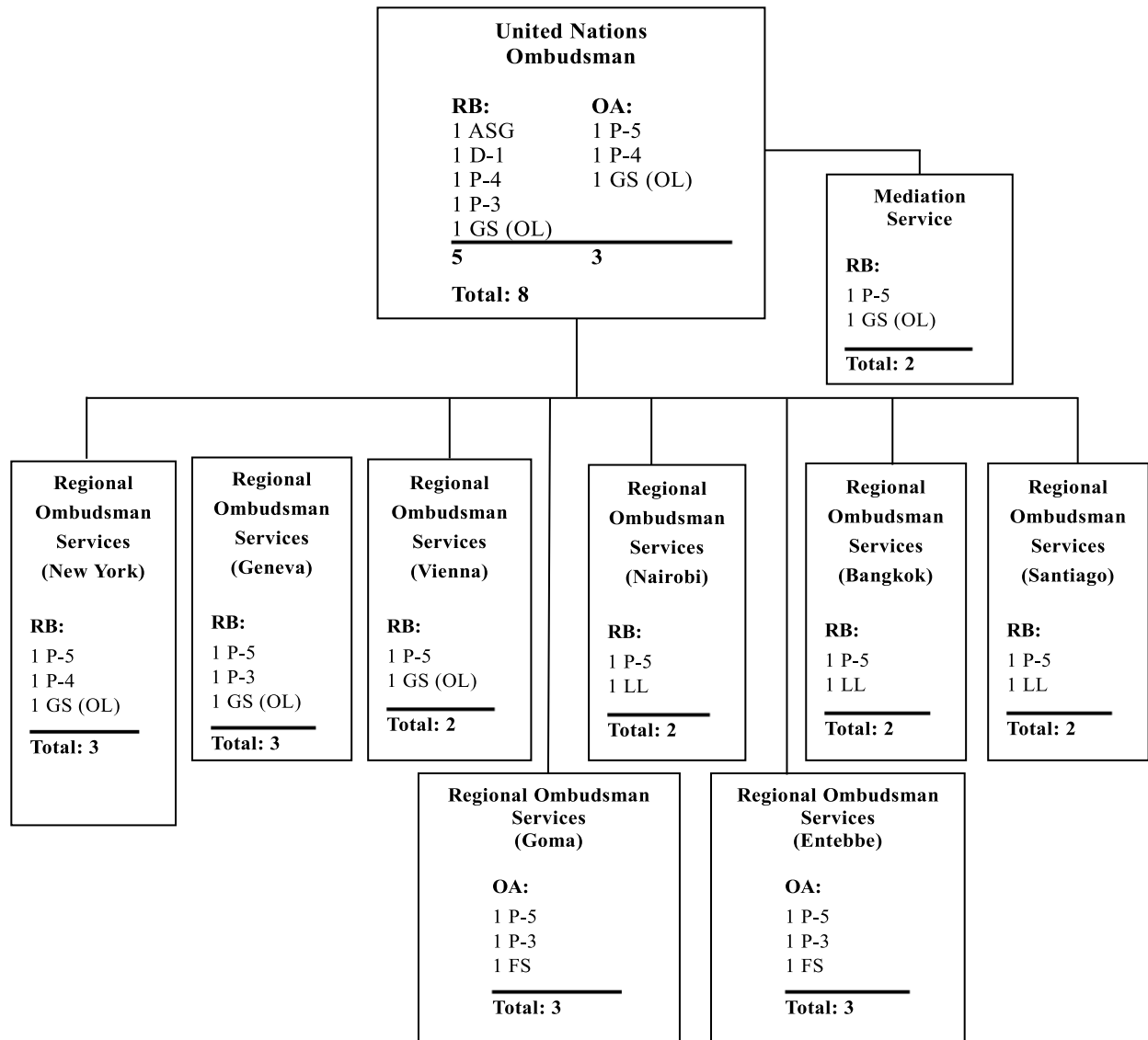
^a Four Senior Victims' Rights Officer posts/positions, reflected under the following individual peacekeeping and special political missions: the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; the United Nations Mission in South Sudan; the United Nations Integrated Office in Haiti; and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic.

J. Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse



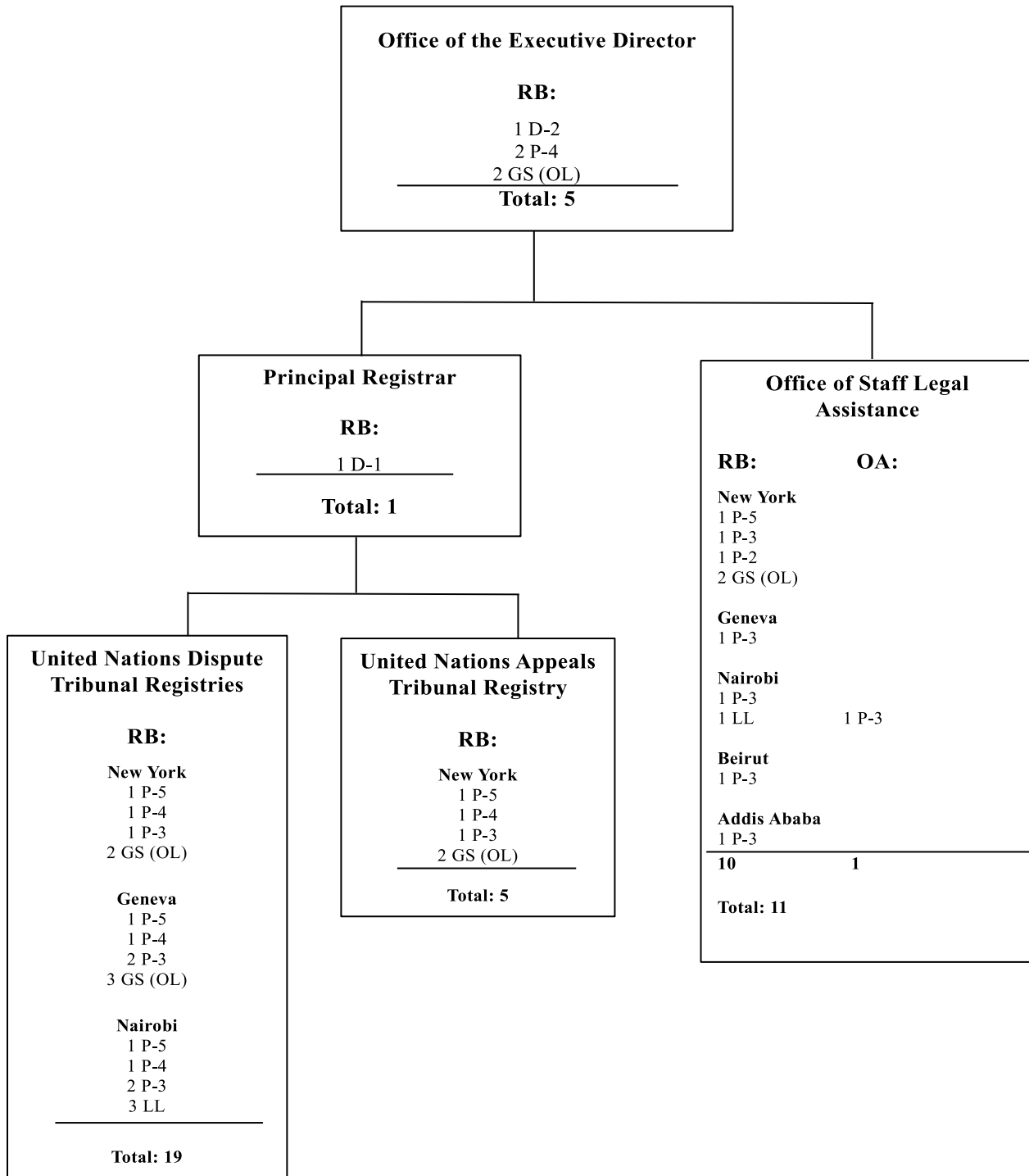
Abbreviations: GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

K. Office of the United Nations Ombudsman and Mediation Services



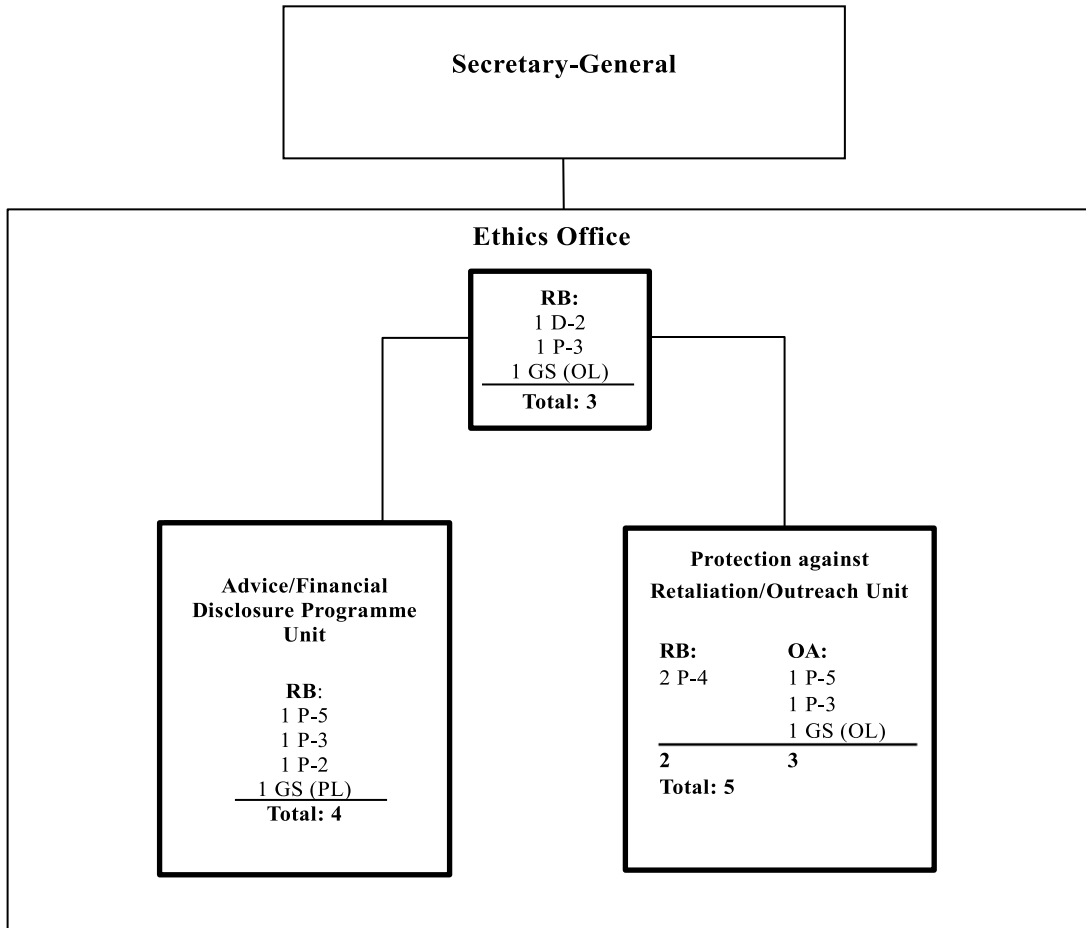
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget.

L. Office of Administration of Justice



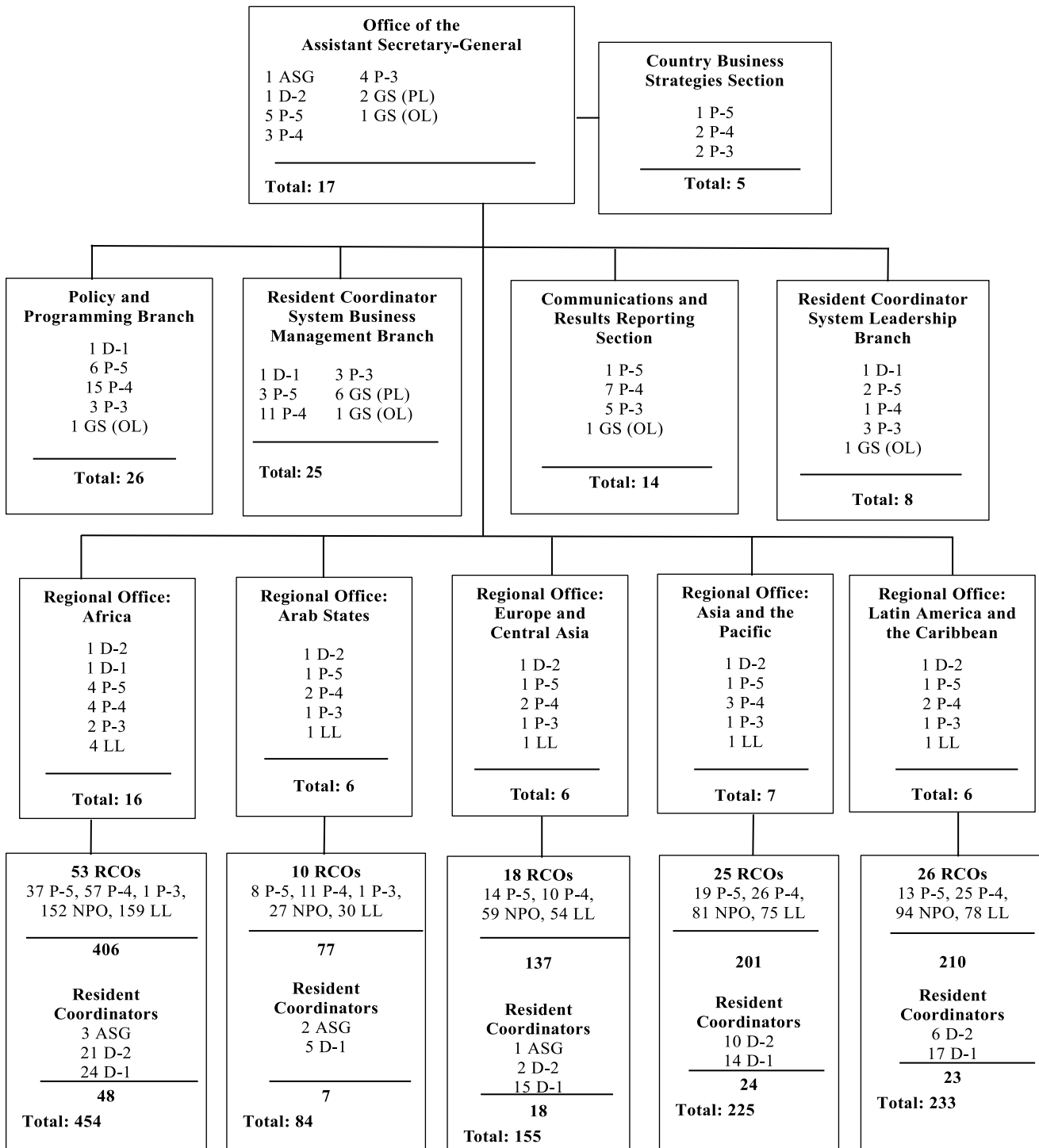
Abbreviations: GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget.

M. Ethics Office



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); OA, other assessed; RB, regular budget.

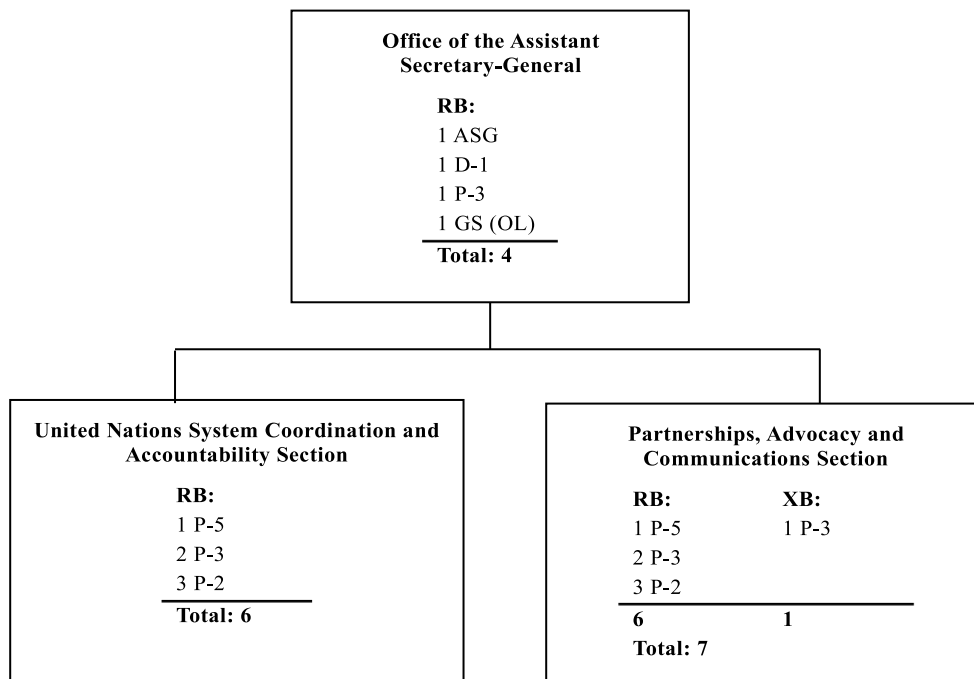
N. Resident coordinator system^a



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RCO, resident coordinator office.

^a The chart reflects only posts to be funded through the special purpose trust fund for the resident coordinator system during 2025. All posts at the D-1 level and above are subject to concurrence of the Advisory Committee on Administrative and Budgetary Questions.

O. United Nations Youth Office



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level), RB, regular budget; XB, extrabudgetary.

P. Office of Data Protection and Privacy

<p style="text-align: center;">Office of Data Protection and Privacy</p> <p style="text-align: center;">RB: 1 D-1 1 P-3 1 P-2</p> <hr style="width: 20%; margin: auto;"/> <p style="text-align: center;">Total: 3</p>
--

Abbreviation: RB, regular budget.

Q. United Nations Sustainable Development Group System-wide Evaluation Office

<p style="text-align: center;">United Nations Sustainable Development Group System-wide Evaluation Office</p> <p style="text-align: center;">RB: 1 D-2^a 1 P-5^a 1 P-3^a 1 GS (PL)^a</p> <hr style="width: 20%; margin: auto;"/> <p style="text-align: center;">Total: 4</p>

Abbreviations: GS (PL), General Service (Principal level); RB, regular budget.

^a Conversion.

Annex II

Summary of proposed changes in established and temporary posts, by component

<i>Component</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive Office of the Secretary-General	(1)	P-3	Reclassification of 1 post of Communications Officer (P-3) to Speechwriter (P-4)	The proposed upward reclassification relates to the need to address the increased complexity and activities of the Strategic Communication and Speech Writing Unit in producing complex and numerous speeches for the Secretary-General and the Deputy Secretary-General in the delivery of their functions. The proposed reclassification will attract profiles of candidates with the necessary acumen and practical experience in drafting quality input, incorporating diverse perspectives from a wide range of complex topics, expected at the higher-level functions.
	1	P-4		
	(1)	GS (OL)	Reclassification of 1 post of Information Management Assistant (GS (OL)) to Senior Information Management Assistant (GS (PL))	
1	GS (PL)			
(1)	GS (OL)	Reclassification of 1 post of Staff Assistant (GS (OL)) to Administrative Assistant (GS (PL))	The proposed upward reclassification relates to the need to respond to the increased and complex activities of the Office of the Chef de Cabinet. The reclassification will address the requirement through the provision of technical support, from a broad range of work processes specific to the Office and units submitting input for the approval of the Chef de Cabinet or the Secretary-General, following the review of the Chef de Cabinet.	
1	GS (PL)			
United Nations Sustainable Development Group System-wide Evaluation Office	4	1 D-2, 1 P-5, 1 P-3 and 1 GS (PL)		Conversion of 4 posts, comprising 1 post of Executive Director (D-2), 1 post of Senior Evaluation Officer (P-5), 1 post of Evaluation Officer (P-3) and 1 post Senior Administrative Assistant (GS (PL))
	1	D-2	Executive Director	The incumbent would provide leadership and strategic guidance for the system-wide evaluation function. Functions would include developing, managing and administering the programme of work of the Office; implementing systems to support evaluation quality and utility; enhancing capacities and promoting collective knowledge-sharing and learning; and ensuring coordination with United Nations oversight bodies and other entities.

Section 1 Overall policymaking, direction and coordination

<i>Component</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
	1	P-5	Senior Evaluation Officer	The incumbent would support the Executive Director and oversee the conduct of system-wide evaluations, providing guidance to staff and consultants, ensuring timeliness, credibility and utility, managing and conducting evaluations and leading evaluation teams, as necessary, supervising the drafting of evaluation reports and providing second-level assurance, as required.
	1	P-3	Evaluation Officer	The incumbent would be responsible for managing and conducting system-wide evaluations, including planning and design; collecting, researching, analysing and interpreting data; and drafting inception papers, terms of reference and evaluation reports.
	1	GS (PL)	Senior Administrative Assistant	The incumbent would support the Office and be the focal point for the provision of administrative services necessary for the successful functioning of all required office systems, including the management of information.

Abbreviation: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Annex III

Overview of financial and post resources, by component and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Other assessed			Extrabudgetary			Total		
	2024 approved	2025 estimate (before recosting)	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance
Financial resources												
I. Policymaking organs												
1. General Assembly												
(a) Travel of representatives of Member States that are least developed countries	1 554.1	1 554.1	–	–	–	–	–	–	–	1 554.1	1 554.1	–
(b) Presidents of the General Assembly	259.7	253.5	(6.2)	–	–	–	2 837.2	2 837.2	–	3 096.9	3 090.7	(6.2)
(c) Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly	1 779.5	1 779.5	–	–	–	–	–	–	–	1 779.5	1 779.5	–
2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	7 499.2	7 499.2	–	837.0	862.7	25.7	–	–	–	8 336.2	8 361.9	25.7
3. Committee on Contributions	489.5	398.7	(90.8)	–	–	–	–	–	–	489.5	398.7	(90.8)
4. Board of Auditors (including its secretariat)	4 123.1	4 107.8	(15.3)	4 056.9	4 056.9	–	6 619.1	6 619.1	–	14 799.1	14 783.8	(15.3)
5. Secretariat of the United Nations Staff Pension Committee (including reimbursement from the United Nations for services provided by the United Nations Joint Staff Pension Fund)	5 304.0	5 304.0	–	–	–	–	3 234.5	3 234.5	–	8 538.5	8 538.5	–
6. Committee for Programme and Coordination	634.8	634.8	–	–	–	–	–	–	–	634.8	634.8	–
7. Independent Audit Advisory Committee	677.7	677.7	–	–	–	–	–	–	–	677.7	677.7	–
Subtotal, policymaking organs	22 321.6	22 209.3	(112.3)	4 893.9	4 919.6	25.7	12 690.8	12 690.8	–	39 906.3	39 819.7	(86.6)

		<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
		<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
II.	Secretary-General	967.0	967.0	–	–	–	–	–	–	–	967.0	967.0	–
III.	Executive direction and management												
1.	Executive Office of the Secretary-General	18 720.1	18 840.7	120.6	1 280.0	1 323.8	43.8	33 601.9	32 450.6	(1 151.3)	53 602.0	52 615.1	(986.9)
2.	Office of the Director-General, United Nations Office at Geneva	3 357.4	3 357.4	–	–	–	–	533.2	533.2	–	3 890.6	3 890.6	–
3.	Office of the Director-General, United Nations Office at Vienna	1 268.3	1 268.3	–	–	–	–	–	–	–	1 268.3	1 268.3	–
4.	Office of the Director-General, United Nations Office at Nairobi	1 404.9	1 670.0	265.1	–	–	–	221.5	221.5	–	1 626.4	1 891.5	265.1
	Subtotal, executive direction and management	25 717.7	26 103.4	385.7	1 280.0	1 323.8	43.8	34 356.6	33 205.3	(1 151.3)	61 354.3	60 632.5	(721.8)
IV.	Office of the Special Representative of the Secretary-General for Children and Armed Conflict	2 904.2	2 904.2	–	–	–	–	2 605.6	2 605.6	–	5 509.8	5 509.8	–
V.	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	2 090.4	2 090.4	–	–	–	–	6 510.7	6 510.7	–	8 601.1	8 601.1	–
VI.	Office of the Special Representative of the Secretary-General on Violence against Children	3 120.2	3 120.2	–	–	–	–	576.6	576.6	–	3 696.8	3 696.8	–
VII.	Office of the Victims' Rights Advocate	1 032.5	1 032.5	–	50.6	50.6	–	142.7	56.3	(86.4)	1 225.8	1 139.4	(86.4)
VIII.	Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	1 152.6	1 152.6	–	56.0	56.0	–	1 631.9	1 633.9	2.0	2 840.5	2 842.5	2.0
IX.	Office of the United Nations Ombudsman and Mediation Services	4 433.1	4 433.1	–	2 490.5	2 860.4	369.9	60.0	60.0	–	6 983.6	7 353.5	369.9
X.	Office of Administration of Justice	11 037.1	11 037.1	–	232.2	218.7	(13.5)	2 216.5	2 277.3	60.8	13 485.8	13 533.1	47.3
XI.	Ethics Office	1 817.3	2 476.5	659.2	1 097.4	1 097.4	–	1 464.1	1 464.1	–	4 378.8	5 038.0	659.2
XII.	Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	122.0	–	(122.0)	–	–	–	–	–	–	122.0	–	(122.0)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
XIII. Resident coordinator system	13 442.5	13 442.5	–	–	–	–	276 792.2	276 792.2	–	290 234.7	290 234.7	–
XIV. United Nations Youth Office	2 639.2	2 639.2	–	–	–	–	742.9	25.4	(717.5)	3 382.1	2 664.6	(717.5)
XV. Office of Data Protection and Privacy	553.3	825.4	272.1	–	–	–	–	–	–	553.3	825.4	272.1
XVI. United Nations Sustainable Development Group System-wide Evaluation Office	–	2 717.8	2 717.8	–	–	–	1 429.2	677.9	(751.3)	1 429.2	3 395.7	1 966.5
Subtotal, programme of work	44 344.4	47 871.5	3 527.1	3 926.7	4 283.1	356.4	294 172.3	292 679.9	(1 492.4)	342 443.4	344 834.5	2 391.1
Total	92 383.7	96 184.2	3 800.5	10 100.6	10 526.5	425.9	341 219.7	338 576.0	(2 643.7)	443 704.0	445 286.7	1 582.7
Post resources												
I. Policymaking organs												
1. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)	12	12	–	3	3	–	–	–	–	15	15	–
2. Board of Auditors (including its secretariat)	6	6	–	–	–	–	1	1	–	7	7	–
3. Independent Audit Advisory Committee	2	2	–	–	–	–	–	–	–	2	2	–
Subtotal, policymaking organs	20	20	–	3	3	–	1	1	–	24	24	–
II. Executive direction and management												
1. Executive Office of the Secretary-General	92	92	–	5	5	–	37	39	2	134	136	2
2. Office of the Director-General, United Nations Office at Geneva	17	17	–	–	–	–	3	3	–	20	20	–
3. Office of the Director-General, United Nations Office at Vienna	9	9	–	–	–	–	–	–	–	9	9	–
4. Office of the Director-General, United Nations Office at Nairobi	107	10	–	–	–	–	1	1	–	11	11	–
Subtotal, executive direction and management	128	128	–	5	5	–	41	43	2	174	176	2

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
IV. Office of the Special Representative of the Secretary-General for Children and Armed Conflict	12	12	1	–	–	–	4	4	–	15	16	1
V. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	8	8	–	–	–	–	19	19	–	27	27	–
VI. Office of the Special Representative of the Secretary-General on Violence against Children	10	10	–	–	–	–	2	2	–	12	12	–
VII. Office of the Victims' Rights Advocate	4	4	–	–	–	–	–	–	–	4	4	–
VIII. Office of the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse	4	4	–	–	–	–	5	5	–	9	9	–
IX. Office of the United Nations Ombudsman and Mediation Services	21	21	–	9	9	–	–	–	–	30	30	–
X. Office of Administration of Justice	40	40	–	1	1	–	–	–	–	41	41	–
XI. Ethics Office	9	9	–	3	3	–	–	–	–	12	12	–
XII. Investigation into the conditions and circumstances resulting in the tragic death of Dag Hammarskjöld and of the members of the party accompanying him	–	–	–	–	–	–	–	–	–	–	–	–
XIII. Resident coordinator system	–	–	–	–	–	–	1 285	1 287	2	1 285	1 287	2
XIV. United Nations Youth Office	16	16	–	–	–	–	3	1	(2)	19	17	(2)
XV. Office of Data Protection and Privacy	3	3	–	–	–	–	–	–	–	3	3	–
XVI. United Nations Sustainable Development Group System-wide Evaluation Office	–	4	4	–	–	–	4	–	(4)	4	4	–
Subtotal, programme of work	127	131	4	13	13	–	1 322	1 318	(4)	1 462	1 462	–
Total	275	279	4	21	21	–	1 364	1 362	(2)	1 660	1 662	2



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Items 139 and 140 of the preliminary list*

Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part I

Overall policymaking, direction and coordination

Section 2

General Assembly and Economic and Social Council affairs and conference management

Programme 1

General Assembly and Economic and Social Council affairs and conference management

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 2.1 The mandates of the Department for General Assembly and Conference Management derive from the relevant rules of procedure and resolutions of the principal organs of the United Nations, including General Assembly resolutions [43/222 A–E](#), [50/11](#), [73/346](#), [74/303](#) and [78/245](#). The Department is responsible for:
- (a) The facilitation, through the provision of procedural and technical secretariat support and authoritative advice, of the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and various subsidiary organs, the Economic and Social Council and most of its subsidiary bodies, and special United Nations conferences;
 - (b) Assistance in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of meetings of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly and the intergovernmental negotiations on the question of equitable representation on and increase in the membership of the Security Council and other matters relating to the Council;
 - (c) Substantive and technical secretariat support to the Committee on Conferences and high-quality conference-servicing support, including multilingual meeting and documentation services, to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations at other locations, under shared responsibility with the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, taking into account the principle of equal treatment to be applied to all official languages in each organ of the Organization;
 - (d) Protocol services for the Secretary-General, the Deputy Secretary-General and visiting high-level dignitaries, as well as host country liaison services for Member States and Permanent Observers and the provision, upon request, of protocol services to the President of the General Assembly.
- 2.2 In addition, pursuant to General Assembly resolution [69/250](#), the Under-Secretary-General for General Assembly and Conference Management is responsible for Secretariat-wide coordination of multilingualism, a core value of the United Nations, and serves as system-wide lead entity on this matter in collaboration with the secretariat of the United Nations System Chief Executives Board for Coordination.
- 2.3 In accordance with General Assembly resolution [57/283 B](#), the Under-Secretary-General for General Assembly and Conference Management sets the policies, formulates standards and guidelines, manages resources under section 2 of the programme budget and oversees operations at Headquarters, while the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi are responsible for ensuring the implementation of those policies, standards and guidelines and for managing day-to-day operations at their duty stations. Furthermore, the Secretary-General has promulgated the establishment of a framework for delegation of authority (see [ST/SGB/2019/2](#)). The Secretary-General's bulletin on the organization of the Department ([ST/SGB/2021/3](#)) reflects the intergovernmental mandates confirming the division of responsibilities among the Under-Secretary-General and the Directors-General at Geneva, Vienna and Nairobi for delivering conference services in a standardized and integrated manner.

Strategy and external factors for 2025

- 2.4 The 2025 programme plan is guided by a strategy of continuous modernization and improvement in all areas. The strategy will benefit from technology, innovation, partnerships, capacity-building and continued risk management to further optimize the provision of high-quality multilingual services that

are timely, cost-effective and sustainable, while minimizing their environmental impact and enabling long-term business continuity. Effective service delivery will be ensured and risks to business continuity mitigated by adjusting and upgrading the Department's tools and aligning human resources capacities. Using its own expertise and in collaboration with other entities, such as the Office of Information and Communications Technology, the Department will continue to assess new and emerging technologies that are relevant to its work. Greater integration of systems and workflows will enhance the global coordination, planning and management of both meetings and documentation services.

- 2.5 Specifically, enhanced integration among the Department's own tools and with enterprise applications will pave the way for the establishment at all four duty stations of One-Stop Shop as a harmonized global gateway for requesting meeting rooms and services, estimating costs and generating single bills. The gText suite of applications, in particular the computer-assisted translation tool eLUNa and the documentation management system gDoc, will continue to support translation services in the implementation of the workload standards approved by the General Assembly in its resolution 75/252. In parallel, implementation of a new translation quality management framework will assist in the provision of consistently high-quality documents to Member States.
- 2.6 To expand capacity to meet the changing and increasing demand from Member States for multilingual meeting and documentation services, the Department will leverage temporary assistance to complement its in-house teams of interpreters, editors, translators, précis-writers, verbatim reporters and production editors, and conduct competitive recruitment examinations for both core and temporary staff.
- 2.7 In its succession planning efforts, the Department will be guided by the changing dynamics of the labour market, as well as by technological developments. Staff skills in all four subprogrammes will be upgraded and transformed as job requirements evolve, ensuring the availability of language staff with the right skill sets for the future. These efforts will include continued outreach to universities and training.
- 2.8 The proactive analysis of client needs and client feedback will continue to guide the Department's activities in developing its services in support of the work of the intergovernmental and expert bodies.
- 2.9 The Department will coordinate measures to enhance multilingualism in the Organization in accordance with the terms of reference of the Coordinator for Multilingualism (A/71/757, annex II).
- 2.10 With regard to inter-agency coordination and liaison, the Department will continue to provide substantive and technical secretariat support and serve as the permanent Chair of the International Annual Meeting on Language Arrangements, Documentation and Publications.
- 2.11 With regard to the external factors, the overall plan for 2025 is based on the following assumptions:
 - (a) Information on changes to the calendar of conferences and meetings, as well as to the programmes of work of intergovernmental and expert bodies, is made available in a timely manner and in conformity with the applicable rules of procedure;
 - (b) The number of non-calendar meetings does not exceed that of 2023;
 - (c) Extraordinary meetings, including special and emergency special sessions, will be scheduled with sufficient notice;
 - (d) Unforeseen high-priority documentation will be manageable;
 - (e) Stakeholders will fulfil their responsibilities and obligations in accordance with established rules for the submission of documentation and meeting requests in a predictable manner;
 - (f) Global supply chains enable the international and timely sourcing of high-quality goods, capacity and services.
- 2.12 The programme integrates a gender perspective into its operational activities, deliverables and results, as appropriate.
- 2.13 In line with the United Nations Disability Inclusion Strategy, the Department will continue to adjust and refine its systems, platforms, workflows, seating arrangements and requirements for conference

services with a view to assisting delegates and participants with disabilities in contributing on equal terms to the work of the United Nations.

Legislative mandates

2.14 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

43/222 A-E ; 77/255	Pattern of conferences	76/245	Questions relating to the proposed programme budget for 2022
50/11 ; 76/268	Multilingualism		
74/303	Revitalization of the work of the General Assembly	77/262	Questions relating to the proposed programme budget for 2023
75/252	Questions relating to the proposed programme budget for 2021	78/252	Questions relating to the proposed programme budget for 2024

Conference management, New York

General Assembly mandates

A/520/Rev.20	Rules of procedure of the General Assembly (rule 56)
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Economic and Social Council mandates

E/5715/Rev.2	Rules of procedure of the Economic and Social Council (rule 32)
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Security Council mandates

96/Rev.7	Provisional rules of procedure of the Security Council (rule 41)
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Conference management, Geneva

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	60/251 ; 63/160 ; 77/263	Human Rights Council
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees	62/193 ; 66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
48/189	United Nations Framework Convention on Climate Change	68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system
60/184	International trade and development		

Conference on Disarmament mandate

CD/8/Rev.10	Rules of procedure of the Conference on Disarmament (sect. X)
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Economic and Social Council resolution

36 (IV)	Economic Commission for Europe
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Conference management, Vienna

General Assembly resolutions

913 (X)	Effects of atomic radiation	1145 (XII)	Agreement governing the relationship between the United Nations and the International Atomic Energy Agency
1472 (XIV) A ; 69/85	International cooperation in the peaceful uses of outer space		

Part I	Overall policymaking, direction and coordination		
2152 (XXI)	United Nations Industrial Development Organization	68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
2205 (XXI)	Establishment of the United Nations Commission on International Trade Law	72/192	Follow-up to the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice
50/245	Comprehensive Nuclear-Test-Ban Treaty		
55/25	United Nations Convention against Transnational Organized Crime	74/247	Countering the use of information and communications technologies for criminal purposes
55/255	Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime	77/99	Report of the United Nations Commission on International Trade Law on the work of its fifty-fifth session
58/4	United Nations Convention against Corruption		

Economic and Social Council resolutions

9 (I)	Commission on Narcotic Drugs	1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
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International Narcotics Control Board

Single Convention on Narcotic Drugs of 1961, article 11	United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
Convention on Psychotropic Substances of 1971	Rules of Procedure of the Board

Conference management, Nairobi

General Assembly resolutions

73/239; 75/225; 77/173	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)	69/223; 71/231; 74/222; 76/208; 77/168	Report of the United Nations Environment Assembly of the United Nations Environment Programme
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Deliverables

2.15 Table 2.1 lists all cross-cutting deliverables of the programme.

Table 2.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	2	1
1. Report of the Secretary-General on the pattern of conferences	1	1	1	1
2. Report of the Secretary-General on multilingualism	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	22	12	23	22
Meetings of:				
3. The General Assembly related to multilingualism	–	–	1	–
4. The Committee on Conferences, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee on the item on the pattern of conferences	16	8	16	16

Section 2 General Assembly and Economic and Social Council affairs and conference management

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
5. The Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee related to programme planning and the budgetary process	6	4	6	6
C. Substantive deliverables				
Consultation, advice and advocacy: International Annual Meeting on Language Arrangements, Documentation and Publications, with an estimated 60 entities.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 6 language days, 2 internationally recognized language celebrations and other related observances on multilingualism in accordance with General Assembly guidance.				
External and media relations: meetings with language groupings or other relevant international organizations, upon request and in line with the role of the Coordinator for Multilingualism.				
Digital platforms and multimedia content: multilingual content for websites and social media accounts of the Department for General Assembly and Conference Management, including on outreach to universities and on multilingualism.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services (110 non-parliamentary documents); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with Member States.				

Evaluation activities

- 2.16 The following evaluations conducted by the Department and completed in 2023 have guided the proposed programme plan for 2025:
- (a) Workflow management of General Assembly resolutions in New York (subprogramme 1);
 - (b) The impact of other duties, leave and sick leave on adherence to interpretation workload standards in Geneva (subprogramme 4);
 - (c) PaperSmart and document distribution in Vienna (subprogramme 4);
 - (d) Report-writing services in Nairobi (subprogramme 3).
- 2.17 In response to the results of the evaluations referenced above, the Department incorporated the recommendations into its programmes, as applicable. For example, the evaluation on workflow management of General Assembly resolutions in New York recommended eliminating the duplication of manual data entry, leveraging data and automating tasks in a machine-readable workflow. The Department is therefore moving towards a more automated end-to-end process for Assembly resolutions.
- 2.18 An evaluation to be conducted by the Department on workforce planning and capacity requirements for the future is planned for 2025.

Programme of work

Subprogramme 1

General Assembly and Economic and Social Council affairs

Objective

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

Strategy

- 2.20 To contribute to the objective, the subprogramme will:
- (a) Provide technical secretariat services to and coordinate substantive support for intergovernmental bodies, including the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and its various subsidiary and ad hoc bodies; the Economic and Social Council and its forums and subsidiary and ad hoc bodies; the Trusteeship Council; and conferences and other ad hoc and extraordinary meetings held under the auspices of the United Nations;
 - (b) Provide procedural advice and substantive, analytical and historical information;
 - (c) In response to requests from Member States, strengthen its core software tools, including e-deleGATE, which is available in the official languages of the United Nations and is able to capture interaction among various intergovernmental bodies, and which, along with existing e-deleGATE modules, the General Assembly, in its resolution [77/335](#), called upon its subsidiary organs to use, as much as possible.
- 2.21 The above-mentioned work is expected to result in:
- (a) The smooth conduct of meetings of the intergovernmental bodies serviced;
 - (b) Expanded availability and accessibility of secretariat support to the delegations;
 - (c) Improved user experience for delegations on the e-deleGATE portal.

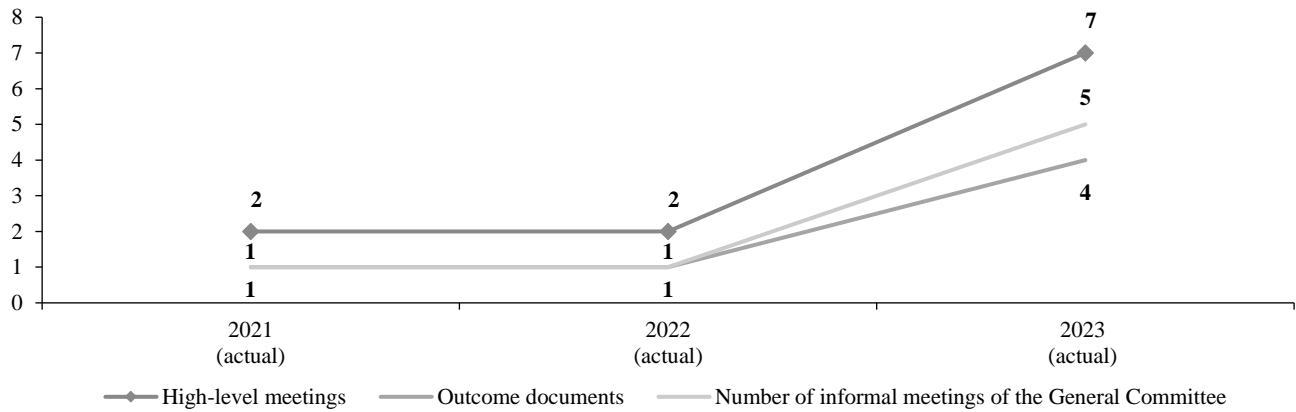
Programme performance in 2023

Efficient and effective deliberation and decision-making processes at high-level meetings

- 2.22 High-level meetings are intended to bring global attention to specific issues through the participation of world leaders. The subprogramme supports the work of intergovernmental bodies not only by organizing practical aspects of those meetings, but also by servicing informal consultations during which the adopted outcomes are negotiated. In 2023, in addition to its regular workload, the subprogramme organized seven high-level meetings, including the Sustainable Development Goals Summit. Furthermore, at the seventy-seventh session of the General Assembly, the subprogramme supported 16 co-facilitator-led informal consultation processes that were initiated by the President of the General Assembly. Many of those consultations were on the modalities of high-level meetings or the outcome documents adopted at such meetings. Five informal meetings of the General Committee were also held, including with the aim of scheduling those high-level meetings and minimizing conflicts. Through the organization of the meetings and servicing informal consultations, the subprogramme contributed to the efficient and effective deliberation and decision-making processes at each of the meetings and the adoption of four outcome documents and declarations on various contemporary issues. By comparison, one outcome document was adopted on the margins of the general debate at each of the two preceding sessions.
- 2.23 Progress towards the objective is presented in the performance measure below (see figure 2.I).

Figure 2.I

Performance measure: number of high-level meetings of the General Assembly, outcome documents considered at those meetings, and informal meetings of the General Committee^a



^a The informal meeting of the General Committee at the seventy-sixth session of the General Assembly was held on 14 December 2021 but has been included under 2022 for ease of comparison across sessions.

Planned results for 2025

Result 1: increased meeting efficiency through concurrent use of time suspended for election ballot counting

Programme performance in 2023 and target for 2025

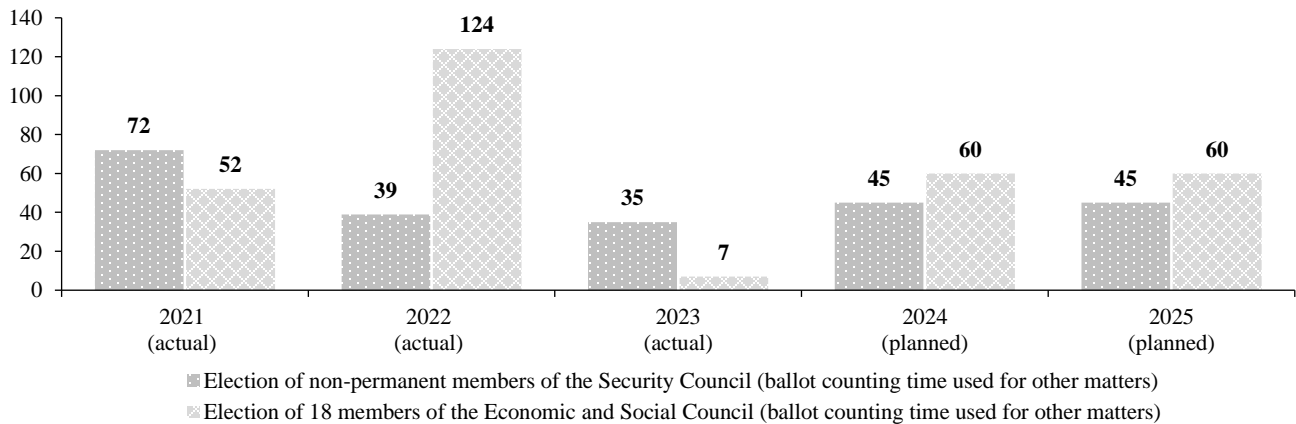
2.24 The subprogramme’s work contributed to increased meeting efficiency by using all time spent counting ballots for consideration of other matters, which did not meet the planned target of 45 minutes for the election of non-permanent members of the Security Council and 60 minutes for the election of 18 members of the Economic and Social Council. The planned target was not met because the counting of the ballots took less time than in previous years.

2.25 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 2.II).

Figure 2.II

Performance measure: time used for consideration of other matters while counting the ballots for the first round of balloting of the elections of non-permanent members of the Security Council and of 18 members of the Economic and Social Council

(Minutes)



Result 2: delegates and the public have access to new services that are unlocked by the intergovernmental data model for meeting proceedings

Programme performance in 2023 and target for 2025

- 2.26 The subprogramme’s work contributed to the availability of two new machine-generated versions of the schedule of the General Assembly, one in regular format and another optimized for mobile devices, which met the planned target.
- 2.27 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.2).

Table 2.2
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Delegates have access to certain reports that are provided through a single data model	Delegates and the public have access to data-driven reports for all bodies that the subprogramme services	Delegates and the public have access to 2 versions of the schedule of the General Assembly, unlocked by the intergovernmental data model	Delegates and the public have access to new services that are unlocked by the intergovernmental data model	Delegates and the public have access to additional reporting services that are unlocked by the intergovernmental data model

Result 3: standardized information on the proceedings of various intergovernmental bodies available to delegates

Proposed programme plan for 2025

- 2.28 The subprogramme, among other activities, provides data stewardship to intergovernmental decision-making. A proposal is introduced, recommended and adopted during meetings of various intergovernmental bodies. The associated information is recorded and stored in various data sets as the proposal is processed by the bodies.

Lessons learned and planned change

- 2.29 The lesson for the subprogramme was that data-driven approaches could facilitate access to more readily understandable information by standardizing both the form and content of such information. In applying the lesson, the subprogramme will design and implement new digital solutions that will facilitate access to information across the intergovernmental bodies that the subprogramme services, including a new e-deleGATE module that draws on multiple data sets to record and share information relating to proposals, amendments, resolutions and decisions. In keeping with General Assembly resolution [77/335](#), it will encourage other technical secretariats to adopt the same digital solutions.
- 2.30 Expected progress towards the objective is presented in the performance measure below (see table 2.3).

Table 2.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States have access to information on intergovernmental decision-making, but this varies in content and form from one body to another	New module, providing information on proposals, amendments, resolutions and decisions, not yet available but under development in e-deleGATE	Member States have access to new module in e-deleGATE, providing information on proposals, amendments, resolutions and decisions

Deliverables

2.31 Table 2.4 lists all deliverables of the subprogramme.

Table 2.4
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	197	275	217	181
Documents of:				
1. The General Assembly and its subsidiary bodies	102	191	102	110
2. The Economic and Social Council and its subsidiary bodies	90	69	90	66
3. United Nations conferences	5	14	24	5
4. The Trusteeship Council	–	1	1	–
Conference and secretariat services for meetings (number of three-hour meetings)	811	780	929	757
5. Meetings of the plenary of the General Assembly, the General Committee and the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly	363	333	363	333
6. United Nations conferences	–	32	70	10
7. Meetings of the First Committee	33	30	33	33
8. Meetings of the Special Political and Decolonization Committee (Fourth Committee)	30	27	30	30
9. Meetings of the Second Committee	24	28	28	28
10. Meetings of the Third Committee	56	61	56	59
11. Meetings of the other subsidiary bodies of the General Assembly	63	59	120	60
12. Meetings of the Economic and Social Council	70	111	55	55
13. Meetings of the high-level political forum on sustainable development convened under the auspices of the Economic and Social Council	24	24	24	24
14. Economic and Social Council forum on financing for development follow-up	10	9	10	10
15. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	4	4	5
16. Meetings of the subsidiary bodies of the Economic and Social Council	134	61	135	110
17. Meetings of the plenary of the Trusteeship Council	–	1	1	–

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
18. Delegate’s Handbook	1	1	1	1
C. Substantive deliverables				
Databases and substantive digital materials: online portals, including e-deleGATE, for approximately 35 intergovernmental bodies.				

Conference management, New York

Subprogramme 2

Planning and coordination of conference services

Objective

- 2.32 The objective, to which this subprogramme contributes, is to ensure efficient, effective and multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in New York.

Strategy

- 2.33 To contribute to the objective, the subprogramme will, in coordination with the other duty stations:
- (a) Plan and manage meetings and documentation services in a globally coordinated manner by leveraging technologies, including gMeets, gDoc and gData, and optimizing workflows;
 - (b) Lead global innovation projects in areas related to planning and coordination, including gMeets and the *Journal of the United Nations*;
 - (c) Centrally coordinate evaluation activities and risk management, including business continuity within existing mandates, and provide high-quality and reliable data to facilitate informed managerial decision-making and performance monitoring;
 - (d) Engage in regular consultations with Member States and substantive and technical secretariats to address conference-servicing needs;
 - (e) Provide technical and substantive support to the Committee on Conferences through expanded use of the e-deleGATE portal.
- 2.34 The above-mentioned work is expected to result in:
- (a) The addressing of Member States’ needs with more responsive, timely, efficient and user-friendly conference services;
 - (b) Smooth deliberations in the intergovernmental process;
 - (c) Well-established and mature standard operating procedures complemented by information technology systems applied to all services for Member States;
 - (d) The timely and simultaneous issuance of parliamentary documents in all six official languages.

Programme performance in 2023

Towards a global *Journal of the United Nations*

- 2.35 In support of integrated global management and to contribute to the smooth proceeding of intergovernmental and expert meetings, the subprogramme expanded the scope of the *Journal of the United Nations*, using existing technology and in-house skills and knowledge, to include all conferences and summits held away from Headquarters in 2022. In 2023, dedicated sections covering the meetings held at the United Nations Offices at Nairobi and Vienna, as well as the hearings of the International Court of Justice, were added. As a result, the Journal now covers the meetings of all six main organs of the United Nations.
- 2.36 Progress towards the objective is presented in the performance measure below (see table 2.5).

Table 2.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Users of the <i>Journal of the United Nations</i> receive information only on meetings in New York	Users of the <i>Journal of the United Nations</i> receive information on meetings in New York and on conferences and summits held away from Headquarters	Users of the <i>Journal of the United Nations</i> receive information on meetings in New York, on conferences and summits held away from Headquarters, on meetings at the United Nations Offices at Nairobi and Vienna, and on the hearings of the International Court of Justice

Planned results for 2025

Result 1: efficiency gains and enhanced accountability for conference and event management services

Programme performance in 2023 and target for 2025

- 2.37 The subprogramme's work contributed to improved business processes and harmonized data structures, which did not meet the planned target of the issuance of an integrated single bill. The target was not met owing to the required technical review of the changes made in the meeting management system, gMeets, and the ongoing Umoja Conference and Event Management integration. However, the standard operating procedure for the single bill process was completed in 2023. In addition, the business requirements for changes in gMeets were identified and are being implemented.
- 2.38 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.6).

Table 2.6
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Analysis of existing supply chain and stakeholders	Areas of interoperability among conference and event management systems are determined by identifying master, transactional and reference data to support improved business processes and access to simplified and harmonized data structures within those systems and with Umoja and Inspira	Identification of business requirements and completion of standard operating procedure for the single bill process Implementation of some necessary system changes in the meetings management system (gMeets)	Streamlined processes and enhanced data consistency through expanded data integration with Umoja and Inspira	Streamlined business processes through enhanced systems integration (among Department for General Assembly and Conference Management applications and with enterprise administrative applications) that enables the single bill process

Result 2: timely and reliable reporting of key performance indicators across duty stations made available to Member States

Programme performance in 2023 and target for 2025

- 2.39 The subprogramme’s work contributed to all indicators covering the entire span of conference management activities being available in new gData dashboards, with globally harmonized methodologies being applied to some indicators, which met the planned target.
- 2.40 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.7).

Table 2.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Availability of some indicators and reports for mandated reporting to Member States	All indicators available in new gData dashboards, with globally harmonized methodologies for some indicators	Mandated reporting of all indicators to Member States consistent with globally harmonized methodologies	Mandated reporting of all indicators to Member States based on gData reports

Result 3: global gateway for servicing conferences and meetings

Proposed programme plan for 2025

- 2.41 The One-Stop Shop client interface of gMeets acts as a single entry point for submitting requests for meeting services at United Nations Headquarters. To further streamline and optimize the processes for submitting and managing meeting requests, the subprogramme is working to consolidate the entry points for clients at all duty stations.

Lessons learned and planned change

- 2.42 The lesson for the subprogramme was that the process whereby clients request meeting services was highly fragmented. In applying the lesson, the subprogramme, in coordination with the other duty stations, will implement a global gateway – a client-oriented portal, based on the One-Stop Shop client interface of gMeets – that will enable requests for meeting services to be submitted through a single web interface that is integrated with local applications. This will simplify and streamline the request process, enhance coordination among service providers and lead to a harmonized request-to-invoice workflow, which will generate efficiencies in the request process and better services for Member States.
- 2.43 Expected progress towards the objective is presented in the performance measure below (see table 2.8).

Table 2.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Clients can request meeting services in New York through One-Stop Shop	A subset of clients can request meeting services in Nairobi through One-Stop Shop	All clients can request meeting services in Nairobi through One-Stop Shop A subset of clients can request meeting services in Vienna through One-Stop-Shop	All clients can request meeting services in Vienna through One-Stop Shop A subset of clients can request meeting services in Geneva through One-Stop Shop	All clients at all duty stations can request meeting services, obtain cost estimates and receive a single bill through One-Stop Shop

Deliverables

- 2.44 Table 2.9 lists all deliverables of the subprogramme.

Table 2.9
New York, subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	12	11	12
1. Report of the Committee on Conferences	1	1	1	1
2. Report of the Secretary-General on the pattern of conferences	1	1	1	1
3. Note by the Secretariat on the calendar of conferences and meetings	2	2	2	2
4. Documents for the Committee on Conferences	7	7	6	7
5. Revitalization of the work of the General Assembly: status of documentation for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	11	3	11	11
6. Meetings of the Committee on Conferences	11	3	11	11
Conference and secretariat services for meetings (number of three-hour meetings)	12 700	8 478	12 700	12 700
7. Meetings of the Security Council and its sanctions committees and subsidiary working groups	750	716	750	750
8. Meetings of the General Assembly and its Main Committees and subsidiary bodies	3 200	3 244	3 200	3 200
9. Meetings of the Economic and Social Council and its subsidiary bodies and functional commissions	750	1 260	750	750

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
10. Meetings of the permanent and observer missions to the United Nations	3 130	859	3 130	3 130
11. Other meetings	4 870	2 399	4 870	4 870
B. Generation and transfer of knowledge				
Technical materials (number of materials)	251	251	252	251
12. <i>Journal of the United Nations</i>	251	251	252	251
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with five Bureau members on issues relating to the Committee on Conferences; Bureau meetings and briefing for the 18 members of the Committee on Conferences; and consultations and coordination with Committees and expert bodies and other Secretariat entities to ensure the timely submission of 1,700 parliamentary documents and thereby facilitate timely issuance.				
Databases and substantive digital materials: One-Stop Shop platform for meetings and conference service requests.				
D. Communication deliverables				
Digital platforms and multimedia content: website of the <i>Journal of the United Nations</i> (daily <i>Journal</i> provided for 251 working days) and calendar of conferences and meetings website, available in all six official languages and accessible from mobile devices.				

**Subprogramme 3
Documentation services**

Objective

- 2.45 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in New York.

Strategy

- 2.46 To contribute to the objective, the subprogramme will, in coordination with the other duty stations:
- (a) Deliver multilingual documentation services, including translation, editing, précis-writing, desktop publishing and correspondence services, while improving quality and timeliness by leveraging technologies, optimizing workflows, matching capacity with workload and developing staff skills through training;
 - (b) Promote the versatility of language professionals with regard to processing highly complex legal and technical documents by providing continuous subject-matter training, including by leading projects on knowledge management and training tools and by organizing briefings with substantive secretariats;
 - (c) Implement new technological solutions and maintain existing systems to manage its workload and workforce;
 - (d) Strengthen performance management and quality assurance mechanisms and manage the quality of internally and externally processed documents by applying rigorous quality-control standards;
 - (e) Enhance outreach to universities;
 - (f) Improve recruitment methods, including through remote competitive examinations;
 - (g) Lead global innovation projects and programmes in areas relating to documentation, including gText and gDoc, to improve the ability of the subprogramme to plan and process multilingual documentation within established time frames and to support the skills of linguists to satisfy the mandate on quality;

- (h) Maintain and enhance the UNTERM portal, which contains official terminology and is publicly accessible online;
 - (i) Convert categories of documents into machine-readable format to develop further information services that will leverage the wealth of the Organization's knowledge.
- 2.47 The above-mentioned work is expected to result in:
- (a) The timely availability of high-quality documents, issued simultaneously in the official languages, in compliance with existing mandates;
 - (b) The consistent use of official terminology in the official languages;
 - (c) Improved access to knowledge resources through the provision of machine-readable documents.

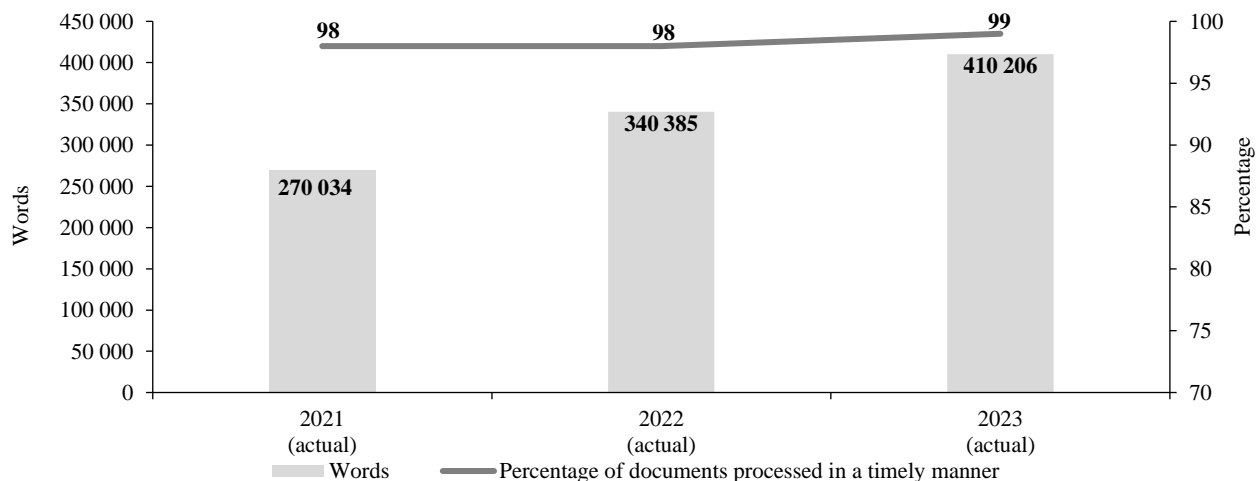
Programme performance in 2023

Timely delivery of high-quality draft resolutions to facilitate the deliberations of the General Assembly and its Main Committees

- 2.48 The Second Committee concluded its session in 2023 after approving 43 draft resolutions, the highest number since the seventy-fourth session of the General Assembly. The subprogramme supported that achievement, highlighted by the Chair in his closing remarks, through the commitment and timely work of editors, translators and text-processors, to process draft resolutions covering diverse topics speedily and issue them simultaneously in all official languages and to a high level of quality, processing some 410,000 words, a 17 per cent increase compared with 2022, with no detrimental impact on the overall timely processing of documentation.
- 2.49 Progress towards the objective is presented in the performance measure below (see figure 2.III).

Figure 2.III

Performance measure: timely processing of documentation; words of draft resolutions processed for the Second Committee



Planned results for 2025

Result 1: versatility and multilingualism: parliamentary documentation delivered within the mandated time frames

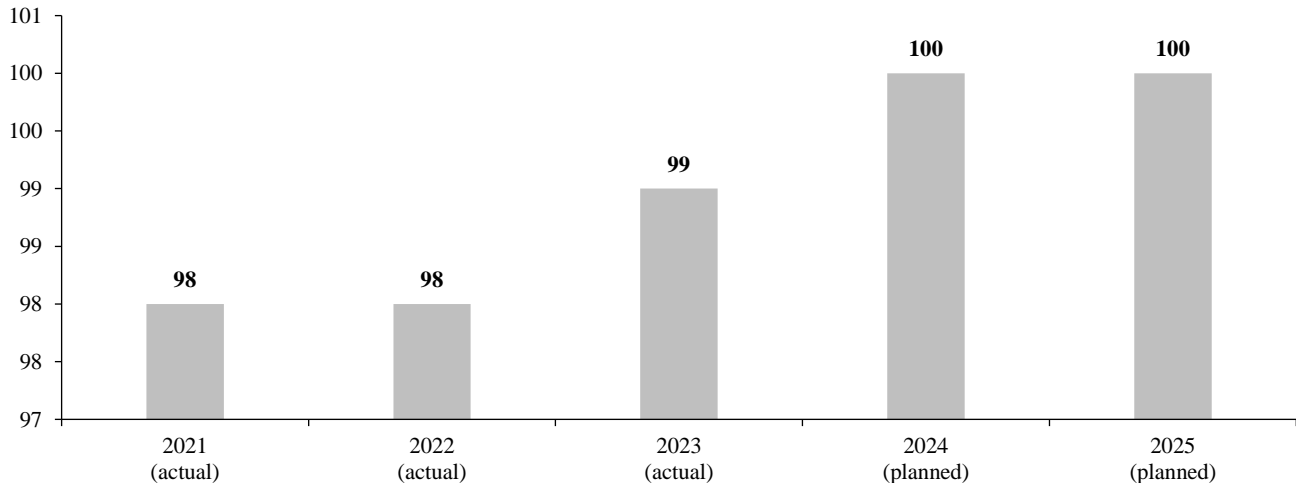
Programme performance in 2023 and target for 2025

- 2.50 The subprogramme's work contributed to 99 per cent of parliamentary documentation submitted on time and within the established word limits being issued in a timely manner, which did not meet the planned target of 100 per cent. The target was not met owing to a number of delayed submissions, which led to unexpected competing priorities within the overarching goal of ensuring that all documents were issued well in advance of the meeting sessions.
- 2.51 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 2.IV).

Figure 2.IV

Performance measure: timely processing of parliamentary documentation (annual)

(Percentage)



Result 2: innovation in action: leveraging machine-readable documents

Programme performance in 2023 and target for 2025

- 2.52 The subprogramme's work contributed to the availability of additional resolutions in enriched machine-readable format permitting not only visualizations, but also data extracts, which exceeded the planned target of having available additional resolutions in enriched machine-readable format with visualizations.
- 2.53 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.10).

Table 2.10
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Resolutions of the Security Council and Economic and Social Council available in machine-readable format and displayed in interactive reports with visualizations	Decisions of the General Assembly available in machine-readable format and displayed in multilingual reports with visualizations	Availability of additional resolutions in enriched machine-readable format with visualizations and data extracts	Availability of other categories of documents and publications in the United Nations Digital Library or other portals	Availability of further refinements, including through master data, to facilitate information retrieval by Member States
Automated compilation and accelerated publication of volumes I and III of the resolutions and decisions adopted by the General Assembly, leveraging machine-readable documents	Automated compilation of volume II of the resolutions and decisions of the General Assembly, containing the decisions adopted by the Assembly, and of the resolutions and decisions adopted by the Economic and Social Council, available in machine-readable format			

Result 3: high-quality multilingual documentation through translation quality management framework

Proposed programme plan for 2025

2.54 In its resolution [77/255](#), the General Assembly emphasized that one of the Department’s major goals was to provide high-quality documents in a timely manner in all official languages. To meet the quality expectations of Member States, the Department developed a translation quality management framework. The tenet of the framework is the fit-for-purpose approach, whereby the needs of Member States are paramount in assessing quality.

Lessons learned and planned change

- 2.55 The lesson for the subprogramme was the need to continue to meet the quality expectations of Member States, in the context of increased workload standards and technological advances. In applying the lesson, the subprogramme operationalized the framework by establishing specific quality assurance processes that could be applied to the six official languages of the United Nations. The processes contained in the framework will be applied progressively in all duty stations. Feedback mechanisms, such as the annual survey on conference services, will be reviewed and updated in line with the framework to ensure the ongoing assessment of the needs and expectations of Member States with regard to translation quality, which is key for the implementation of the framework.
- 2.56 Expected progress towards the objective is presented in the performance measure below (see table 2.11).

Table 2.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States provide feedback on their satisfaction with the linguistic quality of translated documents through the annual survey on conference services Responses received in 2023 indicate satisfaction with translation quality	Member States provide feedback through new mechanism(s) aligned with the new translation quality framework, indicating that translation quality meets their needs and expectations	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2024

Deliverables

2.57 Table 2.12 lists all deliverables of the subprogramme.

Table 2.12
New York, subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	223	286	223	223
Summary records of:				
1. Meetings of Security Council subsidiary bodies	18	20	18	18
2. Meetings of the General Assembly	150	212	150	150
3. Meetings of the Economic and Social Council	35	36	35	35
4. Other meetings	20	18	20	20
Documentation services for meetings (thousands of words)	133 775	125 394	116 000^a	116 000^a
Editing, translation and desktop publishing of:				
5. Documents for the Security Council	22 728	18 180	19 200	19 200
6. Documents for the General Assembly	90 440	88 375	79 300	79 300
7. Documents for the Economic and Social Council	18 557	15 833	16 400	16 400
8. Other documents	2 050	3 006	1 100	1 100
C. Substantive deliverables				
Databases and substantive digital materials: UNTERM, comprising some 685,000 records.				
E. Enabling deliverables				
Correspondence and documentation services: documentation services for some 36 clients (processing more than 5 million words); and correspondence services, including notes verbales and official correspondence of the Secretary-General and departments with all Member States.				

^a Excludes editorial corrections generated by parallel processing, which is necessary to ensure timeliness.

Subprogramme 4 Meetings and publishing services

Objective

- 2.58 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in New York.

Strategy

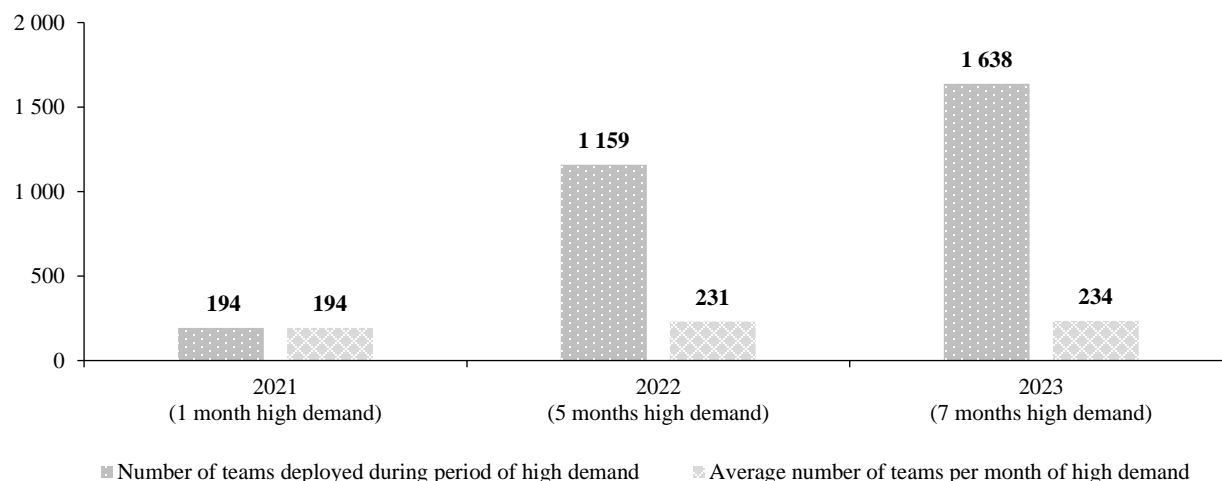
- 2.59 To contribute to the objective, the subprogramme will, in coordination with the other duty stations:
- (a) Provide multilingual verbatim reporting, interpretation, meeting support and publishing services at Headquarters and for conferences and meetings held away from Headquarters;
 - (b) Utilize data-driven methodologies to project, plan and obtain the staff and temporary workforce capacity necessary to sustain peak periods of demand at Headquarters and for meetings held away from Headquarters;
 - (c) Develop and implement good practices relating to conference support and the sustainability and accessibility of meeting and publishing services;
 - (d) Refine business continuity methodologies and tools in accordance with existing mandates.
- 2.60 The above-mentioned work is expected to result in:
- (a) Better matching of servicing capacity with expected increases in meeting demand during peak periods;
 - (b) Continued sustainability of conference support and publishing services.

Programme performance in 2023

Increased availability of interpretation services during extended peaks of activity

- 2.61 The subprogramme continued to experience heightened demand for interpretation services and for longer periods in 2022 and 2023, with the number of months of high demand (i.e. when more than 200 interpretation teams are required) rising from to five and seven, respectively, compared with only one such month in 2021. At the same time, owing to low demand in the preceding years, as well as other factors, the pool of locally available freelance interpreters to support such periods of high demand declined significantly, from the pre-coronavirus disease (COVID-19) pandemic highs of 82 to 57 in 2022 and 32 in 2023. To meet the increased demand, the subprogramme conducted extensive outreach to attract new interpreters and recruited a team on short-term appointments from the newly created examination rosters.
- 2.62 Progress towards the objective is presented in the performance measure below (see figure 2.V).

Figure 2.V
Performance measure: availability of interpretation services during months of high demand^a



^a High demand is defined as requiring approximately 200 interpretation teams per month.

Planned results for 2025

Result 1: contingency plans for maintenance of a broad array of sustainable conference-servicing modalities that are technically accessible to all

Programme performance in 2023 and target for 2025

- 2.63 The subprogramme’s work contributed to the availability of conferencing tools and solutions to the benefit of organizers should a business continuity requirement arise, which met the planned target.
- 2.64 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.13).

Table 2.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Organizers benefited from fully deployed remote participation and remote simultaneous interpretation options to ensure business continuity during the prolonged pandemic	Tools/solutions deployed during the pandemic remained available for contingencies so that organizers could benefit from meeting and interpretation services that had been integrated with tools and solutions tested during the pandemic	Organizers have contingency solutions, with meeting and interpretation services that guarantee sustainable delivery in all working modalities	Organizers can benefit from contingency solutions, with meeting and interpretation services that guarantee sustainable delivery in all working modalities, should a business continuity requirement arise	Organizers can benefit from contingency solutions, with meeting and interpretation services that guarantee sustainable delivery in all working modalities, should a business continuity requirement arise

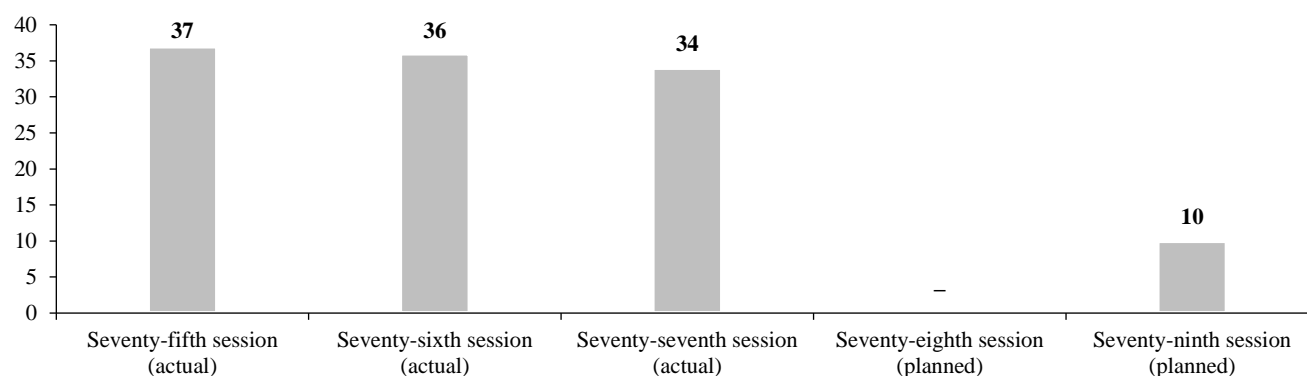
Result 2: timely processing of verbatim records of the General Assembly through the use of fit-for-purpose technologies

Programme performance in 2023 and target for 2025

- 2.65 The subprogramme's work contributed to reducing, to 34, the number of unprocessed verbatim records remaining from previous sessions of the General Assembly as of the first day of the new session, which did not meet the planned target of 10 unprocessed verbatim records. The target was not met owing to the larger-than-expected increase in activity of United Nations bodies entitled to verbatim records.
- 2.66 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 2.VI).

Figure 2.VI

Performance measure: number of unprocessed verbatim records remaining from previous sessions of the General Assembly as of the first day of the new session



Result 3: increased interpretation services available to meet the growing demand of Member States for meetings with interpretation

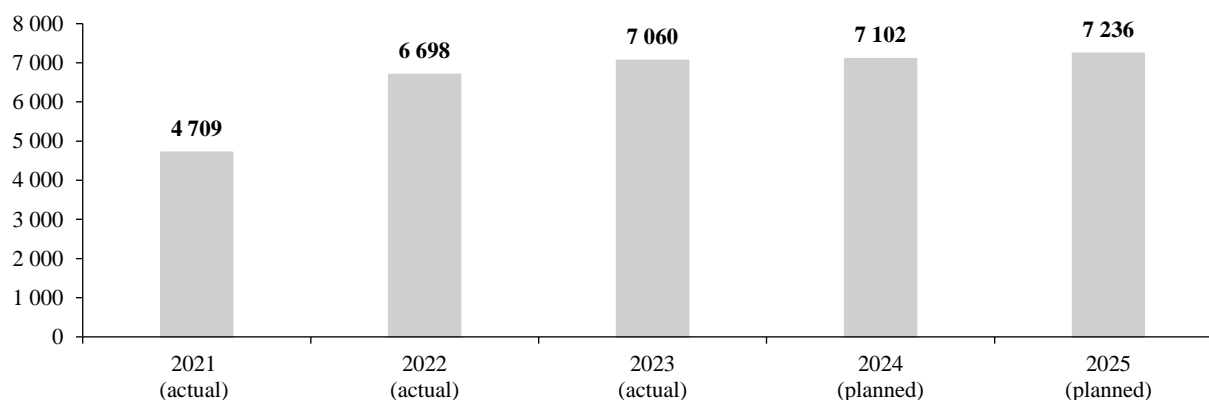
Proposed programme plan for 2025

- 2.67 With the phase-out of the business continuity measures introduced owing to the COVID-19 pandemic, 2022 and 2023 saw a rapid return to normal schedules of conferences and meetings serviced by the subprogramme. However, fewer freelance interpreters were available owing to changes in the labour market. In response, the subprogramme, in collaboration with the other duty stations, has intensified its recruitment efforts by conducting competitive examinations for language positions to recruit new staff, as well as examinations to replenish the global language register, so as to ensure sufficient core and temporary interpretation capacity to meet growing demand. Short-term appointments and intensive on-the-job mentoring are complementing efforts to bring in and train new staff swiftly.

Lessons learned and planned change

- 2.68 The lesson for the subprogramme was that, as well as further replenishing and strengthening its global interpretation capacity, it needed to further improve workforce planning and management tools and processes so as to be able to fulfil, across the four duty stations, more requests for interpretation services from bodies entitled to interpretation on an “as required” and “if available” basis. In applying the lesson, the subprogramme will continue its recruitment and training efforts and, in parallel, will refine gMeets data flows and the interpreters assignment programme, eAPG, to support capacity-planning and the global management of freelancers. This will further enhance the planning and utilization of resources to match fluctuating workloads.
- 2.69 Expected progress towards the objective is presented in the performance measure below (see figure 2.VII).

Figure 2.VII
Performance measure: global number of meetings held with interpretation



Deliverables

2.70 Table 2.14 lists all deliverables of the subprogramme.

Table 2.14
New York, subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2 580	2 852	2 580	2 580
1. Verbatim records of the General Assembly	700	600	700	700
2. Verbatim records of the Security Council	1 600	1 902	1 600	1 600
3. Verbatim records of the First Committee	200	186	200	200
4. Verbatim records of the Disarmament Commission	36	42	36	36
5. Verbatim records of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	6	6	6	6
6. Verbatim records of the Military Staff Committee	26	32	26	26
7. Verbatim records of the special sessions of the General Assembly	6	78	6	6
8. Verbatim records of the Trusteeship Council	6	6	6	6
Conference and secretariat services for meetings (number of three-hour meetings)	12 700	8 478	12 700	12 700
Meetings with interpretation for:	2 850	2 664	2 850	2 850
9. The Security Council and its sanctions committees and subsidiary working groups	650	676	650	650
10. The General Assembly and its Main Committees and subsidiary bodies	1 400	1 265	1 400	1 400
11. The Economic and Social Council and its subsidiary bodies and functional commissions	300	365	300	300
12. Permanent and observer missions to the United Nations	30	48	30	30
13. Other requesters	470	310	470	470
Meetings without interpretation for:	9 850	5 814	9 850	9 850
14. The Security Council and its sanctions committees and subsidiary working groups	100	40	100	100
15. The General Assembly and its Main Committees and subsidiary bodies	1 800	1 979	1 800	1 800
16. The Economic and Social Council and its subsidiary bodies and functional commissions	450	895	450	450
17. Permanent and observer missions to the United Nations	3 100	811	3 100	3 100

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
18. Other requesters	4 400	2 089	4 400	4 400

E. Enabling deliverables

Publishing services: publications, official records (approximately 2,600 verbatim records annually) and other materials in all official languages for hard copy and digital distribution; 20,000 parliamentary documents printed, bound and distributed; 180 publications and other materials in hard copy; and materials available in digital format.

Conference management, Geneva

Subprogramme 2

Planning and coordination of conference services

Objective

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

Strategy

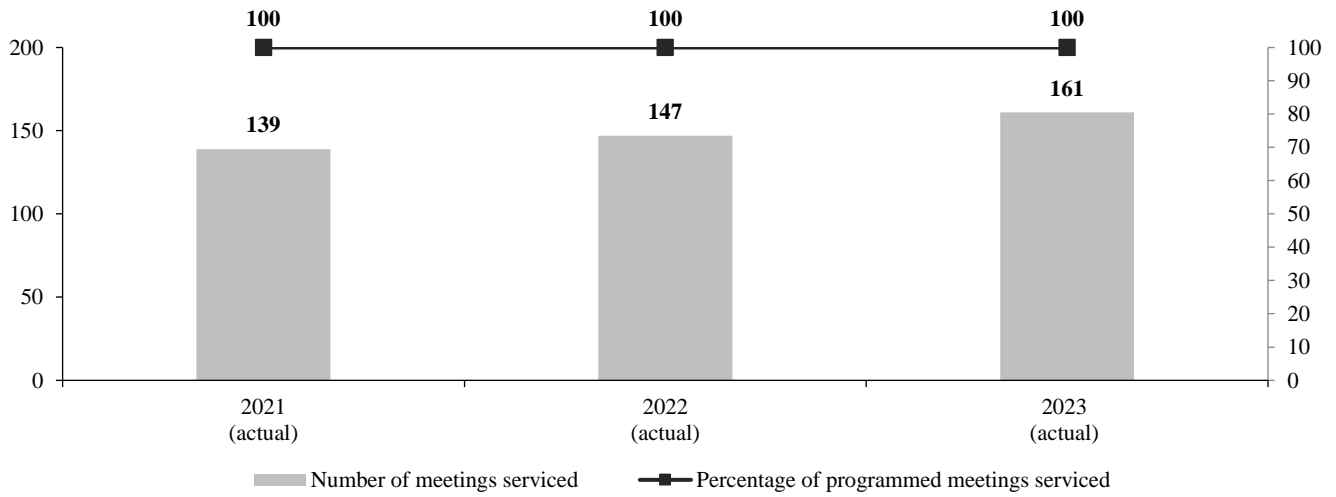
- 2.72 To contribute to the objective, the subprogramme will, in coordination with the other duty stations, and in addition to the activities indicated in paragraph 2.33 above:
- (a) Manage reduced room capacity and other constraints resulting from renovation works under the strategic heritage plan of the United Nations Office at Geneva by optimizing the utilization of the limited available conference facilities and the temporary conference structure on the Office's grounds;
 - (b) Maintain, in coordination with relevant entities and the strategic heritage plan, business continuity capabilities in accordance with existing mandates.
- 2.73 The above-mentioned work is expected to result in:
- (a) Improved conference services and related procedures;
 - (b) The full, effective and efficient delivery of all mandated calendar meetings and participants experiencing a conference that is comparable in quality to fully in-person meetings if the need for multiple participation modalities were to arise;
 - (c) The timely and simultaneous issuance of parliamentary documents in all six official languages.

Programme performance in 2023

Additional four weeks of meetings of the Human Rights Council successfully serviced

- 2.74 In October 2022, the Human Right Council adopted decision HRC/DEC/51/101, by which it extended its minimal annual meeting time by four weeks starting in 2023. Implementation of that decision presented challenges, given the reduced availability of conference facilities associated with the ongoing strategic heritage plan renovations at the Palais des Nations and the continued increase in the meeting workload in general. The subprogramme enhanced coordination with the Human Right Council and engaged in careful planning with all service providers to facilitate the smooth integration of the additional four weeks of meetings into the 2023 work programme.
- 2.75 Progress towards the objective is presented in the performance measure below (see figure 2.VIII).

Figure 2.VIII
Performance measure: meetings serviced with interpretation



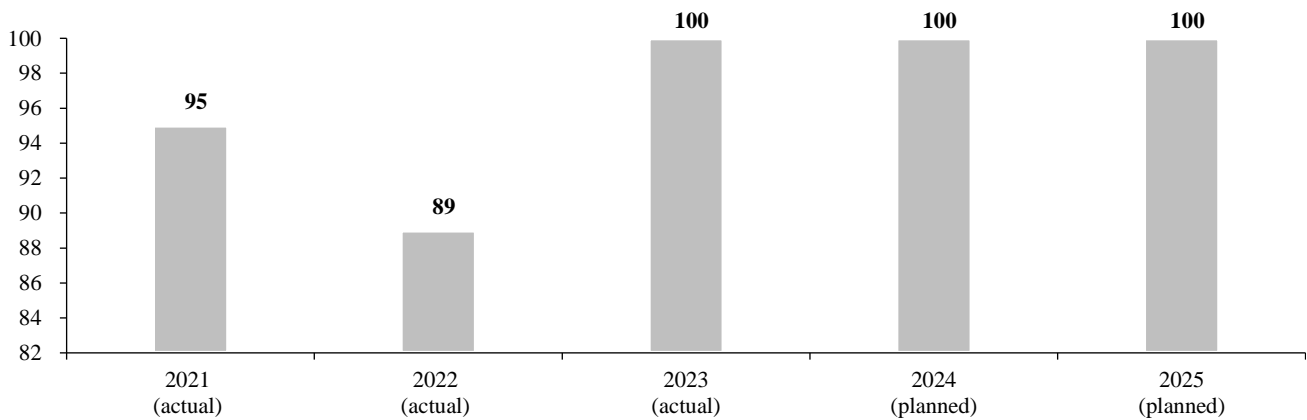
Planned results for 2025

Result 1: enhancing delegates’ experience in obtaining conference services – lessons from applied innovations

Programme performance in 2023 and target for 2025

- 2.76 The subprogramme’s work contributed to 100 per cent of overall client satisfaction with the provision of conference services, which met the planned target.
- 2.77 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 2.IX).

Figure 2.IX
Performance measure: overall client satisfaction with the provision of conference services
 (Percentage)



Result 2: timely and reliable reporting of key performance indicators across duty stations made available to Member States

Programme performance in 2023 and target for 2025

- 2.78 The subprogramme’s work contributed to all indicators covering the entire span of conference management activities being available in new gData dashboards, with globally harmonized methodologies being applied to some indicators, which met the planned target.
- 2.79 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.15).

Table 2.15
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Availability of some indicators and reports for mandated reporting to Member States	All indicators available in new gData dashboards, with globally harmonized methodologies for some indicators	Mandated reporting of all indicators to Member States consistent with globally harmonized methodologies	Mandated reporting of all indicators to Member States based on gData reports

Result 3: global gateway for servicing conferences and meetings

Proposed programme plan for 2025

- 2.80 To further streamline and optimize the processes for meeting requests and to consolidate the entry points for clients at all duty stations, the subprogramme will contribute to the implementation of a global gateway, in line with paragraph 2.41 above.

Lessons learned and planned change

- 2.81 In line with the lesson learned described in paragraph 2.42 above, the subprogramme, in coordination with the other duty stations, will implement a global gateway that enables requests for services to be submitted through a single web interface.
- 2.82 Expected progress towards the objective is presented in the performance measure below (see table 2.16).

Table 2.16
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	A subset of clients can request meeting services in Geneva through One-Stop Shop	All clients at all duty stations can request meeting services, obtain cost estimates and receive a single bill through One-Stop Shop

Deliverables

2.83 Table 2.17 lists all deliverables of the subprogramme.

Table 2.17

Geneva, subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	12 000	8 478	12 000	9 000
1. Meetings of intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	3 750	3 449	3 750	3 750
2. Meetings of intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change	2 000	1 568	2 000	1 600
3. Meetings of intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	1 950	1 181	1 950	1 250
4. Meetings of intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	700	505	700	500
5. Other	3 600	1 775	3 600	1 900
B. Generation and transfer of knowledge				
Technical materials (number of materials)	1	1	1	1
6. Annual calendar of conferences and meetings in Geneva	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: informational session for 70 permanent missions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: language-day celebrations for the six official languages, the International Day of Sign Languages and International Mother Language Day.				
External and media relations: press conferences and public briefings.				

Subprogramme 3 Documentation services

Objective

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

Strategy

2.85 To contribute to the objective, the subprogramme will continue, in coordination with the other main conference-servicing duty stations and in addition to the activities indicated in paragraph 2.46 above, to:

- (a) Participate in the global innovation projects of the Department, including gDoc and gText, leverage information technology tools, including eLUNa, provide input to UNTERM and maintain its repository of Geneva-specific reference material for in-house and external language professionals;

- (b) Reinforce communication to ensure that terminology creation standards remain aligned in UNTERM, in collaboration with New York;
- (c) Continuously improve recruitment methods for temporary language staff and individual language contractors.

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

- (a) The timely availability of high-quality documents, issued simultaneously in the official languages, in compliance with existing mandates;
- (b) The consistent use of official terminology in the official languages;
- (c) Improved access to knowledge resources through the provision of machine-readable documents.

Programme performance in 2023

Member States benefit from more accurate legal terminology records in the United Nations Terminology Database

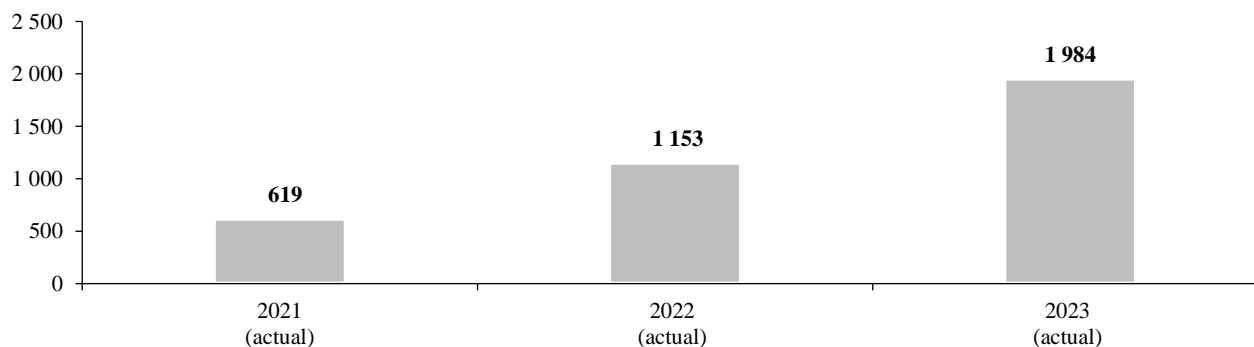
2.87 In its resolution [77/255](#), the General Assembly requested the Secretary-General to maintain and update the Organization's official terminology portal, UNTERM, with a view to achieving, among others, harmonization of the terminology used at all duty stations. When UNTERM was launched, legacy records were imported into the portal and were not reviewed for consistency. Some of these records belong to the "Law" domain, which is managed by the United Nations Office at Geneva.

2.88 In 2023, the subprogramme expanded the pilot project on legal terminology in the six official languages with the following priorities: (a) deleting obsolete records; (b) amending inaccurate records; and (c) establishing new records in response to feedback from users. This approach relied on close cooperation among terminologists, legal experts, translators, editors and linguistic support assistants in Geneva and across duty stations, in particular at Headquarters and in Vienna. As a result, 1,984 legal records were created or updated in UNTERM during the year, enabling the harmonization of legal terminology across duty stations.

2.89 Progress towards the objective is presented in the performance measure below (see figure 2.X).

Figure 2.X

Performance measure: number of new or updated legal records available in the United Nations Terminology Database (annual)



Planned results for 2025

Result 1: documentation needs of Member States met through succession planning

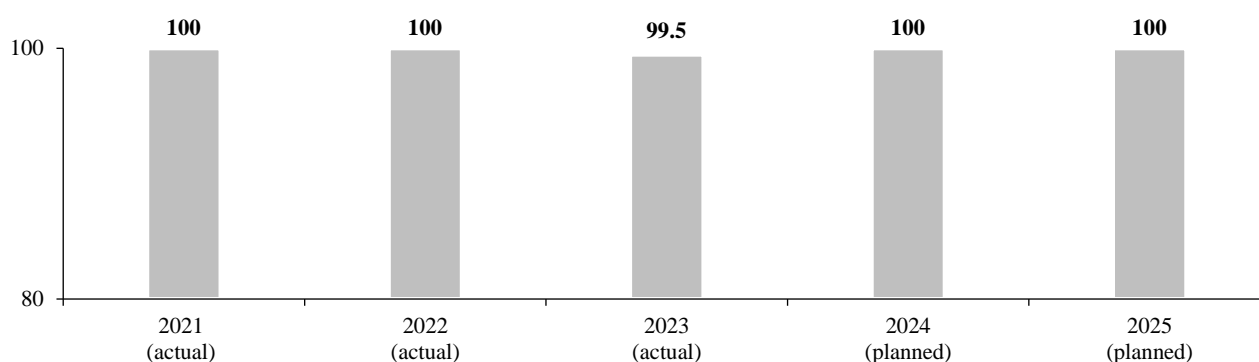
Programme performance in 2023 and target for 2025

- 2.90 The subprogramme's work contributed to meeting the documentation needs of Member States, with 99.5 per cent of documents (all but 8 of the 166 documents submitted) issued in a timely manner, which did not meet the planned target of 100 per cent of timely issuance of documents that were submitted on time and within the word limit.
- 2.91 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 2.XI).

Figure 2.XI

Performance measure: timely issuance compliance for documents that were submitted on time and within the word limit

(Percentage)



Result 2: innovation in action: leveraging machine-readable documents

Programme performance in 2023 and target for 2025

- 2.92 The subprogramme's work contributed to Human Rights Council resolutions and decisions being automatically generated, on a pilot basis, in machine-readable format in line with the Akoma Ntoso standard, which exceeded the planned target.
- 2.93 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.18).

Table 2.18

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Resolutions adopted by the General Assembly at its seventy-fifth session available in machine-readable format in line with the Akoma Ntoso standard for the United Nations	User requirements validated and standardized markup available for Human Rights Council resolutions in machine-readable format in line with the Akoma Ntoso standard	Human Rights Council resolutions and decisions automatically generated in machine-readable format on a pilot basis in line with the Akoma Ntoso standard	Availability of resolutions adopted by the Human Rights Council in machine-readable format in line with the Akoma Ntoso standard, with visualizations	Availability of further refinements, including through master data, to facilitate information retrieval by Member States

Result 3: high-quality multilingual documentation through a translation quality management framework

Proposed programme plan for 2025

2.94 The subprogramme, in coordination with the other duty stations, will continue to implement a translation quality management framework, as described in paragraph 2.54 above.

Lessons learned and planned change

2.95 In line with the lesson learned described in paragraph 2.55 above, the subprogramme will ensure the application of the quality assurance processes included in the framework to support the continued provision of high-quality documents to Member States.

2.96 Expected progress towards the objective is presented in the performance measure below (see table 2.19).

Table 2.19
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States provide feedback on their satisfaction with the linguistic quality of translated documents through the annual survey on conference services Responses received in 2023 indicate satisfaction with translation quality	Member States provide feedback through new mechanism(s) aligned with the new translation quality framework, indicating that translation quality meets their needs and expectations	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2024

Deliverables

2.97 Table 2.20 lists all deliverables by the subprogramme.

Table 2.20
Geneva, subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	550	587	550	580
Summary records of:				
1. Meetings of intergovernmental and expert bodies on human rights	490	508	490	520
2. Meetings of intergovernmental and expert bodies on legal affairs	35	45	35	50
3. Other meetings	25	34	25	10

Part I Overall policymaking, direction and coordination

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Documentation services for meetings (thousands of words)	73 000	84 510	73 000	83 000
4. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	42 250	50 760	42 250	51 500
5. Translation and desktop publishing of documents for intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	16 000	20 088	16 000	18 500
6. Editing, translation and desktop publishing of documents for intergovernmental and expert bodies on legal affairs, including the International Law Commission	4 850	2 623	4 850	2 500
7. Translation and desktop publishing of documents for intergovernmental and expert bodies on disarmament, including the Conference on Disarmament	3 500	3 560	3 500	3 500
8. Translation and desktop publishing of documents for intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change and the Conference of the Parties to the United Nations Convention to Combat Desertification	2 400	3 408	2 400	3 200
9. Editing, translation and desktop publishing of documents for other intergovernmental and expert bodies	4 000	4 071	4 000	3 800

C. Substantive deliverables

Databases and substantive digital materials: UNTERM, comprising some 685,000 records.

E. Enabling deliverables

Correspondence and documentation services: documentation services; approximately 300 non-parliamentary documents provided to 13 client departments; and mandated publications for the International Law Commission in the six official languages.

**Subprogramme 4
Meetings and publishing services**

Objective

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

Strategy

- 2.99 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities, except for verbatim reporting, indicated in paragraph 2.59 above:
- (a) Lead innovation projects, including Indico.UN and fully automated speech-to-text (FAST) technology, and participate in full in the global innovation projects of the Department, including eAPG;
 - (b) Provide digital documentation to delegates in a structured and integrated way.
- 2.100 The above-mentioned work is expected to result in:
- (a) More effective utilization and expanded provision of the Organization’s meetings and publishing services;
 - (b) Greater access for meeting participants and end users of publishing services to United Nations products to maximize their engagement with the intergovernmental process.

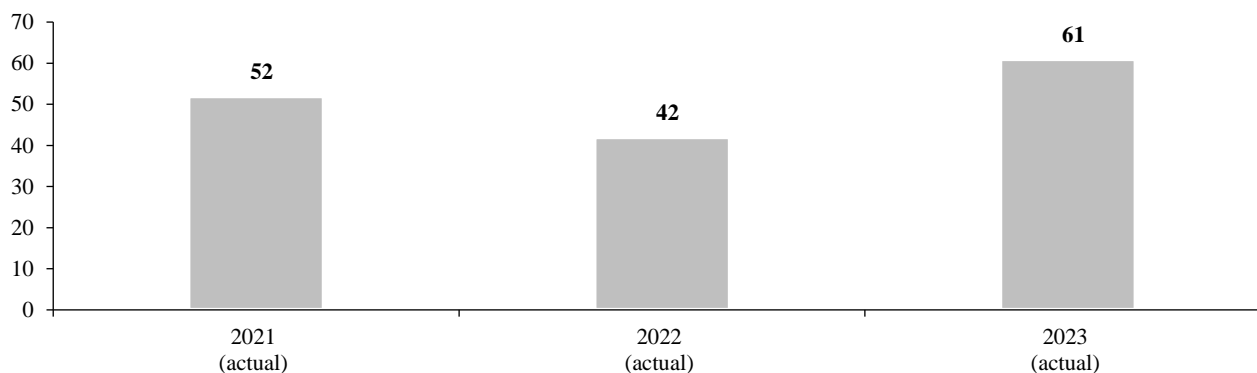
Programme performance in 2023

Expanded range of accessible publishing products

- 2.101 The subprogramme, in recognizing the important role of accessible publishing products and facilitating more inclusive engagement in the intergovernmental process, increased its efforts to expand the range of publishing products, including web and print publications, videos and photos.
- 2.102 Aligning itself with the United Nations Disability Inclusion Strategy, the subprogramme applied the principles of universal design to its products, which led to the implementation of several key accessibility features, such as the use of increased font sizes and enhanced contrast that enhance the readability for those with visual impairments. Moreover, the products are designed to be visually simple and intuitive, which allows users of all abilities to navigate and understand the content with ease. Videos and photos now also contain multilingual subtitles and alt-text captions, making them more accessible to individuals with hearing impairments and those who prefer or require text-based content.
- 2.103 Progress towards the objective is presented in the performance measure below (see figure 2.XII).

Figure 2.XII

Performance measure: number of new accessible publishing products made available



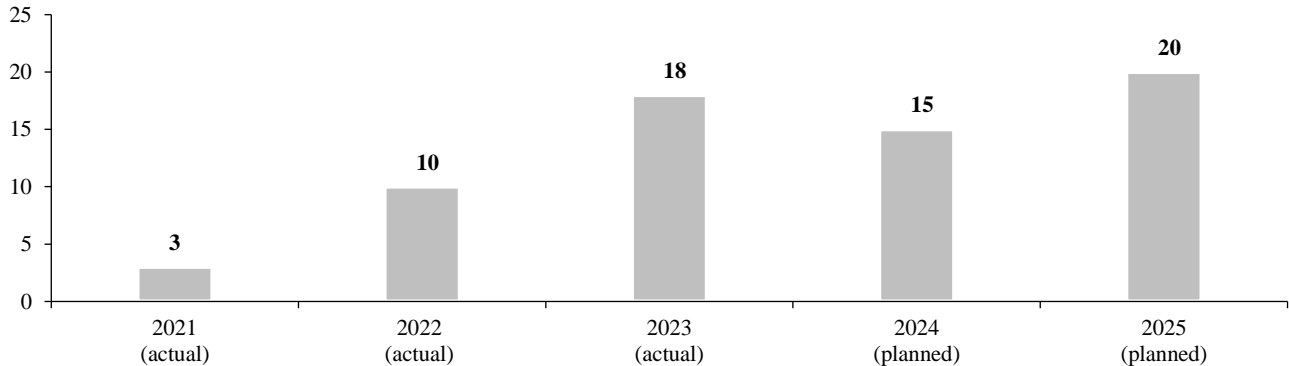
Planned results for 2025

Result 1: contingency plans for maintenance of a broad array of sustainable conference-servicing modalities technically accessible to all

Programme performance in 2023 and target for 2025

- 2.104 The subprogramme's work contributed to 18 per cent of calendar meetings with virtual document distribution, which exceeded the planned target of 10 per cent.
- 2.105 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 2.XIII).

Figure 2.XIII
Performance measure: percentage of calendar meetings with virtual document distribution

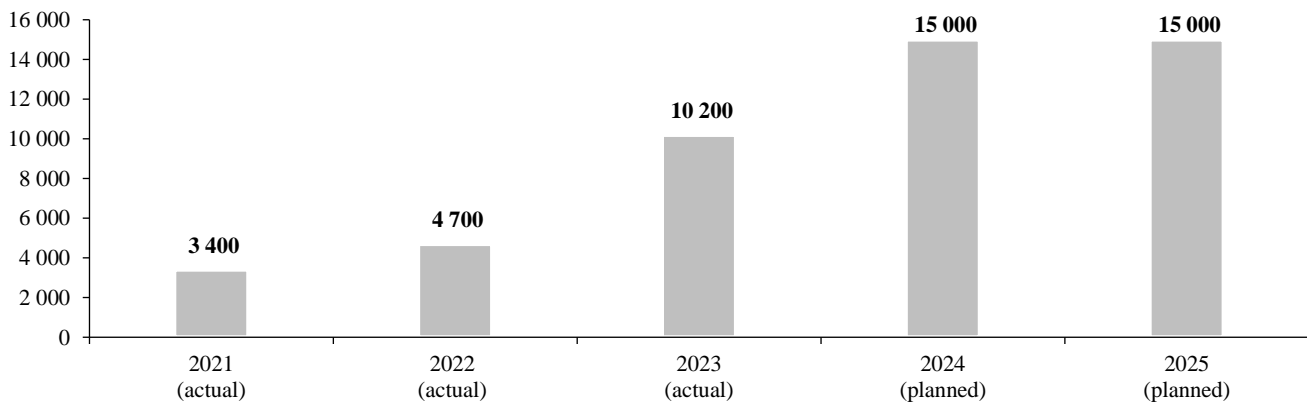


Result 2: automatic transcription in all languages through the use of fit-for-purpose technologies

Programme performance in 2023 and target for 2025

- 2.106 The subprogramme’s work contributed to 10,200 of hours of meeting recordings transcribed in 2023, which exceeded the planned target of 10,000 hours.
- 2.107 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 2.XIV).

Figure 2.XIV
Performance measure: number of hours of meeting recordings transcribed per year



Result 3: increased interpretation services available to meet the growing demand of Member States for meetings with interpretation

Proposed programme plan for 2025

- 2.108 To accommodate the rapid return to normal schedules of conferences and meetings serviced by the subprogramme, notwithstanding shortages in the labour market of freelance interpreters, the subprogramme, in collaboration with the other duty stations, has intensified its recruitment efforts in line with paragraph 2.67 above.

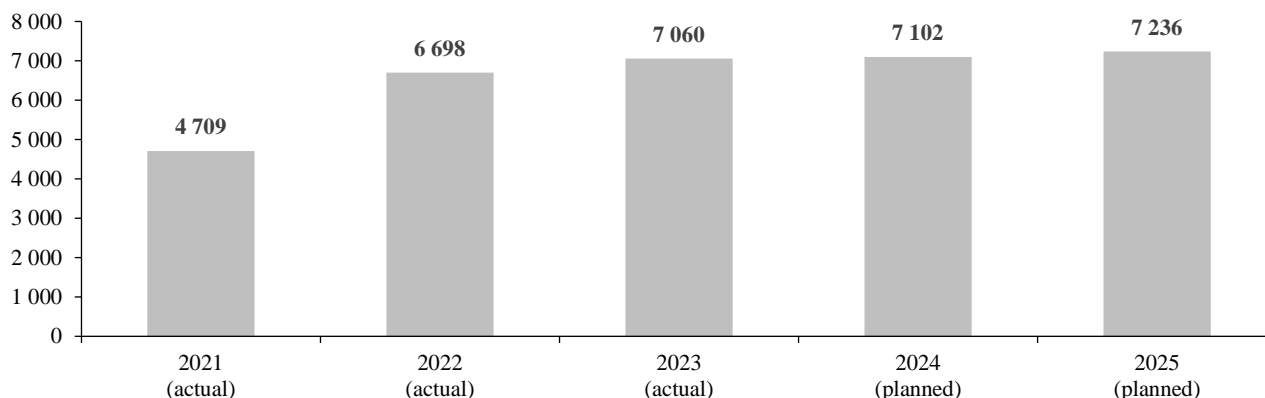
Lessons learned and planned change

2.109 In line with the lesson learned described in para 2.68 above, the subprogramme will continue its recruitment and training efforts and, in parallel, will refine gMeets data flows and the interpretation assignment application, eAPG, to support capacity-planning and the global management of freelancers.

2.110 Expected progress towards the objective is presented in the performance measure below (see figure 2.XV).

Figure 2.XV

Performance measure: global number of meetings held with interpretation



Deliverables

2.111 Table 2.21 lists all deliverables for the subprogramme.

Table 2.21

Geneva, subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	3 200	3 056	3 200	3 200
Meetings with interpretation for:				
1. Intergovernmental and expert bodies on human rights, including the Human Rights Council and the treaty bodies	1 530	1 669	1 530	1 850
2. Intergovernmental and expert bodies on the environment, including the Conference of the Parties to the United Nations Framework Convention on Climate Change	50	54	50	50
3. Intergovernmental and expert bodies on cooperation for development, including the United Nations Conference on Trade and Development and the Economic Commission for Europe	860	800	860	800
4. Intergovernmental and expert bodies on disarmament	240	252	240	250
5. Other meetings	520	281	520	250
E. Enabling deliverables				
Publishing services: design and layout of publications, multimedia products, web pages, outreach materials and other products, formatted for hard-copy and digital distribution to more than 50 client entities based in Geneva and at the request of entities outside Geneva.				

Conference management, Vienna

Subprogramme 2

Planning and coordination of conference services

Objective

- 2.112 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Vienna.

Strategy

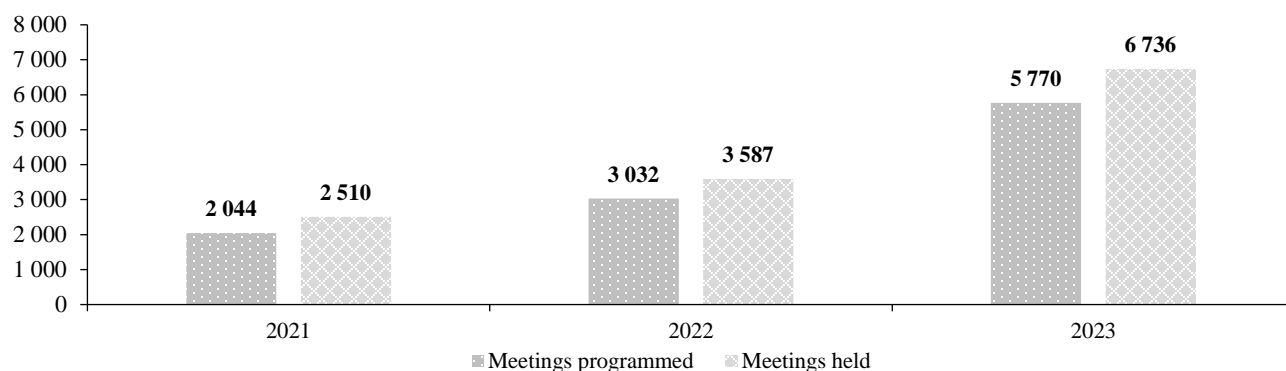
- 2.113 To contribute to the objective, the subprogramme will, in coordination with the other duty stations, and in addition to the activities indicated in paragraph 2.33 above:
- (a) Optimize capacity for meetings and documentation services in a globally coordinated manner;
 - (b) Engage in continuous dialogue and regular consultations with Member States and substantive and technical secretariats to respond early to any changing conference-servicing and documentation needs of all Vienna-based international organizations;
 - (c) Continue to develop innovative processes and best practices to meet the evolving needs of global conference servicing and leverage new technologies, including for business continuity within existing mandates.
- 2.114 The above-mentioned work is expected to result in:
- (a) The cost-effective use of conference servicing resources in the context of the mandated meetings of the client bodies;
 - (b) Responsive conference services that provide a broader range of client service modalities;
 - (c) The timely and simultaneous issuance of parliamentary documents in all six official languages.

Programme performance in 2023

Increased number of meetings serviced within existing resources

- 2.115 In Vienna, an increased number of meetings were serviced in 2023 within existing resources, including through the reprofiling and training of staff in other areas to perform meeting service tasks. In 2023, 6,736 meetings were held, which exceeded the number of planned meetings by 17 per cent.
- 2.116 Progress towards the objective is presented in the performance measure below (see figure 2.XVI).

Figure 2.XVI
Performance measure: number of meetings programmed, compared with number of meetings held



Planned results for 2025

Result 1: harmonized documentation and tools for stakeholders, including Member States

Programme performance in 2023 and target for 2025

- 2.117 The subprogramme’s work contributed to the timely processing and issuance of documentation for clients at all offices, which met the planned target.
- 2.118 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.22).

Table 2.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Documentation planning streamlined for clients at 2 duty stations through the deployment of the documentation planning module, with testing at the 2 remaining offices	Single global entry point for all documentation needs for clients at all offices through the deployment of client request module in gDoc Timely processing and issuance of documentation through the deployment of the documentation management, language, issuance and distribution modules in gDoc	Timely processing and issuance of documentation for clients at all offices through the deployment in Vienna of the gDoc issuance and distribution modules	Benefits in cost-effectiveness realized by all stakeholders from global harmonized documentation tool and workflow	Further benefits in cost-effectiveness realized by all stakeholders from technological developments in documentation workflows and planning

Result 2: timely and reliable reporting of key performance indicators across duty stations made available to Member States

Programme performance in 2023 and target for 2025

- 2.119 The subprogramme’s work contributed to all indicators covering the entire span of conference management activities being available in new gData dashboards, with globally harmonized methodologies being applied to some indicators, which met the planned target.

2.120 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.23).

**Table 2.23
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	Availability of some indicators and reports for mandated reporting to Member States	All indicators available in new gData dashboards, with globally harmonized methodologies for some indicators	Mandated reporting of all indicators to Member States consistent with globally harmonized methodologies	Mandated reporting of all indicators to Member States based on gData reports

Result 3: global gateway for servicing conferences and meetings

Proposed programme plan for 2025

2.121 To further streamline and rationalize the processes for meeting requests and to consolidate the entry points for clients at all duty stations, the subprogramme will contribute to the implementation of a global gateway in line with paragraph 2.41 above.

Lessons learned and planned change

2.122 In line with the lesson learned described in paragraph 2.42 above, the subprogramme, in coordination with the other duty stations, will implement a global gateway that enables requests for services to be submitted through a single web interface.

2.123 Expected progress towards the objective is presented in the performance measure below (see table 2.24).

**Table 2.24
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	A subset of clients can request meeting services in Vienna through One-Stop Shop	All clients can request meeting services in Vienna through One-Stop Shop	All clients at all duty stations can request meeting services, obtain cost estimates and receive a single bill through One-Stop Shop

Deliverables

2.124 Table 2.25 lists all deliverables of the subprogramme.

Table 2.25
Vienna, subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	5 770	6 736	5 890	4 900
1. Meetings of the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime and the ad hoc committee of the General Assembly to elaborate an international convention on the misuse of information technologies, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	2 880	3 300	3 060	2 250
2. Meetings of the International Narcotics Control Board	110	124	110	160
3. Meetings of the Committee on the Peaceful Uses of Outer Space and its subcommittees	560	606	560	560
4. Meetings of the United Nations Commission on International Trade Law and its working groups	220	175	130	160
5. Meetings of the United Nations Scientific Committee on the Effects of Atomic Radiation	90	126	90	110
6. Meetings of the United Nations Industrial Development Organization	450	446	380	390
7. Meetings of the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 060	732	1 060	770
8. Other meetings	400	1 227	500	500
B. Generation and transfer of knowledge				
Technical materials (number of materials)	252	252	252	252
9. Annual calendar of conferences and meetings in Vienna	1	1	1	1
10. Daily “master final” programme of meetings of intergovernmental bodies	251	251	251	251
C. Substantive deliverables				
Consultation, advice and advocacy: informational session for 152 permanent missions in Vienna.				
D. Communication deliverables				
Outreach programmes, special events and information materials: language day celebrations of the six official languages.				

Subprogramme 3 Documentation services

Objective

- 2.125 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Vienna.

Strategy

- 2.126 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities indicated in paragraph 2.46 above:
- (a) Participate in the global innovation projects of the Department, including gDoc and gText, leverage information technology tools, including eLUNa, provide input to UNTERM and maintain its repository of Vienna-specific reference material for in-house and external language professionals;
 - (b) Provide guidance to producers and users of terminology to ensure that terminology creation standards remain aligned in UNTERM;

- (c) Pursue dialogue with substantive secretariats and Member States to respond to their needs, requirements and priorities, and rigorously plan and coordinate documentation workflows and capacity.
- 2.127 The above-mentioned work is expected to result in:
- (a) The timely availability of high-quality documents, issued simultaneously in the official languages, in compliance with existing mandates;
 - (b) The consistent use of official terminology in the official languages;
 - (c) Improved access to knowledge resources through the provision of machine-readable documents.

Programme performance in 2023

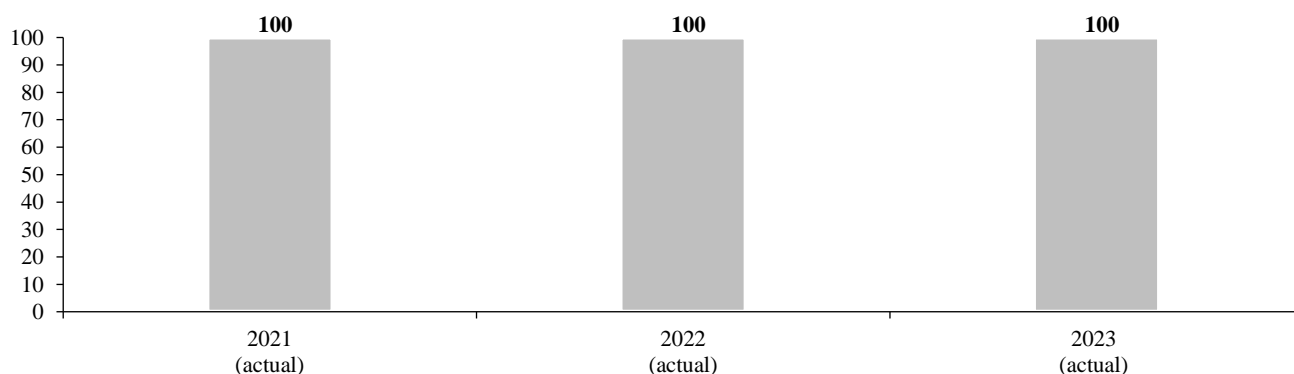
Simultaneous issuance of draft provisions to Member States for their multilingual negotiation of the cybercrime convention

- 2.128 In preparation for the second session of the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes, in 2022 Member States submitted numerous lengthy draft provisions, which were based on existing legal instruments and contained sensitive legal terms. Given that those contributions would form the building blocks of the future convention, it was important that the subprogramme, in editing and translating them, ensure consistency between the proposed draft provisions and the existing legal instruments, as well as consistency among the provisions themselves, in the six official languages. However, because the contributions had been submitted at short notice owing to the impact of COVID-19-related uncertainties on the organization of the session, the subprogramme processed them urgently to avoid compromising simultaneous issuance and could not engage in consistency work usually done to prepare for the next session.
- 2.129 In 2023, the subprogramme undertook intensive preparations in advance of the sessions, researching and comparing existing legal instruments, preparing terminology and translation guidelines and interacting closely with the substantive secretariat on drafting matters. This preparatory work allowed the subprogramme to consistently edit and translate the large volume of draft provisions submitted in 2023 without this affecting the simultaneous issuance of documentation in the six official languages, enabling smooth multilingual negotiations among Member States.
- 2.130 Progress towards the objective is presented in the performance measure below (see figure 2.XVII).

Figure 2.XVII

Performance measure: simultaneous issuance of documents in the six official languages

(Percentage)



Planned results for 2025

Result 1: sustainable quality for the benefit of intergovernmental processes

Programme performance in 2023 and target for 2025

- 2.131 The subprogramme's work contributed to consistent satisfaction of Member States with documentation quality by piloting a common framework of best practices, which met the planned target.
- 2.132 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.26).

Table 2.26

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Increase in translation workload standards implemented	Sustainable quality assurance and quality control of self-revised translation enabled by the establishment of a quality framework comprising common best practices	Consistent satisfaction of Member States with documentation quality by piloting a common framework of best practices	Consistent satisfaction of Member States with documentation quality by drawing on the lessons learned from piloting and as needed, to update a common framework of best practices	Consistent satisfaction of Member States with documentation quality through implementation of translation quality management framework

Result 2: innovation in action: leveraging machine-readable documents

Programme performance in 2023 and target for 2025

- 2.133 The subprogramme's work contributed to United Nations Commission on International Trade Law (UNCITRAL) summary records being automatically generated in a machine-readable format on a pilot basis in line with the Akoma Ntoso standard, which met the planned target.
- 2.134 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.27).

Table 2.27

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Resolutions adopted by the General Assembly at its seventy-fifth session available in machine-readable format in line with the Akoma Ntoso standard for the United Nations	User requirements validated through an assessment of the feasibility of converting certain UNCITRAL document types into machine-readable format	UNCITRAL summary records automatically generated in machine-readable format on a pilot basis in line with the Akoma Ntoso standard	Availability of UNCITRAL model laws and conventions in machine-readable format in line with the Akoma Ntoso standard, with visualizations	Availability of further refinements, including through master data, to facilitate information retrieval by Member States

Result 3: high-quality multilingual documentation through a translation quality management framework

Proposed programme plan for 2025

2.135 The subprogramme, in coordination with the other duty stations, will continue to implement the translation quality management framework, as described in paragraph 2.54 above.

Lessons learned and planned change

2.136 In line with the lesson learned described in paragraph 2.55 above and building on the best practices mentioned in para 2.131 above, the subprogramme will ensure the application of the quality assurance processes included in the framework, to provide consistently high-quality documents to Member States.

2.137 Expected progress towards the objective is presented in the performance measure below (see table 2.28).

Table 2.28
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States provide feedback on their satisfaction with the linguistic quality of translated documents through the annual survey on conference services Responses received in 2023 indicate satisfaction with translation quality	Member States provide feedback through new mechanism(s) aligned with the new translation quality framework, indicating that translation quality meets their needs and expectations	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2024

Deliverables

2.138 Table 2.29 lists all deliverables of the subprogramme.

Table 2.29
Vienna, subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	24 400	24 360	26 400	25 180
1. Editing, translation and desktop publishing of documents for the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	10 300	9 705	11 300	10 300
2. Editing, translation and desktop publishing of documents for the International Narcotics Control Board	3 600	3 100	4 200	3 150
3. Editing, translation and desktop publishing of documents for the Committee on the Peaceful Uses of Outer Space and its subcommittees	2 400	2 500	2 800	2 550

Section 2 General Assembly and Economic and Social Council affairs and conference management

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
4. Editing, translation and desktop publishing of documents for the United Nations Commission on International Trade Law and its working groups	6 000	6 400	6 030	6 575
5. Editing, translation and desktop publishing of documents for the United Nations Scientific Committee on the Effects of Atomic Radiation	100	105	70	105
6. Translation and desktop publishing of documents for the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	1 000	850	1 000	1 000
7. Translation and desktop publishing of documents for the United Nations Industrial Development Organization	1 000	1 700	1 000	1 500

C. Substantive deliverables

Databases and substantive digital materials: UNTERM, comprising some 685,000 records.

E. Enabling deliverables

Correspondence and documentation services: documentation services of more than 5 million words of non-parliamentary documents and publications in all official languages.

Subprogramme 4 Meetings and publishing services

Objective

- 2.139 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Vienna.

Strategy

- 2.140 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities, except for verbatim reporting, indicated in paragraph 2.59 above:
- (a) Provide interpretation and publishing services in the official languages for United Nations entities and governing bodies operating from Vienna, as well as for other Vienna-based organizations;
 - (b) Utilize data-driven methodologies to ensure maximum responsiveness to client needs, including by increasing the pool of freelance interpreters;
 - (c) Ensure the sustainability and accessibility of publishing services, including by expanding the array of e-publishing products.
- 2.141 The above-mentioned work is expected to result in:
- (a) Optimized interpretation services that are responsive to new and emerging conference services needs;
 - (b) Member States receiving visually informative content that is processed and distributed with minimal environmental impact.

Programme performance in 2023

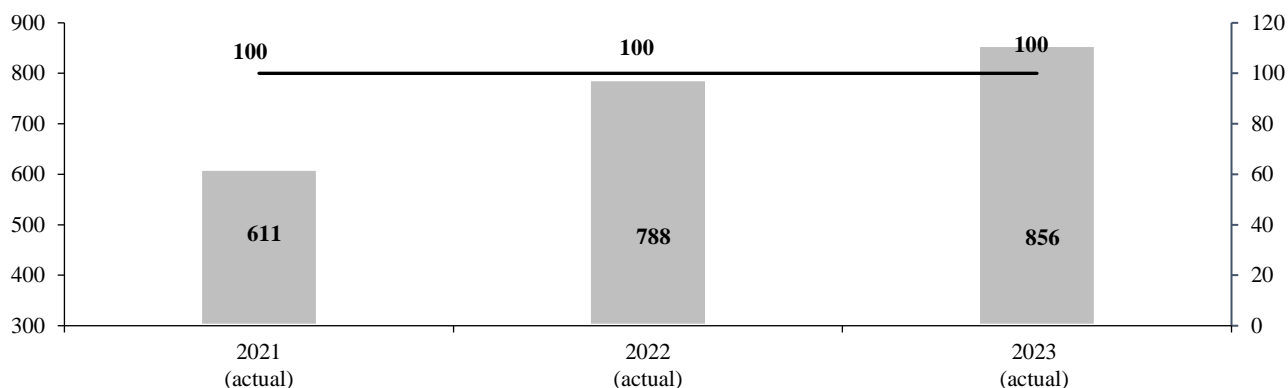
More efficient use of interpretation resources

- 2.142 The subprogramme continued to experience heightened demand for interpretation services. The subprogramme met 100 per cent of requests for interpretation services. Through the optimization of interpreters' workload and the harmonization of recruitment practices across duty stations, the subprogramme serviced more meetings with interpretation than in 2022.

2.143 Progress towards the objective is presented in the performance measure below (see figure 2.XVIII).

Figure 2.XVIII

Performance measure: percentage of requests for meetings with interpretation services met/number of interpretation teams deployed (annual)



Planned results for 2025

Result 1: contingency plans for maintenance of a broad array of sustainable conference-servicing modalities technically accessible to all

Programme performance in 2023 and target for 2025

2.144 The subprogramme’s work contributed to the availability of a broader spectrum of client-responsive formats for presenting data, which met the planned target.

2.145 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.30).

Table 2.30

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Initial meetings held with substantive secretariats of Vienna-based organizations to present modern formats for conveying data to Member States	Modern data presentation and innovative e-book formats were piloted and fine-tuned	Broader spectrum of client-responsive formats is available for presenting technical data to Member States	Greater accessibility of publications and availability of more client-driven content and formats	Consistent visualization elements and functions for presenting technical data are available to Member States

Result 2: improved discoverability and accessibility of publications through the use of fit-for-purpose technologies

Programme performance in 2023 and target for 2025

2.146 The subprogramme’s work contributed to improving the accessibility and discoverability of publications by including improved accessibility elements, such as alternative text descriptions for tables and figures for key publications, which met the planned target.

2.147 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.31).

Table 2.31
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Vienna-based organizations have metadata included in their publications to improve discoverability, along with a social media product to support the online promotion of their publications	Alternative text descriptions for tables and figures for some publications available to support accessibility and updated metadata guidelines to improve discoverability	Improved discoverability of publications in all six official languages	Improved digital publications and metadata with higher levels of accessibility and discoverability

Result 3: increased interpretation services available to meet the growing demand of Member States for meetings with interpretation

Proposed programme plan for 2025

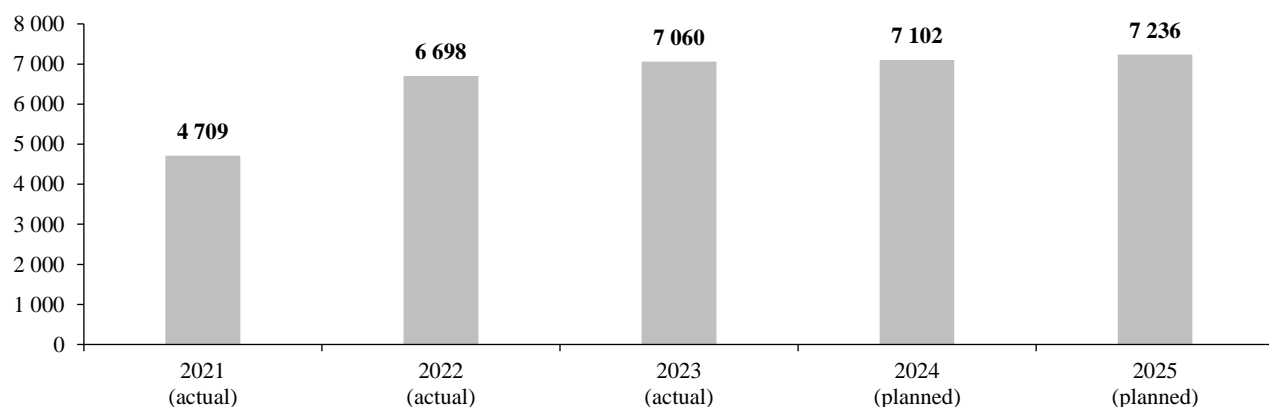
2.148 To accommodate a rapid return to normal schedules of conferences and meetings serviced by the subprogramme, notwithstanding the shortage of freelance interpreters in the labour market, the subprogramme, in collaboration with the other duty stations, has intensified its recruitment efforts in line with paragraph 2.67 above.

Lessons learned and planned change

2.149 In line with the lesson learned described in para 2.68 above, the subprogramme will continue its recruitment and training efforts and, in parallel, will refine gMeets data flows and the interpretation assignment application, eAPG, to support capacity-planning and the global management of freelancers.

2.150 Expected progress towards the objective is presented in the performance measure below (see figure 2.XIX).

Figure 2.XIX
Performance measure: global number of meetings held with interpretation



Deliverables

2.151 Table 2.32 lists all deliverables of the subprogramme.

Table 2.32

Vienna, subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	815	856	702	786
Meetings with interpretation for:				
1. The Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the Conferences of the States Parties to the United Nations Conventions against Corruption and Transnational Organized Crime, as well as other subsidiary bodies (United Nations Office on Drugs and Crime)	340	254	322	276
2. The International Narcotics Control Board	60	57	60	60
3. The Committee on the Peaceful Uses of Outer Space and its subcommittees	60	102	60	60
4. The United Nations Commission on International Trade Law and its working groups	130	96	70	100
5. The United Nations Scientific Committee on the Effects of Atomic Radiation	10	8	10	10
6. The Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, Working Groups A and B	60	71	60	70
7. The International Atomic Energy Agency	100	151	90	180
8. The United Nations Industrial Development Organization	55	63	30	30
9. Other	–	54	–	–
E. Enabling deliverables				
Publishing services: correspondence for 7 United Nations entities; and layout and design of publications, multimedia products, web pages, outreach materials and other products in the 6 official languages for hard-copy and digital distribution to the Vienna client group, and at the request of entities outside Vienna.				

Conference management, Nairobi

Subprogramme 2

Planning and coordination of conference services

Objective

2.152 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Nairobi.

Strategy

2.153 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities indicated in paragraph 2.33 above:

- (a) Provide substantive and organizational support to the main intergovernmental bodies headquartered in Nairobi and to other non-calendar intergovernmental bodies, such as those under the substantive coordination of the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat);

- (b) Optimize capacity for meetings and documentation services in a globally coordinated manner;
- (c) Engage in regular consultations with Member States and substantive and technical secretariats to respond immediately to any changing conference-servicing and documentation needs of the Nairobi-based clients;
- (d) Contribute to innovative processes and best practices to meet the evolving needs of global conference servicing and leverage new technologies, including for business continuity within existing mandates;
- (e) Streamline workflows relating to conference service requests.

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

- (a) An increased number of meetings of intergovernmental bodies provided with adequate conference services;
- (b) An enhanced user experience, in particular with regard to the advance planning of events, including better budgeting, resulting in improved deliberations and decision-making processes of the bodies and organs serviced;
- (c) The timely and simultaneous availability of parliamentary documents in all six official languages.

Programme performance in 2023

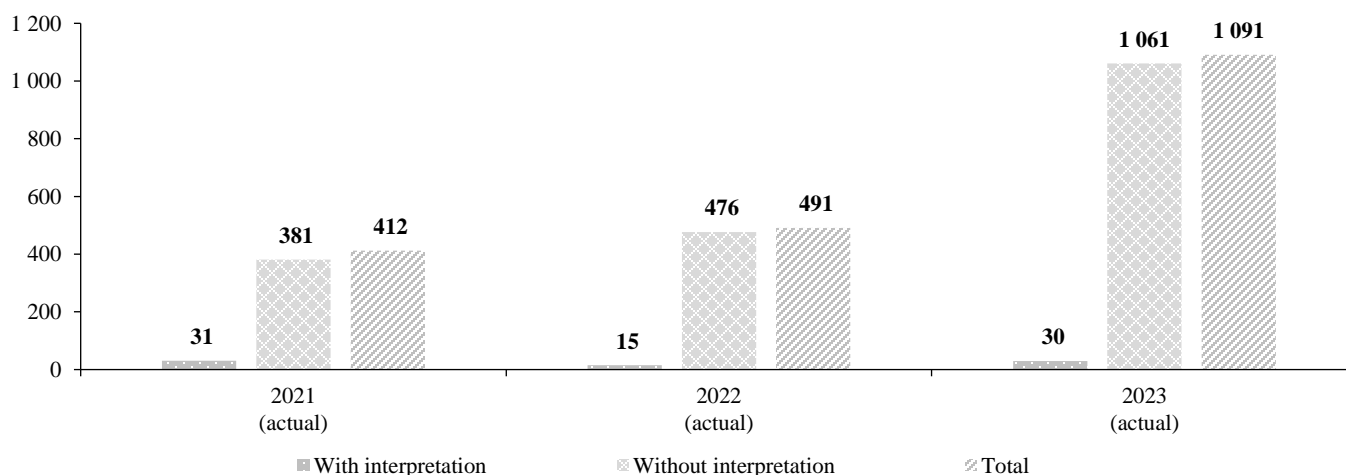
Effective consultations of bodies entitled to meeting services on an “if available” basis

2.155 In 2023, the subprogramme received a significantly higher-than-expected number of meeting requests from bodies entitled to meeting services on an “if available” basis, which required coordination with clients to tailor programmes of work so that these could be met. The surge in demand was generated by the new intergovernmental processes mandated by the United Nations Environment Assembly in 2022 aimed at establishing a legal instrument on plastic pollution and a science policy panel on chemicals and waste, and by the unforeseen hosting in Nairobi of the intersessional bodies and a resumed Conference of the Parties to the Convention on Biological Diversity.

2.156 Progress towards the objective is presented in the performance measure below (see figure 2.XX).

Figure 2.XX

Performance measure: number of meetings serviced on an “if available” basis



Planned results for 2025

Result 1: planning process for meetings and events automated and simplified to improve user experience

Programme performance in 2023 and target for 2025

- 2.157 The subprogramme's work contributed to the launch of the gMeets/One-Stop Shop interface for all clients in Nairobi and the finalization of the development and testing of the pre-meeting request planning tool, including its automated scenario planning feature, which met the planned target.
- 2.158 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.33).

Table 2.33

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Identification of areas for automation in the process prior to the submission of meeting requests	Availability of a pilot gMeets/One-Stop Shop interface for clients Pre-meeting request planning tool for clients and meetings/events planners developed and tested by users	Improved user experience through implementation of automated scenario planning tool that reduces iterations for requests from 6 to 4 Integrated One-Stop Shop interface available to all clients	Availability of further refinements and functionality improvements to One-Stop Shop and the automated scenario planning tool based on survey and analysis of user experience	Single bill for each meeting/event obtained through One-Stop Shop

Result 2: timely and reliable reporting of key performance indicators across duty stations made available to Member States

Programme performance in 2023 and target for 2025

- 2.159 The subprogramme's work contributed to all indicators covering the entire span of conference management activities being available in new gData dashboards, with globally harmonized methodologies being applied to some indicators, which met the planned target.
- 2.160 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.34).

Table 2.34

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Availability of some indicators and reports for mandated reporting to Member States	All indicators available in new gData dashboards, with globally harmonized methodologies for some indicators	Mandated reporting of all indicators to Member States consistent with globally harmonized methodologies	Mandated reporting of all indicators to Member States based on gData reports

Result 3: global gateway for servicing conferences and meetings

Proposed programme plan for 2025

2.161 To further streamline and optimize the processes for meeting requests and to consolidate the entry points for clients at all duty stations, the subprogramme will contribute to the implementation of a global gateway, in line with paragraph 2.41 above.

Lessons learned and planned change

2.162 In line with the lesson learned described in paragraph 2.42 above and the need for efficient cost consolidation of all Nairobi-based meeting services, the subprogramme will refine its local cost estimation tool and work to link it to the global gateway, in line with paragraph 2.157 above.

2.163 Expected progress towards the objective is presented in the performance measure below (see table 2.35).

Table 2.35

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	A subset of clients can request meeting services in Nairobi through One-Stop Shop	All clients can request meeting services in Nairobi through One-Stop Shop	All clients can obtain cost estimates for meeting services in Nairobi through local applications	All clients at all duty stations can request meeting services, obtain cost estimates and receive a single bill through One-Stop Shop

Deliverables

2.164 Table 2.36 lists all deliverables of the subprogramme.

Table 2.36

Nairobi, subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	3 275	5 295	5 000	5 500
1. Meetings of the United Nations Environment Assembly and subsidiary bodies	75	84	250	200
2. Meetings of the UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	50	255	150	235
3. Meetings of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	20	73	50	70
4. Meetings of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	50	218	100	80
5. Meetings on the Basel Conventions on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and Stockholm Convention on Persistent Organic Pollutants.	105	264	120	130
6. African Ministerial Conference on the Environment	10	48	–	10
7. Conference of the Parties to the Minamata Convention on Mercury	20	69	–	50

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
8. Conference of the Parties to the Convention on Biological Diversity	10	232	50	50
9. Meetings of regional and other groupings of Member States	200	885	450	600
10. Meetings of other intergovernmental or expert bodies and on programme delivery facilitation	2 735	3 167	3 830	4 075

C. Substantive deliverables

Consultation, advice and advocacy: informational services and advice to the Bureau of the UN-Habitat Executive Board, the Committee of Permanent Representatives to UNEP and the United Nations Environment Assembly; and orientation sessions for new members of the Committee of Permanent Representatives to UNEP and of the Committee of Permanent Representatives to UN-Habitat.

**Subprogramme 3
Documentation services**

Objective

- 2.165 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Nairobi.

Strategy

- 2.166 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities indicated in paragraph 2.46 above:
- (a) Participate in the global innovation projects of the Department, including gDoc and gText, leverage information technology tools, including eLUNa, provide input to UNTERM and maintain its repository of Nairobi-specific reference material for in-house and external language professionals;
 - (b) Pursue dialogue with substantive secretariats and Member States to respond to their needs, requirements and priorities, and rigorously plan and coordinate documentation workflows and capacity;
 - (c) Provide report-writing services for substantive secretariats of various multilateral environmental agreements.
- 2.167 The above-mentioned work is expected to result in:
- (a) The timely availability of high-quality documents, issued simultaneously in the official languages, in compliance with existing mandates;
 - (b) The consistent use of official terminology in the official languages;
 - (c) Improved access to knowledge resources through the provision of machine-readable documents for the United Nations.

Programme performance in 2023

Parliamentary documents held in Nairobi since the 1970s digitized to enrich intergovernmental debate and retain historical knowledge and information

- 2.168 The Division of Conference Services in Nairobi holds a wealth of archival material of resolutions and reports of multilateral processes involved in the protection of the environment. These include documents of: the United Nations Conference on the Human Environment held in 1972, which led

to the establishment of UNEP; the UNEP Governing Council since its inception in 1973; and the Governing Council of the United Nations Human Settlements Programme dating back to 1978. In line with paragraph 79 of General Assembly resolution 77/255, in September 2023 the subprogramme began to digitize that archival material for publishing on the Official Document System. The digitization work is expected to be completed by mid-2024.

2.169 Progress towards the objective is presented in the performance measure below (see table 2.37).

Table 2.37
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	More than 400 documents available in digital format on the Official Document System to retain historical knowledge and information

Planned results for 2025

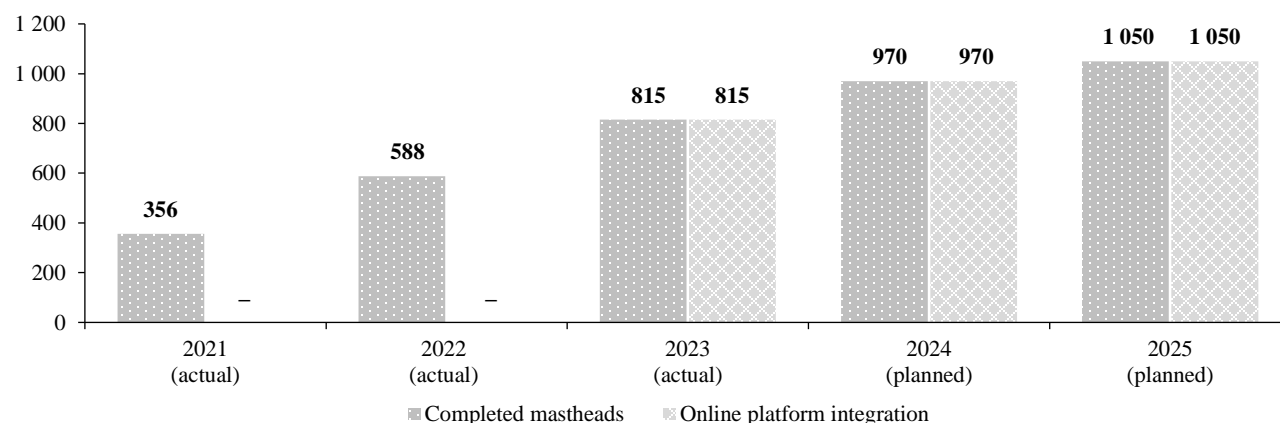
Result 1: new mastheads for templates available to secretariats of meeting bodies on an online platform

Programme performance in 2023 and target for 2025

2.170 The subprogramme’s work contributed to the preparation of 815 mastheads, all of them integrated into an online platform, which exceeded the planned target of 707 completed mastheads and 212 mastheads integrated into an online platform.

2.171 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 2.XXI).

Figure 2.XXI
Performance measure: number of mastheads available on online platform



Result 2: innovation in action: leveraging machine-readable documents

Programme performance in 2023 and target for 2025

2.172 The subprogramme’s work contributed to United Nations Environment Assembly resolutions being automatically generated in machine-readable format, on a pilot basis, in line with the Akoma Ntoso standard, which met the planned target.

2.173 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.38).

**Table 2.38
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Resolutions adopted by the General Assembly at its seventy-fifth session available in machine-readable format in line with the Akoma Ntoso standard for the United Nations	User requirements validated through a feasibility assessment consisting of converting United Nations Environment Assembly resolutions into a machine-readable format	United Nations Environment Assembly resolutions automatically generated in machine-readable format on a pilot basis in line with the Akoma Ntoso standard	Availability of United Nations Environment Assembly resolutions generated in machine-readable format in line with the Akoma Ntoso standard, with visualizations	Availability of further refinements, including through master data, to facilitate information retrieval by Member States

Result 3: high-quality multilingual documentation through a translation quality management framework

Proposed programme plan for 2025

2.174 The subprogramme, in coordination with the other duty stations, will continue to implement a translation quality management framework, as described in paragraph 2.54 above.

Lessons learned and planned change

2.175 In line with the lesson learned described in paragraph 2.55 above, the subprogramme will ensure the application of the quality assurance processes included in the framework to consistently provide high-quality documents to Member States.

2.176 Expected progress towards the objective is presented in the performance measure below (see table 2.39).

**Table 2.39
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	Member States provide feedback on their satisfaction with the linguistic quality of translated documents through the annual survey on conference services Responses received in 2023 responses indicate satisfaction with translation quality	Member States provide feedback through new mechanism(s) aligned with the new translation quality framework, indicating that translation quality meets their needs and expectations	Member States indicate that translation quality meets their needs and expectations to the same extent as in 2024

Deliverables

2.177 Table 2.40 lists all deliverables of the subprogramme.

Table 2.40

Nairobi, subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Documentation services for meetings (thousands of words)	9 400	10 847	9 000	9 250
Editing, translation and desktop publishing of documents for:				
1. The United Nations Environment Assembly and subsidiary bodies	500	34	600	100
2. The UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	1 500	1 255	800	1 250
3. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	700	689	800	800
4. The Meetings of the Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/Vienna Convention for the Protection of the Ozone Layer	1 200	1 632	900	900
5. The Conference of the Parties to the Basel, Rotterdam and Stockholm Conventions on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, and on Persistent Organic Pollutants	1 500	3 120	1 800	1 800
6. The African Ministerial Conference on the Environment	100	75	50	100
7. The Conference of the Parties to the Minamata Convention on Mercury	1 000	936	–	1 000
8. The intergovernmental negotiating committee on plastic pollution to develop an international legally binding instrument on plastic pollution, including in the marine environment	600	288	600	–
9. The ad hoc open-ended working group on a science-policy panel to contribute further to the sound management of chemicals and waste and to prevent pollution	800	140	600	–
10. Other intergovernmental bodies	1 500	2 678	2 850	3 300
C. Substantive deliverables				
Databases and substantive digital materials: UNTERM, comprising some 685,000 records.				

Subprogramme 4 Meetings and publishing services

Objective

2.178 The objective, to which this subprogramme contributes, is to ensure efficient and effective multilingual deliberation and decision-making processes of intergovernmental and expert bodies and conferences serviced by the United Nations in Nairobi.

Strategy

2.179 To contribute to the objective, the subprogramme will, in coordination with the other duty stations and in addition to the activities, except for verbatim reporting, indicated in paragraph 2.59 above, provide meeting and publishing services to the main intergovernmental bodies headquartered in Nairobi and to other non-calendar-intergovernmental bodies or secretariats requesting interpretation and publishing services.

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

- (a) Servicing capacity aligned with expected increases in meeting demand;

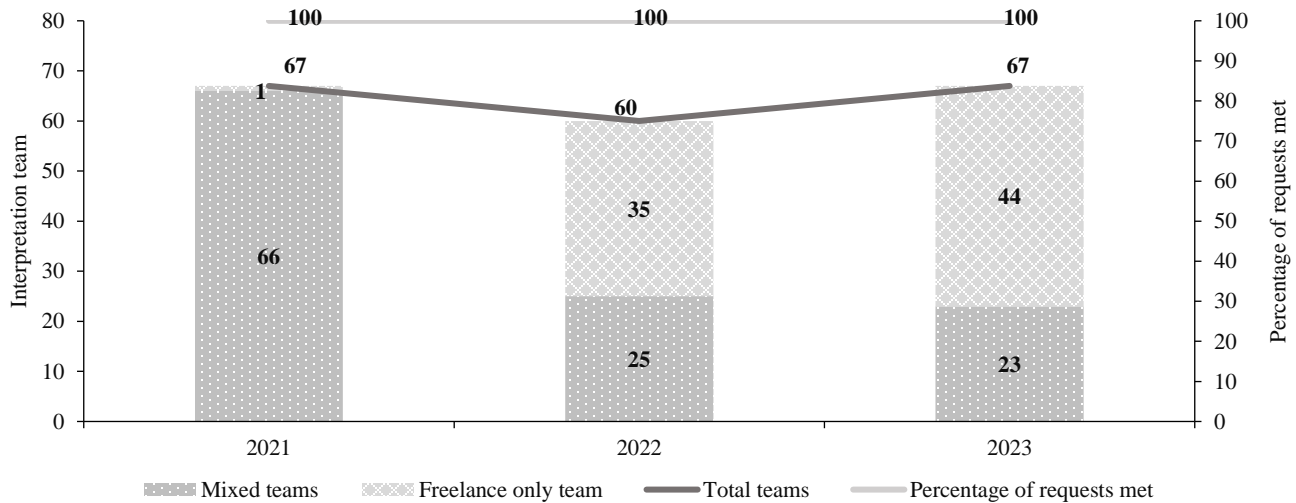
- (b) Enhanced accessibility and continued sustainability of publishing services and of conference support services for meetings participants.

Programme performance in 2023

All requests for interpretation of non-calendar meetings of technical and expert bodies met, notwithstanding in-house capacity being exceeded

- 2.181 In 2023, the subprogramme received competing requests to provide interpretation services for non-calendar technical and expert meetings of bodies that exceeded in-house capacity. The subprogramme, in consultation with the requesting secretariats, provided interpretation to those bodies on a fully reimbursable basis by deploying a larger number, compared with previous years, of teams comprising only of freelance interpreters (44, compared with 35 in 2022 and 1 in 2021). Quality control was performed by the Chief Interpreter through spot-checks of sound recordings and consultations with requesting secretariats.
- 2.182 Progress towards the objective is presented in the performance measure below (see figure 2.XXII).

Figure 2.XXII
Performance measure: percentage of requests met for interpretation at non-calendar meetings of technical and expert bodies



Planned results for 2025

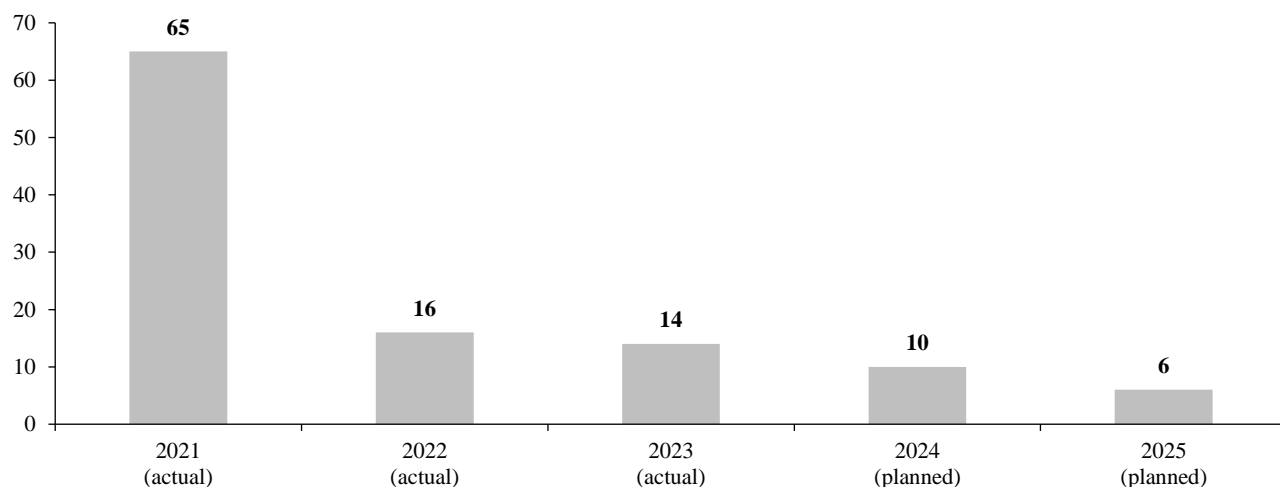
Result 1: contingency plans for maintenance of a broad array of sustainable conference-servicing modalities that are technically accessible to all

Programme performance in 2023 and target for 2025

- 2.183 The subprogramme’s work contributed to the training of 14 new freelance interpreters in the use of remote simultaneous interpretation platforms for business continuity purposes, which did not meet the planned target of 80 freelance interpreters trained. The target was not met because, other than those 14 interpreters, all the freelance interpreters who have worked for the United Nations Office at Nairobi and are on the global language register had been trained in previous years.
- 2.184 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 2.XXIII).

Figure 2.XXIII

Performance measure: number of freelance interpreters trained in the use of remote simultaneous interpretation platforms for contingencies and business continuity purposes (annual)



Result 2: enhanced accessibility and usability of publications through the use of defined best practices and fit-for-purpose digital technologies

Programme performance in 2023 and target for 2025

- 2.185 The subprogramme's work contributed, through the application of accessibility guidelines, to a small subset of publications being updated to enhance their discoverability and accessibility, which met the planned target.
- 2.186 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2.41).

Table 2.41

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	A small subset of publications updated that apply the guidelines to enhance their discoverability and usability	Improved discoverability and usability of publications in all official languages	Improved digital publications and metadata with higher levels of accessibility and discoverability

Result 3: increased interpretation services available to meet the growing demand of Member States for meetings with interpretation

Proposed programme plan for 2025

- 2.187 To accommodate a rapid return to normal schedules of conferences and meetings serviced by the subprogramme, notwithstanding a shortage of freelance interpreters in the labour market, the subprogramme, in collaboration with the other duty stations, has intensified its recruitment efforts in line with paragraph 2.67 above.

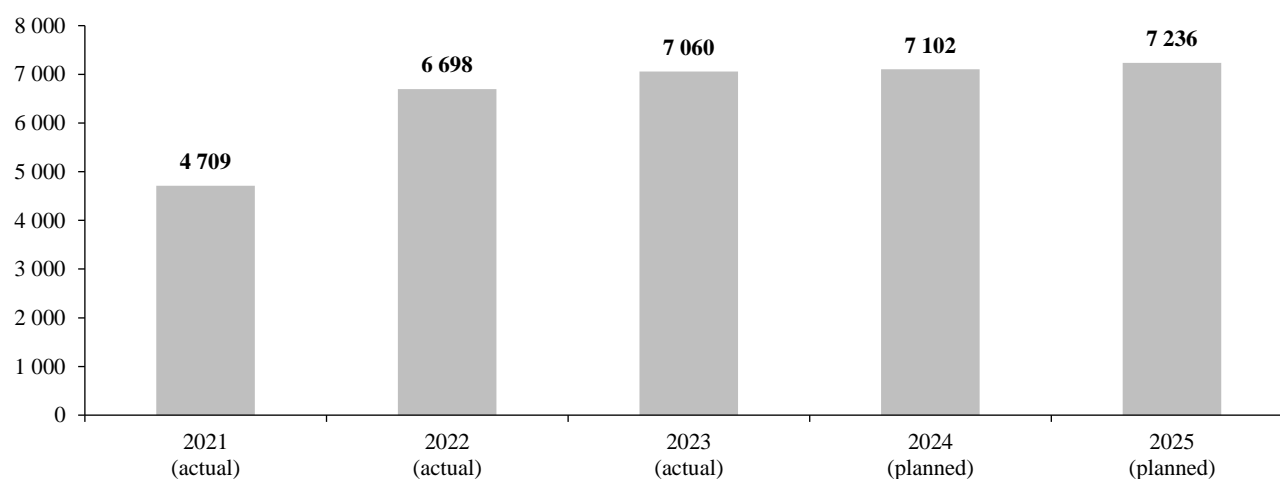
Lessons learned and planned change

2.188 In line with the lesson learned described in paragraph 2.68 above, the subprogramme will continue its recruitment and training efforts and, in parallel, will refine gMeets data flows and the interpretation assignment application, eAPG, to support capacity-planning and the global management of freelancers.

2.189 Expected progress towards the objective is presented in the performance measure below (see figure 2.XXIV).

Figure 2.XXIV

Performance measure: global number of meetings held with interpretation



Deliverables

2.190 Table 2.42 lists all deliverables of the subprogramme.

Table 2.42

Nairobi, subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	460	484	350	400
Meetings with interpretation for:				
1. The United Nations Environment Assembly and subsidiary bodies	10	7	27	4
2. The UN-Habitat Governing Council, Assembly, Executive Board and subsidiary bodies	30	30	12	20
3. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services	20	24	20	20
4. The Parties to the Montreal Protocol on Substances that Deplete the Ozone Layer/ Vienna Convention for the Protection of the Ozone Layer	23	25	20	20
5. The Conference of the Parties to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade and the Stockholm Convention on Persistent Organic Pollutants	37	36	29	37
6. The African Ministerial Conference on the Environment	20	20	–	20
7. The Conference of the Parties to the Minamata Convention on Mercury	10	14	–	10

Section 2 General Assembly and Economic and Social Council affairs and conference management

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
8. The Conference of the Parties to the Convention on Biological Diversity	10	30	20	10
9. Other intergovernmental or expert bodies and on programme delivery facilitation	300	297	222	259

E. Enabling deliverables

Publishing services: Design and layout of publications, multimedia projects such as motion-graphic videos, outreach and visibility materials, formatted for both hard copy and digital distribution provided to more than 40 client entities in Nairobi.

B. Proposed post and non-post resource requirements for 2025

Overview

2.191 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 2.43 to 2.45.

Table 2.43

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	257 097.5	276 735.1	–	–	(453.8)	(453.8)	(0.2)	276 281.3
Other staff costs	29 172.3	46 300.5	(5 758.0)	4 304.1	1 239.7	(214.2)	(0.5)	46 086.3
Hospitality	–	0.8	–	–	–	–	–	0.8
Consultants	14.8	–	–	–	–	–	–	–
Travel of representatives	175.2	–	–	–	–	–	–	–
Travel of staff	207.5	56.1	–	–	13.4	13.4	23.9	69.5
Contractual services	11 868.1	16 116.2	(5.1)	–	(459.5)	(464.6)	(2.9)	15 651.6
General operating expenses	2 029.4	2 065.2	–	–	(213.7)	(213.7)	(10.3)	1 851.5
Supplies and materials	129.1	351.0	–	–	(151.2)	(151.2)	(43.1)	199.8
Furniture and equipment	1 534.0	1 270.4	–	–	(22.7)	(22.7)	(1.8)	1 247.7
Improvement of premises	1.3	–	–	–	1.6	1.6	–	1.6
Grants and contributions	26 725.2	28 861.4	(541.0)	951.1	–	410.1	1.4	29 271.5
Other	(51.2)	–	–	–	–	–	–	–
Total	328 903.2	371 756.7	(6 304.1)	5 255.2	(46.2)	(1 095.1)	(0.3)	370 661.6

Table 2.44

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	1 590	1 USG, 1 ASG, 6 D-2, 18 D-1, 211 P-5, 426 P-4, 333 P-3, 11 P-2/1, 74 GS (PL), 497 GS(OL), 12 LL
Reassignment	–	1 GS (PL) within subprogramme 4 in New York, 1 P-5 within subprogramme 4 in Geneva, 1 P-2/1 from subprogramme 4 to programme support in New York
Abolishment	(4)	2 GS (OL) in subprogramme 3 in New York, 1 GS (OL) in subprogramme 3 in Geneva, 1 GS (OL) in subprogramme 4 in Geneva
Proposed for 2025	1 586	1 USG, 1 ASG, 6 D-2, 18 D-1, 211 P-5, 426 P-4, 333 P-3, 11 P-2/1, 74 GS (PL), 493 GS (OL), 12 LL

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Section 2 General Assembly and Economic and Social Council affairs and conference management

Table 2.45
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	–	1
ASG	1	–	–	–	–	–	1
D-2	6	–	–	–	–	–	6
D-1	18	–	–	–	–	–	18
P-5	211	–	–	–	–	–	211
P-4	426	–	–	–	–	–	426
P-3	333	–	–	–	–	–	333
P-2/1	11	–	–	–	–	–	11
Subtotal	1 007	–	–	–	–	–	1 007
General Service and related							
GS (PL)	74	–	–	–	–	–	74
GS (OL)	497	–	–	(4)	(4)	(4)	493
LL	12	–	–	–	–	–	12
Subtotal	583	–	–	(4)	(4)	(4)	579
Total	1 590	–	–	(4)	(4)	(4)	1 586

2.192 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 2.46 to 2.48 and figure 2.XXV.

2.193 As shown in tables 2.46 (1) and 2.47 (1), the overall resources proposed for 2025 amount to \$370,661,600 before recosting, reflecting a decrease of \$1,095,100 (or 0.3 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 2.46
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Policymaking organs	484.8	195.9	–	–	(26.8)	(26.8)	(13.7)	169.1	
B. Executive direction and management	4 328.3	4 161.0	–	–	(48.1)	(48.1)	(1.2)	4 112.9	
C. Programme of work									
<i>Conference management, New York</i>									
1. General Assembly and Economic and Social Council affairs	6 987.0	6 708.6	–	68.1	–	68.1	1.0	6 776.7	
2. Planning and coordination of conference services	6 445.7	10 892.1	(3 925.1)	–	(363.5)	(4 288.6)	(39.4)	6 603.5	

Part I Overall policymaking, direction and coordination

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
3. Documentation services	85 589.3	97 265.6	–	1 870.8	–	1 870.8	1.9	99 136.4
4. Meetings and publishing services	59 975.9	60 936.1	(216.8)	390.4	(153.1)	20.5	–	60 956.6
<i>Conference management, Geneva</i>								
2. Planning and coordination of conference services	13 325.7	43 130.6	(884.6)	1 266.8	225.6	607.8	1.4	43 738.4
3. Documentation services	61 979.2	58 930.9	–	–	(135.9)	(135.9)	(0.2)	58 795.0
4. Meetings and publishing services	36 721.6	32 106.3	–	–	(135.9)	(135.9)	(0.4)	31 970.4
<i>Conference management, Vienna^a</i>	25 740.5	27 628.5	(541.0)	951.1	–	410.1	1.5	28 038.6
<i>Conference management, Nairobi</i>								
2. Planning and coordination of conference services	1 670.6	3 288.5	(731.5)	708.0	–	(23.5)	(0.7)	3 265.0
3. Documentation services	4 293.5	3 928.4	–	–	–	–	–	3 928.4
4. Meetings and publishing services	3 502.1	3 654.1	–	–	–	–	–	3 654.1
Subtotal, C	306 231.1	348 469.7	(6 299.0)	5 255.2	(562.8)	(1 606.6)	(0.5)	346 863.1
D. Programme support	17 859.0	18 930.1	(5.1)	–	591.5	586.4	3.1	19 516.5
Subtotal, I	328 903.2	371 756.7	(6 304.1)	5 255.2	(46.2)	(1 095.1)	(0.3)	370 661.6

^a Net budget representing the United Nations share of jointly financed activities for conference management, Vienna.

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	–	–	–	–	–
C. Programme of work					
<i>Conference management, New York</i>					
1. General Assembly and Economic and Social Council affairs	–	–	–	–	–
2. Planning and coordination of conference services	313.5	356.1	–	–	356.1
3. Documentation services	2 540.1	2 937.4	–	–	2 937.4
4. Meetings and publishing services	576.4	2 552.3	–	–	2 552.3
<i>Conference management, Geneva</i>					
2. Planning and coordination of conference services	463.4	509.8	–	–	509.8
3. Documentation services	713.7	1 100.0	–	–	1 100.0
4. Meetings and publishing services	1 742.9	2 474.7	–	–	2 474.7
<i>Conference management, Vienna</i>					
2. Planning and coordination of conference services	64.9	100.0	–	–	400.0
3. Documentation services	291.6	1 000.0	–	–	700.0
4. Meetings and publishing services	525.5	400.0	–	–	400.0

Section 2 General Assembly and Economic and Social Council affairs and conference management

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
<i>Conference management, Nairobi</i>					
2. Planning and coordination of conference services	2 270.4	2 360.4	78.9	3.3	2 439.3
3. Documentation services	2 797.8	3 218.4	133.0	4.1	3 351.4
4. Meetings and publishing services	3 332.7	3 964.4	(224.5)	(5.7)	3 739.9
Subtotal, C	15 632.9	20 973.5	(12.6)	(0.1)	20 960.9
D. Programme support	5 837.0	6 330.9	12.6	0.2	6 343.5
Subtotal, 2	21 469.9	27 304.4	–	–	27 304.4
Total (1+2)	350 373.1	399 061.1	(1 095.1)	(0.3)	397 966.0

Table 2.47

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

 (1) *Regular budget*

<i>Component/subprogramme</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	22	–	–	–	–	22
C. Programme of work						
<i>Conference management, New York</i>						
1. General Assembly and Economic and Social Council affairs	41	–	–	–	–	41
2. Planning and coordination of conference services	46	–	–	–	–	46
3. Documentation services	506	–	–	(2)	(2)	504
4. Meetings and publishing services	288	–	–	(1)	(1)	287
<i>Conference management, Geneva</i>						
2. Planning and coordination of conference services	68	–	–	–	–	68
3. Documentation services	324	–	–	(1)	(1)	323
4. Meetings and publishing services	168	–	–	(1)	(1)	167
<i>Conference management, Vienna^a</i>						
	–	–	–	–	–	–
<i>Conference management, Nairobi</i>						
2. Planning and coordination of conference services	9	–	–	–	–	9
3. Documentation services	28	–	–	–	–	28
4. Meetings and publishing services	24	–	–	–	–	24
Subtotal, C	1 502	–	–	(5)	(5)	1 497
D. Programme support	66	–	–	1	1	67
Subtotal, 1	1 590	–	–	(4)	(4)	1 586

^a Under conference management, Vienna, in addition to the programme budget, 186 posts in 2024 and in 2025 are financed on a cost-shared basis. The post composition is detailed in figures 2.XXXV to 2.XXXVII and 2.XLII.

Part I Overall policymaking, direction and coordination

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
<i>Conference management, New York</i>			
1. General Assembly and Economic and Social Council affairs	–	–	–
2. Planning and coordination of conference services	–	–	–
3. Documentation services	10	–	10
4. Meetings and publishing services	–	–	–
<i>Conference management, Geneva</i>			
2. Planning and coordination of conference services	–	–	–
3. Documentation services	–	–	–
4. Meetings and publishing services	–	–	–
<i>Conference management, Vienna</i>			
<i>Conference management, Nairobi</i>			
2. Planning and coordination of conference services	25	–	25
3. Documentation services	22	–	22
4. Meetings and publishing services	17	–	17
Subtotal, C	74	–	74
D. Programme support	4	–	4
Subtotal, 2	78	–	78
Total (1+2)	1 668	(4)	1 664

Table 2.48

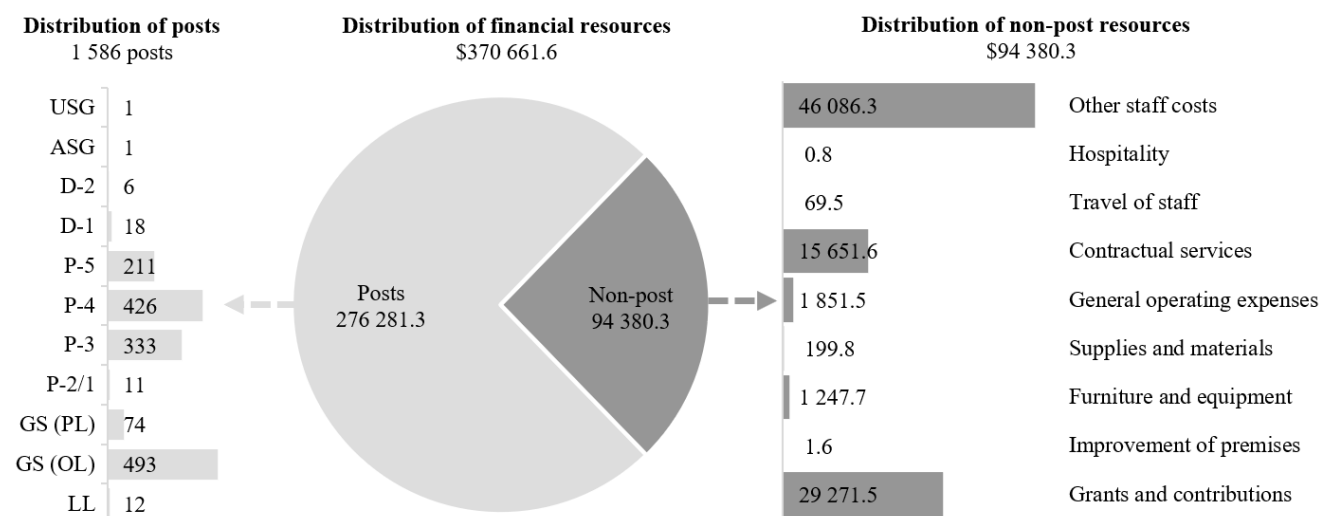
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>					<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Posts	257 097.5	276 735.1	–	–	(453.8)	(453.8)	(0.2)	276 281.3
Non-post	71 805.7	95 021.6	(6 304.1)	5 255.2	407.6	(641.3)	(0.7)	94 380.3
Total	328 903.2	371 756.7	(6 304.1)	5 255.2	(46.2)	(1 095.1)	(0.3)	370 661.6
Post resources by category								
Professional and higher		1 007	–	–	–	–	–	1 007
General Service and related		583	–	–	(4)	(4)	(0.7)	579
Total		1 590	–	–	(4)	(4)	(0.3)	1 586

Figure 2.XXV
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

2.194 As shown in table 2.46 (1), resource changes reflect a decrease of \$6,304,100 as follows:

- New York, subprogramme 2, Planning and coordination of conference services.** The decrease of \$3,925,100 under other staff costs relates to the removal in 2025 of non-recurrent provisions in support of new and expanded mandates from the General Assembly;
- New York, subprogramme 4, Meetings and publishing services.** The decrease of \$216,800 under other staff costs relates to the removal in 2025 of non-recurrent provisions in support of new and expanded mandates from the General Assembly;
- New York, programme support.** The decrease of \$5,100 under contractual services relates to the removal in 2025 of non-recurrent provisions in support of new and expanded mandates from the General Assembly;
- Geneva, subprogramme 2, Planning and coordination of conference services.** The net decrease of \$884,600 under other staff costs relates to the removal in 2025 of non-recurrent provisions associated with the resolutions in support of mandates from the General Assembly, including resolutions and decisions adopted by the Human Rights Council (\$1,921,000), offset in part by adjustments relating to the consolidation of resources to implement mandates of the Council pursuant to paragraph 7 of resolution [78/252](#), in which the Assembly endorsed the recommendations of the Advisory Committee on Administrative and Budgetary Questions contained in its report ([A/78/7](#)) (\$1,036,400);
- Vienna, conference management.** The decrease of \$541,000 under grants and contributions relates to the removal in 2025 of non-recurrent provisions in support of new and expanded mandates from the General Assembly;
- Nairobi, subprogramme 2, Planning and coordination of conference services.** The decrease of \$731,500 under other staff costs relates to the removal in 2025 of non-recurrent provisions in support of new and expanded mandates from the General Assembly.

New and expanded mandates

2.195 As shown in table 2.46 (1), resource changes reflect an increase of \$5,255,200, as follows:

- (a) **New York, subprogramme 1, General Assembly and Economic and Social Council affairs.** The increase of \$68,100 under other staff costs relates to additional requirements for the development of an online searchable repository in support of the revitalization of the work of the General Assembly (resolution [77/335](#));
- (b) **New York, subprogramme 3, Documentation services.** The increase of \$1,870,800 under other staff costs relates to additional documentation requirements in support of mandates from the General Assembly on:
 - (i) Political declaration of the General Assembly high-level meeting on pandemic prevention, preparedness and response (\$24,500; resolution [78/3](#));
 - (ii) Mental health and psychosocial support (\$24,500; resolution [77/300](#));
 - (iii) Through-life conventional ammunition management (\$148,600; resolution [78/47](#));
 - (iv) Youth, disarmament and non-proliferation (\$30,800; resolution [78/31](#));
 - (v) Reducing space threats through norms, rules and principles of responsible behaviours (\$338,000; resolution [78/20](#));
 - (vi) Achieving gender equality and empowering all women and girls for realizing all Sustainable Development Goals (\$43,200; resolution [78/150](#));
 - (vii) Strengthening cooperation for integrated coastal zone management for achieving sustainable development (\$24,500; resolution [78/159](#));
 - (viii) Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19) (\$24,500; resolution [78/172](#));
 - (ix) Policies and programmes involving youth (\$11,000; resolution [76/137](#));
 - (x) Responsibility of States for intentionally wrongful acts (\$46,100; resolution [77/97](#));
 - (xi) Oceans and the law of the sea (\$804,900; resolution [75/239](#));
 - (xii) Transparency in armaments (\$201,200; resolution [77/69](#));
 - (xiii) Further modalities of the fourth International Conference on Financing for Development (\$149,000; resolution [78/271](#));
- (c) **New York, subprogramme 4, Meetings and publishing services.** The increase of \$390,400 under other staff costs relates to additional interpretation requirements in support of mandates from the General Assembly on:
 - (i) Through-life conventional ammunition management (\$79,500; resolution [78/47](#));
 - (ii) Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (\$11,200; resolution [78/182](#));
 - (iii) Transparency in armaments (\$172,500; resolution [77/69](#));
 - (iv) Further modalities of the fourth International Conference on Financing for Development (\$127,200; resolution [78/271](#));
- (d) **Geneva, subprogramme 2, Planning and coordination of conference services.** The increase of \$1,266,800 under other staff costs relates additional requirements pursuant to resolutions adopted by the Human Rights Council (\$482,000) and additional requirements in support of mandates from the General Assembly (\$784,800), as follows:

Human Rights Council resolutions before 2023 (\$169,500)

- (i) The question of the death penalty (\$46,200; resolutions [26/2](#) and [48/9](#));
- (ii) Human rights and unilateral coercive measures (\$35,100; resolution [27/21](#) and [Corr.1](#));
- (iii) Cultural rights and the protection of cultural heritage (\$27,100; resolution [49/7](#));
- (iv) Prevention of genocide (\$27,100; resolution [49/9](#));
- (v) From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance (\$34,000; resolution [51/32](#));

Human Rights Council resolutions from the fifty-second to fifty-fourth regular sessions (\$312,500)

- (i) Question of the realization in all countries of economic, social and cultural rights (\$12,500; resolution [52/11](#));
- (ii) Promotion and protection of human rights and the implementation of the 2030 Agenda for Sustainable Development (\$23,400; resolution [52/14](#));
- (iii) Cooperation with regional human rights organizations (\$26,800; resolution [52/15](#));
- (iv) Birth registration and the right of everyone to recognition everywhere as a person before the law (\$23,400; resolution [52/25](#));
- (v) Child, early and forced marriage: ending and preventing forced marriage (\$10,000; resolution [53/23](#));
- (vi) Accelerating efforts to eliminate all forms of violence against women and girls: preventing and responding to all forms of violence against women and girls in criminal justice detention (\$23,400; resolution [53/27](#));
- (vii) Ensuring quality education for peace and tolerance for every child (\$30,400; resolution [54/5](#));
- (viii) Preventable maternal mortality and morbidity and human rights (\$36,800; resolution [54/16](#));
- (ix) Contribution of the implementation of the objectives of the International Year of the Family and its follow-up processes in the promotion and protection of human rights (\$79,000; resolution [54/17](#));
- (x) Promoting and protecting economic, social and cultural rights within the context of addressing inequalities (\$23,400; resolution [54/22](#));
- (xi) Question of the death penalty (\$23,400; resolution [54/35](#));

General Assembly resolutions (\$784,800)

- (i) Further practical measures for the prevention of an arms race in outer space (\$568,000; resolution [78/238](#));
- (ii) Reducing space threats through norms, rules and principles of responsible behaviours (\$216,800; resolution [78/20](#));
- (e) **Vienna, conference management.** The increase of \$951,100 under grants and contributions relates to additional requirements in support of the follow-up to the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice (resolution [78/223](#));
- (f) **Nairobi, subprogramme 2, Planning and coordination of conference services.** The increase of \$708,000 under other staff costs relates to additional requirements in support of the seventh session of the United Nations Environment Assembly, in 2025, pursuant to General Assembly resolution [73/260](#) and Environment Assembly draft decision 6/L.3.

Other changes

2.196 As shown in table 2.46 (1), resource changes reflect a net decrease of \$46,200, as follows:

- (a) **Policymaking organs.** A net decrease of \$26,800 comprises a decrease of \$28,800 under contractual services, offset in part by an increase of \$2,000 under furniture and equipment, and reflects a more optimal distribution of conference service requirements by redeploying resources to programme support, as explained in paragraph 2.196 (i);
- (b) **Executive direction and management.** A net decrease of \$48,100 comprises decreases of \$52,000 under other staff costs, \$3,900 under contractual services and \$18,000 under general operating expenses, offset in part by increases of \$13,400 under travel of staff, \$5,400 under supplies and materials and \$7,000 under furniture and equipment in line with expenditure patterns in prior years. In addition to the realignment of resources among budget classes within this component, the proposal reflects a more optimal distribution of conference service requirements by redeploying resources to programme support, as explained in paragraph 2.196 (i);
- (c) **New York, subprogramme 2, Planning and coordination of conference services.** A net decrease of \$363,500 comprises decreases of \$180,900 under other staff costs, \$33,500 under general operating expenses, \$126,400 under supplies and material and \$29,200 under furniture and equipment, offset in part by an increase under contractual services of \$6,500, and reflects a more optimal distribution of conference service requirements by redeploying resources to programme support, as explained in paragraph 2.196 (i);
- (d) **New York, subprogramme 3, Documentation services.** The proposed cost-neutral realignment of resources comprises a decrease of \$182,000 under posts reflecting the abolishment of two General Service (Other level) posts (Language Reference Assistant and Administrative Assistant), offset by a corresponding increase of \$182,000 under other staff costs, as explained in annex II to the present report; a decrease of \$1,823,100 under contractual services, offset by a corresponding increase of \$1,823,100 under other staff costs as an internal realignment of resources between the temporary assistance for meeting language capacity and contractual capacity based on expenditure patterns in prior budget periods; and increases of \$800 under supplies and materials and \$1,600 under improvement of premises relating to the Albano building, offset by a further decrease of \$2,400 under other staff costs;
- (e) **New York, subprogramme 4, Meetings and publishing services.** A decrease of \$153,100 under posts reflects the proposed outward reassignment of one P-2 post of Associate Publishing Officer to programme support, as explained in annex II. The cost-neutral realignment of resources within the subprogramme includes decreases of \$552,500 under other staff costs and \$133,800 under general operating expenses, offset by increases of \$679,500 under contractual services, \$4,700 under supplies and materials and \$2,100 under furniture and equipment, reflecting expenditure patterns in the prior budget period;
- (f) **Geneva, subprogramme 2, Planning and coordination of conference services.** A net increase of \$225,600 comprises an increase of \$271,800 under contractual services, offset in part by a decrease of \$46,200 under other staff costs relating to the redeployment of resources to Administration, Geneva (section 29E) for the provision of technical support to meetings and conferences requiring accessibility services. The increase under contractual services, which offsets the proposed decreases under posts under subprogrammes 3 and 4 in Geneva, would enhance flexibility and supplement core staff capacity during peaks in the meetings and conferences calendar;
- (g) **Geneva, subprogramme 3, Documentation services.** A decrease of \$135,900 under posts reflects the abolishment of one post of Editorial and Desktop Publishing Assistant (General Service (Other level)), as explained in annex II;
- (h) **Geneva, subprogramme 4, Meetings and publishing services.** A decrease of \$135,900 under posts reflects the abolishment of one post of Documents Management Assistant (General Service (Other level)), as explained in annex II;
- (i) **New York, Programme support.** A net increase of \$591,500 comprises an increase of \$153,100 under posts resulting from the inward reassignment of a P-2 post as Associate

Information Systems Officer from subprogramme 4 in New York, as outlined in annex II, as well as increases of \$68,600 under other staff costs and \$438,500 under contractual services, offset in part by decreases of \$28,400 under general operating expenses, \$35,700 under supplies and materials and \$4,600 under furniture and equipment. The net increase under programme support reflects the cost-neutral redeployment of resources from policymaking organs, executive direction and management and subprogrammes 2 and 4 in New York, as noted above, and reflects a more optimal distribution of conference service requirements by redeploying resources to the Global Innovation and Data Analytics Service under programme support to facilitate the continuous effort by the Service to design, develop, deploy and maintain innovative information technology solutions for delegates in New York, provide timely client-oriented and critical responses to the needs of Member States and maintain up-to-date information and communications technology platforms.

Extrabudgetary resources

- 2.197 As reflected in tables 2.46 (2) and 2.47 (2), extrabudgetary resources amount to \$27,304,400, including provisions for 78 posts, and reflect no change compared with the estimate for 2024. The extrabudgetary resources complement the regular budget resources and would be used mainly to provide documentation processing and meeting services in relation to the non-calendar meetings on a cost-recovery basis in four locations. The extrabudgetary resources also support technological solutions support planning, the management and delivery of conference services, and the digitization project implemented in partnership with the Department of Global Communications. The extrabudgetary resources under the present section are subject to the oversight of the Department for General Assembly and Conference Management, in accordance with the delegation of authority by the Secretary-General.
- 2.198 Extrabudgetary resources include the trust fund for German language translation, established in 1974 to provide resources to issue in German the resolutions and decisions of the General Assembly, as well as the other supplements to its official records, and the resolutions and decisions of the Security Council and the Economic and Social Council. The requirements funded from the trust fund include provisions for 10 posts and related operating expenses.
- 2.199 The extrabudgetary resources in the four duty stations supplement training funds to ensure service delivery of the highest quality and to support the implementation of the United Nations Secretariat Learning Strategy for the period 2021–2025 by the Department in all four duty stations.

Policymaking organs

- 2.200 The resources proposed under this component would provide for the policymaking organs as shown in table 2.49. With regard to the Economic and Social Council, resources for technical secretariat support and conference services for meetings are provided for under conference management, New York.

Table 2.49

Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
General Assembly	Mandate: Articles 10 to 17 of the Charter of the United Nations	195.9	169.1
Trusteeship Council	Mandate: Article 7 of the Charter of the United Nations	–	–
Economic and Social Council	Mandate: Articles 62 to 66 of the Charter of the United Nations	–	–
Total		195.9	169.1

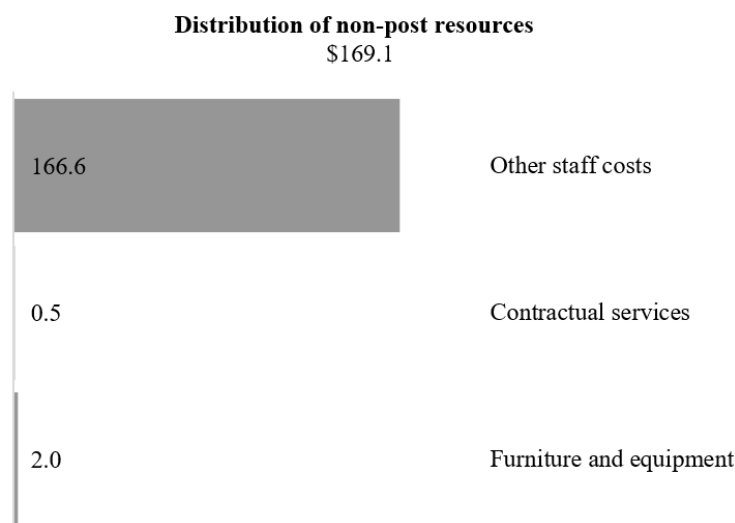
- 2.201 The proposed regular budget resources for 2025 amount to \$169,100 and reflect a decrease of \$26,800 compared with the approved budget for 2024. The proposed change is explained in

paragraph 2.196 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.50 and figure 2.XXVI.

Table 2.50
Policymaking organs: evolution of financial resources
 (Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	484.8	195.9	–	–	(26.8)	(26.8)	(13.7)	169.1
Total	484.8	195.9	–	–	(26.8)	(26.8)	(13.7)	169.1

Figure 2.XXVI
Policymaking organs: distribution of proposed resources for 2025 (before recosting)
 (Thousands of United States dollars)



Executive direction and management

- 2.202 The executive direction and management component comprises the Office of the Under-Secretary-General and the Protocol and Liaison Service. The Under-Secretary-General for General Assembly and Conference Management is responsible for all the activities of the Department, as well as its administration, and represents the Secretary-General in meetings relating to the functions of the Department and in intergovernmental organs and expert bodies, as required. The Under-Secretary-General is also responsible for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes managing the conference-servicing resources at Headquarters and providing policy guidance with regard to the utilization of the conference-servicing resources, the authority for which has been subdelegated to the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi, with a view to achieving the highest possible level of cohesion, synergy and efficiency. The Under-Secretary-General also chairs the International Annual Meeting on Language Arrangements, Documentation and Publications.
- 2.203 The Protocol and Liaison Service provides protocol support to the Secretary-General, the Deputy Secretary-General and, upon request, the President of the General Assembly. It also supports the

protocol requirements of high-level dignitaries participating in United Nations meetings and conferences, whether at United Nations Headquarters or at conferences away from Headquarters. The Service ensures the timely registration of both mission personnel and conference participants, liaises with the host country and permanent missions and observer offices and provides protocol guidance on the United Nations system.

- 2.204 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In 2019, the Department maintained International Organization for Standardization (ISO) 14001 certification for its publishing operations in Geneva, Nairobi and Vienna. The Department continued the ISO certification process at Headquarters in 2023 and finalized the first part of the procurement process. Owing to the liquidity constraints in the second half of 2023, the Department paused the process for the remainder of the year.
- 2.205 Information on the timely submission of documentation and advance booking for air travel is reflected in table 2.51. The Department will continue to implement measures to improve the compliance rate through the advance purchasing of air tickets, the advance planning and nomination of travellers, advance planning for the onboarding of staff with contingencies in place and communicating with staff and managers to raise awareness of the requirement.

Table 2.51
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	51	58	73	100	100

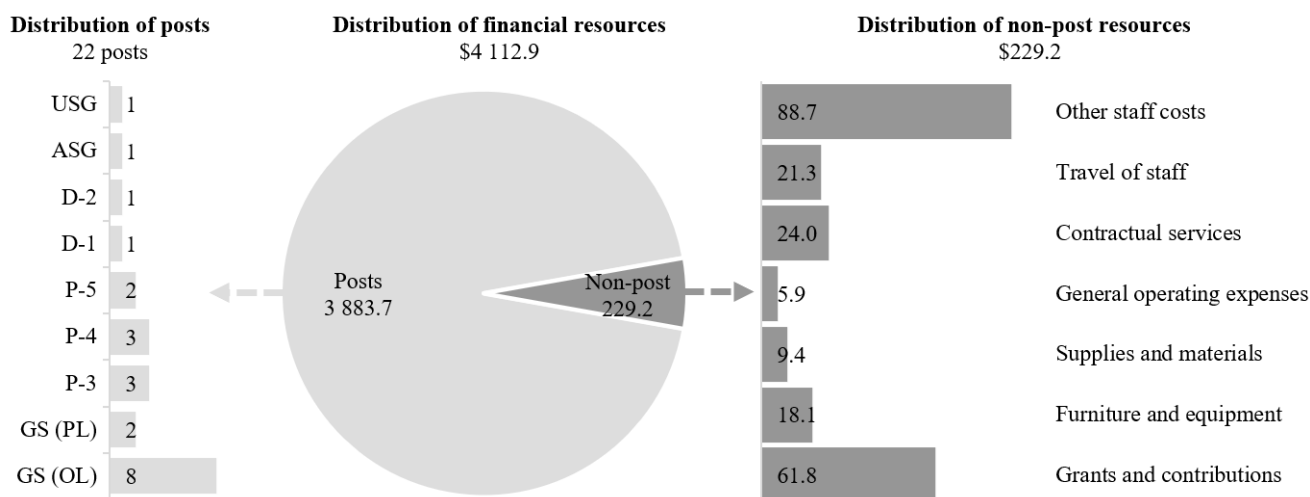
- 2.206 The proposed regular budget resources for 2025 amount to \$4,112,900 and reflect a decrease of \$48,100 compared with the approved budget for 2024. The proposed change is explained in paragraph 2.196 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.52 and figure 2.XXVII.

Table 2.52
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	4 202.3	3 883.7	–	–	–	–	–	3 883.7	
Non-post	126.0	277.3	–	–	(48.1)	(48.1)	(17.3)	229.2	
Total	4 328.3	4 161.0	–	–	(48.1)	(48.1)	(1.2)	4 112.9	
Post resources by category									
Professional and higher		12	–	–	–	–	–	12	
General Service and related		10	–	–	–	–	–	10	
Total		22	–	–	–	–	–	22	

Figure 2.XXVII
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1 General Assembly and Economic and Social Council affairs

2.207 The proposed regular budget resources for 2025 amount to \$6,776,700 and reflect an increase of \$68,100 compared with the approved budget for 2024. The proposed change is explained in paragraph 2.195 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.53 and figure 2.XXVIII.

Table 2.53
Subprogramme 1: evolution of financial and post resources

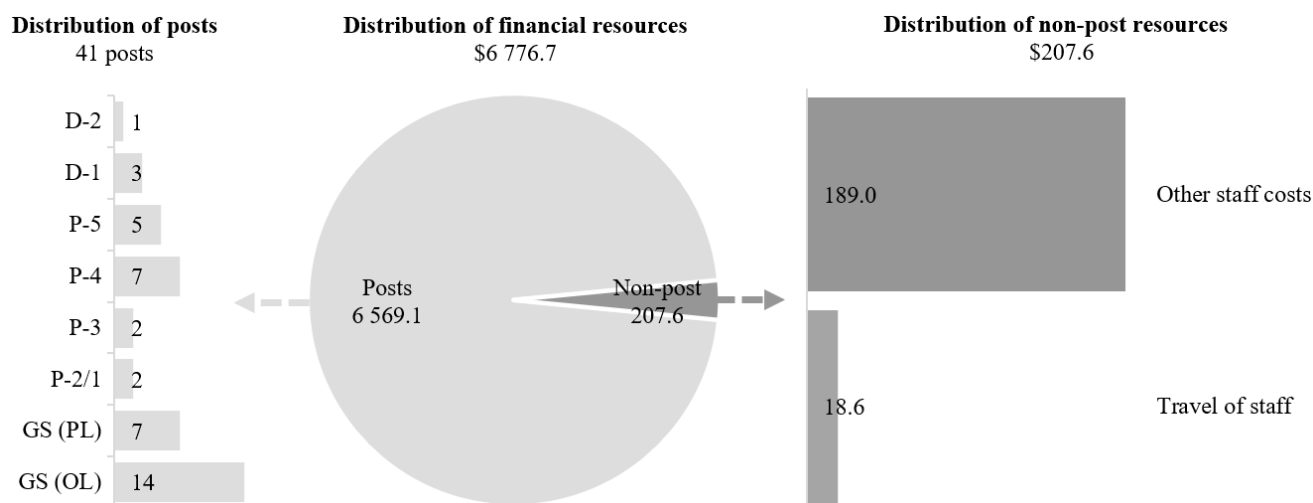
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	6 894.1	6 569.1	–	–	–	–	–	6 569.1	
Non-post	92.9	139.5	–	68.1	–	68.1	48.8	207.6	
Total	6 987.0	6 708.6	–	68.1	–	68.1	1.0	6 776.7	
Post resources by category									
Professional and higher		20	–	–	–	–	–	20	
General Service and related		21	–	–	–	–	–	21	
Total		41	–	–	–	–	–	41	

Figure 2.XXVIII

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Conference management, New York

Subprogramme 2

Planning and coordination of conference services

2.208 The proposed regular budget resources for 2025 amount to \$6,603,500 and reflect a decrease of \$4,288,600 compared with the approved budget for 2024. The proposed changes are explained in paragraphs 2.194 (a) and 2.196 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.54 and figure 2.XXIX.

Table 2.54

Subprogramme 2: evolution of financial and post resources

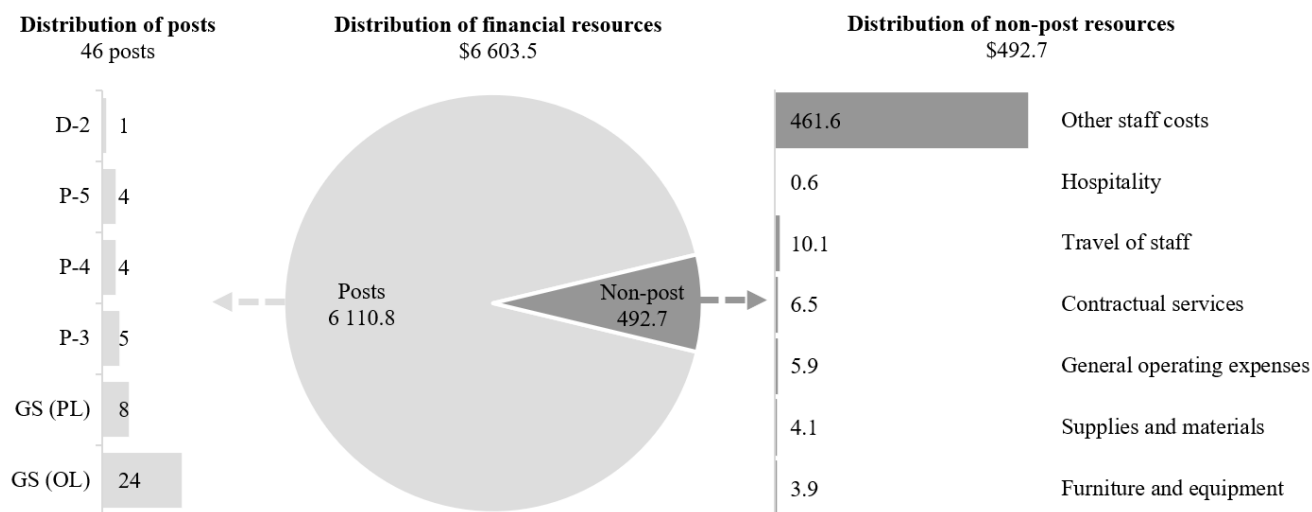
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	6 045.4	6 110.8	–	–	–	–	6 110.8
Non-post	400.3	4 781.3	(3 925.1)	–	(363.5)	(4 288.6)	(89.7)
Total	6 445.7	10 892.1	(3 925.1)	–	(363.5)	(4 288.6)	(39.4)
Post resources by category							
Professional and higher		14	–	–	–	–	14
General Service and related		32	–	–	–	–	32
Total		46	–	–	–	–	46

Figure 2.XXIX

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Documentation services**

2.209 The proposed regular budget resources for 2025 amount to \$99,136,400 and reflect a net increase of \$1,870,800 compared with the approved budget for 2024. The proposed changes are explained in paragraphs 2.195 (b) and 2.196 (d). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.55 and figure 2.XXX.

Table 2.55

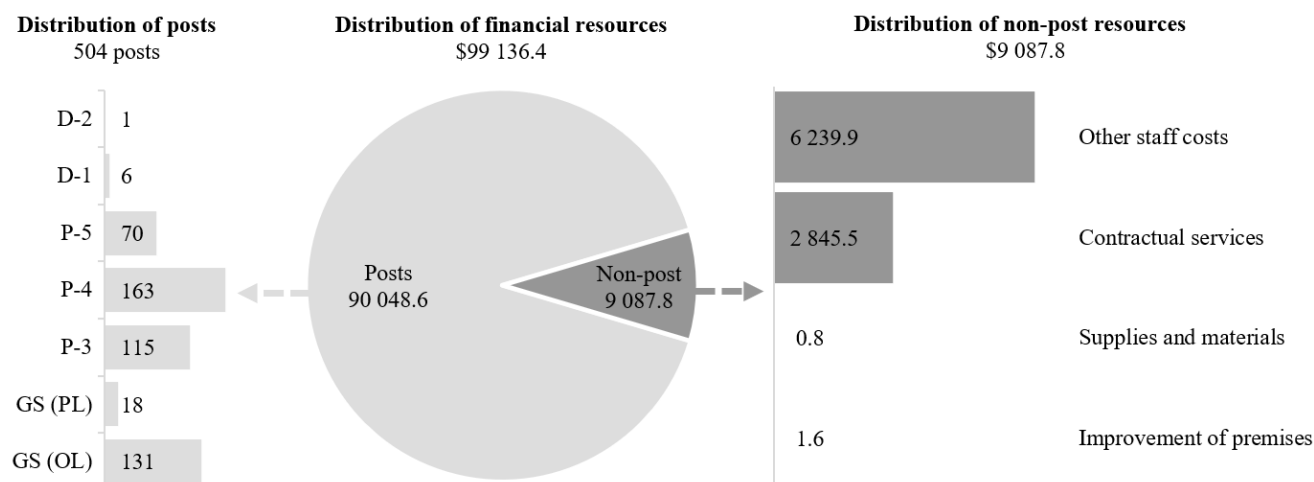
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	79 771.3	90 230.6	–	–	(182.0)	(182.0)	(0.2)	90 048.6
Non-post	5 818.0	7 035.0	–	1 870.8	182.0	2 052.8	29.2	9 087.8
Total	85 589.3	97 265.6	–	1 870.8	–	1 870.8	1.9	99 136.4
Post resources by category								
Professional and higher		355	–	–	–	–	–	355
General Service and related		151	–	–	(2)	(2)	(1.3)	149
Total		506	–	–	(2)	(2)	(0.4)	504

Figure 2.XXX
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 4 Meetings and publishing services

2.210 The proposed regular budget resources for 2025 amount to \$60,956,600 and reflect a net increase of \$20,500 compared with the approved budget for 2024. The proposed change is explained in paragraphs 2.194 (b), 2.195 (c) and 2.196 (e). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.56 and figure 2.XXXI.

Table 2.56
Subprogramme 4: evolution of financial and post resources

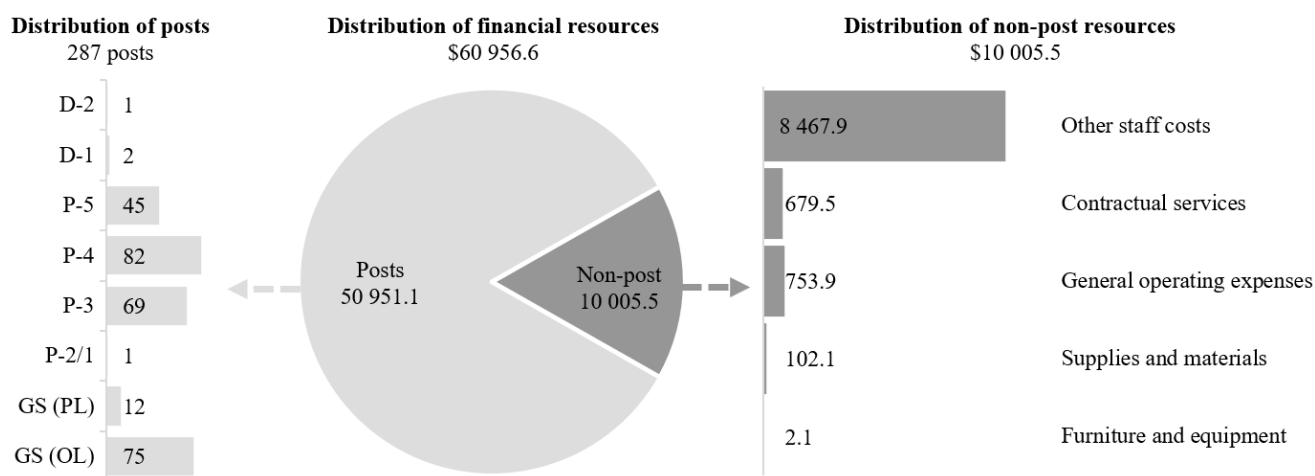
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Posts	50 207.4	51 104.2	–	–	(153.1)	(153.1)	(0.3)	50 951.1
Non-post	9 768.5	9 831.9	(216.8)	390.4	–	173.6	1.8	10 005.5
Total	59 975.9	60 936.1	(216.8)	390.4	(153.1)	20.5	–	60 956.6
Post resources by category								
Professional and higher		201	–	–	(1)	(1)	(0.5)	200
General Service and related		87	–	–	–	–	–	87
Total		288	–	–	(1)	(1)	(0.3)	287

Figure 2.XXXI

Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Conference management, Geneva

Subprogramme 2

Planning and coordination of conference services

2.211 The proposed regular budget resources for 2025 amount to \$43,738,400 and reflect a net increase of \$607,800 compared with the approved budget for 2024. The proposed change is explained in paragraphs 2.194 (d), 2.195 (d) and 2.196 (f). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.57 and figure 2.XXXII.

Table 2.57

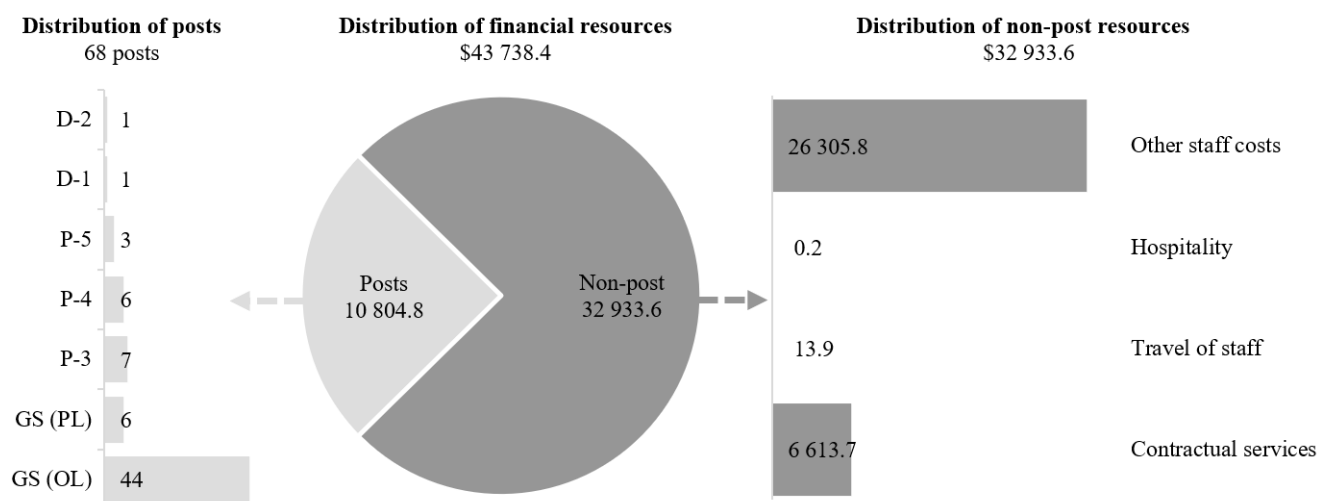
Geneva, subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	9 744.0	10 804.8	–	–	–	–	–	10 804.8
Non-post	3 581.7	32 325.8	(884.6)	1 266.8	225.6	607.8	1.9	32 933.6
Total	13 325.7	43 130.6	(884.6)	1 266.8	225.6	607.8	1.4	43 738.4
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		50	–	–	–	–	–	50
Total		68	–	–	–	–	–	68

Figure 2.XXXII
Geneva, subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3 Documentation services

2.212 The proposed regular budget resources for 2025 amount to \$58,795,000 and reflect a decrease of \$135,900 compared with the approved budget for 2024. The proposed change is explained in paragraph 2.196 (g). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.58 and figure 2.XXXIII.

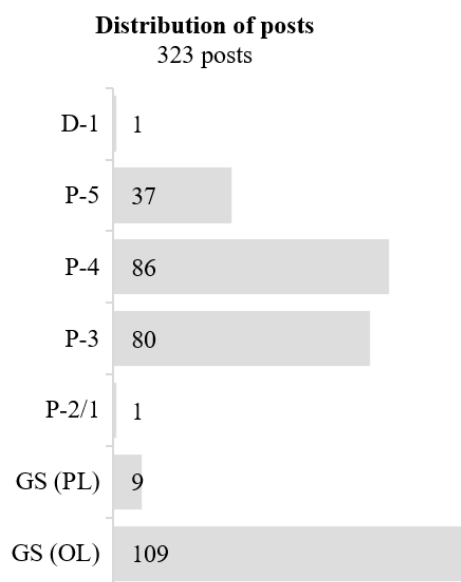
Table 2.58
Geneva, subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	52 784.1	58 930.9	–	–	(135.9)	(135.9)	(0.2)	58 795.0
Non-post	9 195.1	–	–	–	–	–	–	–
Total	61 979.2	58 930.9	–	–	(135.9)	(135.9)	(0.2)	58 795.0
Post resources by category								
Professional and higher		205	–	–	–	–	–	205
General Service and related		119	–	–	(1)	(1)	(0.8)	118
Total		324	–	–	(1)	(1)	(0.3)	323

Figure 2.XXXIII
Geneva, subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts)



Subprogramme 4 **Meetings and publishing services**

2.213 The proposed regular budget resources for 2025 amount to \$31,970,400 and reflect a decrease of \$135,900 compared with the approved budget for 2024. The proposed change is explained paragraph 2.196 (h). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.59 and figure 2.XXXIV.

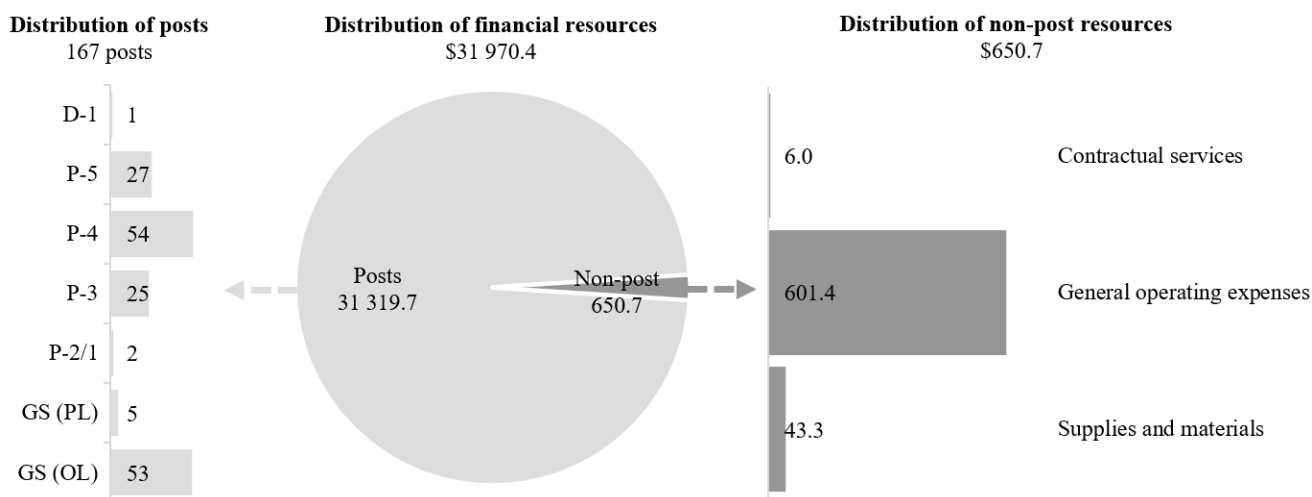
Table 2.59
Geneva, subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	30 543.5	31 455.6	–	–	(135.9)	(135.9)	(0.4)	31 319.7
Non-post	6 178.1	650.7	–	–	–	–	–	650.7
Total	36 721.6	32 106.3	–	–	(135.9)	(135.9)	(0.4)	31 970.4
Post resources by category								
Professional and higher		109	–	–	–	–	–	109
General Service and related		59	–	–	(1)	(1)	(1.7)	58
Total		168	–	–	(1)	(1)	(0.6)	167

Figure 2.XXXIV
Geneva, subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Conference management, Vienna

- 2.214 The General Assembly, in its resolution [49/237](#), requested the Secretary-General to establish a unified conference-servicing facility at the Vienna International Centre under the management of the United Nations. Accordingly, the Conference Management Service in Vienna provides services not only to the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, but also to the International Atomic Energy Agency, the United Nations Industrial Development Organization and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.
- 2.215 For 2025, the servicing of the above-mentioned non-Secretariat client organizations is estimated to account for approximately 36 per cent of the interpretation workload, 24 per cent of the meeting-servicing workload and 10 per cent of the documentation-servicing workload, including translation, editing and desktop publishing.

United Nations share (net budget)

- 2.216 The requirements of the conference services at Vienna are budgeted on a net basis, whereby the appropriation under the United Nations programme budget is made for the United Nations share of relevant activities. The gross budget, for which the United Nations has responsibility under the arrangements for unified conference services, is also presented for consideration and approval by the General Assembly. Thus, the estimates that follow are presented on both a gross basis, which includes reimbursements by non-Secretariat organizations, and a net basis, as summarized in table 2.60.

Table 2.60

Vienna, programme of work: evolution of requirements on a gross and net basis

(Thousands of United States dollars)

	2023	2024	2025 estimate (before recosting)
Conference services, Vienna (gross budget)	30 855.9	33 287.5	33 697.6
Reimbursement by IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	5 115.4	5 659.0	5 659.0
United Nations (net budget)	25 740.5	27 628.5	28 038.6

Abbreviations: IAEA, International Atomic Energy Agency; UNIDO, United Nations Industrial Development Organization.

2.217 As shown in table 2.60, the regular budget resource requirements for 2025 are estimated at \$28,038,600, which represents 83.2 per cent of the gross requirements.

Conference services, Vienna (gross budget)

Table 2.61

Evolution of financial resources by subprogramme

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Programme of work									
2. Planning and coordination of conference services	5 605.9	6 235.1	–	82.0	102.5	184.5	3.0	6 419.6	
3. Documentation services	14 544.3	16 298.8	(541.0)	627.6	–	86.6	0.5	16 385.4	
4. Meetings and publishing services	10 705.7	10 753.6	–	241.5	(102.5)	139.0	1.3	10 892.6	
Total	30 855.9	33 287.5	(541.0)	951.1	–	410.1	1.2	33 697.6	

Overall resource changes, Vienna (gross budget)

Technical adjustments

2.218 As shown in table 2.61, resource changes reflect a decrease of \$541,000, as follows:

- (a) **Vienna, subprogramme 3, Documentation services.** The decrease of \$541,000 under other staff costs relates to the removal in 2025 of non-recurrent provisions in support of new and expanded mandates from the General Assembly.

New and expanded mandates

2.219 As reflected in table 2.61, resource changes reflect an increase of \$951,100 under subprogrammes 2, 3 and 4, as follows:

- (a) **Vienna, subprogramme 2, Planning and coordination of conference services.** The increase of \$82,000 under other staff costs relates to additional requirements for the planning and coordination of conference services in support of the follow-up to the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice (resolution [78/223](#));

- (b) **Vienna, subprogramme 3, Documentation services.** The increase of \$627,600 under other staff costs relates to additional requirements for documentation services relating to resolution 78/223;
- (c) **Vienna, subprogramme 4, Meetings and publishing services.** The increase of \$241,500 under other staff costs relates to additional requirements for interpretation services relating to resolution 78/223.

Other changes

2.220 As reflected in table 2.61, proposed cost-neutral changes under subprogrammes 2 and 4 are as follows:

- (a) **Vienna, subprogramme 2, Planning and coordination of conference services.** The increase of \$102,500 relates to the proposed inward redeployment of one post of Meeting Services Assistant (General Service (Other level)) from subprogramme 3, as explained in annex II;
- (b) **Vienna, subprogramme 4, Meetings and publishing services.** The decrease of \$102,500 relates to the proposed outward redeployment of one post of Language Service Assistant (General Service (Other level)) to subprogramme 3, as explained in annex II.

**Subprogramme 2
Planning and coordination of conference services**

2.221 The proposed regular budget resources for 2025 amount to \$6,419,600 and reflect an increase of \$184,500 compared with the approved budget for 2024. The proposed change is explained in paragraphs 2.219 (a) and 2.220 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.62 and figure 2.XXXV.

Table 2.62
Vienna, subprogramme 2: evolution of financial and post resources

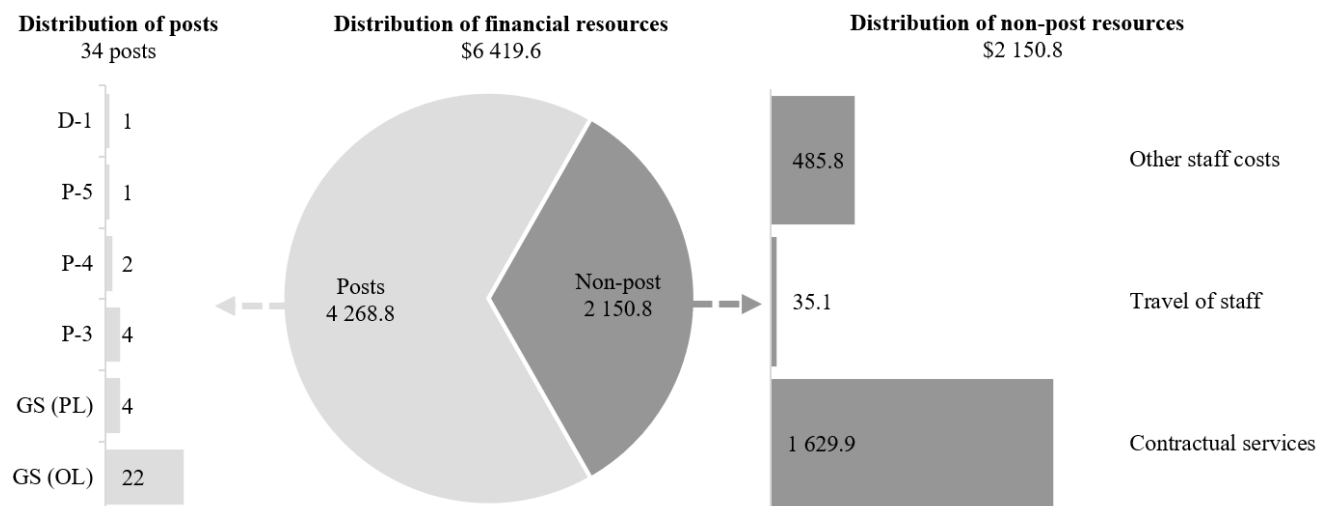
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	3 662.7	4 166.3	–	–	102.5	102.5	2.5	4 268.8
Non-post	1 943.2	2 068.8	–	82.0	–	82.0	4.0	2 150.8
Total	5 605.9	6 235.1	–	82.0	102.5	184.5	3.0	6 419.6
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		25	–	–	1	1	4.0	26
Total		33	–	–	1	1	3.0	34

Figure 2.XXXV

Vienna, subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Documentation services**

2.222 The proposed regular budget resources for 2025 amount to \$16,385,400 and reflect a net increase of \$86,600 compared with the approved budget for 2024. The proposed change is explained in paragraphs 2.218 (a) and 2.219 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.63 and figure 2.XXXVI.

Table 2.63

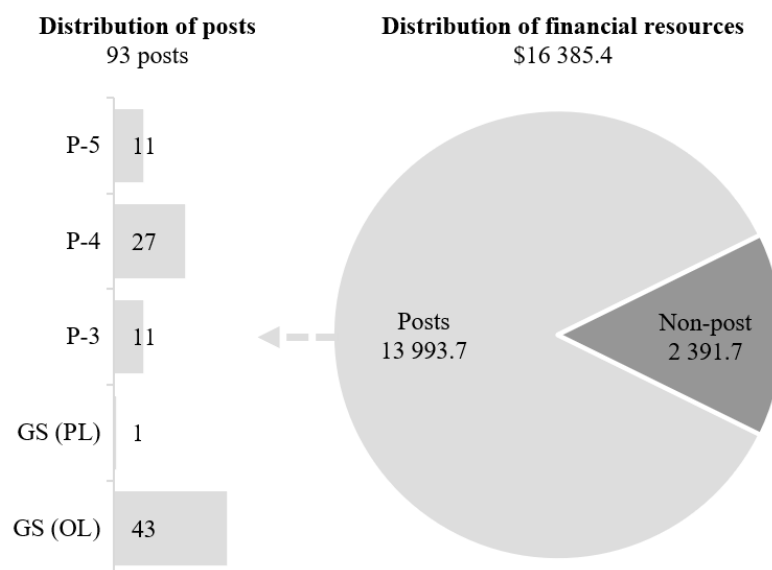
Vienna, subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	13 167.4	13 993.7	–	–	–	–	–	13 993.7
Non-post								
Other staff costs	1 376.9	2 305.1	(541.0)	627.6	–	86.6	3.8	2 391.7
Total	14 544.3	16 298.8	(541.0)	627.6	–	86.6	0.5	16 385.4
Post resources by category								
Professional and higher		49	–	–	–	–	–	49
General Service and related		44	–	–	–	–	–	44
Total		93	–	–	–	–	–	93

Figure 2.XXXVI
Vienna, Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 4 Meetings and publishing services

2.223 The proposed regular budget resources for 2025 amount to \$10,892,600 and reflect a net increase of \$139,000 compared with the approved budget for 2024. The proposed change is explained in paragraphs 2.219 (c) and 2.220 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.64 and figure 2.XXXVII.

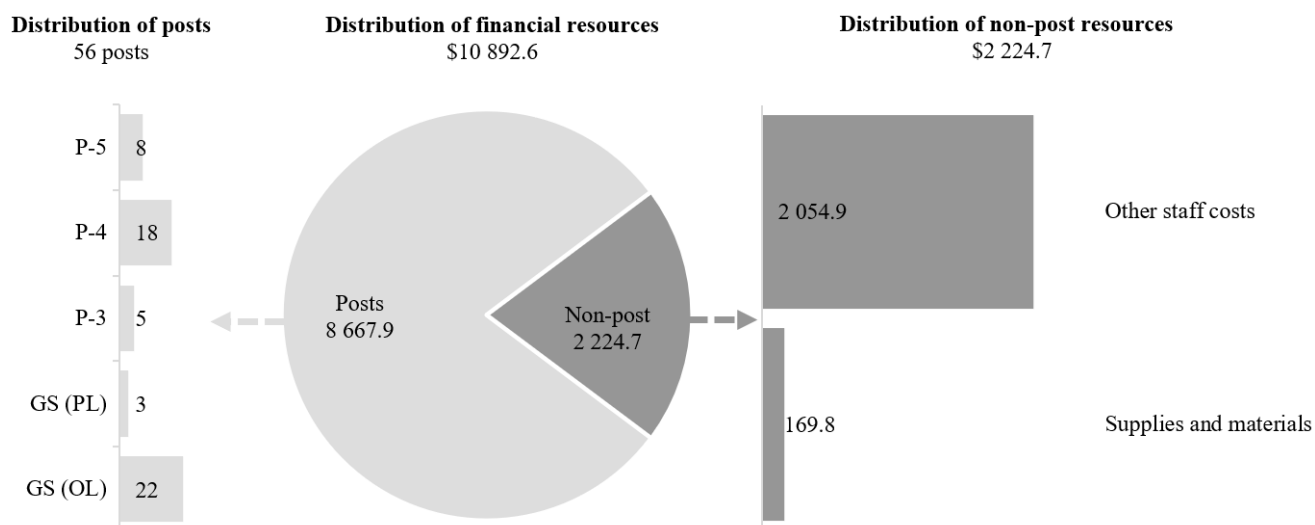
Table 2.64
Vienna, subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	8 552.9	8 770.4	–	–	(102.5)	(102.5)	(1.2)	8 667.9
Non-post	2 152.8	1 983.2	–	241.5	–	241.5	12.2	2 224.7
Total	10 705.7	10 753.6	–	241.5	(102.5)	139.0	1.3	10 892.6
Post resources by category								
Professional and higher		31	–	–	–	–	–	31
General Service and related		26	–	–	(1)	(1)	(3.8)	25
Total		57	–	–	(1)	(1)	(1.8)	56

Figure 2.XXXVII
Vienna, subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Conference management, Nairobi

Subprogramme 2

Planning and coordination of conference services

2.224 The proposed regular budget resources for 2025 amount to \$3,265,000 and reflect a net decrease of \$23,500 compared with the approved budget for 2024. The proposed change is explained in paragraphs 2.194 (f) and 2.195 (f). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.65 and figure 2.XXXVIII.

Table 2.65

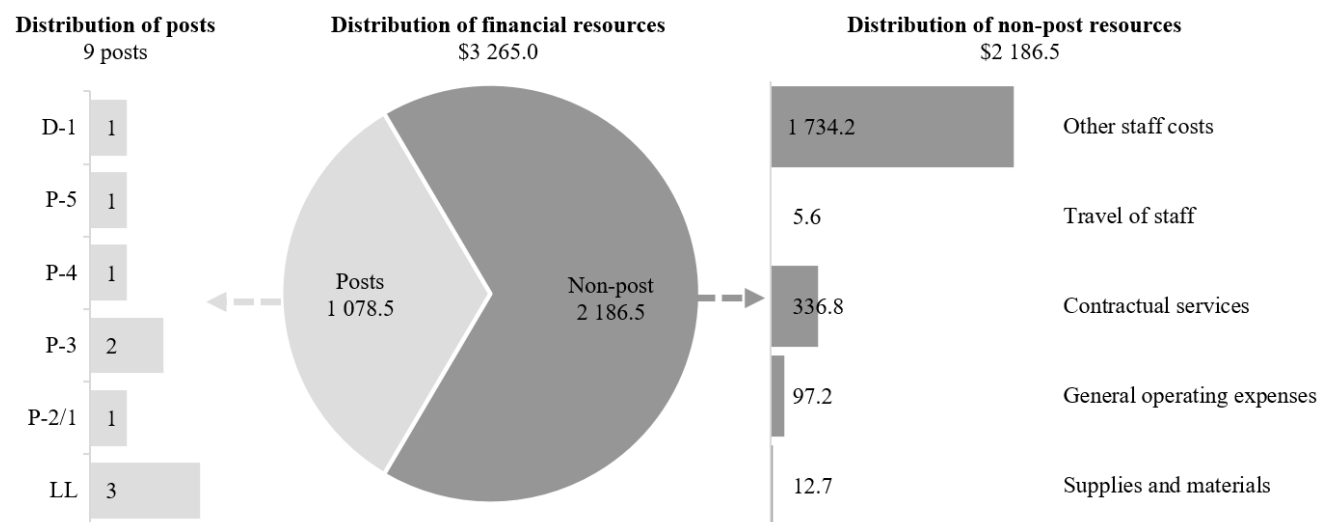
Nairobi, subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 259.2	1 078.5	–	–	–	–	1 078.5
Non-post	411.4	2 210.0	(731.5)	708.0	–	(23.5)	2 186.5
Total	1 670.6	3 288.5	(731.5)	708.0	–	(23.5)	3 265.0
Post resources by category							
Professional and higher		6	–	–	–	–	6
General Service and related		3	–	–	–	–	3
Total		9	–	–	–	–	9

Figure 2.XXXVIII
Nairobi, subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3 Documentation services

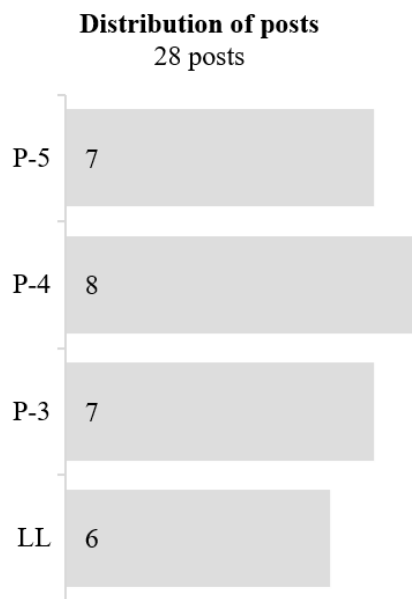
2.225 The proposed regular budget resources for 2025 amount to \$3,928,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.66 and figure 2.XXXIX.

Table 2.66
Nairobi, subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	3 842.2	3 928.4	–	–	–	–	–	–	3 928.4
Non-post	451.3	–	–	–	–	–	–	–	–
Total	4 293.5	3 928.4	–	–	–	–	–	–	3 928.4
Post resources by category									
Professional and higher		22	–	–	–	–	–	–	22
General Service and related		6	–	–	–	–	–	–	6
Total		28	–	–	–	–	–	–	28

Figure 2.XXXIX
Nairobi, subprogramme 3: distribution of proposed resources for 2025 (before recosting)
 (Number of posts)



Subprogramme 4 Meetings and publishing services

2.226 The proposed regular budget resources for 2025 amount to \$3,654,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.67 and figure 2.XL.

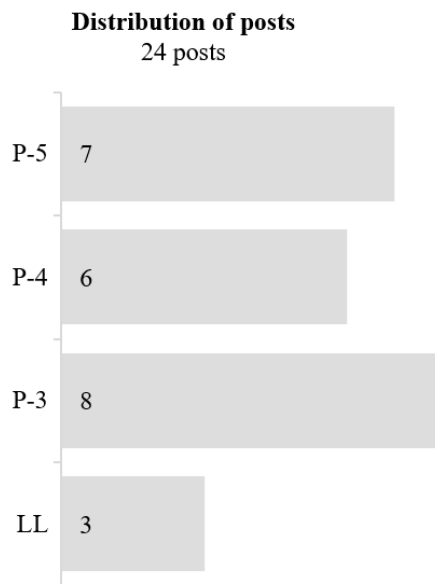
Table 2.67
Nairobi, subprogramme 4: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	3 113.7	3 654.1	–	–	–	–	–	3 654.1
Non-post	388.4	–	–	–	–	–	–	–
Total	3 502.1	3 654.1	–	–	–	–	–	3 654.1
Post resources by category								
Professional and higher		21	–	–	–	–	–	21
General Service and related		3	–	–	–	–	–	3
Total		24	–	–	–	–	–	24

Figure 2.XL

Nairobi, subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts)

**Programme support**

- 2.227 The programme support component comprises the Executive Office in New York, as well as the Global Innovation and Data Analytics Service, consisting of the Chief of Service based in New York and heading a Global Technical Team in Vienna and the Business Analysis Section in New York. In 2025, the Global Innovation and Data Analytics Service will continue to provide enterprise conference management solutions to all conference management operations in the four duty stations and United Nations common system entities. The Service will deliver technological solutions and applications, enabling delivery of the integrated global conference services, including the functionalities of eAPG, gMeets and gDoc systems, which would be further enhanced and maintained by the Service on the basis of user requirements formulated by business users and substantive offices of the Department. Together, the products comprise the conference and events management suite of applications implemented in alignment with the enterprise priorities of the United Nations. Together with gText, the above applications facilitate efficient document processing and meeting services.
- 2.228 The Global Innovation and Data Analytics Service will continue to focus on rationalizing and streamlining all operational support activities and its technology portfolio and focus on data management to support decision-making and the delegation of authority framework. The Chief of Service will continue to coordinate the work of the Service with the Office of Information and Communications Technology and the Enterprise Resource Planning Solution Division to ensure integration of the conference and events management suite of applications developed in-house by the Department with the United Nations enterprise systems such as Umoja and Inspira.
- 2.229 The Chief of Service also provides guidance to the Information Technology and Business Analysis Unit and the Evaluation, Analysis and Monitoring Section based in Geneva and the Information Technology Unit in Nairobi. Both Units are responsible for maintaining, enhancing, supporting and advancing enterprise technology solutions and local information technology support that are critical to the delivery of effective and cost-efficient conference services to clients.

Part I Overall policymaking, direction and coordination

- 2.230 The Executive Office provides central administrative services and policy advice to the Department in the areas of resource planning, human resources management, financial management, contracts, trust fund management and general administration. As the functional experts in these areas, the Executive Office develops user requirements for modules in relation to administrative services and ensures that solutions developed and rolled out by the Global Innovation and Data Analytics Service comply with the policy framework of the Organization and are developed in the context of the enterprise environment. In the context of the integrated global management of conference services, the Executive Office is responsible for standardizing and harmonizing the administrative, budgetary and cost-recovery methodologies of the conference-servicing components at all four conference-servicing duty stations and for coordinating workforce and succession planning, staff development and performance management, harmonization and standardization of a notional cost, and the implementation of audit recommendations.
- 2.231 The Executive Office works closely with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support to ensure that the human resources policies and guidelines take into account specifics of the language services and language staff, and ensures their equal treatment in line with relevant General Assembly resolutions. The Executive Office also provides administrative support and policy guidance to the Office of the President of the General Assembly and ensures that staff and other personnel of the Office are recruited annually before a new Assembly session begins its work.
- 2.232 The proposed regular budget resources for 2025 amount to \$19,516,500 for all duty stations and reflect a net increase of \$586,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 2.194 (c) and 2.196 (i). Additional details on the distribution of the proposed resources for 2025 are reflected in table 2.68 and figure 2.XLI.

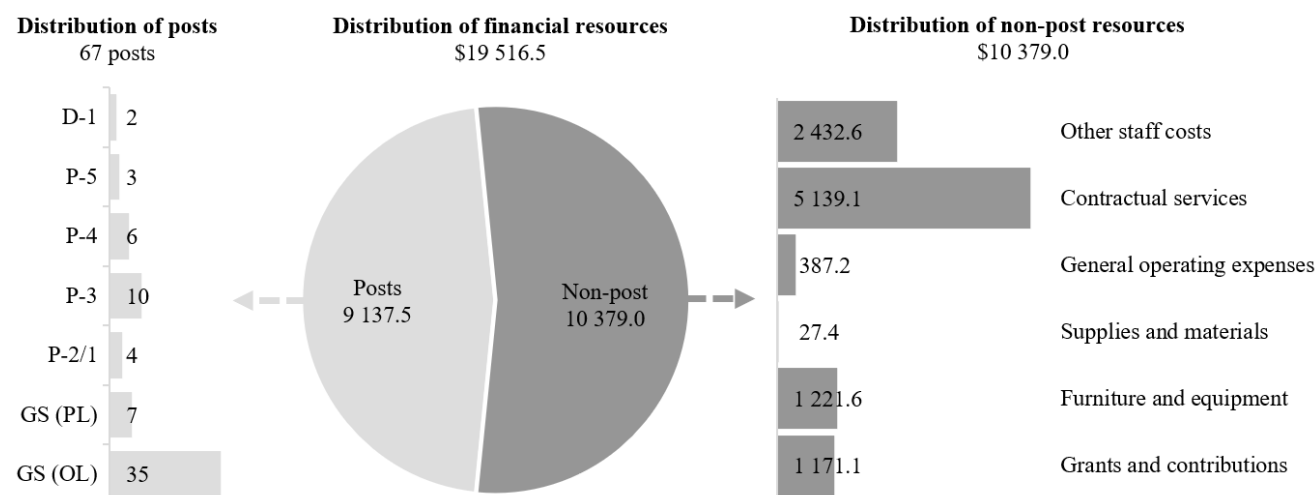
Table 2.68
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	8 690.3	8 984.4	–	–	153.1	153.1	1.7	9 137.5
Non-post	9 168.7	9 945.7	(5.1)	–	438.4	433.3	4.4	10 379.0
Total	17 859.0	18 930.1	(5.1)	–	591.5	586.4	3.1	19 516.5
Post resources by category								
Professional and higher		24	–	–	1	1	4.2	25
General Service and related		42	–	–	–	–	–	42
Total		66	–	–	1	1	1.5	67

Figure 2.XLI
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



United Nations share (net budget): information technology support, Vienna

2.233 The requirements relating to information technology support for conference services in Vienna are budgeted on a net basis, whereby the appropriation under the programme budget is made for the United Nations share of those activities. The gross budget, for which the United Nations has responsibility under the arrangements for unified conference services, is also presented for the consideration and approval of the General Assembly. Thus, the estimates for information technology that follow are presented on both a gross basis, which includes reimbursements by non-Secretariat organizations, and a net basis, as summarized in table 2.69.

Table 2.69
Information technology support, Vienna: evolution of requirements by gross and net budget
 (Thousands of United States dollars)

	2023	2024	2025 estimate (before recosting)
Conference services, Vienna (gross budget)	1 083.7	1 460.5	1 460.5
Reimbursement by IAEA, UNIDO and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	110.3	289.4	289.4
United Nations (net budget)	973.4	1 171.1	1 171.1

Abbreviations: IAEA, International Atomic Energy Agency; UNIDO, United Nations Industrial Development Organization.

2.234 As shown in table 2.69, the regular budget resource requirements for 2025 are estimated at \$1,171,100, which represents 80.2 per cent of the gross requirements.

Resource requirements (gross budget): information technology support, Vienna

2.235 The proposed resources on a gross basis for 2025 amounts to \$1,460,500 and reflect no change compared with the approve level for 2024. Additional details on the distribution of resources for 2025 are reflected in table 2.70 and figure 2.XLII.

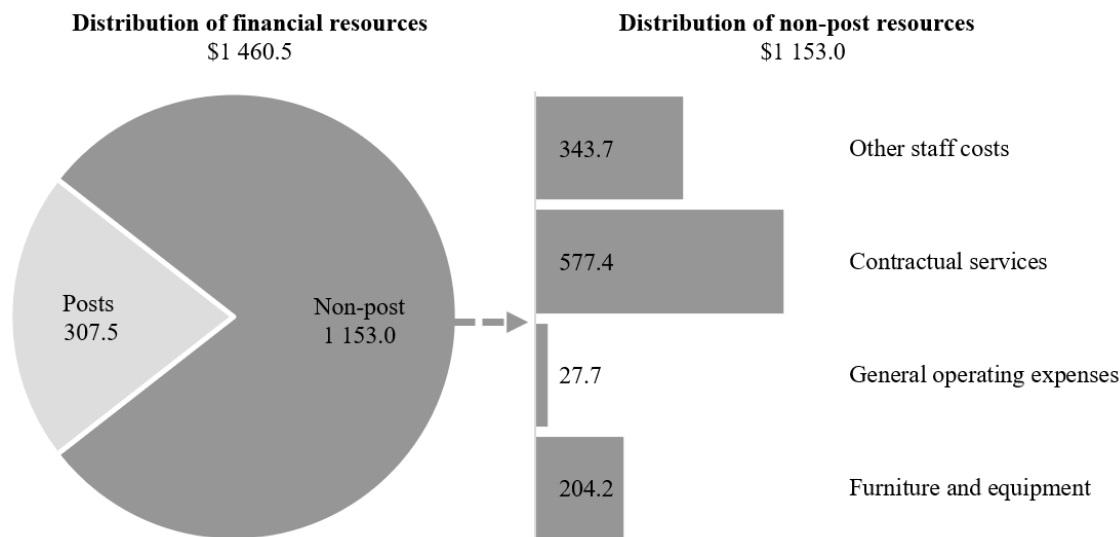
Table 2.70
Information technology support, Vienna: evolution of financial and post resources (gross budget)

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	201.3	307.5	–	–	–	–	–	307.5
Non-post	882.4	1 153.0	–	–	–	–	–	1 153.0
Total	1 083.7	1 460.5	–	–	–	–	–	1 460.5
Post resources by category								
General Service and related								
General Service (Other level)		3	–	–	–	–	–	3
Total		3	–	–	–	–	–	3

Figure 2.XLII
Information technology, Vienna: distribution of proposed resources for 2024 (before recosting)
(gross budget)

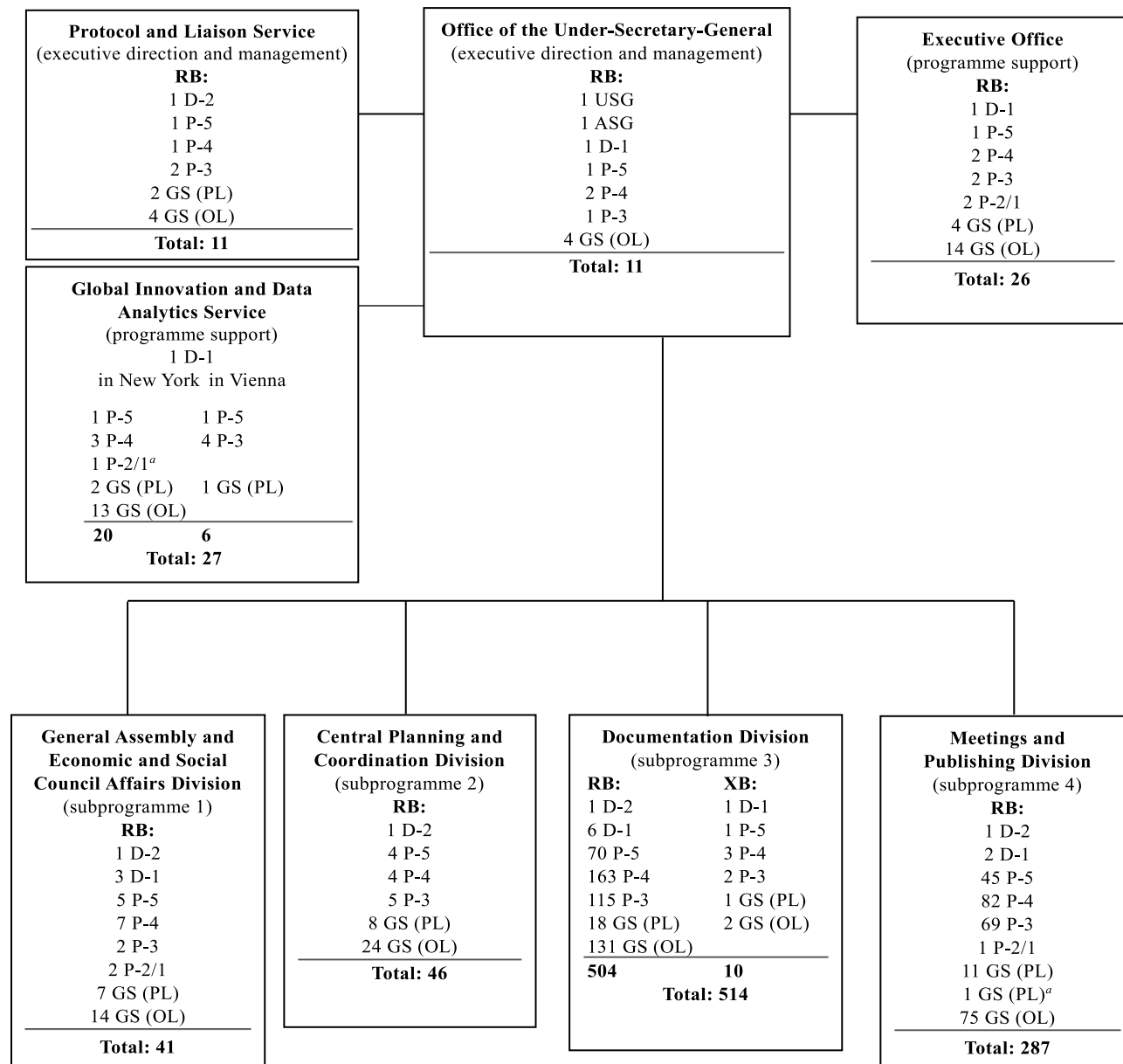
(Thousands of United States dollars)



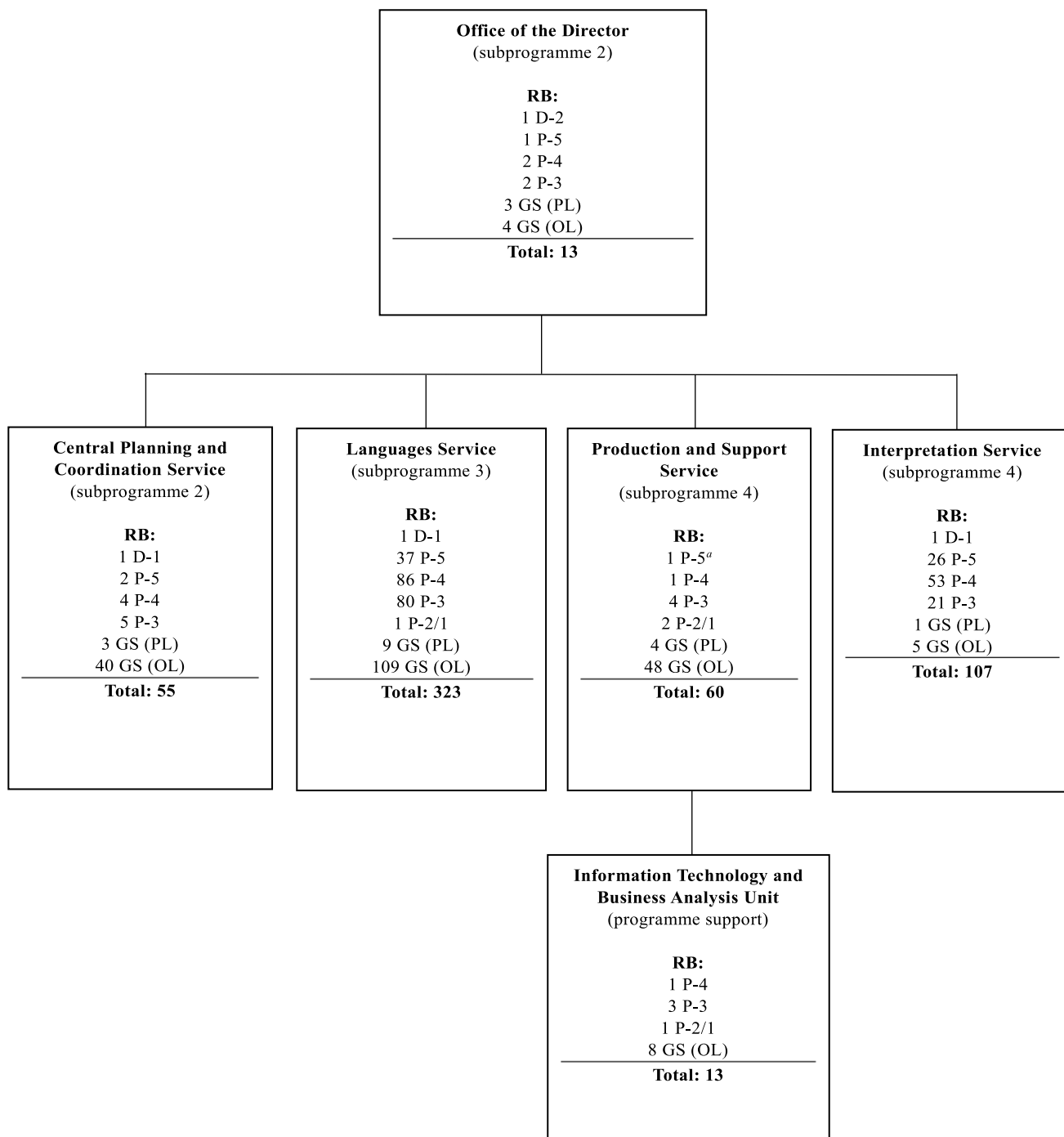
Annex I

Organizational structure and post distribution for 2025

A. Department for General Assembly and Conference Management, New York

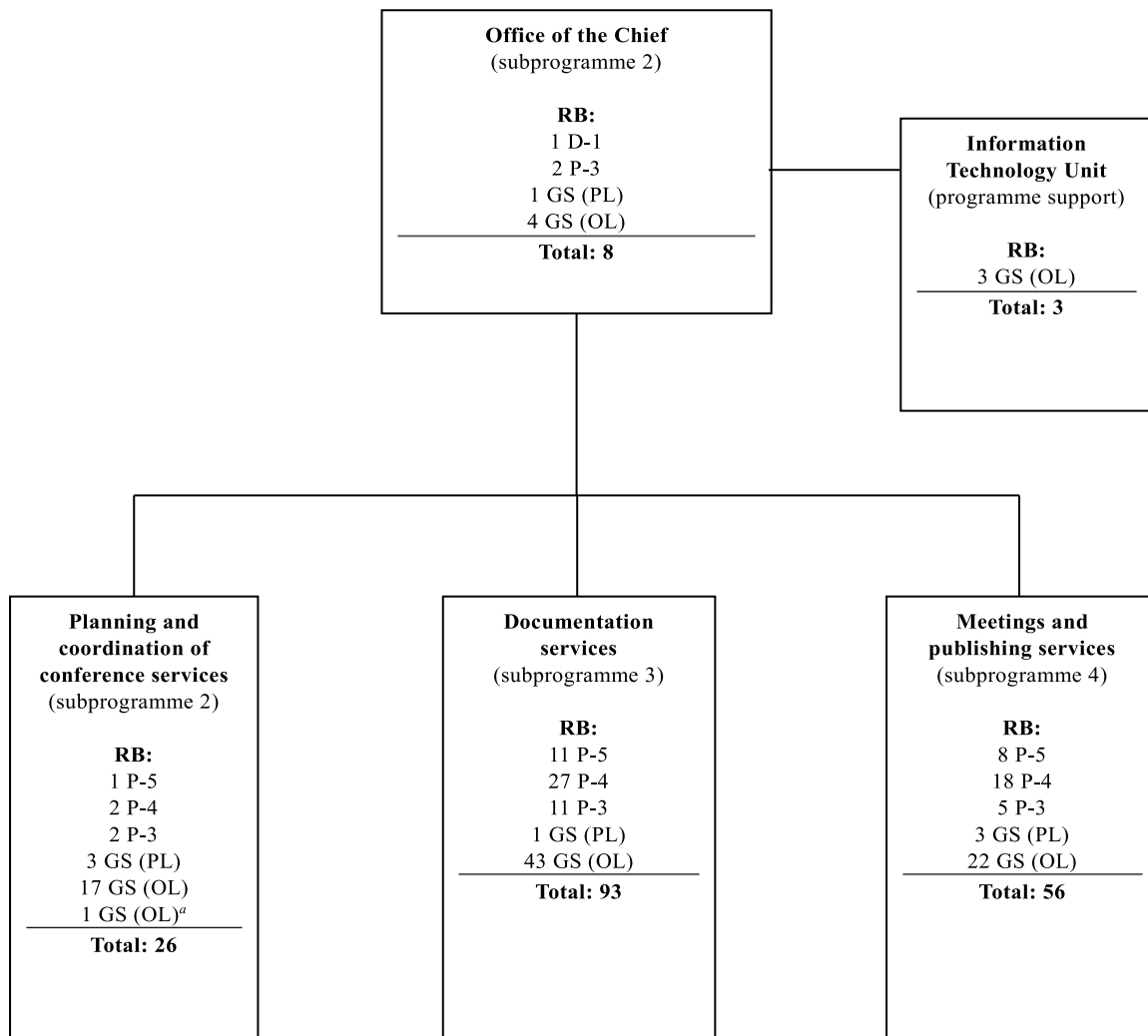
^a Reassignment.

B. Division of Conference Management, Geneva

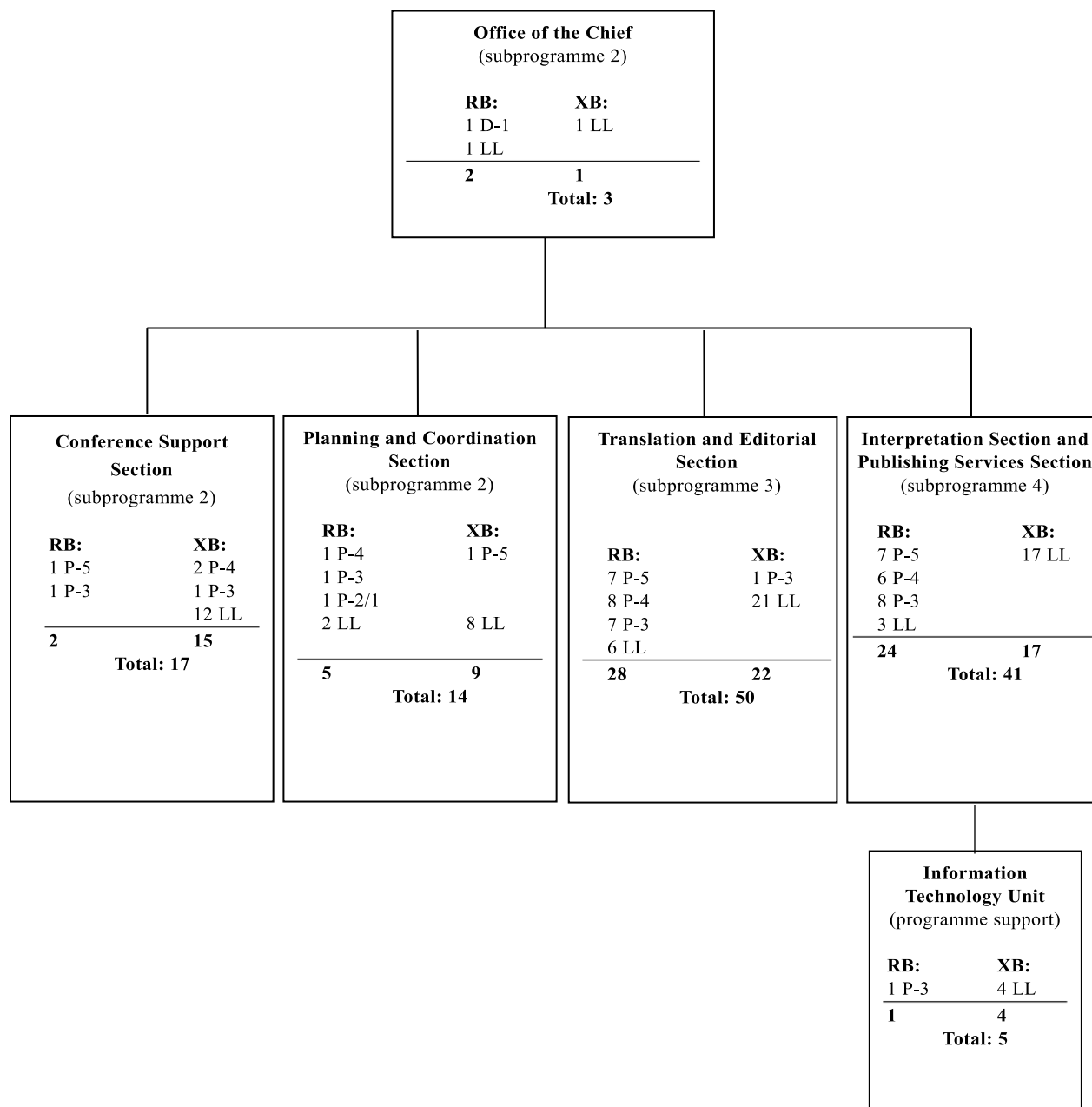


^a Reassignment.

C. Conference Management Service, Vienna



^a Redeployment.

D. Division of Conference Services, Nairobi

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
New York: subprogramme 3, Documentation services	(2)	GS (OL)	Abolishment of 1 Language Reference Assistant and 1 Administrative Assistant	<p>The functions of the two posts in the English Translation and Editorial Service have become obsolete owing to the merger of translation and editorial services as a result of the continuous modernization of the working methods in the Documentation Division, in particular the consolidation of the Text-Processing Units within relevant translation services of the Division.</p> <p>The related resources would be reallocated for temporary assistance for meetings and facilitate the recruitment of temporary language professionals and specialists on an as-needed basis during the high workload periods. The Documentation Division would continue to complement in-house core staff capacity with temporary staff on a full-time and when-actually-employed basis, as well as with contractual translation personnel. Therefore, the redeployment of resources within the subprogramme would ensure that the core staffing capacity across the language services can be complemented on an as-needed basis with temporary language capacity to maintain an equitable distribution of the language capacity to ensure the simultaneous processing of the documentation in six languages.</p>
New York: subprogramme 4, Meetings and publishing services	1	GS (PL)	Reassignment of 1 Documents Distribution Assistant as Senior Information Systems Assistant	<p>The responsibilities of the incumbent, within the Meetings Support Section, would include support for digital printing, meetings rooms and content production systems, as well as support in developing, programming, updating and maintaining systems, applications and computerized procedures for the optimum utilization of information technology by the Section. The Senior Information Systems Assistant would also be responsible for training users on the use of new technologies rolled out within the Section. In line with the United Nations Secretariat Learning Strategy, the incumbent would support the Chief in the planning and implementation of training activities aimed at skills upgrade and knowledge acquisition, as prioritized by the Department in line with the workforce strategy, to ensure effective operations and the successful delivery of mandates for meetings and publishing services.</p>
New York: subprogramme 4, Meetings and publishing services	(1)	P-2/1	Reassignment of Associate Publishing Officer as Associate Information Systems Officer	<p>In support of further centralization of the information technology resources of the Department, it is proposed that a P-2 post be reassigned as Associate Information Systems Officer to the Global Innovation and Data Analytics Service. Given that the Service is responsible for planning, management and oversight of conference-related applications, services and tools, the incumbent would contribute to achieving the coherent organizational design of the Department and streamlining the functions assumed by the Service with its establishment in 2023. The Associate Information Systems Officer would work closely with the Global Technical Team and the Business Analysis Section and serve as an interlocutor for substantive project leads for the global technology projects and support the Chief of Service in the capacity of a secretary of the Department's Programme and Project Review Board.</p>

Part I Overall policymaking, direction and coordination

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
New York: Programme support	1	P-2/1		To support the Chief of Service in the delivery of the Department's mandate through continuous modernization and innovation, it is envisioned that the Associate Information Systems Officer would also conduct research on emerging technologies and best practices, contribute to pilot programmes and coordinate user testing of new tools and processes. The incumbent would support the Chief in training activities and change management support during the roll-out of new system modules and functionalities. The incumbent would also support the Chief in establishing the client relations management framework across the Department as a service provider of conference services by gathering feedback from clients, identifying areas for improvement, and enhancing user experiences through an effective help desk.
Geneva: subprogramme 3, Documentation services	(1)	GS (OL)	Abolishment of Editorial and Desktop Publishing Assistant	The proposed abolishment is in line with the continued enhancement of language technologies and improvements in working methods. The related resources would be reallocated to contractual services to allow for flexibility and to supplement the core staff capacity during peaks in the meetings and conferences calendar.
Geneva: subprogramme 4, Meetings and publishing services	(1)	GS (OL)	Abolishment of Documents Management Assistant	The proposed abolishment is in line with the decreased demand for the physical distribution of parliamentary documentation. The related resources would be reallocated to contractual services to allow for flexibility and to supplement the core staff capacity during peaks in the meetings and conferences calendar.
Geneva: subprogramme 4, Meetings and publishing services	1	P-5	Reassignment of Senior Programme Management Officer as Chief of Section, Conference Services	The proposed reassignment is in line with the restructuring of the Production and Support Service and alignment of similar functions across the Department's duty stations. The Chief of Section/Service would oversee and manage the work of the Service to: (a) embrace new and enhance the utilization of existing technologies in conference management; (b) harness innovation in publishing; and (c) continue to implement the accessibility standards in publishing.
Vienna: subprogramme 3, Documentation services	(1)	GS (OL)	Redeployment of Editorial and Desktop Publishing Assistant as Meetings Services Assistant	The proposed post change is the outcome of a gradual and persistent increase in the number of meetings and the scope of the activities delivered. The redeployment serves to strengthen the capacity of meetings services and to align capacity of language sections to ensure equal treatment of the six languages.
Vienna: subprogramme 2, Planning and coordination of conference services	1	GS (OL)		
Vienna: subprogramme 4, Meetings and publishing services	(1)	GS (OL)	Redeployment of Desktop Publishing Assistant as Language Service Assistant	The proposed post change addresses the need for administrative support for the stand-alone English Translation and Editorial Service, to ensure that equal support is provided for all language sections and to further support the organizational change that was approved for 2024.
Vienna: subprogramme 3, Documentation services	1	GS (OL)		

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



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part II

Political affairs

Section 3

Political affairs

Programme 2

Political affairs

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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I. Department of Political and Peacebuilding Affairs

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 3.1 The Department of Political and Peacebuilding Affairs is responsible for all Secretariat matters related to the prevention, management and resolution of conflicts at the global level. The Department is the lead entity of the United Nations for good offices, political analysis, mediation, electoral assistance, peacebuilding support and political guidance as they relate to the Organization's efforts towards, inter alia, preventive diplomacy, peacemaking, peacebuilding and sustaining peace. The Department oversees the work of missions under its responsibility, including special envoys and regional offices. It also provides support to peacekeeping operations in the areas of mediation, electoral assistance and peacebuilding, as well as to resident coordinators. It provides substantive support and secretariat services to the Security Council and its subsidiary bodies, as well as to relevant subsidiary organs of the General Assembly, including the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People. The Department also provides strategic, substantive and technical support to the work of the Peacebuilding Commission, manages the Peacebuilding Fund on behalf of the Secretary-General and draws together the expertise of the United Nations system to facilitate coherent system-wide action in support of peacebuilding and sustaining peace and to build on linkages to the 2030 Agenda for Sustainable Development.
- 3.2 The mandate of the Department derives from the Charter of the United Nations and the priorities established in relevant General Assembly resolutions and decisions, including resolution [46/232](#), in which the Assembly established the Department of Political Affairs, and, more recently, resolution [72/262 C](#), in which the Assembly established the Department of Political and Peacebuilding Affairs. The proliferation of the number and intensity of conflicts over the past few years and their immense human and material cost confirms the importance of conflict prevention and resolution through inclusive political solutions, peacebuilding and sustaining peace.

Strategy and external factors for 2025

- 3.3 The Department has global responsibility for political and peacebuilding issues and manages a spectrum of tools and engagements across the conflict continuum to ensure a coherent and effective approach to conflict prevention and resolution, electoral assistance, peacebuilding and sustaining peace. Given its global mandate for conflict prevention and peacemaking, the Department will play a lead role within the United Nations in formulating and implementing comprehensive regional strategies that address cross-boundary issues, in cooperation with regional and subregional organizations.
- 3.4 In order to achieve these goals, the Department will rely on its expertise at Headquarters and its network of field presences, in particular, special political missions, regional offices and liaison presences with regional and other organizations, and the capacities of the United Nations peace and security pillar, which has been restructured since 2019.
- 3.5 The Department will continue to provide advice and substantive services to the Security Council, its subsidiary organs and the Military Staff Committee; assist and support the Peacebuilding Commission; provide advice and substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial

Countries and Peoples, as well as to other relevant intergovernmental bodies; and continue to provide support to the Committee on the Exercise of the Inalienable Rights of the Palestinian People.

- 3.6 With regard to cooperation with other entities at the global, regional, national and local levels, under Chapter VIII of the Charter, the Department, through its special political missions and its liaison offices, will continue to strengthen partnerships with regional and other organizations in the field of peace and security. The Department is also expanding its partnerships with other relevant actors, including civil society and local communities, in particular in support of women and young people.
- 3.7 With regard to inter-agency coordination and liaison, the Department will continue to participate in the Executive Committee established by the Secretary-General and chair a number of inter-agency task forces to coordinate and increase the coherence of United Nations system engagement in specific countries or regions, in accordance with entities' mandates, as well as various thematic inter-agency mechanisms. The Peacebuilding Fund, by nature a cross-pillar tool of financial support, will continue to work with and through agencies, funds and programmes in-country and at Headquarters. Under the United Nations-World Bank Partnership Framework for Crisis-Affected Situations, the Department will continue to work to strengthen partnerships with the World Bank and other international financial institutions to make international engagement in crisis-affected situations more coherent, effective and sustainable. The Department will maintain the Partnership Facility to support field teams' joint data, analysis and operational collaboration with the World Bank Group.
- 3.8 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
 - (a) Unity among Member States, in particular the Security Council, including in critical situations in which the United Nations is engaged;
 - (b) Existence of entry points for United Nations engagement to mitigate tensions and prevent conflict;
 - (c) Commitment of the parties to a conflict to engaging in a process towards the peaceful settlement of disputes.
- 3.9 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In 2023, the Department updated its 2019 policy on women and peace and security to include a set of indicators measuring progress towards its objectives and new focus areas, such as the impact of climate change and new technologies. The policy builds on good practices across the Department and special political missions and is intended to ensure that priorities are integrated into the daily work of the Department and special political missions. These priorities, in line with the mandates entrusted to the Organization in the area of women and peace and security, encompass gender-sensitive analysis, promoting the inclusion of women in peacemaking, peace-sustaining and peacebuilding efforts, and their participation in electoral and political processes. The policy also addresses such issues as preventing and assessing conflict-related sexual violence and post-conflict planning and financing. In addition, the Department supports the efforts of the Peacebuilding Commission to mainstream a gender perspective in all aspects of its work, including through the implementation of the Commission's gender strategy and by keeping track of progress through the submission of annual reports. The strategy of the Peacebuilding Fund also prioritizes women's engagement.
- 3.10 In line with the United Nations Disability Inclusion Strategy, the Department will implement a joint Department of Political and Peacebuilding Affairs-Department of Peace Operations action plan for disability inclusion with a view to reinforcing an organizational culture that supports the inclusion of persons with disabilities and further advancing disability inclusion in strategic planning and management, knowledge and information management. The Department will also foster engagement with government counterparts and civil society organizations to promote the inclusivity of political processes, including in addressing the needs of people with disabilities.

Legislative mandates

- 3.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

Charter of the United Nations

Articles 33 and 99

General Assembly resolutions

46/232	Revitalization of the United Nations Secretariat	69/9 ; 73/267 ;	Cooperation between the United Nations and the League of Arab States
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa	75/11 ; 77/17 70/98 ; 78/85 72/199	Question of Western Sahara Restructuring of the United Nations peace and security pillar
61/230 ; 69/291 ; 75/327	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	72/262 C	Special subjects relating to the programme budget for the biennium 2018–2019 (subsection III)
68/15 ; 72/14 ; 75/22	Peaceful settlement of the question of Palestine	78/263	Promotion of durable peace through sustainable development in Africa

Security Council resolutions

1645 (2005)	2419 (2018)
1646 (2005)	2535 (2020)
1904 (2009)	2558 (2020)
2048 (2012)	2653 (2022)
2171 (2014)	2656 (2022)
2250 (2015)	2686 (2023)
2253 (2015)	2713 (2023)

Statements by the President of the Security Council

S/PRST/2021/2	S/PRST/2022/6
S/PRST/2022/1	

Subprogramme 1

Prevention, management and resolution of conflicts

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters	59/310	Cooperation between the United Nations and the Economic Community of Central African States
47/120 B	An Agenda for Peace		2005 World Summit Outcome
52/12 A and B	Renewing the United Nations: a programme for reform	60/1 60/4	Global Agenda for Dialogue among Civilizations
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion	60/260	Investing in the United Nations: for a stronger Organization worldwide
57/26	Prevention and peaceful settlement of disputes	60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
57/157	Cooperation between the United Nations and the Organization of American States	61/51	Cooperation between the United Nations and the Southern African Development Community
57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe	61/269	High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace

Section 3 Political affairs

61/293	Prevention of armed conflict	65/283; 66/291; 68/303; 70/304	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution
61/294; 69/322	Zone of peace and cooperation of the South Atlantic		
63/10	Cooperation between the United Nations and the Asian-African Legal Consultative Organization	66/253 A and B 67/19 67/123; 78/79	The situation in the Syrian Arab Republic Status of Palestine in the United Nations Comprehensive review of special political missions
63/15	Cooperation between the United Nations and the Eurasian Economic Community	68/16; 72/15	Jerusalem
63/19	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development	68/79; 70/86; 72/83	Palestine refugees' properties and their revenues
63/22	Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace	68/127; 70/109	A world against violence and violent extremism
63/23	Promoting development through the reduction and prevention of armed violence	69/26 69/74	African Nuclear-Weapon-Free Zone Treaty United Nations Regional Centre for Peace and Disarmament in Africa
63/24	Cooperation between the United Nations and the Inter-Parliamentary Union	69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
63/86	Strengthening of security and cooperation in the Mediterranean region	69/286; 72/280	Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia
63/261	Strengthening the Department of Political Affairs	69/311	Cooperation between the United Nations and the Community of Portuguese-speaking Countries
63/267	New Partnership for Africa's Development: progress in implementation and international support	69/314	Tackling illicit trafficking in wildlife
63/281	Climate change and its possible security implications	70/5	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
63/308	The responsibility to protect		
63/310	Cooperation between the United Nations and the African Union	70/64	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
64/7	International Commission against Impunity in Guatemala		
64/10	Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict	70/83 70/84	Assistance to Palestine refugees Persons displaced as a result of the June 1967 and subsequent hostilities
64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies	70/85	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
64/14	The Alliance of Civilizations		
64/116	The rule of law at the national and international levels	70/87; 76/80	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories
64/118	Measures to eliminate international terrorism		
64/123	Observer status for the International Conference on the Great Lakes Region of Africa in the General Assembly	70/88	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories
64/124	Observer status for the Parliamentary Assembly of the Mediterranean in the General Assembly		
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding	70/185; 74/200	Unilateral economic measures as a means of political and economic coercion against developing countries
64/137	Intensification of efforts to eliminate all forms of violence against women	72/282	Complete and unconditional withdrawal of foreign military forces from the territory of the Republic of Moldova
64/223	Towards global partnerships		
64/254	Second follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict	ES-10/20	Protection of the Palestinian civilian population

Part II Political affairs

73/194	Problem of the militarization of the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine, as well as parts of the Black Sea and the Sea of Azov	77/284	Cooperation between the United Nations and the Council of Europe
		77/330	Cooperation between the United Nations and the Economic Cooperation Organization
75/12	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization	77/331	Cooperation between the United Nations and the International Organization of la Francophonie
75/309	Promoting interreligious and intercultural dialogue and tolerance in countering hate speech	77/332	Cooperation between the United Nations and the Pacific Islands Forum
76/82	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan	77/337	Cooperation between the United Nations and the Caribbean Community
		77/338	Cooperation between the United Nations and the Shanghai Cooperation Organization
76/221	South-South cooperation	78/77	The occupied Syrian Golan
76/270	Interaction between the United Nations, national parliaments and the Inter Parliamentary Union	78/121	Assistance to the Palestinian people
		78/170	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
76/307	Modalities for the Summit of the Future		
77/10	The situation in Afghanistan		
77/11	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	78/189	Rights of Indigenous Peoples
		78/192	The right of the Palestinian people to self-determination
77/12	Cooperation between the United Nations and the Association of Southeast Asian Nations	78/219	Situation of human rights of Rohingya Muslims and other minorities in Myanmar
77/13	Cooperation between the United Nations and the Collective Security Treaty Organization	78/221	Situation of human rights in the temporarily occupied territories of Ukraine, including the Autonomous Republic of Crimea and the city of Sevastopol
77/15	Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM		
77/16	Cooperation between the United Nations and the Commonwealth of Independent States	78/222	Situation of human rights in the Syrian Arab Republic
77/19	Cooperation between the United Nations and the Central European Initiative	78/270	The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts
77/272	Cooperation between the United Nations and the Organisation for the Prohibition of Chemical Weapons		

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

1196 (1998)	1820 (2008)
1197 (1998)	1860 (2009)
1208 (1998)	1882 (2009)
1209 (1998)	1887 (2009)
1318 (2000)	1888 (2009)
1325 (2000)	1889 (2009)
1366 (2001)	1894 (2009)
1559 (2004)	1907 (2009)
1631 (2005)	S/PRST/2011/4
1680 (2006)	S/PRST/2011/15
1699 (2006)	S/PRST/2011/18
1701 (2006)	S/PRST/2011/21
1810 (2008)	2039 (2012)

Section 3 Political affairs

2046 (2012)		S/PRST/2016/4
2056 (2012)		S/PRST/2016/8
S/PRST/2012/2		S/PRST/2016/11
S/PRST/2012/11		S/PRST/2016/19
S/PRST/2012/18		2337 (2017)
S/PRST/2012/21		2379 (2017)
S/PRST/2012/25		S/PRST/2017/2
S/PRST/2012/28		S/PRST/2017/10
2092 (2013)		S/PRST/2017/17
2098 (2013)		S/PRST/2018/3
2106 (2013)		S/PRST/2018/16
2107 (2013)		2487 (2019)
2118 (2013)		2489 (2019)
2122 (2013)		2493 (2019)
S/PRST/2013/4		S/PRST/2019/1
S/PRST/2013/6		S/PRST/2019/5
S/PRST/2013/10		2506 (2020)
S/PRST/2013/12		2512 (2020)
S/PRST/2013/13		2532 (2020)
S/PRST/2013/18		2534 (2020)
S/PRST/2013/19		2537 (2020)
S/PRST/2013/20		2545 (2020)
S/PRST/2013/22		2553 (2020)
S/2013/759	Mandate of the United Nations Office for West Africa	S/PRST/2020/1
2139 (2014)		S/PRST/2020/2
2165 (2014)		S/PRST/2020/3
S/PRST/2014/6		S/PRST/2020/4
S/PRST/2014/8		S/PRST/2020/5
S/PRST/2014/17		S/PRST/2020/6
S/PRST/2014/25		S/PRST/2020/7
2203 (2015)		S/PRST/2020/8
2214 (2015)		S/PRST/2020/9
2232 (2015)		S/PRST/2020/10
2242 (2015)		S/PRST/2020/11
2245 (2015)		S/PRST/2020/12
2246 (2015)		S/PRST/2020/13
2254 (2015)		S/PRST/2021/3
2259 (2015)		S/PRST/2021/4
S/PRST/2015/4		S/PRST/2021/5
S/PRST/2015/12		S/PRST/2021/6
S/PRST/2015/14		S/PRST/2021/7
S/PRST/2015/22		S/PRST/2021/9
S/PRST/2015/24		S/PRST/2021/10
S/2015/1026	Cameroon-Nigeria Mixed Commission	S/PRST/2021/12
2320 (2016)		S/PRST/2021/13
2334 (2016)		S/PRST/2021/15
		S/PRST/2021/16

S/PRST/2021/18		2673 (2023)
S/PRST/2021/19		2674 (2023)
S/PRST/2021/21		2678 (2023); 2679 (2023)
S/PRST/2021/22		2680 (2023)
S/PRST/2021/23		2681 (2023)
S/PRST/2021/24		2682 (2023)
S/2021/720	Mandate of the United Nations Regional Office for Central Africa	2684 (2023)
2623 (2022)		2687 (2023)
2627 (2022)		2691 (2023)
2629 (2022)		2692 (2023)
2631 (2022)		2696 (2023)
2632 (2022)		2698 (2023)
2636 (2022)		2702 (2023)
2643 (2022)		2706 (2023)
2644 (2022)		2712 (2023)
2645 (2022)		2714 (2023)
2646 (2022)		2719 (2023)
2647 (2022)		2720 (2023)
2652 (2022)		2721 (2023)
2654 (2022)		S/PRST/2023/1
2658 (2022)		S/PRST/2023/2
2661 (2022)		2722 (2024)
2662 (2022)		2723 (2024)
2669 (2022)		2724 (2024)
2670 (2022)		2727 (2024)
S/PRST/2022/3		2728 (2024)
2672 (2023)		

**Subprogramme 2
Electoral assistance**

General Assembly resolution

78/208	Strengthening the role of the United Nations in the promotion of democratization and enhancing periodic and genuine elections
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**Subprogramme 3
Security Council affairs**

Charter of the United Nations

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

Provisional rules of procedure of the Security Council

General Assembly resolutions

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

Notes by the President of the Security Council

S/2017/507	Note by the President of the Security Council of 30 August 2017	S/2021/645	Note by the President of the Security Council of 12 July 2021
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Security Council resolutions pertaining to the establishment and mandates of subsidiary organs created by the Council under the terms of Article 29 of the Charter of the United Nations, including:

1267 (1999)	1718 (2006)
1373 (2001)	1970 (2011)
1518 (2003)	1988 (2011)
1533 (2004)	1989 (2011)
1540 (2004)	2127 (2013)
1591 (2005)	2140 (2014)
1636 (2005)	2206 (2015)

**Subprogramme 4
Decolonization**

General Assembly resolutions

1514 (XV)	Declaration on the granting of independence to colonial countries and peoples	78/87	Question of Anguilla
1541 (XV)	Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 <i>e</i> of the Charter	78/88 78/89 78/90 78/91	Question of Bermuda Question of the British Virgin Islands Question of the Cayman Islands Question of French Polynesia
75/123	Fourth International Decade for the Eradication of Colonialism	78/92	Question of Guam
78/81	Information from Non-Self-Governing Territories transmitted under Article 73 <i>e</i> of the Charter of the United Nations	78/93 78/94 78/95	Question of Montserrat Question of New Caledonia Question of Pitcairn
78/82	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories	78/96 78/97	Question of Saint Helena Question of Tokelau
78/83	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	78/98 78/99 78/100	Question of the Turks and Caicos Islands Question of the United States Virgin Islands Dissemination of information on decolonization
78/84	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories	78/101	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
78/86	Question of American Samoa		

Economic and Social Council resolution

2023/33	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
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**Subprogramme 5
Question of Palestine**

General Assembly resolutions

3376 (XXX); 32/40 B; 34/65 D; 38/58 B; 46/74 B	Question of Palestine	64/16; 77/22 64/17; 77/23	Committee on the Exercise of the Inalienable Rights of the Palestinian People Division for Palestinian Rights of the Secretariat
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**Subprogramme 6
Peacebuilding Support Office**

General Assembly resolutions

60/180 60/287; 63/282 70/262; 75/201	The Peacebuilding Commission The Peacebuilding Fund The Review of the Peacebuilding Architecture	72/276 76/305 78/257	Follow-up to the report of the Secretary-General on peacebuilding and sustaining peace Financing for peacebuilding Investing in prevention and peacebuilding
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Security Council resolutions

1947 (2010)	2659 (2022)
2282 (2016)	2677 (2023)
2413 (2018)	2704 (2023)
2594 (2021)	2705 (2023)
2634 (2022)	2709 (2023)
2657 (2022)	

Statements by the President of the Security Council

S/PRST/2017/27	S/PRST/2018/20
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Deliverables

3.12 Table 3.1 lists all cross-cutting deliverables of the programme.

Table 3.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meetings of the:				
1. Fifth Committee	1	1	1	1
2. Committee for Programme and Coordination	1	1	1	1
3. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
C. Substantive deliverables				
Good offices: good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with 24 regional and subregional organizations; and support for special political missions, including provision of mediation support.				
Consultation, advice and advocacy: consultations with representatives of Member States, regional and subregional organizations and civil society organizations; and strategic coordination meetings with relevant partners.				
Databases and substantive digital materials: databases and data sets on international peace and security issues, including manuals and guides on issues related to international peace and security.				
D. Communication deliverables				
Outreach programmes, special events and information materials: exhibits and other communications products about the work of the Department.				
External and media relations: statements on behalf of the Secretary-General; notes to correspondents; and press releases, communiqués and other communications products on issues related to international peace and security.				

Evaluation activities

- 3.13 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) Office of Internal Oversight Services (OIOS) thematic evaluation on the youth, peace and security agenda: youth participation ([E/AC.51/2023/7](#));
 - (b) Evaluation of the training portfolio of the Department of Political and Peacebuilding Affairs;
 - (c) Peacebuilding Fund evaluation of projects under \$1.5 million;
 - (d) Peacebuilding Fund portfolio evaluations (Chad, El Salvador and the Gambia).
- 3.14 In response to the results of the evaluations referenced above, the Department has started to implement the recommendations and consider the lessons learned for the proposed programme plan for 2025. For example, in response to the OIOS recommendation of increasing the Peacebuilding Fund's allocation to build the capacity of civil society organizations and youth-led organizations, the Department reviewed its Youth Promotion Initiative guidelines and improved the monitoring of the requirement that 40 per cent of requested project budgets be allocated to national and local civil society organizations as implementing partners. In response to the results of the evaluation on its training portfolio, the Department explored options to fill the gap between the current training portfolio and its core training needs, drafted a revised training strategy and integrated a gender perspective in a cross-cutting manner.
- 3.15 The following evaluations are planned for 2025:
- (a) Evaluation of the Department's liaison presences;
 - (b) Peacebuilding Fund portfolio evaluations.

Programme of work

Subprogramme 1

Prevention, management and resolution of conflicts

Objective

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

Strategy

- 3.17 To contribute to the objective, the subprogramme will:
- (a) Support the pacific settlement of disputes, under Chapter VI of the Charter, through the use of the tools of preventive diplomacy, peacemaking, peacebuilding and sustaining peace;
 - (b) Work in close cooperation with a wide array of actors, in particular regional and subregional organizations, including under Chapter VIII of the Charter;
 - (c) Promote a more effective and cohesive response to help to prevent, mitigate, manage and resolve conflicts by:
 - (i) Responding in a timely manner to conflict situations;
 - (ii) Providing timely and accurate information, analysis and policy recommendations;
 - (iii) Making available and providing substantive and technical support to the good offices of the Secretary-General, including through formal mediation, where appropriate;

- (iv) Providing substantive, political and technical support to the Secretary-General in the discharge of his functions and in his relationships with Member States;
 - (v) Building the capacity of regional and subregional organizations;
 - (vi) Providing substantive support and guidance to special political missions;
 - (vii) Strengthening the Department's capacity, expertise and partnerships with other United Nations and subregional, regional and international organizations in order to address peace and security challenges more effectively;
 - (viii) Monitoring and evaluating the impact and the cost-effectiveness of key conflict prevention and mitigation initiatives;
 - (ix) Developing coherent strategies for crisis prevention and peacebuilding, linking diplomatic, security, humanitarian and development efforts by the United Nations system, including United Nations country teams, and other international and regional actors;
 - (x) Enhancing political and operational links with the wider United Nations system, in particular with United Nations country teams, on prevention and peacebuilding issues;
 - (xi) Operationalizing the women and peace and security and the youth and peace and security agendas to promote the full, equal and meaningful participation of women, as well as the constructive engagement of young people, in political and peacebuilding processes.
- 3.18 The above-mentioned work is expected to result in the improved capacity and capability of Member States to identify, prevent and address conflict situations.

Programme performance in 2023

Launch of the Secretary-General's policy brief on A New Agenda for Peace

- 3.19 The subprogramme led the development, drafting and preparation of the Secretary-General's policy brief on A New Agenda for Peace ([A/77/CRP.1/Add.8](#)), issued to the General Assembly on 3 July 2023 as an input to its deliberations in the context of the Summit of the Future. The policy brief outlined the Secretary-General's vision for multilateral action for peace and security. To inform its preparation, the subprogramme organized extensive consultations with Member States in different formats, as well as with other stakeholders, such as regional and other organizations, civil society organizations and research institutions, with a specific focus on geographical representation.
- 3.20 Progress towards the objective is presented in the performance measure below (see table 3.2).

Table 3.2

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Member States, regional and subregional organizations, civil society organizations and research institutions provided inputs for the comprehensive consultative process for the development of the policy brief on A New Agenda for Peace	Consultations with Member States were held in different formats. The policy brief on A New Agenda for Peace was finalized and submitted to the General Assembly

Planned results for 2025

Result 1: improved responses for countering hate speech and incitement to violence

Programme performance in 2023 and target for 2025

- 3.21 The subprogramme’s work contributed to the development of regional strategies, in partnership with relevant Member States, regional and subregional actors and special political missions, for endorsement by regional organizations to address hate speech in Central Africa and the Horn of Africa, and the establishment of a monitoring platform by the High National Elections Commission of Libya to monitor hate speech against women, which met the planned target.
- 3.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.3).

Table 3.3
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Inter-agency exchange of knowledge and best practices on countering hate speech through the community of practice in South and South-East Asia	Strengthened capacity to counter hate speech in conflict and post-conflict situations, including in the Pacific, Horn of Africa and South Asia	Development of regional strategies to address hate speech in Central Africa and the Horn of Africa Establishment of a monitoring platform to monitor hate speech against women in support of the High National Elections Commission of Libya	Special political missions incorporate good practices and lessons learned into hate speech-related work International Day for Countering Hate Speech provides opportunities to raise awareness of hate speech dynamics in conflict and post-conflict situations	Special political missions continue to incorporate good practices and lessons learned into hate speech-related work
Strengthened hate speech monitoring through new technologies for the analysis of open-source information	Availability of guidance to all United Nations entities (for their engagement with Member States) on addressing hate speech in conflict and post-conflict situations			

Result 2: Member States have access to broadened and strengthened political analysis to inform the prevention, management and resolution of armed conflicts

Programme performance in 2023 and target for 2025

- 3.23 The subprogramme’s work contributed to comprehensive analysis on various topics, including integration of an economic lens into analysis and incorporation of a gender perspective and the views of young women and men, as relevant, in reports to the General Assembly and the Security Council, which met the planned target.
- 3.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.4).

Table 3.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Reports to the General Assembly and the Security Council included more comprehensive analysis on topics, including socioeconomic development and gender equality, as relevant	Reports to the General Assembly and the Security Council included more comprehensive analysis on topics, including socioeconomic development, gender equality and youth engagement, as relevant	Reports to the General Assembly and the Security Council include more comprehensive analysis on topics, including socioeconomic development, gender equality, youth and climate change, as relevant	Reports to the General Assembly and the Security Council include more comprehensive analysis on topics, including socioeconomic development, gender equality, youth and climate change, as relevant

Result 3: reduced threats to international peace and security

Proposed programme plan for 2025

- 3.25 As the Secretary-General indicated in his policy brief on A New Agenda for Peace, Member States are facing interlocking threats to peace and security that require collective action. Diplomatic action and peacemaking remain crucial for reducing the risks of conflict and carving out spaces for cooperation. The subprogramme has intensified its engagement with Member States to provide increased support for peacemaking efforts, including political analysis and technical support, when requested, to political processes.

Lessons learned and planned change

- 3.26 The lesson for the subprogramme was that its analysis would benefit from further incorporating the perspectives of different countries and regions. In applying the lesson, the subprogramme will further integrate such perspectives with a view to facilitating greater consensus on causes of threats and appropriate responses to them.
- 3.27 Expected progress towards the objective is presented in the performance measure below (see table 3.5).

Table 3.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Reopening of the coastal road and adoption of the 5+5 Joint Military Commission action plan in Libya Advances made in transitional justice processes in Colombia	United Nations-brokered nationwide truce in Yemen between April and October 2022 Progress in the implementation of the 5+5 Joint Military Commission action plan in Libya	Nationwide bilateral and temporary ceasefire took effect on 3 August 2023 in Colombia Advances made in the peace process in Mozambique, including the completion of the first two phases of the disarmament, demobilization and reintegration strategy	Member States have greater access to tools and expertise to prevent, manage and resolve conflicts	Member States have greater access to tools and expertise to prevent, manage and resolve conflicts

Deliverables

3.28 Table 3.6 lists all deliverables of the subprogramme.

Table 3.6

Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	68	68	70	68
Reports of the Secretary-General:				
1. On cooperation between the United Nations and regional and other organizations for the General Assembly	–	–	1	–
2. On matters related to peace and security for the General Assembly	16	16	16	16
3. Pursuant to Security Council resolution 2240 (2015) for the General Assembly	–	1	1	1
4. On matters related to peace and security for the Security Council	50	50	50	50
5. On regional confidence-building measures for the United Nations Standing Advisory Committee on Security Questions in Central Africa	2	1	2	1
Substantive services for meetings (number of three-hour meetings)	105	174	105	105
6. Meetings and/or informal consultations of the General Assembly and its subsidiary organs	16	27	16	16
7. Meetings and/or informal consultations of the Security Council and its subsidiary organs	80	138	80	80
8. Meetings and/or informal consultations of the United Nations Standing Advisory Committee on Security Questions in Central Africa	4	4	4	4
9. High-level side events on issues relating to the prevention and resolution of conflicts during the General Assembly	5	5	5	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	195	195	195	195
10. Seminars, training events and academic meetings on advancing preventive diplomacy, peacemaking and peacebuilding	195	195	195	195
C. Substantive deliverables				
Good offices: good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with more than 24 regional organizations; and strategic assessment missions and support for an estimated 21 special political missions with a good offices role, including mediation support.				
Consultation, advice and advocacy: consultations with representatives of Member States from all regions, international and regional organizations and civil society organizations; and strategic coordination meetings with relevant partners.				
Databases and substantive digital materials: databases such as the Peace and Security Data Hub, United Nations Peacemaker and Diplomatic Pulse.				
D. Communication deliverables				
External and media relations: communications products about the work of the Department, such as <i>Politically Speaking</i> , Diplomacy for Peace and accounts on relevant social media platforms.				

Subprogramme 2 Electoral assistance

Objective

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

Strategy

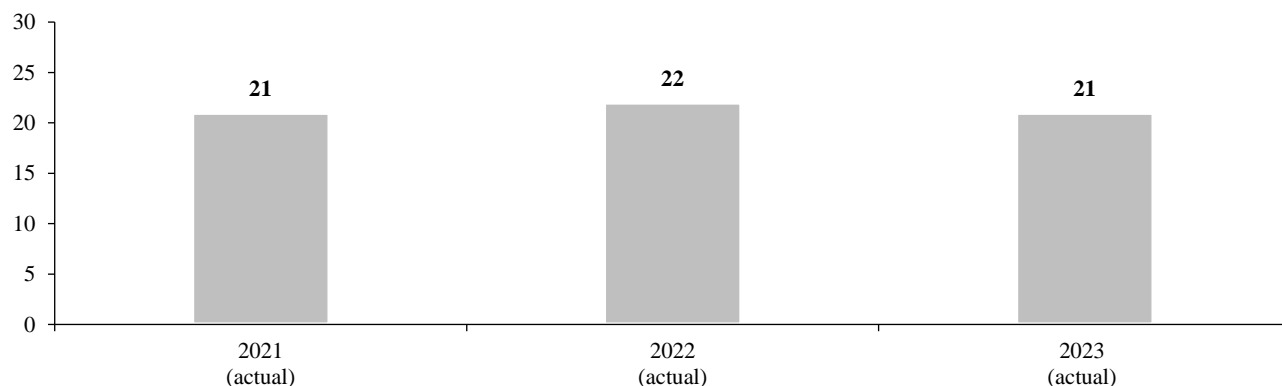
- 3.30 To contribute to the objective, the subprogramme will continue to provide timely electoral support to Member States upon their request or pursuant to a mandate from the General Assembly or the Security Council, in close coordination with other relevant United Nations entities under the leadership of the United Nations focal point for electoral assistance matters. Specifically, the subprogramme will:
- (a) Deploy technical experts and various types of electoral missions in support of requesting Member States, including on designing and establishing election management bodies, designing or reforming electoral frameworks and systems, developing voter education and voter registration activities and promoting the participation of women, young people and persons with disabilities in electoral and political processes;
 - (b) Develop and strengthen partnerships and provide capacity development support to regional organizations, including by co-organizing, with regional organizations and in coordination with other relevant United Nations entities, training events for Member States in various regions, including on gender equality and elections, enhancing the credibility, inclusivity and integrity of electoral processes and preventing election-related violence;
 - (c) Develop new internal policies on electoral assistance, or update the existing ones, in close cooperation with other relevant United Nations entities, and review and provide input to initiatives and documents of other United Nations entities that intersect with elections;
 - (d) Maintain and manage the United Nations single roster of electoral experts and the United Nations electoral institutional memory.
- 3.31 The above-mentioned work is expected to result in:
- (a) More inclusive, peaceful and transparent electoral processes;
 - (b) Strengthened election management bodies;
 - (c) More effective electoral frameworks and systems;
 - (d) Enhanced voter education and voter registration activities;
 - (e) Increased participation of women, young people, persons with disabilities and those who are underrepresented and/or marginalized, including people in rural areas lacking infrastructure, in electoral and political processes;
 - (f) Strengthened electoral capacity of regional organizations;
 - (g) Consistent, coherent and coordinated electoral assistance to Member States.

Programme performance in 2023

Member States conduct elections with support from the United Nations

- 3.32 The subprogramme provided timely and effective responses to a 7 per cent increased demand for United Nations electoral support from Member States compared to 2022. In total, 60 Member States received United Nations technical support in 2023. United Nations support primarily took the form of technical assistance and initiatives to strengthen the capacity of national electoral authorities and institutions and to assist Member States in improving their electoral processes, frameworks and systems, including with regard to promoting inclusive, peaceful and transparent electoral processes. In 2023, the subprogramme provided technical support to Member States in planning and conducting 21 elections, including presidential and parliamentary elections, as well as referendums.
- 3.33 Progress towards the objective is presented in the performance measure below (see figure 3.I).

Figure 3.I
Performance measure: number of elections organized by Member States with United Nations technical support



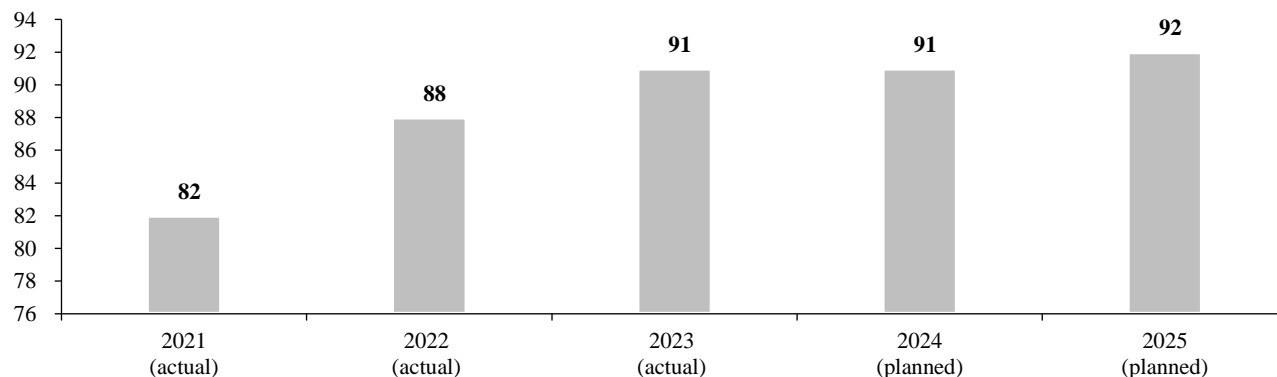
Planned results for 2025

Result 1: Member States receive timely responses to requests for electoral assistance

Programme performance in 2023 and target for 2025

- 3.34 The subprogramme’s work contributed to 91 per cent of Member States receiving an initial response within four weeks of the receipt of their request for United Nations electoral assistance, which exceeded the planned target of 90 per cent.
- 3.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.II).

Figure 3.II
Performance measure: percentage of Member States receiving an initial response within four weeks of a request for technical electoral assistance

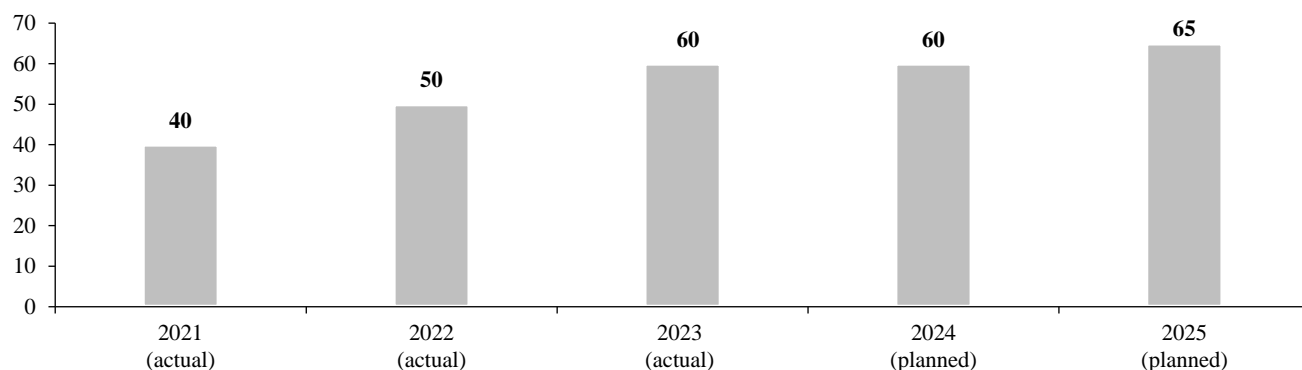


Result 2: increased regional training opportunities for Member State electoral officials

Programme performance in 2023 and target for 2025

- 3.36 The subprogramme’s work contributed to the participation of 60 representatives from Member States in regional electoral training sessions organized or supported by the United Nations, which exceeded the planned target of 56 representatives.
- 3.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.III).

Figure 3.III
Performance measure: number of participants from Member States attending regional electoral training sessions organized or supported by the United Nations in partnership with regional and subregional organizations



Result 3: increased representation of women in electoral and political processes

Proposed programme plan for 2025

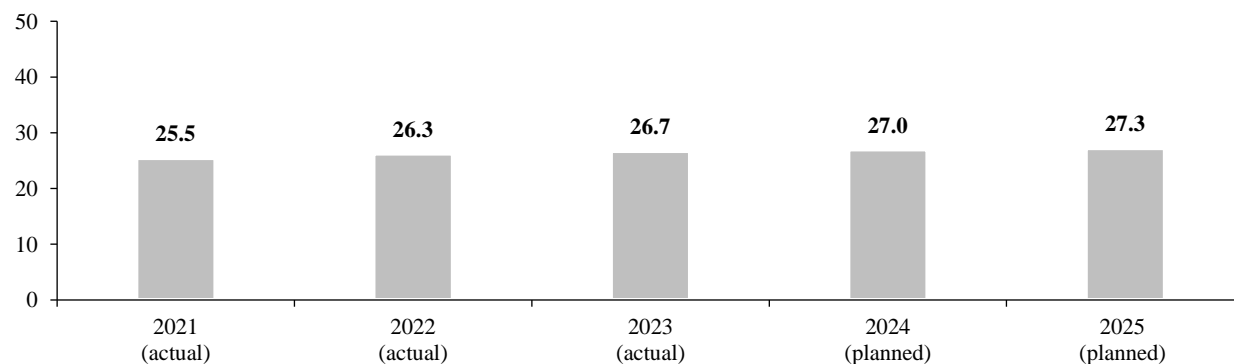
3.38 Women remain underrepresented in electoral and political processes, with the proportion of women parliamentarians worldwide at 26.7 per cent as of December 2023. The subprogramme continues to promote the participation of women in electoral and political processes as a guiding principle for all United Nations electoral assistance activities, policies and projects. All United Nations electoral needs assessments include an analysis of the political and electoral participation of women, and, where appropriate, the assessments incorporate dedicated recommendations on temporary special measures, including quotas. The subprogramme also continues to support initiatives at the national, regional and global levels that contribute to increasing women’s participation and representation in electoral and political processes.

Lessons learned and planned change

3.39 The lesson for the subprogramme was that a combination of existing technical assistance and increased good offices functions and advocacy can further enhance the effectiveness of the Organization’s efforts in promoting gender equality in electoral and political processes. In applying the lesson, the subprogramme will ensure that in countries where the Organization works, a combination of these approaches will be employed in encouraging national authorities to promote the political participation and representation of women.

3.40 Expected progress towards the objective is presented in the performance measure below (see figure 3.IV).

Figure 3.IV
Performance measure: percentage of women in parliaments in countries receiving United Nations electoral assistance



Deliverables

3.41 Table 3.7 lists all deliverables of the subprogramme.

Table 3.7

Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	–	1
1. Report of the Secretary-General to the General Assembly on strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	1	1	–	1
2. Plenary of the General Assembly	1	1	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	31	32	33	36
3. For the deployment of international election observers at the request of Member States and other organizations	1	1	1	1
4. On electoral assistance to Member States	30	31	32	35
Seminars, workshops and training events (number of days)	22	25	23	26
5. Training events and workshops for electoral administrators and staff at the regional and national levels on key electoral matters, including gender equality and elections, elections and violence, and election observation	22	25	23	26
Technical materials (number of materials)	6	6	7	7
6. Technical guidelines and reference materials on electoral processes, the electoral legal framework and the organization and administration of elections	6	6	7	7
Electoral missions (number of missions)	30	32	32	34
7. Technical, advisory and review missions for electoral processes	30	32	32	34
C. Substantive deliverables				
Consultation, advice and advocacy: technical advice for electoral processes to an estimated 50 Member States, particularly in the areas of electoral systems and frameworks, mainstreaming a gender perspective, voter registration and electoral operations; consultations, including with Governments, United Nations entities and civil society organizations, including women's organizations.				
Databases and substantive digital materials: United Nations single electoral roster of experts; records on the provision of electoral assistance for preserving United Nations electoral institutional memory.				

Subprogramme 3 Security Council affairs

Objective

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

Strategy

3.43 To contribute to the objective, the subprogramme will facilitate the full, complete and timely execution of the work of the Security Council and its subsidiary bodies, including by:

- (a) Assisting the monthly presidency of the Council in carrying out its official functions, particularly the preparation and conduct of the Council's monthly programme of work, and

- providing procedural and substantive advice to the monthly presidency, Council members and other Member States regarding the conduct of meetings and Council activities;
- (b) Coordinating the timely and accurate issuance of the official documentation of the Council, including its outcomes and other documents, as well as other correspondence from the Secretariat, Member States and entities;
 - (c) Supporting the work of the subsidiary bodies of the Council, including sanctions committees, other committees and working groups, as well as their associated monitoring teams, groups and panels, including by providing procedural and substantive advice to Chairs and other Council members;
 - (d) Supporting missions of the Council and Chairs of its subsidiary bodies to countries and regions in connection with matters on the Council's agenda;
 - (e) Supporting the design and implementation of the Council's sanctions regimes, including by conducting assessments of regimes upon the Council's request;
 - (f) Organizing training sessions for incoming members of the Council, and Chairs and members of sanctions committees, and engaging with the broader United Nations system and Member States to enhance the effective functioning of sanctions committees as well as to promote deeper understanding and implementation of Council sanctions;
 - (g) Disseminating the United Nations Security Council Consolidated List to Member States, the United Nations system, other regional and international organizations and the private sector immediately following the adoption of Council and sanctions committee listing and delisting decisions;
 - (h) Providing to Member States specialized research and analyses regarding the practice and procedures of the Council, through publications such as the *Repertoire of the Practice of the Security Council*, the *Highlights of Security Council Practice* and other information and data resources on specific areas of practice of the Council;
 - (i) Responding to specific requests for research and advice from Member States and convening dedicated information sessions, upon request; and contributing to the publicly available joint Peace and Security Data Hub of the Departments of Political and Peacebuilding Affairs and Peace Operations.
- 3.44 The above-mentioned work is expected to result in:
- (a) The Security Council being able to fulfil its responsibilities under the Charter of the United Nations;
 - (b) The Council and its sanctions committees being able to implement targeted sanctions;
 - (c) Member States being able to rely on up-to-date and comprehensive information concerning the practice and procedures of the Council, allowing them to be better equipped to participate in the work of the Council and to actively contribute to its effective functioning.

Programme performance in 2023

Participation of Member States in Security Council processes enhanced through technology

- 3.45 In order to improve its responsiveness to the needs of the Security Council members and the wider United Nations membership, the subprogramme expanded its digital communication tools in 2023 by leveraging the available functionalities of the e-deleGATE platform. The subprogramme introduced a live list of speakers feature for Security Council open debates, updated in real time, which was subsequently welcomed by the General Assembly in its resolution [77/335](#). The subprogramme also rolled out the Security Council eSponsorship module, which streamlines the co-sponsorship process for Security Council draft resolutions.

3.46 Progress towards the objective is presented in the performance measure below (see table 3.8).

Table 3.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Member States inscribed on the list of speakers for Security Council open debates via email	Over 700 inscriptions for Security Council open debates received through the e-deleGATE portal	Over 1,450 inscriptions for Security Council open debates received through the e-deleGATE portal
Member States registered for co-sponsorship of Security Council resolutions via email	Over 180 requests by Member States to co-sponsor Security Council resolutions registered through the e-deleGATE portal	Over 300 requests by Member States to co-sponsor Security Council resolutions registered through the e-deleGATE portal
		20 open debates conducted with a live list of speakers accessible via a link/Quick Response code to e-deleGATE

Planned results for 2025

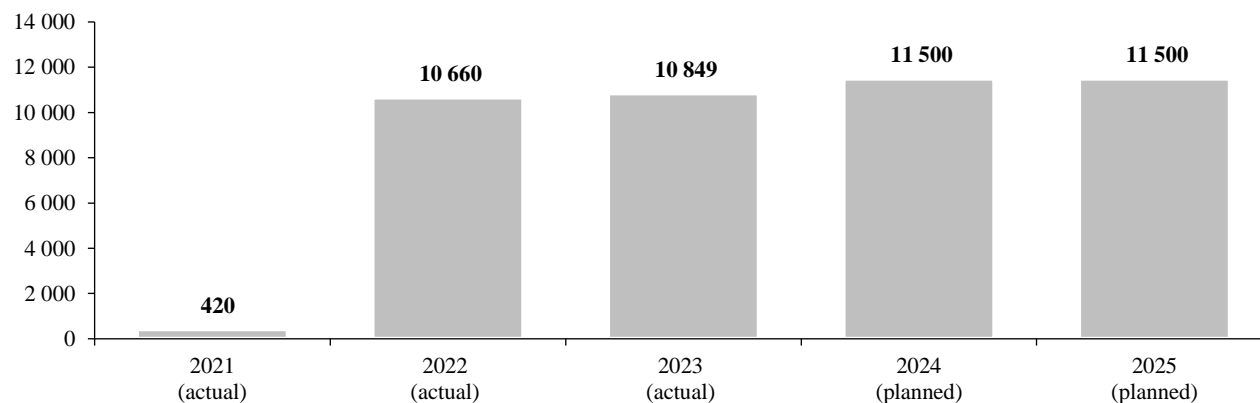
Result 1: Member States have access to up-to-date and contemporaneous analytical information on the practice and work of the Security Council

Programme performance in 2023 and target for 2025

3.47 The subprogramme’s work contributed to 10,849 visits to the Security Council data sets available on the Peace and Security Data Hub, which exceeded the planned target of 700 visits.

3.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.V).

Figure 3.V
Performance measure: number of visits to the Security Council data sets available on the Peace and Security Data Hub (annual)



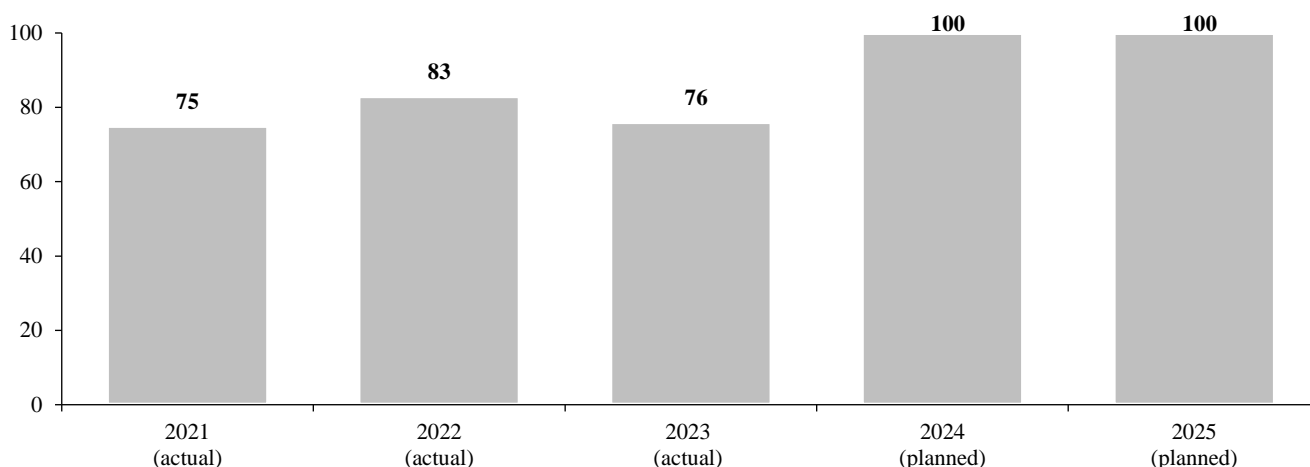
Result 2: Security Council members receive timely information on the implementation of sanctions measures

Programme performance in 2023 and target for 2025

- 3.49 The subprogramme's work contributed to the receipt by sanctions committees of expert panel proposals within two weeks of the renewal of a mandate, or within six weeks of the establishment of a new mandate, in 76 per cent of cases, which did not meet the planned target of 100 per cent. The target was not met owing to challenges in identifying qualified candidates, particularly in specialized areas of expertise, such as arms, armed groups or natural resources.
- 3.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.VI).

Figure 3.VI

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



Result 3: enhanced engagement with Member States on the Security Council's work

Proposed programme plan for 2025

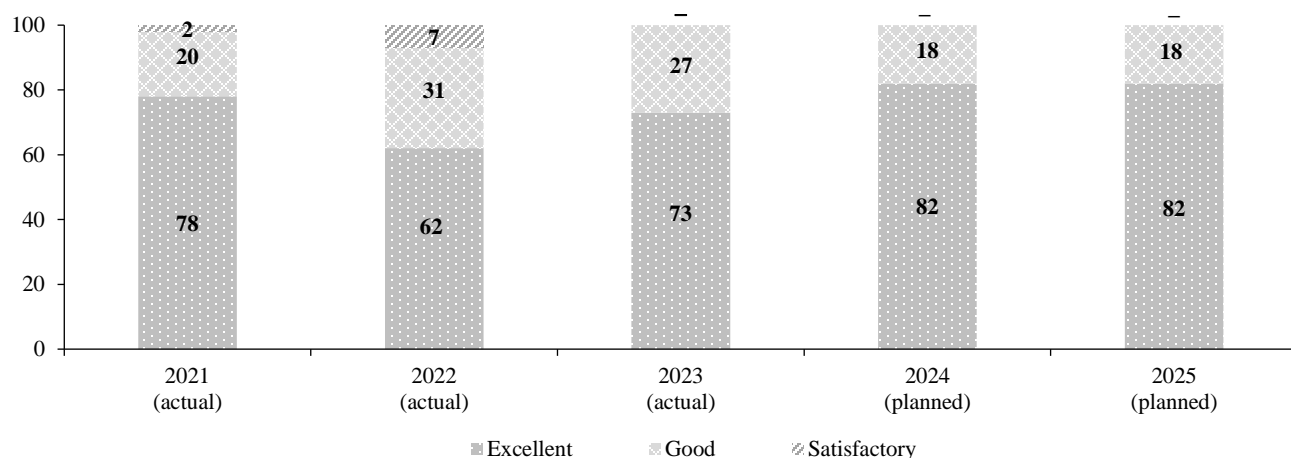
- 3.51 The subprogramme conducts outreach to Member States to ensure that they have the necessary information to engage on Security Council matters. In past years, the subprogramme had focused on preparing incoming Security Council members for their Council memberships through customized induction workshops.

Lessons learned and planned change

- 3.52 The lesson for the subprogramme was the need to enhance its engagement with the United Nations membership, and in particular incoming Security Council members, as strong interest in detailed training, including on Security Council sanctions matters, continues to be expressed. In applying the lesson, the subprogramme will improve the training offered, including the induction workshops, in particular on Security Council sanctions matters, on the basis of feedback received from Member State participants.
- 3.53 Expected progress towards the objective is presented in the performance measure below (see figure 3.VII).

Figure 3.VII

Performance measure: percentage of participants in the induction workshops for incoming Security Council members expressing satisfactory, good or excellent degrees of satisfaction



Deliverables

3.54 Table 3.9 lists all deliverables of the subprogramme.

Table 3.9

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	54	54	54	54
1. Notifications under Article 12 (2) of the Charter of the United Nations	1	1	1	1
2. Lists of communications from private individuals and non-governmental bodies pursuant to paragraph A of the appendix to the provisional rules of procedure of the Security Council	1	1	1	1
3. Summary statement on matters of which the Security Council is seized and of the stage reached in their consideration	52	52	52	52
Substantive services for meetings (number of three-hour meetings)	400	531	400	400
4. Meetings of the Security Council and its subsidiary bodies and related deliberations, including support to the issuance of resolutions, presidential statements, press statements and other outcomes/decisions of the Council and its subsidiary bodies	400	531	400	400
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	8	8
5. Orientation of new Security Council members with respect to the evolving practices, procedures and working methods of the Council and its subsidiary organs	10	10	8	8
Publications (number of publications)	2	2	2	2
6. <i>Repertoire of the Practice of the Security Council</i>	1	1	1	1
7. <i>Volume of Resolutions and Decisions of the Security Council</i>	1	1	1	1
Technical materials (number of materials)	29	29	29	29
8. Compendium of mandates relating to active peacekeeping and special political missions authorized by the Security Council	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
9. Compendium of Security Council mandates and reports to the Council	12	12	12	12
10. Compendium of mandates relating to cross-cutting issues; women and peace and security; children in armed conflict; and protection of civilians in armed conflict	3	3	3	3
11. <i>Highlights of Security Council Practice</i>	1	1	1	1
12. Statistics of Security Council deliberations	12	12	12	12

C. Substantive deliverables

Consultation, advice and advocacy: consultation, advice and advocacy to the Security Council in the preparation of the report of the Security Council for the General Assembly; tailored research for Member States on Security Council practice and procedure, current and historic.

Databases and substantive digital materials: database of Council procedures, practices and working methods, including data on over 200 public meetings convened annually, covering approximately 50 agenda items; roster of experts for Council subsidiary bodies, and the United Nations Security Council Consolidated List of sanctions in all official languages provided to Member States, the private sector and other stakeholders; interactive dashboards on representation of women at the Council, membership of the Council, Chairs and Vice-Chairs of its subsidiary organs and Arria-formula meetings; data sets related to the work of the Council published on the Peace and Security Data Hub.

D. Communication deliverables

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

Subprogramme 4 Decolonization

Objective

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

Strategy

- 3.56 To contribute to the objective, the subprogramme will:
- (a) Provide substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Fourth Committee, including the preparation of Secretariat working papers and mandated reports of the Secretary-General, and inputs for the annual report of the President of the Economic and Social Council on the implementation of the Declaration by the specialized agencies and the international institutions associated with the United Nations;
 - (b) Provide advice, briefing materials and substantive support to the meetings, annual regional seminars and visiting missions of the Special Committee, and meetings of the Fourth Committee and the Economic and Social Council, in close coordination with the Department for General Assembly and Conference Management;
 - (c) Maintain contact with the representatives of the Non-Self-Governing Territories and United Nations agencies, funds and programmes and work with the Department of Global Communications, the Department for General Assembly and Conference Management and the Office of Information and Communications Technology in disseminating information on decolonization, including through the enhancement of the United Nations and decolonization website.

- 3.57 The above-mentioned work is expected to result in:
- (a) Advancement of specific proposals to bring about an end to colonialism;
 - (b) Programmes of work developed on a case-by-case basis for the decolonization of the Non-Self-Governing Territories;
 - (c) Timely and informed decision-making by the Special Committee when considering the situation in the Non-Self-Governing Territories.

Programme performance in 2023

The Special Committee holds the Pacific regional seminar

- 3.58 The Special Committee, as part of its programme of work, holds regional seminars to receive and disseminate information on its work and to facilitate the participation of the Non-Self-Governing Territories. The subprogramme contributed to the organization of the Pacific regional seminar in Bali, Indonesia, through the provision of substantive support and the facilitation of the adoption of its report by consensus. The subprogramme also facilitated the drafting of and negotiations on the conclusions and recommendations agreed by the participating members of the Special Committee. In November 2023, the subprogramme conducted the first client survey with the Bureau of the Special Committee to assess client satisfaction with the substantive support provided in 2023.
- 3.59 Progress towards the objective is presented in the performance measure below (see table 3.10).

Table 3.10
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	The Pacific regional seminar on decolonization was held, with 100 per cent of Bureau members expressing satisfaction with the support provided

Planned results for 2025

Result 1: increased reach and awareness on decolonization through new multilingual content

Programme performance in 2023 and target for 2025

- 3.60 The subprogramme’s work contributed to Member States, the Non-Self-Governing Territories, relevant stakeholders and the general public having access to new content on the United Nations decolonization website, including an interactive timeline of the regional seminars on decolonization organized since 1990 and a new infographics section entitled “UN Decolonization in Numbers”, which met the planned target.
- 3.61 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.11).

Table 3.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Availability of content on the website in the six official languages of the United Nations	Availability of the messages of the Secretary-General to the regional seminars from 2005 to 2022 on the website in the six official languages of the United Nations	Availability of new content on the website, including an interactive timeline of regional seminars held since 1990 and a new section entitled “UN Decolonization in Numbers”, in the six official languages of the United Nations	Availability of new content on the website, including infographics and interactive content, in the six official languages of the United Nations	Availability of new content on the website, including infographics and interactive content, in the six official languages of the United Nations

Result 2: the Special Committee has access to information on the status of implementation of the 2030 Agenda in the Non-Self-Governing Territories

Programme performance in 2023 and target for 2025

- 3.62 The subprogramme’s work contributed to the inclusion of information in the working papers on the implementation of the Sustainable Development Goals in the Non-Self-Governing Territories, on a case-by-case basis, and based on available data from official sources, which met the planned target.
- 3.63 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.12).

Table 3.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	The Special Committee had access to information on the economic, social and environmental conditions in the Non-Self-Governing Territories	The Special Committee had access to information, on a case-by-case basis, related to the status of implementation of the Sustainable Development Goals in the Non-Self-Governing Territories	The Special Committee has access to updated and timely information on the status of implementation of the Sustainable Development Goals in the Non-Self-Governing Territories	The Special Committee has access to updated and timely information on the status of implementation of the Sustainable Development Goals in the Non-Self-Governing Territories

Result 3: the Special Committee has access to an up-to-date list of qualified experts on decolonization

Proposed programme plan for 2025

- 3.64 The subprogramme is responsible for establishing and maintaining a list of experts on decolonization to facilitate the selection of experts to be invited to the annual regional seminars on decolonization in accordance with the guidelines and procedures adopted by the Special Committee.

Lessons learned and planned change

- 3.65 The lesson for the subprogramme was the need to manage the list of experts effectively to ensure that the Special Committee has access to qualified experts with the necessary expertise in areas relevant to its work and considering the need for a multidisciplinary approach, as well as gender balance and geographical representation. In applying the lesson, the subprogramme will review the procedures and criteria for nominations of experts to improve the process of maintaining the list of experts.
- 3.66 Expected progress towards the objective is presented in the performance measure below (see table 3.13).

Table 3.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	The Special Committee had access to a list of experts on decolonization from which the Bureau selected the experts invited to the Pacific regional seminar	The Special Committee has access to a list with an increased number of qualified experts, which contributes to the list of qualified experts on decolonization having improved gender balance, geographical representation and area of expertise representation	The Special Committee has access to a list with an increased number of qualified experts, which contributes to the list of qualified experts on decolonization having improved gender balance, geographical representation and area of expertise representation

Deliverables

- 3.67 Table 3.14 lists all deliverables of the subprogramme.

Table 3.14
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	22	22	22	23
1. Report of the Secretary-General on information from Non-Self-Governing Territories transmitted under Article 73 <i>e</i> of the Charter of the United Nations to the General Assembly	1	1	1	1
2. Report of the Secretary-General on offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories to the General Assembly	1	1	1	1
3. Report of the Secretary-General on the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations to the General Assembly	1	1	1	1
4. Report of the Secretary-General on the Fourth International Decade for the Eradication of Colonialism	–	–	–	1
5. Report prepared by the Rapporteur of the Special Committee on Puerto Rico for the Special Committee	1	1	1	1

Part II Political affairs

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
6. Working papers on each of the 17 Non-Self-Governing Territories for the Special Committee	17	17	17	17
7. Report of the President of the Economic and Social Council on information submitted by the specialized agencies and other organizations of the United Nations system on their activities with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	63	36	43	41
8. Plenary meeting of the General Assembly	1	1	1	1
9. Formal meetings of the Fourth Committee	8	8	8	8
10. Plenary meetings of the Special Committee	20	10	10	10
11. Regional seminars for the Caribbean and Pacific regions	6	5	6	5
12. Meetings of the Bureau of the Special Committee	20	8	10	10
13. Meetings of the Bureau of the Special Committee with the Secretary-General	1	1	1	1
14. Informal consultations of the Special Committee	5	2	5	5
15. Meetings of the Economic and Social Council	2	1	2	1
B. Generation and transfer of knowledge				
Fact-finding, monitoring and investigation missions (number of missions)	1	–	1	1
16. Missions to the Non-Self-Governing Territories pursuant to relevant General Assembly resolutions	1	–	1	1
D. Communication deliverables				
Digital platforms and multimedia content: the United Nations decolonization website in all official languages of the United Nations, for the benefit of the 17 Non-Self-Governing Territories, Member States and the general public.				

Subprogramme 5 Question of Palestine

Objective

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

Strategy

- 3.69 To contribute to the objective, the subprogramme will:
- (a) Organize Committee and Bureau meetings, conduct observances globally of the International Day of Solidarity with the Palestinian People, including a high-level event in New York, and outreach with United Nations entities and Member States on the question of Palestine, and hold other advocacy and awareness-raising activities, events and international conferences;
 - (b) Develop and expand the digital advocacy of the Committee, including its website and social media channels supported by the subprogramme, and the online United Nations Information System on the Question of Palestine and publications;
 - (c) Liaise and cooperate with civil society and parliamentarians on the question of Palestine;
 - (d) Implement the Committee's capacity-building activities for Palestinian officials, with a focus on strategic communications and diplomatic protocol.

- 3.70 The above-mentioned work is expected to result in:
- (a) Mobilization of the diplomatic community, through the work of the Committee, in support of the realization of the two-State solution, the inalienable rights of the Palestinian people and a just, comprehensive and lasting solution to the question of Palestine;
 - (b) The general public, civil society and the media being informed about the question of Palestine and the work of the Committee;
 - (c) Stronger institutional capacity of the Government of the State of Palestine in areas such as strategic communications and diplomatic protocol.

Programme performance in 2023

Commemoration of the seventy-fifth anniversary of the Nakba

- 3.71 In response to the request of the General Assembly in its resolution [77/23](#), during 2023 the subprogramme organized two major events to commemorate the seventy-fifth anniversary of the Nakba. On 15 May, with the support of the subprogramme, the Committee organized a cultural event in the General Assembly Hall and also held a high-level special meeting. The subprogramme’s work facilitated an increase in the Bureau’s meetings to 14 during 2023. The subprogramme’s work also supported six events on various thematic issues about the question of Palestine, which mainstreamed the commemoration of the Nakba.
- 3.72 Progress towards the objective is presented in the performance measure below (see table 3.15).

Table 3.15
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	The General Assembly adopted resolution 77/23	<p>The seventy-fifth anniversary of the Nakba was commemorated, including through a high-level special meeting of the Committee on the Exercise of the Inalienable Rights of the Palestinian People</p> <p>The Committee organized a virtual event on the margins of the sixty-seventh session of the Commission on the Status of Women</p>

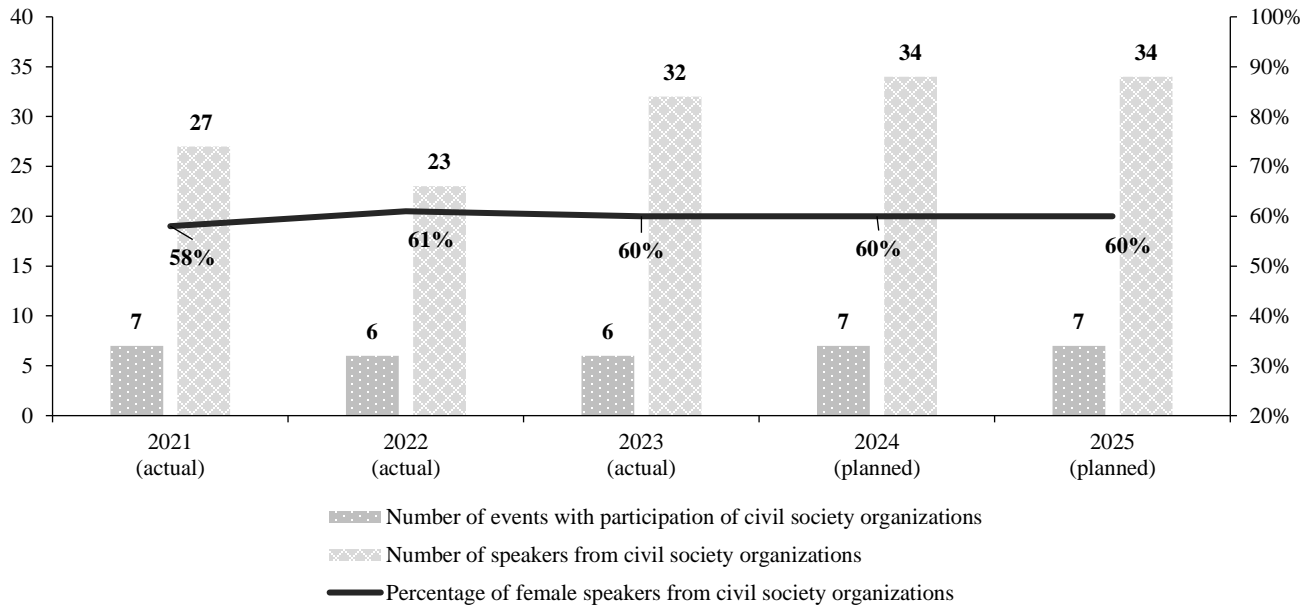
Planned results for 2025

Result 1: strengthened engagement between the Committee and civil society

Programme performance in 2023 and target for 2025

- 3.73 The subprogramme’s work contributed to the participation of civil society organizations in six events with 32 civil society speakers, of whom 60 per cent were female speakers, which met the planned target. The target of seven events was not met as there were fewer opportunities to engage with civil society organizations in the fourth quarter.
- 3.74 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.VIII).

Figure 3.VIII
Performance measure: strengthened engagement between the Committee and civil society

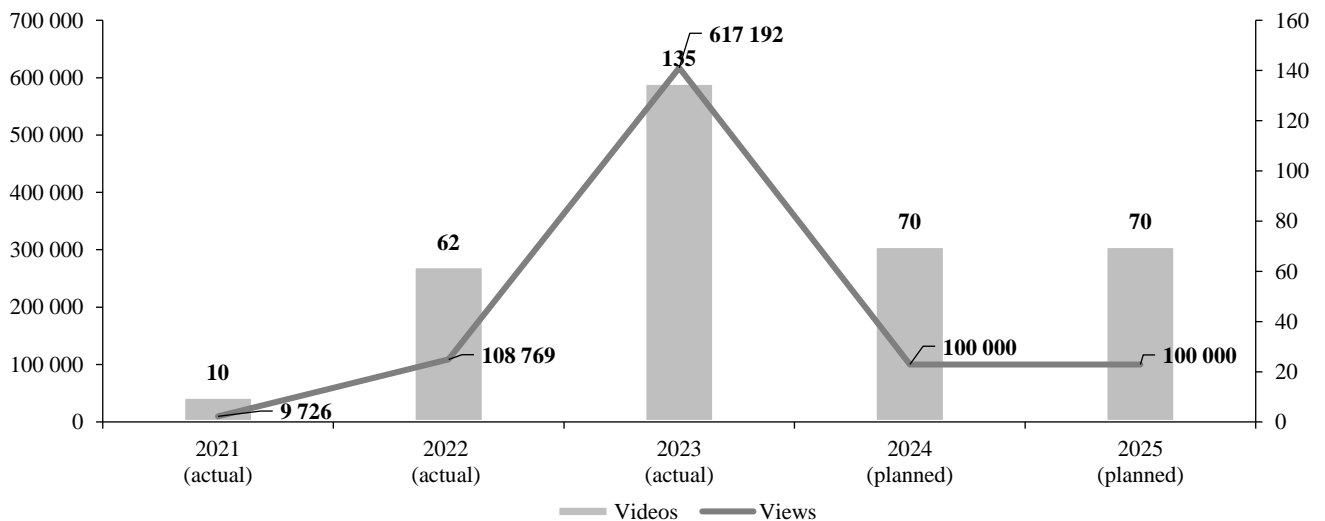


Result 2: increased digital advocacy and public engagement by the Committee on the question of Palestine

Programme performance in 2023 and target for 2025

- 3.75 The subprogramme’s work contributed to the development and expansion of the Committee’s digital advocacy, including through its website and its social media channels, with 135 videos published and 617,192 website views, in part through the release of the Committee’s legal study as an e-book for wider public access, which exceeded the planned target of 65 videos and 100,000 views.
- 3.76 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.IX).

Figure 3.IX
Performance measure: access to videos published on the question of Palestine
 (Number of views and number of videos)



Result 3: enhanced public outreach by the Committee on the question of Palestine

Proposed programme plan for 2025

3.77 The subprogramme has been contributing to targeted outreach, including to Member States and Security Council members, and organizing Committee events, in line with its mandate, to advocate for a just, lasting and comprehensive settlement of the question of Palestine, to promote critical humanitarian support and to contribute to recovery and reconstruction efforts.

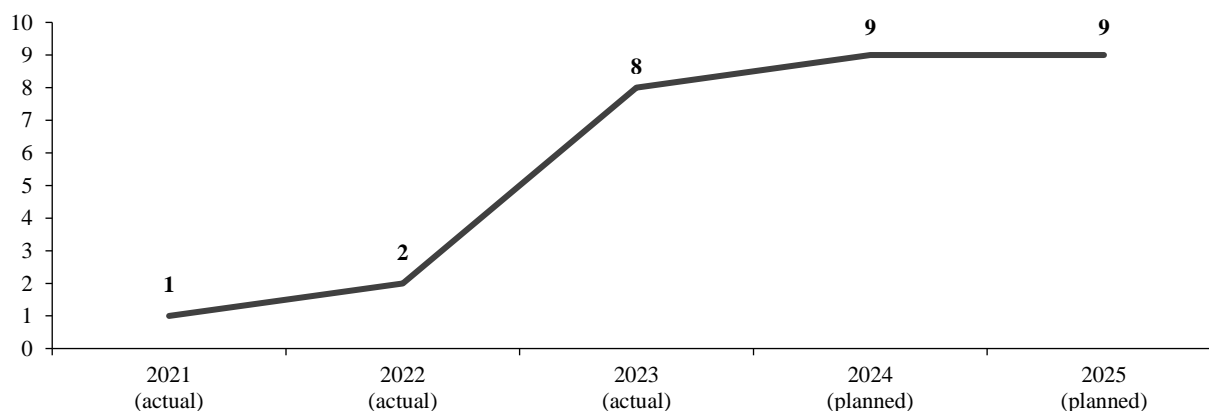
Lessons learned and planned change

3.78 The lesson for the subprogramme was the growing demand from the public for information from reliable sources, such as the United Nations, in a context of rapid and at times contradictory flows of information. In applying the lesson, the subprogramme will improve the Committee’s outreach about critical issues related to the Israeli-Palestinian conflict and foster a better understanding among Member States and the international community.

3.79 Expected progress towards the objective is presented in the performance measure below (see figure 3.X).

Figure 3.X

Performance measure: number of press statements of the Bureau of the Committee on the Exercise of the Inalienable Rights of the Palestinian People



Deliverables

3.80 Table 3.16 lists all deliverables of the subprogramme.

Table 3.16

Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	4	2
1. Report of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly	1	1	2	1
2. Programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly	1	1	2	1
Substantive services for meetings (number of three-hour meetings)	32	31	32	32
3. Meetings of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	6	5	6	6

Part II Political affairs

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
4. Meetings of the Bureau of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	8	14	8	8
5. Consultations of the Committee with civil society organizations on the question of Palestine	2	2	2	2
6. International meetings, conferences and delegation visits and other activities of the Committee	16	10	16	16
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	35	33	34	34
7. Training events at United Nations Headquarters for officials from the Palestinian Government on international diplomacy	30	30	30	30
8. Training events at the United Nations Office at Geneva for officials from the Palestinian Government	5	3	4	4
Publications (number of publications)	4	5	8	8
9. Final reports or summaries of international meetings, conferences and other activities convened under the auspices of the Committee	4	5	8	8
Technical materials (number of materials)	59	61	67	64
10. "NGO Action News" newsletter on recent and upcoming activities of civil society organizations affiliated with the Committee	45	47	51	48
11. Bulletin on action by the United Nations system and intergovernmental organizations relevant to the question of Palestine	12	12	12	12
12. Studies, information notes and newsletters on the Committee and the work of the subprogramme, and selected aspects of the question of Palestine	2	2	4	4
C. Substantive deliverables				
Databases and substantive digital materials: database of over 2,000 experts and some 1,500 non-governmental organizations working on the question of Palestine.				
D. Communication deliverables				
Outreach programmes, special events and information materials: International Day of Solidarity with the Palestinian People and other special events at the discretion of the Committee reaching all Member States and the public at large; annual Palestinian exhibit or cultural event in connection with the International Day of Solidarity at United Nations Headquarters reaching all Member States and the public at large; briefings for United Nations officials, visitors, non-governmental organizations and others; information-sharing, outreach efforts and participation in meetings of civil society.				
External and media relations: communiqués, press statements, press conferences and other communication materials for the media and other external entities before, during and after the Committee's activities.				
Digital platforms and multimedia content: website of the subprogramme/Committee and its social media accounts.				
Library services: United Nations Information System on the Question of Palestine.				

Subprogramme 6 Peacebuilding Support Office

Objective

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

Strategy

- 3.82 To contribute to the objective, the subprogramme will:
- (a) Organize visits of the Peacebuilding Commission, provide technical and substantive advice regarding the Commission meetings and advance partnerships between the Commission and international financial institutions and regional and subregional organizations, civil society and the private sector;
 - (b) Through the Peacebuilding Fund, support nationally-led peacebuilding programmes, prioritizing transition contexts, subregional and cross-border contexts and the empowerment of women and young people, in particular those in vulnerable situations and situations of armed conflict;
 - (c) Spearhead policy development related to peacebuilding and lead relevant coordination and integration mechanisms within the United Nations system and with the World Bank and other international financial institutions.
- 3.83 The above-mentioned work is expected to result in:
- (a) A deeper commitment to sustaining peace by Member States and regional and international partners, including international financial institutions;
 - (b) Synergistic, coordinated and effective national peacebuilding actions;
 - (c) Improved alignment of policy responses for peacebuilding needs, with increased involvement of regional and international partners, including international financial institutions;
 - (d) Improved coordination among Member States and regional and international partners to prioritize transition contexts, subregional and cross-border contexts and the empowerment of women and young people.

Programme performance in 2023

Investments in building and sustaining peace at the regional, national and local levels

- 3.84 In 2023, through the Peacebuilding Fund, the subprogramme facilitated peacebuilding initiatives worth \$202.5 million in 36 countries and territories through 18 different United Nations agencies, funds and programmes. Between 2021 and 2023, the subprogramme, through its advocacy efforts, broadened the donor base and increased the number of multi-year agreements. While voluntary funding will remain the primary source of funding, the subprogramme’s work also contributed to the adoption by the General Assembly of resolution [78/257](#), pursuant to which assessed contributions will be provided to the Peacebuilding Fund starting in 2025.
- 3.85 Progress towards the objective is presented in the performance measure below (see table 3.17).

Table 3.17
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
38 donors, of which 7 had multi-year agreements	32 donors, of which 8 had multi-year agreements	36 donors, of which 11 had multi-year agreements
Contributions of top 3 donors representing 58 per cent of total contributions	Contributions of top 3 donors representing 62 per cent of total contributions	Broadened donor base, with contributions of top 3 donors representing 47 per cent of total contributions
\$177 million in voluntary contributions to the Peacebuilding Fund	\$170 million in voluntary contributions to the Peacebuilding Fund	\$132 million in voluntary contributions to the Peacebuilding Fund

Planned results for 2025

Result 1: increased attention on and resourcing for women and youth in peacebuilding

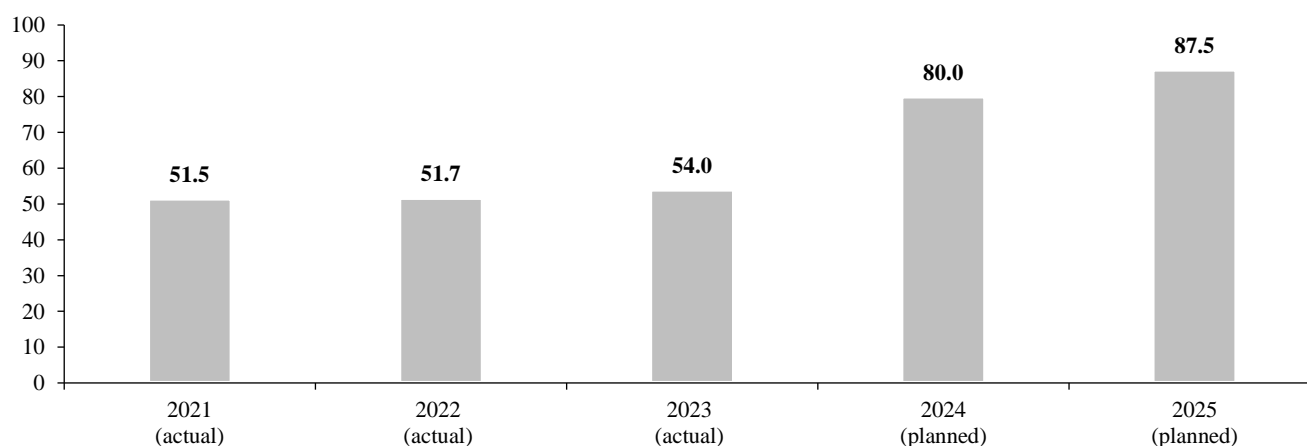
Programme performance in 2023 and target for 2025

- 3.86 The subprogramme's work contributed to supporting the engagement of women and youth in peacebuilding through the Gender and Youth Promotion Initiative, with \$54 million worth of financing by the Peacebuilding Fund, which did not meet the planned target of \$70 million. The target was not met owing to the overall voluntary contributions to the Fund being below target.
- 3.87 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.XI).

Figure 3.XI

Performance measure: support by the Peacebuilding Fund for women and youth in peacebuilding through the Gender and Youth Promotion Initiative

(Millions of United States dollars)

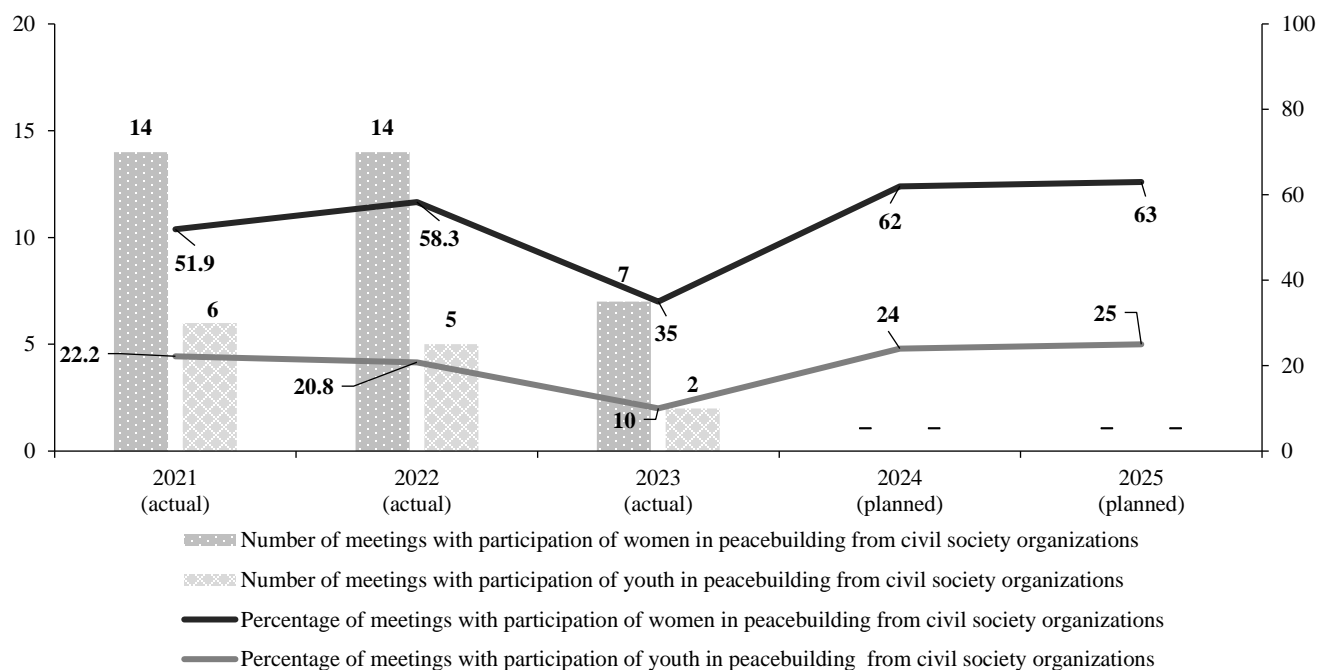


Result 2: increased participation of women and youth in peacebuilding in meetings of the Peacebuilding Commission

Programme performance in 2023 and target for 2025

- 3.88 The subprogramme's work contributed to 35 per cent and 10 per cent of meetings with participation of women and youth, respectively, in peacebuilding from civil society organizations, which did not meet the targets of 60 per cent and 22 per cent of meetings with participation of women and youth, respectively. The target was not met owing to a decrease in the number of meetings and the type of meetings convened; however, the Peacebuilding Commission also met with women and youth peacebuilders during its field visits, including to the Central African Republic, Ethiopia, Guinea-Bissau and Mozambique.
- 3.89 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.XII).

Figure 3.XII
Performance measure: increased rate of participation of women and youth in peacebuilding in meetings of the Peacebuilding Commission^a



^a The planned targets for 2024 and 2025 reflect the percentage of participation of women and youth in peacebuilding. The number of meetings will be reflected in the programme performance for the respective periods.

Result 3: increased focus on mission transitions

Proposed programme plan for 2025

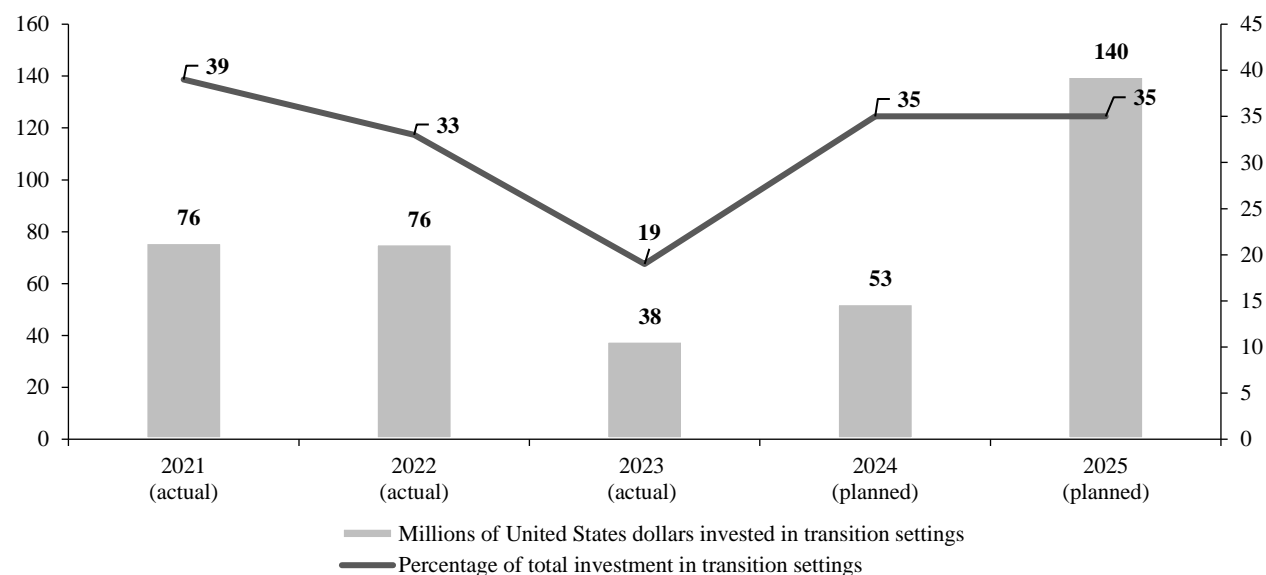
3.90 There has been increased demand for peacebuilding initiatives, including those arising from the transition and closure of United Nations special political missions and peacekeeping operations. The subprogramme focuses on supporting opportunities to consolidate peace gains in transition settings and help special political missions, peacekeeping operations and United Nations country teams to implement relevant mandates related to peacebuilding. The midterm review of the Peacebuilding Fund’s strategy for the period 2020–2024 also recommended that attention to the work in transition settings supported by the Fund be increased.

Lessons learned and planned change

3.91 The lesson for the subprogramme, based on risks to consolidating peace gains during mission transitions, was the need to increase focus and investment by the Fund in transition settings. In applying the lesson, the subprogramme will aim to fully meet the strategy target of 35 per cent of investment being focused in transition settings and improve the strategic connection between financing and official transition plans. For example, in the Democratic Republic of the Congo, financing efforts will focus on provinces from which the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo will withdraw.

3.92 Expected progress towards the objective is presented in the performance measure below (see figure 3.XIII).

Figure 3.XIII
Performance measure: financing by the Peacebuilding Fund of initiatives in transition settings



Deliverables

3.93 Table 3.18 lists all deliverables of the subprogramme.

Table 3.18
Subprogramme 6: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	3	2
Reports of the:				
1. Peacebuilding Commission for the General Assembly and the Security Council	1	1	1	1
2. Secretary-General on the Peacebuilding Fund for the General Assembly	1	1	1	1
3. Secretary-General on peacebuilding and sustaining peace	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	37	21	38	40
4. Meetings of the Peacebuilding Commission	35	20	35	37
5. Joint meetings of the Peacebuilding Commission with the General Assembly, the Security Council and the Economic and Social Council	2	1	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	–	14
6. On peacebuilding projects pursuant to General Assembly resolution 78/257	–	–	–	14
Seminars, workshops and training events (number of days)	2	4	2	3
7. Induction training of new members of the Peacebuilding Commission	1	2	1	2
8. Regional training for prospective recipients, including ministries and other United Nations stakeholders, on the Peacebuilding Fund as a tool for peacebuilding	1	2	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: guidance and advice to country-level and regional recipients of funding from the Peacebuilding Fund on priority-setting and programming; promotion of partnerships in the form of regular dialogue, operational and strategic consultation between the United Nations and the World Bank, the International Monetary Fund and other international financial institutions in seven countries and/or subregions; consultation, advice and advocacy with regional and subregional organizations (including through the annual informal consultation between the Peacebuilding Commission and the Peace and Security Council of the African Union), civil society organizations, think tanks, academia and the private sector on peacebuilding issues; strategic guidance and advice in support of the delivery of the mandate of the Peacebuilding Commission and the formulation and delivery of the priorities and the workplan of the Peacebuilding Commission; support, including advice, for approximately 21 submissions by the Peacebuilding Commission to other intergovernmental bodies and peacebuilding forums; information-sharing, guidance and strategic advice to Member States, the United Nations system and key stakeholders on policy issues related to the implementation of the sustaining peace framework, including the 2025 review of the peacebuilding architecture; policy support and advice to all members of the Peacebuilding Commission and Peacebuilding Fund donors and all recipient Governments on peacebuilding and sustaining peace and on women and young people in peacebuilding.

D. Communication deliverables

External and media relations: press statements of the Peacebuilding Commission; four newsletters on peacebuilding.

Digital platforms and multimedia content: United Nations Peacebuilding website and social media platforms; multimedia content, including short videos highlighting the results and impact on the ground.

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

Objective

- 3.94 The objective, to which this subprogramme contributes, is to strengthen cooperation between the United Nations and the League of Arab States (LAS).

Strategy

- 3.95 To contribute to the objective, the subprogramme will:
- (a) Identify areas of work of joint interest and strengthen relationships with LAS through the pursuit of the common goals and objectives of the League and the United Nations;
 - (b) Contribute to efforts by LAS and its member States to make progress on achieving Sustainable Development Goal 16 and their commitments to building effective, accountable and inclusive institutions at all levels;
 - (c) Promote the Charter of the United Nations, in particular Chapter VIII;
 - (d) Deliver capacity-building exercises and staff exchanges and increase channels of communication.
- 3.96 The above-mentioned work is expected to result in:
- (a) Enhanced partnership and expanded outreach with LAS in the area of international peace and security, including conflict prevention, peacemaking and peacebuilding;
 - (b) Improved capacity of LAS on issues such as conflict prevention, peacemaking and peacebuilding;
 - (c) Improved coordination with LAS on cooperation activities.

Programme performance in 2023

First regional youth, peace and security strategy adopted by the League of Arab States

- 3.97 The subprogramme provided technical support to the LAS General Secretariat and LAS member States, leading to the adoption of the first regional strategy on the implementation of the youth,

peace and security agenda, the Arab Strategy for Youth, Peace and Security (2023–2028), by the League’s Arab Youth and Sports Ministers Council in September 2023. The subprogramme also facilitated the League’s participation at the meeting of the Peacebuilding Commission on youth, peace and security held in June 2023.

3.98 Progress towards the objective is presented in the performance measure below (see table 3.19).

Table 3.19
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	LAS adopted the Arab Strategy for Youth, Peace and Security (2023–2028)

Planned results for 2025

Result 1: strengthened engagement with the General Secretariat of the League of Arab States and the League’s member States

Programme performance in 2023 and target for 2025

- 3.99 The subprogramme’s work contributed to the enhancing of mutual understanding and analysis, as well as improved political coordination and strengthened cooperation, through 40 meetings with LAS officials and 20 meetings with representatives of the diplomatic community, United Nations entities and other partners, including regular meetings of Special Envoys and Special Representatives of the Secretary-General with LAS senior officials, which exceeded the planned targets of 20 and 10 meetings, respectively. The subprogramme’s work also contributed to improved cooperation through its support for the biennial United Nations-LAS sectoral meeting.
- 3.100 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.20).

Table 3.20
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Enhanced mutual understanding and analysis on political developments in the Arab region and issues related to elections, disarmament, women and peace and security, youth and peace and security, and counter-terrorism through 50 meetings with LAS officials	Enhanced mutual understanding and analysis on political developments in the Arab region, as well as other issues of mutual concern, through 36 meetings with LAS officials	Enhanced mutual understanding and analysis on political developments in the Arab region, as well as other issues of mutual concern, through 40 meetings with LAS officials	Enhanced mutual understanding and analysis on political developments in the Arab region, including the Occupied Palestinian Territory, the Syrian Arab Republic and Yemen, as well as other issues of mutual concern, through 30 meetings with LAS officials	Enhanced mutual understanding and analysis on political developments in the Arab region and other issues of mutual concern
Improved political coordination with Arab permanent	Improved political coordination through 12 meetings with representatives of the diplomatic community, United Nations entities and other partners	Improved political coordination through 20 meetings with representatives of the diplomatic community, United Nations entities and other partners	Improved political coordination on political	Improved political coordination on political developments with representatives of the diplomatic community, United Nations entities and other partners

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<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
representatives to LAS and other Arab diplomats on political developments in the region and ways to support the League on peace and security issues through 17 meetings Strengthened cooperation between LAS and United Nations entities on issues of mutual concern and areas of cooperation related to peace and security through 39 meetings	Improved overall cooperation through the biennial general cooperation meeting between the United Nations and LAS Improved cooperation on good offices and peace efforts in the Arab region through seven meetings of Special Envoys and Special Representatives of the Secretary-General with LAS senior officials	Improved cooperation through the biennial United Nations-LAS sectoral meeting	developments through 15 meetings with representatives of the diplomatic community, United Nations entities and other partners	Improved cooperation through the biennial United Nations-LAS sectoral meeting

Result 2: strengthened United Nations-League of Arab States partnership in advancing conflict prevention and sustaining peace in the Arab region

Programme performance in 2023 and target for 2025

- 3.101 The subprogramme’s work contributed to strengthening the partnership between the United Nations and LAS on conflict prevention and sustaining peace through training sessions and meetings on disarmament, demobilization and reintegration and on strategic foresight between experts and representatives of the League, which met the planned target.
- 3.102 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.21).

Table 3.21
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	Agreement by LAS and the United Nations during their biennial general cooperation meeting to collaborate in the areas of conflict prevention and sustaining peace through jointly identifying strategies and programmes	Strengthened partnership between the United Nations and LAS on conflict prevention and sustaining peace	Strengthened partnership between the United Nations and LAS on conflict prevention and sustaining peace through identifying ways to expand initiatives and training opportunities for LAS staff and member States	Strengthened engagement between the United Nations, LAS and its member States on conflict prevention and sustaining peace through initiatives to implement the regional strategy on youth, peace and security, among others

Result 3: progress on preventive diplomacy, mediation and analysis by the League of Arab States

Proposed programme plan for 2025

3.103 The United Nations and LAS collaborate on advancing regional peace and security and maintaining effective coordination in ongoing peace processes through preventive diplomacy efforts. The subprogramme’s work contributes to capacity-building of LAS staff and the League’s member States through training seminars and consultations, including on topics related to preventive diplomacy, mediation and analysis.

Lessons learned and planned change

3.104 The lesson for the subprogramme was that engaging representatives of LAS member States in initiatives such as training on mediation for the Arab Women Mediators Network was a useful practice that can facilitate future efforts. Raising awareness among LAS member States on preventive diplomacy and mediation tools can foster engagement for advancing United Nations-LAS cooperation. In applying the lesson, the subprogramme will, as appropriate, include participants beyond staff of the LAS General Secretariat in capacity-building programmes and other initiatives.

3.105 Expected progress towards the objective is presented in the performance measure below (see table 3.22).

Table 3.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Progress on the operationalization of the Arab Women Mediators Network by the League	Progress related to preventive diplomacy, mediation and analysis by LAS	Further progress related to preventive diplomacy, mediation and analysis by LAS

Deliverables

3.106 Table 3.23 lists all deliverables of the subprogramme.

Table 3.23
Subprogramme 7: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
1. On peace and security, including conflict prevention, mediation and peacebuilding	2	2	2	2
Seminars, workshops and training events (number of days)	2	8	2	2
2. Training event for the General Secretariat of LAS on peace and security	2	8	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: regular and ad hoc consultations with LAS, general meetings on cooperation between the representatives of the secretariats of the United Nations system and the General Secretariat of LAS and its specialized organizations, and sectoral meetings of the United Nations and LAS.				

B. Proposed post and non-post resource requirements for 2025

Overview

3.107 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 3.24 to 3.26.

Table 3.24

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	46 396.7	51 277.7	–	–	–	–	–	51 277.7	
Other staff costs	859.6	537.0	–	–	–	–	–	537.0	
Hospitality	–	8.7	–	–	–	–	–	8.7	
Consultants	604.6	191.6	(163.3)	–	–	(163.3)	(85.2)	28.3	
Travel of representatives	532.3	1 005.5	–	–	–	–	–	1 005.5	
Travel of staff	1 064.8	704.1	(29.6)	–	1.9	(27.7)	(3.9)	676.4	
Contractual services	1 063.0	996.2	–	–	74.6	74.6	7.5	1 070.8	
General operating expenses	312.6	547.6	(12.9)	–	(76.5)	(89.4)	(16.3)	458.2	
Supplies and materials	4.4	16.9	–	–	–	–	–	16.9	
Furniture and equipment	156.5	32.9	–	–	–	–	–	32.9	
Grants and contributions	17.6	–	–	50 000.0	–	50 000.0	–	50 000.0	
Other	0.5	–	–	–	–	–	–	–	
Total	51 012.6	55 318.2	(205.8)	50 000.0	–	49 794.2	90.0	105 112.4	

^a Includes expenditure in an amount of \$1,521,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution [77/265](#) relating to commitments for unforeseen and extraordinary expenses.

Table 3.25

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	277	1 USG, 3 ASG, 9 D-2, 16 D-1, 41 P-5, 53 P-4, 40 P-3, 21 P-2/1, 5 GS (PL), 86 GS (OL), 2 LL
Proposed for 2025	277	1 USG, 3 ASG, 9 D-2, 16 D-1, 41 P-5, 53 P-4, 40 P-3, 21 P-2/1, 5 GS (PL), 86 GS (OL), 2 LL

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Table 3.26
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed ^a
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
ASG	3	–	–	–	–	3
D-2	9	–	–	–	–	9
D-1	16	–	–	–	–	16
P-5	41	–	–	–	–	41
P-4	53	–	–	–	–	53
P-3	40	–	–	–	–	40
P-2/1	21	–	–	–	–	21
Subtotal	184	–	–	–	–	184
General Service and related						
GS (PL)	5	–	–	–	–	5
GS (OL)	86	–	–	–	–	86
LL	2	–	–	–	–	2
Subtotal	93	–	–	–	–	93
Total	277	–	–	–	–	277

^a Includes four temporary posts (1 P-5 and 3 GS (OL)).

3.108 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 3.27 to 3.29 and figure 3.XIV.

3.109 As reflected in tables 3.27 (1) and 3.28 (1), the overall resources proposed for 2025 amount to \$105,112,400 before recosting, reflecting a net increase of \$49,794,200 compared with the approved budget for 2024. Resource changes result from technical adjustments, new and expanded mandates, and cost-neutral other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.27
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure ^a	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
A. Policymaking organs	66.7	551.3	–	–	–	–	–	551.3
B. Executive direction and management	2 477.4	2 004.0	(205.8)	–	–	(205.8)	(10.3)	1 798.2
C. Programme of work								
1. Prevention, management and resolution of conflicts	25 585.9	28 324.0	–	–	–	–	–	28 324.0

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Component/subprogramme	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
2. Electoral assistance	4 389.1	4 469.7	–	–	–	–	–	4 469.7
3. Security Council affairs	8 282.6	8 238.1	–	–	1.9	1.9	0.0	8 240.0
4. Decolonization	1 060.4	964.2	–	–	–	–	–	964.2
5. Question of Palestine	2 463.3	3 130.8	–	–	–	–	–	3 130.8
6. Peacebuilding Support Office	3 449.9	4 086.8	–	50 000.0	–	50 000.0	1 223.5	54 086.8
7. Cooperation between the United Nations and the League of Arab States	260.6	329.2	–	–	–	–	–	329.2
Subtotal, C	45 491.9	49 542.8	–	50 000.0	1.9	50 001.9	100.9	99 544.7
D. Programme support	2 976.7	3 220.1	–	–	(1.9)	(1.9)	(0.1)	3 218.2
Subtotal, 1	51 012.6	55 318.2	(205.8)	50 000.0	–	49 794.2	90.0	105 112.4

(2) Extrabudgetary

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	4 815.9	5 060.0	–	–	5 060.0
C. Programme of work					
1. Prevention, management and resolution of conflicts	22 889.9	23 050.0	(69.1)	(0.3)	22 980.9
2. Electoral assistance	1 705.2	1 564.0	–	–	1 564.0
3. Security Council affairs	347.4	380.0	–	–	380.0
4. Decolonization	52.9	58.0	–	–	58.0
5. Question of Palestine	13.5	12.6	(12.6)	(100.0)	–
6. Peacebuilding Support Office ^b	3 631.8	3 902.0	(69.1)	(1.8)	3 832.9
7. Cooperation between the United Nations and the League of Arab States	–	–	–	–	–
Subtotal, C	28 640.7	28 966.6	(150.8)	(0.5)	28 815.8
D. Programme support	2 713.7	2 775.0	–	–	2 775.0
Subtotal, 2	36 170.3	36 801.6	(150.8)	(0.4)	36 650.8
Total	87 182.9	92 119.8	49 643.4	53.9	141 763.2

^a Includes expenditure in an amount of \$1,521,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution [77/265](#) relating to commitments for unforeseen and extraordinary expenses.

^b Excludes the estimated allocations by the Peacebuilding Fund, which amounted to \$202.5 million for 2023 and are estimated to be \$150 million for 2024 and \$400 million for 2025.

Table 3.28

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	9	–	–	–	–	9
C. Programme of work						
1. Prevention, management and resolution of conflicts	147	–	–	–	–	147
2. Electoral assistance	22	–	–	–	–	22
3. Security Council affairs	48	–	–	–	–	48
4. Decolonization	5	–	–	–	–	5
5. Question of Palestine	15	–	–	–	–	15
6. Peacebuilding Support Office	17	–	–	–	–	17
7. Cooperation between the United Nations and the League of Arab States	2	–	–	–	–	2
Subtotal, C	256	–	–	–	–	256
D. Programme support	12	–	–	–	–	12
Subtotal, 1	277	–	–	–	–	277

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	13	–	13
C. Programme of work			
1. Prevention, management and resolution of conflicts	52	–	52
2. Electoral assistance	4	–	4
3. Security Council affairs	–	–	–
4. Decolonization	–	–	–
5. Question of Palestine	–	–	–
6. Peacebuilding Support Office	10	–	10
7. Cooperation between the United Nations and the League of Arab States	–	–	–
Subtotal, C	66	–	66
D. Programme support	14	–	14
Subtotal, 2	93	–	93
Total	370	–	370

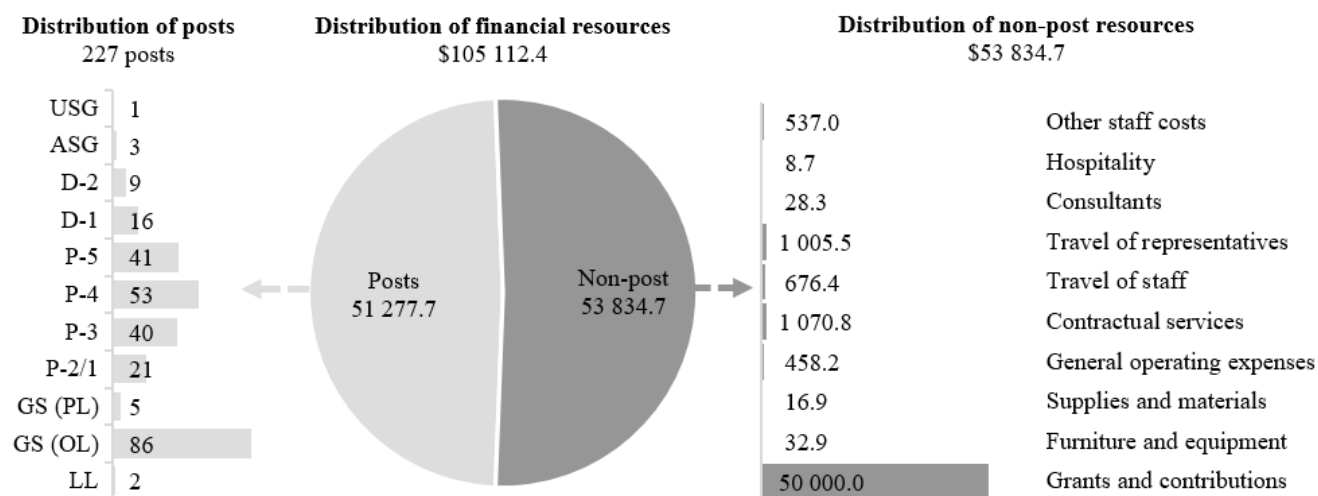
Table 3.29
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	46 396.7	51 277.7	–	–	–	–	–	51 277.7	
Non-post	4 615.9	4 040.5	(205.8)	50 000.0	–	49 794.2	1 232.4	53 834.7	
Total	51 012.6	55 318.2	(205.8)	50 000.0	–	49 794.2	90.0	105 112.4	
Post resources by category									
Professional and higher		184	–	–	–	–	–	184	
General Service and related		93	–	–	–	–	–	93	
Total		277	–	–	–	–	–	277	

Figure 3.XIV
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

3.110 As reflected in table 3.27 (1), the proposed decrease of \$205,800 under executive direction and management reflects the removal of non-recurrent requirements related to the conduct of an independent strategic and civilian staffing review of the United Nations Office to the African Union in 2024, pursuant to General Assembly resolution [77/262](#).

New and expanded mandates

3.111 As reflected in table 3.27 (1), the proposed increase of \$50,000,000 under subprogramme 6, Peacebuilding Support Office, would fund the Peacebuilding and Recovery Facility of the

Peacebuilding Fund, including programme support costs for Fund management, in accordance with the terms of reference of the Fund, pursuant to General Assembly resolution [78/257](#).

Other changes

3.112 As reflected in table 3.27 (1), cost-neutral changes are proposed, as follows:

- (a) **Subprogramme 3, Security Council affairs.** The proposed increase of \$1,900 under travel of staff would cover orientation and capacity-building travel for incoming members of the Security Council and its subsidiary organs;
- (b) **Programme support.** The proposed decrease of \$1,900 under general operating expenses reflects reduced requirements for miscellaneous services, taking into account prior expenditure experience.

Extrabudgetary resources

3.113 As reflected in tables 3.27 (2) and 3.28 (2), extrabudgetary resources amount to \$36,650,800. The resources would complement regular budget resources and would be used mainly to provide for 93 posts (3 D-1, 12 P-5, 28 P-4, 25 P-3, 2 P-2/1, 6 General Service (Principal level) and 17 General Service (Other level)) and non-post resources that would be used mainly to support substantive activities, including in the areas of preventive diplomacy, conflict resolution, mediation, peacemaking, electoral assistance missions and political analysis in support of the good offices of the Secretary-General. The resources would also support the multi-year appeal programme, the overall management of the Peacebuilding Fund and the annual regional seminar on decolonization, as well as visiting missions to the Non-Self-Governing Territories.

3.114 The authority to oversee the use of extrabudgetary resources rests with the Department of Political and Peacebuilding Affairs, in accordance with the delegation of authority from the Secretary-General.

Policymaking organs

3.115 The resources proposed under this component would provide for the policymaking organs as shown in table 3.30.

Table 3.30
Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Security Council	Mandate: Article 7 of the Charter of the United Nations Membership: 15 government officials Number of sessions in 2025: continuous	93.4	93.4
Committee on the Exercise of the Inalienable Rights of the Palestinian People	Mandate: General Assembly resolution 3376 (XXX) Membership: 26 government delegations and 21 observers Number of sessions in 2025: 7	33.0	33.0
Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples	Mandate: Declaration on the Granting of Independence to Colonial Countries and Peoples, adopted by the General Assembly in its resolution 1514 (XV)	424.9	424.9
Military Staff Committee	Mandate: Article 47 of the Charter Membership: 5 Number of sessions in 2025: continuous	–	–

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<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Informal Working Group on Documentation and Other Procedural Questions	Mandate: June 1993 (no formal decision taken) Membership: 15 government officials Number of sessions in 2025: continuous	–	–
Working Group on Peacekeeping Operations	Mandate: statement by the President of the Security Council dated 31 January 2001 (S/PRST/2001/3) Membership: N/A Number of sessions in 2025: N/A	–	–
Ad Hoc Working Group on Conflict Prevention and Resolution in Africa	Mandate: note by the President of the Security Council dated 1 March 2002 (S/2002/207) Membership: 15 government officials Number of sessions in 2025: continuous	–	–
Working Group on Children and Armed Conflict	Mandate: Security Council resolution 1612 (2005) Membership: 15 Number of sessions in 2025: continuous	–	–
Working Group established pursuant to resolution 1566 (2004)	Mandate: Security Council resolution 1566 (2004) Membership: 15 Number of sessions in 2025: continuous	–	–
Informal Working Group on International Tribunals	Mandate: 4161st meeting of the Security Council, held on 20 June 2000 (no formal decision taken) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee pursuant to resolution 751 (1992) concerning Somalia	Mandate: Security Council resolution 751 (1992) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities	Mandate: Security Council resolutions 1267 (1999), 1989 (2011) and 2253 (2015) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 1518 (2003)	Mandate: Security Council resolution 1518 (2003) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 1636 (2005)	Mandate: Security Council resolution 1636 (2005) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 1718 (2006)	Mandate: Security Council resolution 1718 (2006) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 1970 (2011) concerning Libya	Mandate: Security Council resolution 1970 (2011) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 1988 (2011)	Mandate: Security Council resolution 1988 (2011) Membership: 15 Number of sessions in 2025: continuous	–	–

Part II Political affairs

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Security Council Committee established pursuant to resolution 2127 (2013) concerning the Central African Republic	Mandate: Security Council resolution 2127 (2013) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 2048 (2012) concerning Guinea-Bissau	Mandate: Security Council resolution 2048 (2012) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 2140 (2014)	Mandate: Security Council resolution 2140 (2014) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 2206 (2015) concerning South Sudan	Mandate: Security Council resolution 2206 (2015) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 1591 (2005) concerning the Sudan	Mandate: Security Council resolution 1591 (2005) Membership: 15 Number of sessions in 2025: continuous	–	–
Implementation of resolution 2231 (2015)	Mandate: Security Council resolution 2231 (2015) Membership: 15 Number of sessions in 2025: continuous	–	–
Security Council Committee established pursuant to resolution 2374 (2017) concerning Mali	Mandate: Security Council resolution 2374 (2017) Membership: 15 Number of sessions in 2025: continuous	–	–
Peacebuilding Commission	Mandate: General Assembly resolution 60/180 Membership: 31 government delegations elected from the General Assembly, the Security Council and the Economic and Social Council and 55 experts Number of sessions in 2025: continuous	–	–
Total		551.3	551.3

3.116 The proposed regular budget resources for 2025 amount to \$551,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.31 and figure 3.XV.

Table 3.31
Policymaking organs: evolution of financial resources

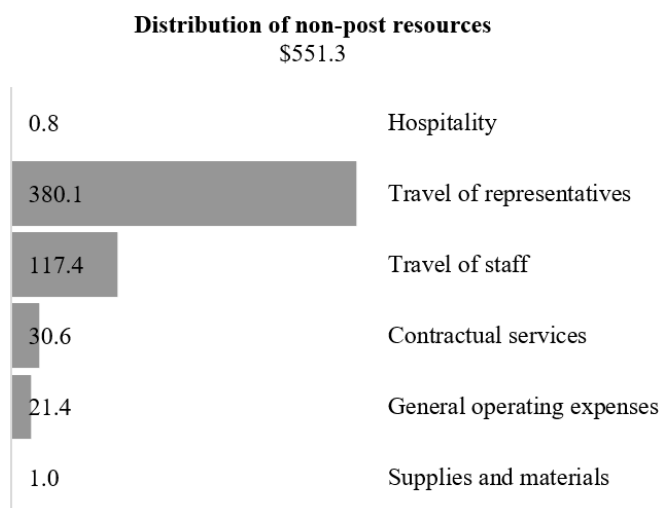
(Thousands of United States dollars)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
Financial resources by main category of expenditure							
Non-post	66.7	551.3	–	–	–	–	551.3
Total	66.7	551.3	–	–	–	–	551.3

Figure 3.XV

Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)

**Executive direction and management**

- 3.117 The executive direction and management component comprises the Office of the Under-Secretary-General for Political and Peacebuilding Affairs, Chief of Office, and focal points for regional and thematic divisions, the coordination and oversight of planning and budgets for special political missions, the coordination of briefing materials for the leadership of the Organization, and monitoring and evaluation.
- 3.118 The overall responsibilities of the component include the following functions:
- (a) Provide the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work;
 - (b) Provide the Secretary-General with advice and support on all political matters in coordination with the Under-Secretary-General for Peace Operations, as necessary;
 - (c) Oversee and provide political guidance and instructions to special political missions under the Department's purview, including special and personal envoys and representatives of the Secretary-General;
 - (d) Direct and manage, on behalf of the Secretary-General, diplomatic activities relating to the prevention, control and resolution of conflicts and disputes, including preventive diplomacy, political mediation, peacemaking, peacebuilding and sustaining peace;
 - (e) Act as the United Nations focal point for all matters related to electoral assistance and direct the provision of substantive support and secretariat services to the Security Council (including on special political missions in thematic cluster II, which includes sanctions monitoring teams, groups and panels, and other entities and mechanisms), the General Assembly and relevant subsidiary organs;
 - (f) In close consultation with the Under-Secretary-General for Peace Operations, the Under-Secretary-General for Political and Peacebuilding Affairs provides direction and strategic guidance to the Assistant Secretaries-General with regional responsibilities on matters under the purview of the Department.
- 3.119 The component also includes small teams that handle strategic communications and donor relations. In line with requests from the United Nations system, the component provides direction to ensure close cooperation and coordination with Secretariat entities, agencies, funds and programmes in the area of peace and security.

Part II Political affairs

- 3.120 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In 2025, the Department will continue to reduce its greenhouse gas emissions by delivering capacity-building activities for field personnel in their immediate region, relying more systematically on electronic records and communications to reduce printing and photocopy paper and more frequently on videoconferences as a possible replacement for travel. The Department also plans to improve e-waste management to facilitate the environmentally friendly disposal of expendable e-waste.
- 3.121 Information on the timely submission of documentation and advance booking for air travel is reflected in table 3.32. The Department continues to sensitize all staff to various forms of communication on the importance of early planning for travel. Managers are required to implement preventive and corrective measures. The travel certification process has been standardized and streamlined, with the certification of travel decentralized to the divisions. With respect to travel that is linked closely to conflict prevention, good offices and crisis response, the planning for such travel often takes place shortly before departure or requires last-minute cancellations or changes of itinerary or destination. In 2023, the Department continued to submit nearly all its documents within the prescribed timelines.

Table 3.32
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	93	82	97	100	100
Air tickets purchased at least two weeks before the commencement of travel	38	21	36	100	100

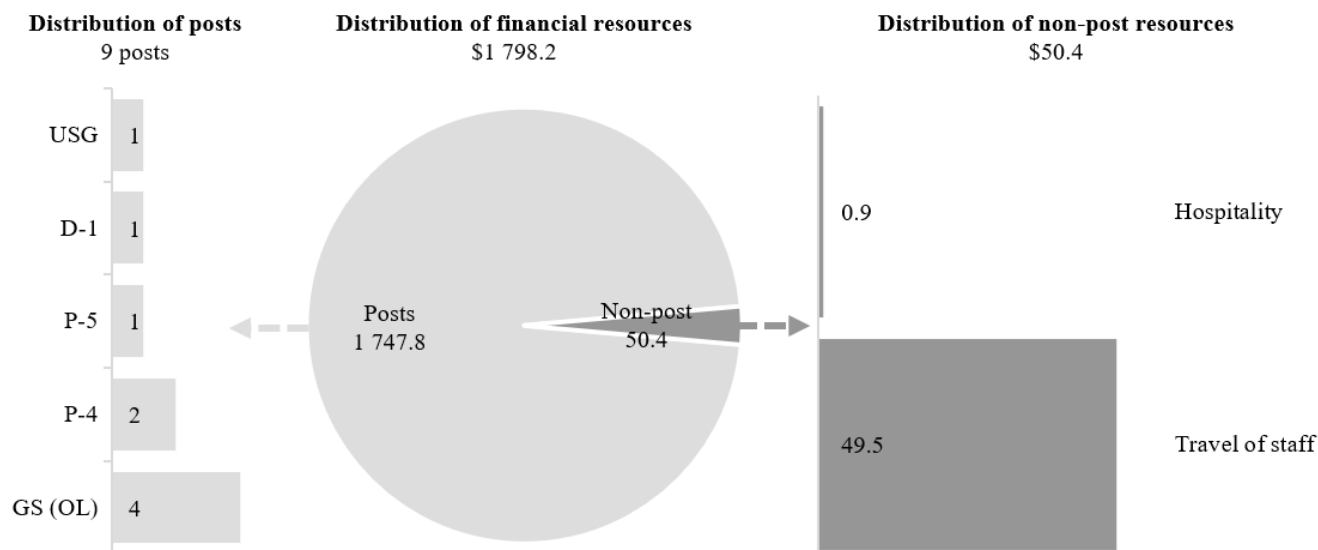
- 3.122 The proposed regular budget resources for 2025 amount to \$1,798,200 and reflect a decrease of \$205,800 compared with the approved budget for 2024. The proposed change is explained in paragraph 3.110. Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.33 and figure 3.XVI.

Table 3.33
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	1 774.9	1 747.8	–	–	–	–	–	1 747.8
Non-post	702.5	256.2	(205.8)	–	–	(205.8)	(80.3)	50.4
Total	2 477.4	2 004.0	(205.8)	–	–	(205.8)	(10.3)	1 798.2
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		4	–	–	–	–	–	4
Total		9	–	–	–	–	–	9

Figure 3.XVI
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Prevention, management and resolution of conflicts

3.123 The proposed regular budget resources for 2025 amount to \$28,324,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.34 and figure 3.XVII.

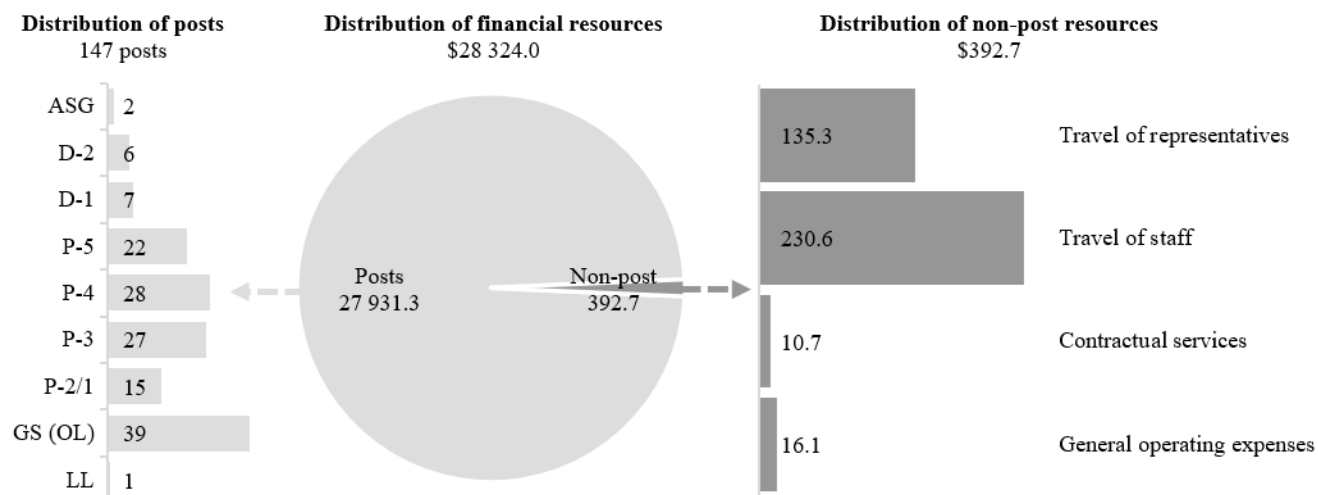
Table 3.34
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	24 196.9	27 931.3	–	–	–	–	–	27 931.3
Non-post	1 389.0	392.7	–	–	–	–	–	392.7
Total	25 585.9	28 324.0	–	–	–	–	–	28 324.0
Post resources by category								
Professional and higher		107	–	–	–	–	–	107
General Service and related		40	–	–	–	–	–	40
Total		147	–	–	–	–	–	147

Figure 3.XVII
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
 Electoral assistance**

3.124 The proposed regular budget resources for 2025 amount to \$4,469,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.35 and figure 3.XVIII.

Table 3.35
Subprogramme 2: evolution of financial and post resources

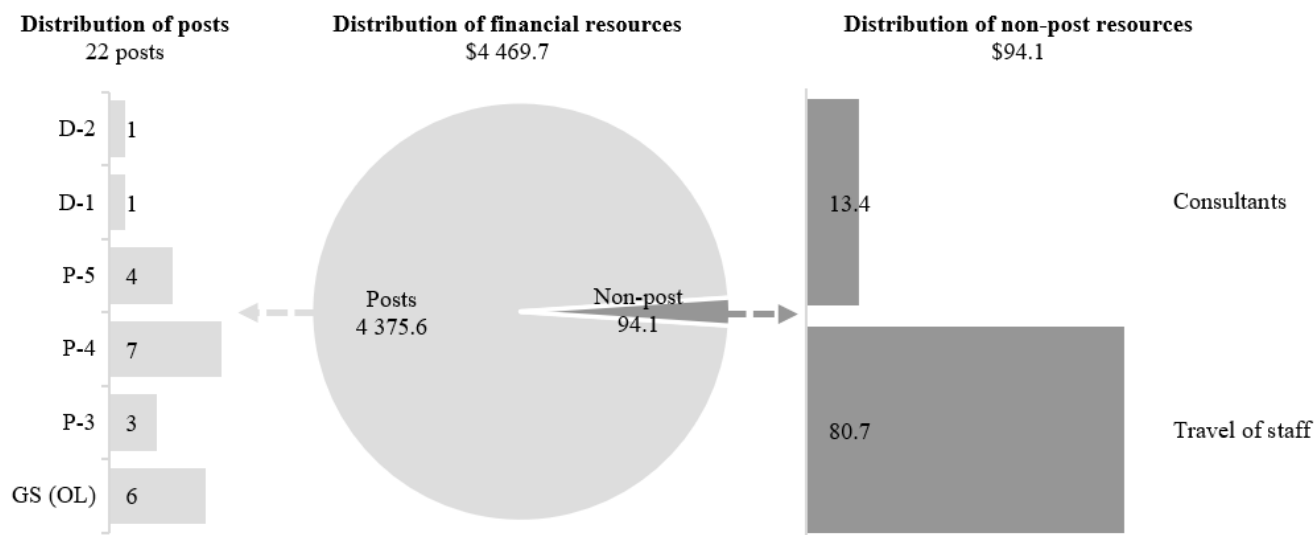
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	4 310.8	4 375.6	–	–	–	–	–	4 375.6	
Non-post	78.3	94.1	–	–	–	–	–	94.1	
Total	4 389.1	4 469.7	–	–	–	–	–	4 469.7	
Post resources by category									
Professional and higher		16	–	–	–	–	–	16	
General Service and related		6	–	–	–	–	–	6	
Total		22	–	–	–	–	–	22	

Figure 3.XVIII

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Security Council affairs**

3.125 The proposed regular budget resources for 2025 amount to \$8,240,000 and reflect an increase of \$1,900 compared with the approved budget for 2024. The proposed change is explained in paragraph 3.112 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.36 and figure 3.XIX.

Table 3.36

Subprogramme 3: evolution of financial and post resources

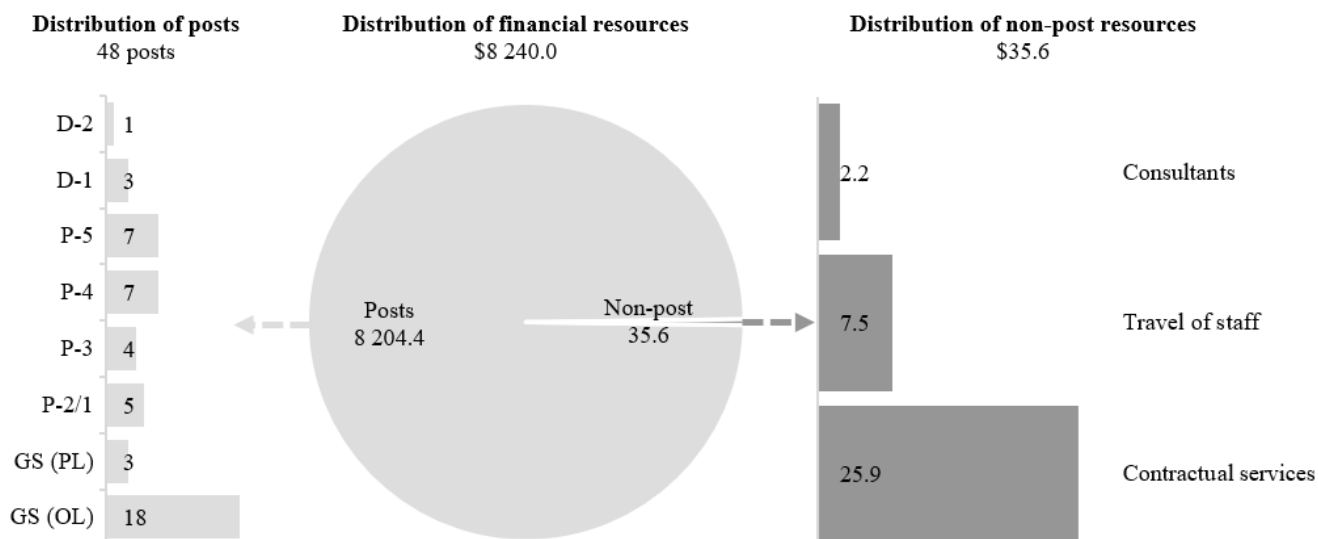
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	8 227.2	8 204.4	–	–	–	–	–	8 204.4
Non-post	55.5	33.7	–	–	1.9	1.9	5.6	35.6
Total	8 282.6	8 238.1	–	–	1.9	1.9	0.0	8 240.0
Post resources by category								
Professional and higher		27	–	–	–	–	–	27
General Service and related		21	–	–	–	–	–	21
Total		48	–	–	–	–	–	48

Figure 3.XIX

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Decolonization**

3.126 The proposed regular budget resources for 2025 amount to \$964,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.37 and figure 3.XX.

Table 3.37

Subprogramme 4: evolution of financial and post resources

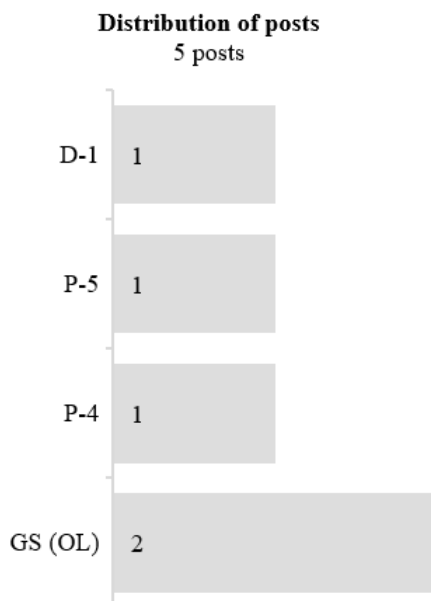
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 060.4	964.2	–	–	–	–	–	964.2
Total	1 060.4	964.2	–	–	–	–	–	964.2
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		2	–	–	–	–	–	2
Total		5	–	–	–	–	–	5

Figure 3.XX

Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts)



**Subprogramme 5
Question of Palestine**

3.127 The proposed regular budget resources for 2025 amount to \$3,130,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.38 and figure 3.XXI.

Table 3.38

Subprogramme 5: evolution of financial and post resources

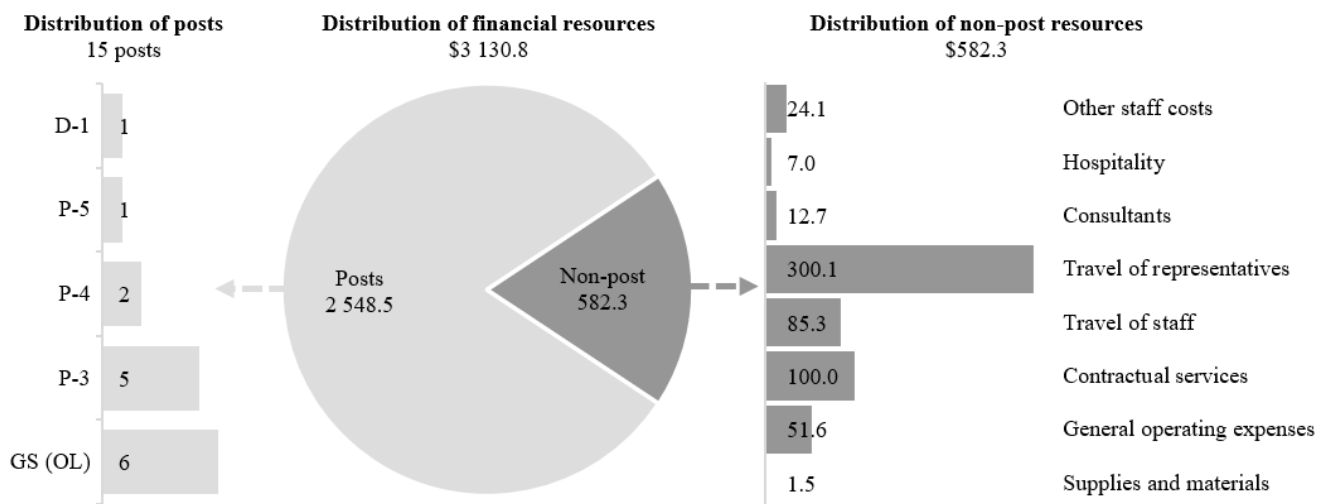
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 155.7	2 548.5	–	–	–	–	–	2 548.5
Non-post	307.7	582.3	–	–	–	–	–	582.3
Total	2 463.3	3 130.8	–	–	–	–	–	3 130.8
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		6	–	–	–	–	–	6
Total		15	–	–	–	–	–	15

Figure 3.XXI

Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 6
Peacebuilding Support Office**

3.128 The proposed regular budget resources for 2025 amount to \$54,086,800 and reflect an increase of \$50,000,000 compared with the approved budget for 2024. The proposed change is explained in paragraph 3.111. Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.39 and figure 3.XXII.

Table 3.39

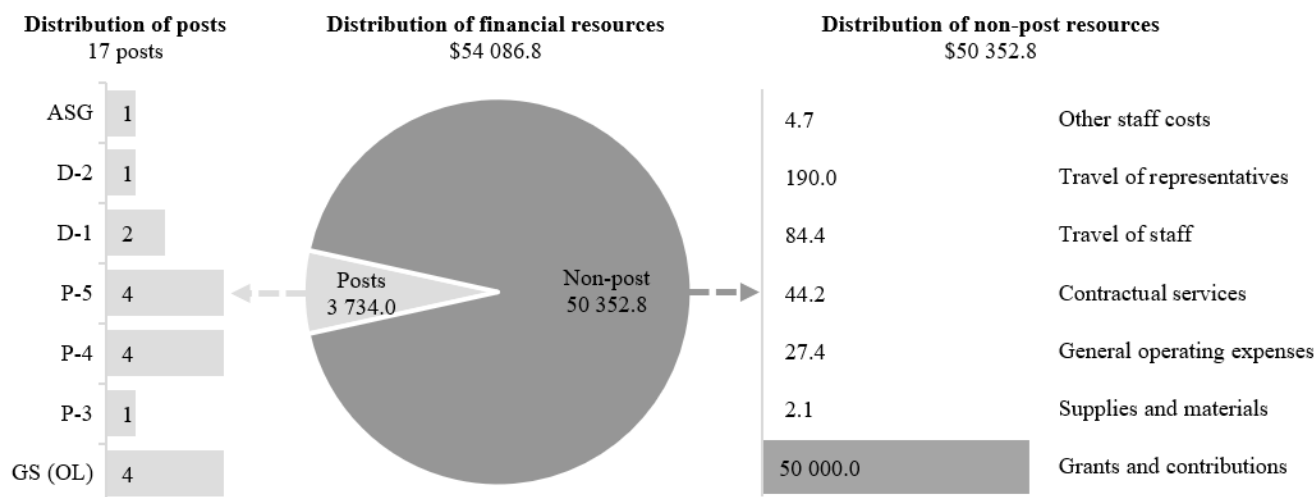
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	3 110.2	3 734.0	–	–	–	–	–	3 734.0
Non-post	339.8	352.8	–	50 000.0	–	50 000.0	14 172.3	50 352.8
Total	3 449.9	4 086.8	–	50 000.0	–	50 000.0	1 223.5	54 086.8
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		4	–	–	–	–	–	4
Total		17	–	–	–	–	–	17

Figure 3.XXII
Subprogramme 6: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



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

3.129 The proposed regular budget resources for 2025 amount to \$329,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.40 and figure 3.XXIII.

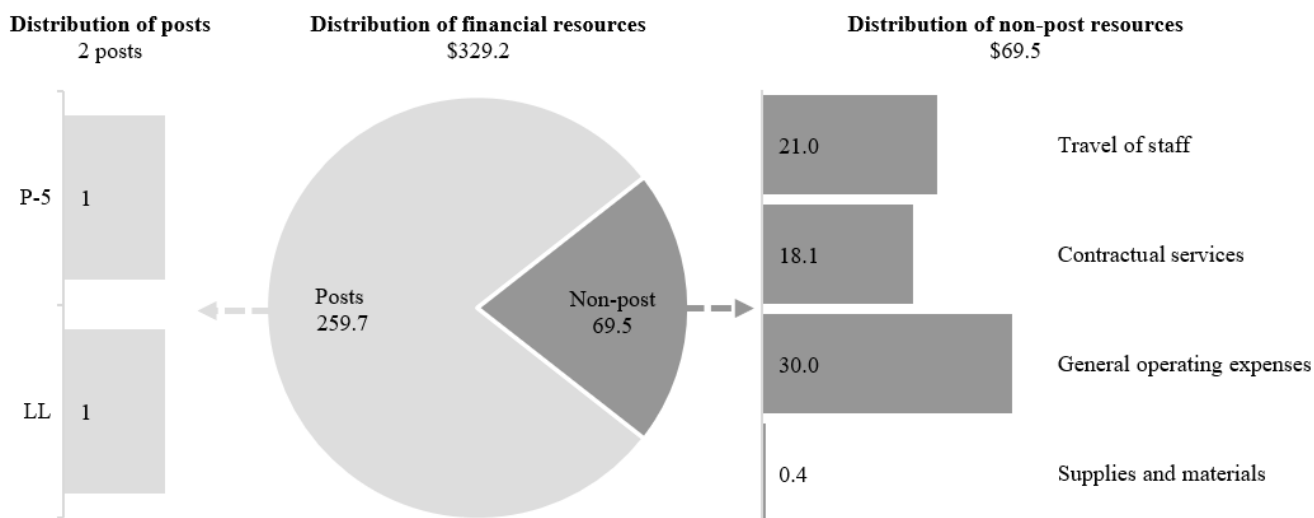
Table 3.40
Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	194.8	259.7	–	–	–	–	–	259.7	
Non-post	65.8	69.5	–	–	–	–	–	69.5	
Total	260.6	329.2	–	–	–	–	–	329.2	
Post resources by category									
Professional and higher		1	–	–	–	–	–	1	
General Service and related		1	–	–	–	–	–	1	
Total		2	–	–	–	–	–	2	

Figure 3.XXIII
Subprogramme 7: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

3.130 The programme support component comprises the Executive Office of the Department. The Executive Office provides the central administrative and programme support functions necessary for the implementation of the mandated activities of the Department. It assists the Under-Secretary-General in the preparation of the programme plans, the preparation and monitoring of the implementation of the programme budget, the management of trust funds and extrabudgetary resources, relevant support services for the efficient utilization of human resources and the planning, control and coordination of requirements related to general office administration. In addition, it provides administrative and logistical support to a number of special representatives and envoys of the Secretary-General, including some special political missions grouped under thematic clusters I and II. The Executive Office also provides logistical support to the Department, including property management, office space management and user applications.

3.131 The proposed regular budget resources for 2025 amount to \$3,218,200 and reflect a decrease of \$1,900 compared with the approved budget for 2024. The proposed change is explained in paragraph 3.112 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.41 and figure 3.XXIV.

Table 3.41
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 365.9	1 512.2	–	–	–	–	–	1 512.2	
Non-post	1 610.8	1 707.9	–	–	(1.9)	(1.9)	(0.1)	1 706.0	
Total	2 976.7	3 220.1	–	–	(1.9)	(1.9)	(0.1)	3 218.2	

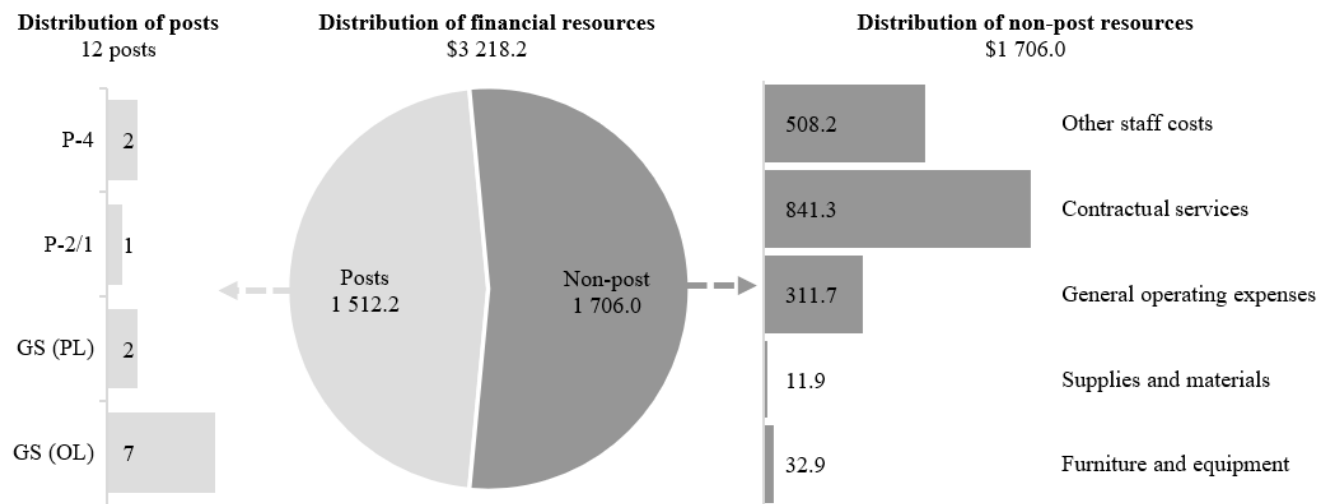
Section 3 Political affairs

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		3	–	–	–	–	3
General Service and related		9	–	–	–	–	9
Total		12	–	–	–	–	12

Figure 3.XXIV

Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



II. Special political missions

Resource requirements: \$711,280,600

- 3.132 The proposed resource requirements for the 39 special political missions for 2025 amount to \$711,280,600, which would be supplemented by extrabudgetary resources, estimated at \$43,548,500. These resources would provide for the full, efficient and effective implementation of the mandates for the special political missions. Further details on the proposed resources for 2025 are contained in the relevant reports of the Secretary-General on the special political missions ([A/79/6 \(Sect. 3\)/Add.1-6](#)).

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

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2025

- 3.135 To contribute to the objective, the Office will:
- (a) Intensify engagement with regional and international actors, including with members of the Middle East Quartet, to work towards a resolution of the Israeli-Palestinian conflict;
 - (b) Increase engagement with the parties and relevant partners to reduce tensions and violence, and to strengthen the Palestinian Authority, including by supporting the parties to update their economic and administrative relationships and to enact policy reforms;
 - (c) Intensify diplomatic efforts to mitigate and prevent further escalation in Gaza, the occupied West Bank and the region;
 - (d) Continue to work with the parties to uphold their obligations under United Nations resolutions and international law, including reporting to the Security Council on resolution [2334 \(2016\)](#);
 - (e) Support efforts, as part of the recovery and reconstruction of Gaza, to enable the Palestinian Authority to govern effectively across the Occupied Palestinian Territory, of which Gaza remains an integral part, which is critical to achieving the two-State solution;
 - (f) Support the Palestinian Authority in advancing its State-building agenda and strengthening its institutions, including the preparation and conduct of local council, legislative, presidential and Palestinian National Council elections;

- (g) In collaboration with the United Nations country team, continue to coordinate United Nations support to recovery and reconstruction efforts in the Occupied Palestinian Territory, including engaging with relevant international and regional development institutions on coordinated fundraising and priority-setting, improved movement and access for people and goods, and the precarious financial situation of the United Nations Relief and Works Agency for Palestine Refugees in the Near East.
- 3.136 The above-mentioned work is expected to result in:
- (a) Advancement of meaningful negotiations aimed at resolving the Israeli-Palestinian conflict on the basis of the two-State solution and internationally recognized parameters on the final status issues;
 - (b) Implementation of comprehensive conflict prevention activities;
 - (c) Increased economic and institutional stability and governance capacity of the Palestinian Authority and mitigation of the effects of the dire fiscal situation;
 - (d) Provision and distribution of adequate humanitarian assistance to meet the needs of the Palestinian people, including recovery and reconstruction efforts in Gaza;
 - (e) Advancement of a single, democratic, national Palestinian governing authority administering both Gaza and the occupied West Bank;
 - (f) Mobilization of political, financial and technical support for the Occupied Palestinian Territory, including recovery and reconstruction efforts in Gaza.
- 3.137 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The two-State solution remains viable, in line with relevant United Nations resolutions and bilateral agreements;
 - (b) A cessation of hostilities is in place and all parties support de-escalation efforts across the Occupied Palestinian Territory;
 - (c) Governance and security arrangements are in place to enable recovery and reconstruction in Gaza;
 - (d) Israeli and Palestinian interlocutors and regional and international stakeholders continue to engage in meaningful dialogue and cooperation with the Office and the United Nations country team in the performance of their functions;
 - (e) There is increased political support from Member States and financial support from donors;
 - (f) The security situation in the Occupied Palestinian Territory allows for the implementation of humanitarian and development programmes;
 - (g) There is positive progress towards a single, democratic, national Palestinian governing authority;
 - (h) The parties begin to take tangible steps to improve the situation on the ground, as outlined in the recommendations of the Quartet report of 1 July 2016 ([S/2016/595](#), annex).
- 3.138 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue its active engagement, including preventive diplomacy and coordination efforts with key partners, to advance a two-State solution to the Israeli-Palestinian conflict. The Office will remain an active participant in and contributor to the Ad Hoc Liaison Committee for the Coordination of the International Assistance to the occupied Palestinian territory and will continue to coordinate with other Committee members to ensure the efficacy of the forum in recommending tangible actions to both parties. The Office will maintain multilateral cooperation with international partners to support the Palestinian people in the West Bank and Gaza.
- 3.139 With regard to inter-agency coordination and liaison, the Office will continue to lead the coordination of more than 20 United Nations resident and non-resident agencies, funds and programmes in responding to the development and humanitarian needs of the Palestinian people.

The Office will promote policies to improve movement and access for people and goods throughout the Occupied Palestinian Territory. The Office will continue to facilitate inter-agency collaboration, including by promoting and participating in sectoral and thematic working groups, identifying opportunities for improving the socioeconomic conditions in the West Bank, coordinating recovery and reconstruction efforts in Gaza and jointly implementing the United Nations Sustainable Development Cooperation Framework. The Office will coordinate with regional United Nations entities, such as the regional Development Coordination Office, the regional offices of United Nations agencies, funds and programmes and the Economic and Social Commission for Western Asia, to leverage expertise and identify opportunities.

- 3.140 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including through more systematic engagement with women’s and youth groups in support of the implementation of Security Council resolution 1325 (2000). The Office will continue to participate in high-level dialogues on women and peace and security with civil society organizations, Member States and United Nations agencies. The Office will also encourage and support the increased membership and participation of women in Palestinian institutions and as candidates in elections, and will support programmes implemented by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and other United Nations entities.
- 3.141 In line with the United Nations Disability Inclusion Strategy, the Office will advocate for the full inclusion of individuals with disabilities in all aspects of United Nations programmes in the Occupied Palestinian Territory.

Programme performance in 2023

Enabling the entry of humanitarian assistance into Gaza

- 3.142 Following the outbreak of hostilities on 7 October 2023 and a complete halt in the movement of people and goods into and out of Gaza, the Office, through its good offices, deepened its engagement with Israeli and Egyptian authorities and the international community to urgently open crossings and enable the delivery of limited humanitarian aid into Gaza. This contributed to the Rafah border crossing opening for limited humanitarian assistance and later the opening of the crossing at Karem Abu Salem/Kerem Shalom, amid further ongoing efforts for the increased entry of humanitarian assistance into Gaza.
- 3.143 Progress towards the objective is presented in the performance measure below (see table 3.42).

Table 3.42
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	The entry of humanitarian assistance into Gaza was enabled following a complete halt in the movement of people and goods into and out of Gaza, with a daily average of 20 trucks entering Gaza in October, increasing to 84 in November and 100 until 16 December 2023. As from 17 December 2023, the number of trucks entering Gaza increased to a daily average of over 150 trucks

Planned results for 2025

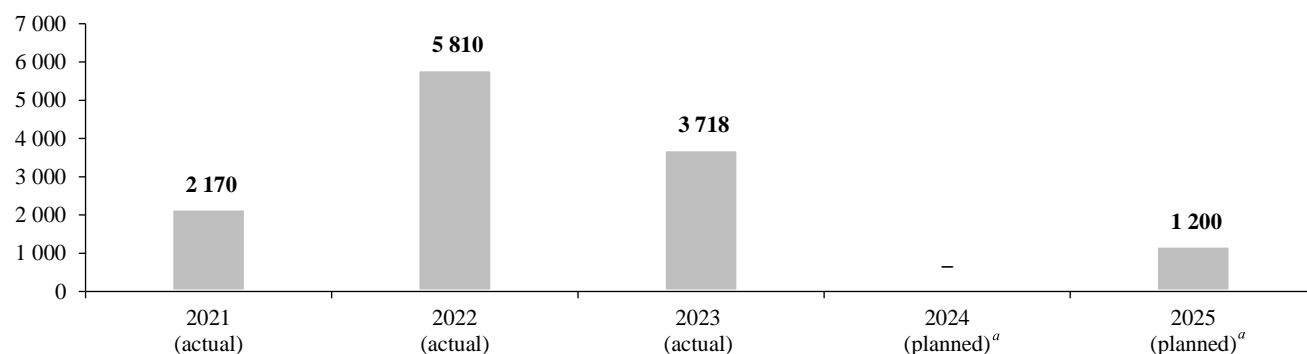
Result 1: improved social and economic linkages across the Occupied Palestinian Territory

Programme performance in 2023 and target for 2025

- 3.144 The Office’s work contributed to 3,718 trucks carrying goods exiting Gaza prior to a complete halt in the movement of people and goods into and out of Gaza following the outbreak of hostilities on 7 October 2023, which exceeded the planned target of 3,000 trucks.
- 3.145 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.XXV).

Figure 3.XXV

Performance measure: number of trucks carrying goods exiting Gaza



^a The performance targets for 2024 and 2025 reflect the current assessment given the situation on the ground.

Result 2: improved Palestinian access to and development across the Occupied Palestinian Territory, including in Area C

- 3.146 The Office’s work contributed to strengthened engagement, including more coordination among stakeholders and with the parties, to address the socioeconomic and development needs in the Occupied Palestinian Territory until September 2023, which did not meet the planned target of collective international efforts to urge both parties to constructively engage to address improved access and development needs in the Occupied Palestinian Territory, in particular the occupied West Bank, including Area C. The target was not met because of intensified movement and access restrictions in Area C.
- 3.147 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.43).

Table 3.43

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Strengthened engagement to address the development needs in the Occupied Palestinian Territory, including Area C	Constructive engagement with both parties to address the development needs in the Occupied Palestinian Territory, including Area C	Stakeholders formulate plans and promote positive steps in Area C, including easing of movement and access restrictions, with a view to improving Palestinian use of productive resources in Area C

Result 3: progress towards a single Palestinian Government administering both Gaza and the occupied West Bank, within the framework of a negotiated two-State solution

Proposed programme plan for 2025

3.148 The renewed hostilities between Israel and Hamas have underscored the urgent need for progress towards a single Palestinian Government that administers both Gaza and the occupied West Bank, within the framework of a negotiated two-State solution based on relevant United Nations resolutions. The reunification of Gaza and the West Bank under a single, democratic, national Government is critical to Palestinian efforts to lead recovery and reconstruction in Gaza and to the advancement of a political process that will end the conflict.

Lessons learned and planned change

3.149 The lesson for the Office was that the criticality of establishing a single Palestinian Government that administers both Gaza and the West Bank within the framework of a two-State solution has to remain at the forefront of the good offices efforts and advocacy of the United Nations. In applying the lesson, the Office will continue and intensify engagement with key partners to promote efforts to advance a two-State solution, including through the establishment of a single Palestinian Government. In particular, this perspective and objective will be integrated across the Office's programmes, including in early recovery and reconstruction efforts in Gaza.

3.150 Expected progress towards the objective is presented in the performance measure below (see table 3.44).

Table 3.44
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Tangible political and administrative steps taken to ensure that a single Palestinian Government administers the entire Occupied Palestinian Territory, including Gaza	A single Palestinian Government administers the entire Occupied Palestinian Territory, including Gaza

Legislative mandates

3.151 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

48/213 ; 78/121	Assistance to the Palestinian people	78/11	The Syrian Golan
49/88	Middle East peace process	78/77	The occupied Syrian Golan
77/25	Peaceful settlement of the question of Palestine		

Security Council resolutions

- [1860 \(2009\)](#)
- [2334 \(2016\)](#)

Deliverables

3.152 Table 3.45 lists all deliverables of the Office.

Table 3.45

Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
1. Report of the Secretary-General to the Security Council on the implementation of Security Council resolution 2334 (2016)	2	2	2	2
2. Report of the Secretary-General to the General Assembly on assistance to the Palestinian people	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	15	24	15	15
3. Security Council briefings on the situation in the Middle East, including quarterly reporting on Security Council resolution 2334 (2016)	12	21	12	12
4. Meeting of the Fifth Committee	1	1	1	1
5. Meeting of the Committee for Programme and Coordination	1	1	1	1
6. Meeting of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	2	2	2	2
7. On recommended actions to bring about positive changes on the ground (reports to the Ad Hoc Liaison Committee)	2	2	2	2
C. Substantive deliverables				
Good offices: good offices visits to countries in the region, as well as regular teleconferences for regional de-escalation efforts, enabling of provision and distribution of humanitarian assistance, and recovery and reconstruction efforts in Gaza, and renewed political initiatives to find more durable political solutions to the conflict.				
Consultation, advice and advocacy: consultations with and advocacy to Governments and their accredited representatives, relevant parties, non-governmental and civil society organizations, academia and think tanks to identify and implement strategies to address the deteriorating political, security and economic situation in the occupied West Bank, including East Jerusalem; consultations with the parties and other relevant actors for a cessation of hostilities, to de-escalate tensions in the region and enable the provision and distribution of humanitarian assistance at scale in Gaza; advocacy with the parties and other relevant actors, including key regional actors and members of the Middle East Quartet, on actions and measures to mobilize assistance and resources, advance a political process to return to a path of meaningful negotiations and promote the administration of both Gaza and the West Bank by a single Palestinian Government and advance the two-State solution; advice to Israeli and Palestinian interlocutors on the easing of movement and access constraints in Gaza and the West Bank, including for recovery and reconstruction efforts, and on the implementation of the package of humanitarian and economic interventions for Gaza approved by the Ad Hoc Liaison Committee; and advice to the Palestinian Central Elections Commission.				
D. Communication deliverables				
Outreach programmes, special events and information materials: exchange of information and partnerships with some 80 civil society organizations, academic institutions and non-governmental organizations, and civil society organizations in Israel and the Occupied Palestinian Territory.				
External and media relations: daily press reviews, press conferences in the presence of some 35 international media outlets (television, radio and print); and public statements and press releases for more than 1,500 stakeholders, including diplomatic missions, civil society organizations, think tanks and media personnel.				
Digital platforms and multimedia content: the Office’s website and social media accounts.				

B. Proposed post and non-post resource requirements for 2025

Overview

3.153 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 3.46 to 3.48.

Table 3.46

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	9 254.8	8 903.6	73.7	–	745.8	819.5	9.2	9 723.1	
Other staff costs	85.6	51.3	–	–	–	–	–	51.3	
Hospitality	0.4	3.1	–	–	–	–	–	3.1	
Travel of staff	198.4	205.3	–	–	38.6	38.6	18.8	243.9	
Contractual services	136.9	155.8	–	–	10.8	10.8	6.9	166.6	
General operating expenses	472.6	536.9	–	–	13.0	13.0	2.4	549.9	
Supplies and materials	55.4	67.5	–	–	21.1	21.1	31.3	88.6	
Furniture and equipment	232.5	156.1	–	–	112.5	112.5	72.1	268.6	
Improvement of premises	7.2	–	–	–	–	–	–	–	
Other	119.3	–	–	–	–	–	–	–	
Total	10 563.1	10 079.6	73.7	–	941.8	1 015.5	10.1	11 095.1	

Table 3.47

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	68	1 USG, 1 ASG, 5 P-5, 3 P-4, 8 P-3, 13 FS, 5 NPO, 32 LL
Establishment	10	2 P-3, 2 FS, 2 NPO, 4 LL
Reclassification	–	1 Head of Gaza Office from P-5 to D-1, and 1 Coordination Officer from P-3 to P-4
Proposed for 2025	78	1 USG, 1 ASG, 1 D-1, 4 P-5, 4 P-4, 9 P-3, 15 FS, 7 NPO, 36 LL

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 3.48
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	–	1
ASG	1	–	–	–	–	–	1
D-1	–	–	–	1	1	1	1
P-5	5	–	–	(1)	(1)	4	4
P-4	3	–	–	1	1	4	4
P-3	8	–	–	1	1	9	9
Subtotal	18	–	–	2	2	20	20
General Service and related							
FS	13	–	–	2	2	15	15
NPO	5	–	–	2	2	7	7
LL	32	–	–	4	4	36	36
Subtotal	50	–	–	8	8	58	58
Total	68	–	–	10	10	78	78

3.154 Additional details on the distribution of the proposed resources for 2025 are reflected in table 3.49 and figure 3.XXVI.

3.155 As shown in table 3.49, the overall resources proposed for 2025 amount to \$11,095,100 before recosting, reflecting an increase of \$1,015,500 (or 10.1 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

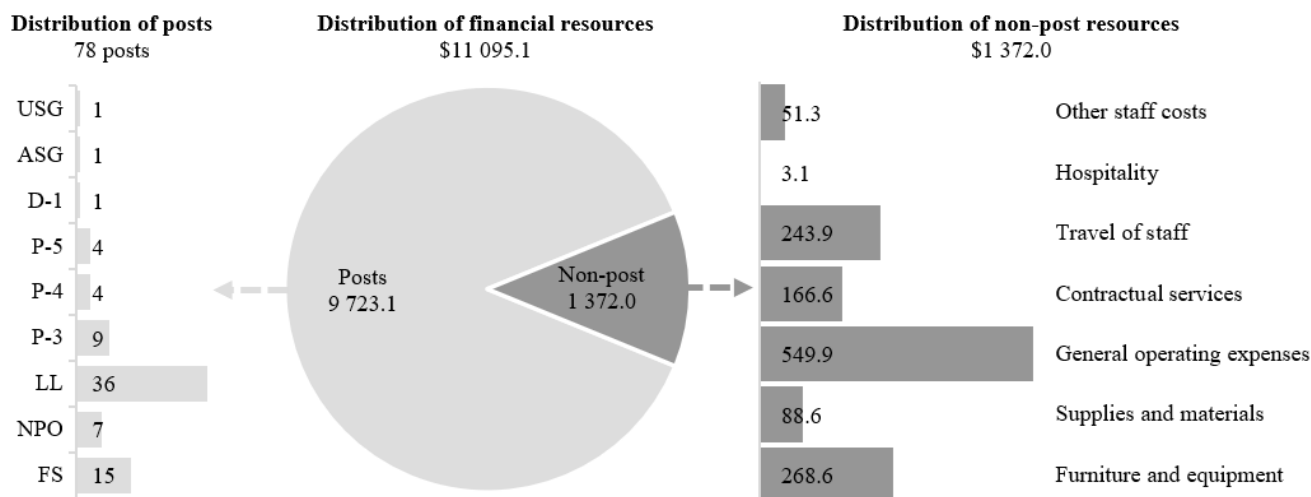
Table 3.49
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	9 254.8	8 903.6	73.7	–	745.8	819.5	9.2	9 723.1	
Non-post	1 308.3	1 176.0	–	–	196.0	196.0	16.7	1 372.0	
Total	10 563.1	10 079.6	73.7	–	941.8	1 015.5	10.1	11 095.1	
Post resources by category									
Professional and higher		18	–	–	2	2	11.1	20	
General Service and related		50	–	–	8	8	16	58	
Total		68	–	–	10	10	14.7	78	

Figure 3.XXVI
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

3.156 As shown in table 3.49, resource changes reflect an increase of \$73,700, related to the higher provision at continuing vacancy rates for one Political Affairs Assistant (Local level) and one Close Protection Assistant (Local level) established in 2024 pursuant to General Assembly resolution [78/252](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

Other changes

- 3.157 As shown in table 3.49, resource changes reflect an increase of \$941,800, as follows:
- (a) An increase of \$745,800 under posts, related to the proposed establishment of 10 posts (2 Political Affairs Officers (P-3), 1 Security Officer (Field Service), 1 Close Protection Officer (Field Service), 1 Coordination Officer (National Professional Officer), 1 Assistant Development Coordination Officer/Data Management and Results Monitoring and Reporting (National Professional Officer), 1 Staff Assistant (Local level), 1 Political Affairs Assistant (Local level), 1 Security Assistant (Local level) and 1 Driver (Local level)); and the upward reclassification of two posts (1 Head of Gaza Office from P-5 to D-1, and 1 Coordination Officer from P-3 to P-4) (see annex II);
 - (b) An increase of \$38,600 under travel of staff, related to the expected increase in regional travel, including to Lebanon, Saudi Arabia, the United Arab Emirates, Qatar, Egypt and Gaza, to support regional de-escalation efforts and recovery efforts in Gaza, including the return of Palestinian government institutions, and to prevent escalation in the West Bank;
 - (c) An increase of \$10,800 under contractual services, mainly reflecting the requirement for enhancing the Internet bandwidth to secure better performance;
 - (d) A net increase of \$13,000 under general operating expenses, mainly reflecting requirements for security maintenance and utilities at Government House, which is maintained by the United Nations Truce Supervision Organization;

- (e) An increase of \$21,100 under supplies and materials, owing to the increased need for fuel for generators in Gaza, given the anticipated extended power outages following the destruction of the power station during the hostilities;
- (f) A net increase of \$112,500 under furniture and equipment, related mainly to the proposed acquisition of one additional armoured vehicle to support the Office’s operations in Gaza given the escalating security threats, where movement is allowed only in armoured vehicles (\$142,200), partly offset by the deferment of the replacement of some office furniture and equipment, reflecting efforts to reprioritize the Office’s needs.

Other information

- 3.158 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office remains committed to reducing its environmental footprint and integrating environmental management practices into its operations. Once the situation permits, the mission will focus its efforts on utilizing photovoltaic solar energy to reduce dependency on fossil-fuel generators, reduce demand on the overburdened local grid and reduce greenhouse gas emissions; improving building efficiency in terms of energy and water usage through the upgrading of wall insulation and the installation of environmentally-friendly fixtures; and continuing to raise environmental awareness among staff members.
- 3.159 Information on the timely submission of documentation and advance booking for air travel is reflected in table 3.50. The low actual rate in 2023 reflects the escalating tensions prior to the outbreak of hostilities and challenges faced after 7 October, including the rapidly deteriorating situation on the ground, which resulted in the need for urgent travel and confirmations at short notice for meetings with international and regional interlocutors. The Office will continue its efforts to improve the compliance rate by asking managers to implement preventive and monitoring corrective measures to this effect, where possible.

Table 3.50
Compliance rate
 (Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Air tickets purchased at least two weeks before the commencement of travel	18	68	39	100	100

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

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2025

- 3.162 To contribute to the objective, the Office will:
- (a) Process and review the previously collected but not processed claims and present them to the Board of the Register of Damage for its decision;
 - (b) Undertake outreach and claim intake activities in the Occupied Palestinian Territory in relation to public claims and claims of natural persons, by maintaining a presence in the area of operation;
 - (c) Work on promoting the rule of law at the national and international levels, helping Member States to ensure equal access to justice for all claimants in the Occupied Palestinian Territory and make progress towards achieving Sustainable Development Goal 16.
- 3.163 The above-mentioned work is expected to result in:
- (a) An increased number of efficiently processed claims, leading to a reduction in the gap between collected and unprocessed claims;
 - (b) Submission of new claims from Palestinian institutions and individuals;
 - (c) Processed claims decided upon by the Board and included in the Register.
- 3.164 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) There is political will and cooperation on the part of all parties concerned;

- (b) Extrabudgetary resources are available for maintaining a needed presence on the ground;
 - (c) The overall security situation on the ground and in the region allows for the mandate of the Register of Damage to be carried out.
- 3.165 With regard to inter-agency coordination and liaison, the Office will continue to cooperate closely with the United Nations Office for Project Services, which is the key provider of logistical, human and financial resources services in the implementation of outreach and claims collection activities funded by extrabudgetary resources. In addition, the Office will continue its close cooperation with the Department of Political and Peacebuilding Affairs, the United Nations Truce Supervision Organization and the Office for the Coordination of Humanitarian Affairs.
- 3.166 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, consultations will be conducted with local women’s committees in all communities in which outreach and claim intake activities are planned. The Office will continue to pay special attention to informing potential female claimants of the possibility of and requirements for submitting claim forms and will provide them with assistance and guidance in the preparation of their claims, noting that 37 per cent of all claimants are female.
- 3.167 In line with the United Nations Disability Inclusion Strategy, the Office will continue to make special arrangements for the intake of claims from claimants with disabilities. These arrangements include on-site support of claimants, which allows claimants with disabilities to file their claims without having to travel.

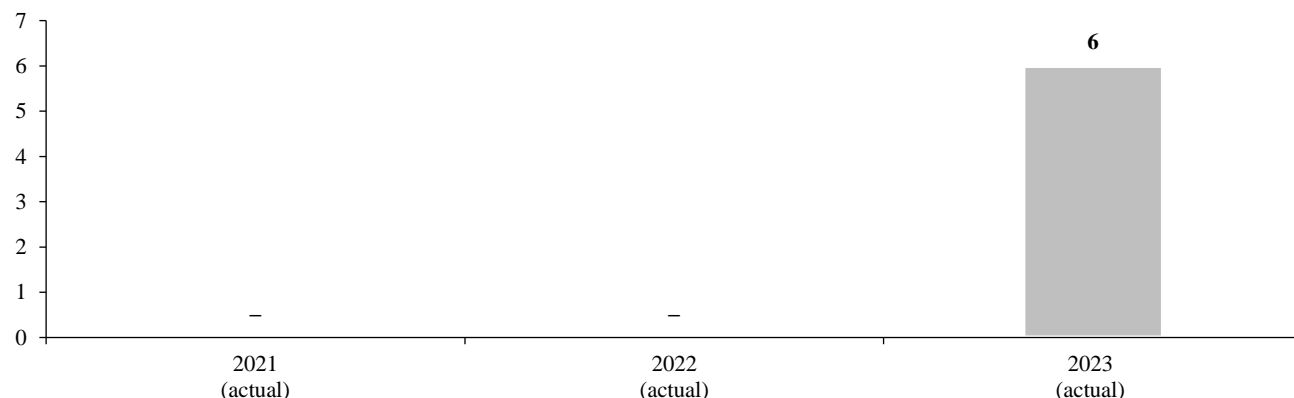
Programme performance in 2023

Increased awareness of Palestinian mayors and other officials about public claims

- 3.168 In 2023, the Office of the Register of Damage delivered an online training session on public claims for mayors and other officials of communities affected by the construction of the Wall, which was conducted by the Office’s staff in Vienna with logistical support from the Palestinian National Committee for the Register of Damage. This approach allowed the Office to train and communicate with relevant Palestinian officials, taking into account security risks and movement restrictions on the ground. While it is not envisaged that such online training sessions will replace in-person training in the future, they have proven to be an effective alternative during times when movement in the Occupied Palestinian Territory is restricted or the security situation would not allow for in-person training.
- 3.169 Progress towards the objective is presented in the performance measure below (see figure 3.XXVII).

Figure 3.XXVII

Performance measure: number of Palestinian mayors and other officials with increased awareness about public claims through online training (annual)



Planned results for 2025

Result 1: optimized damage claims review process for faster servicing of claimants

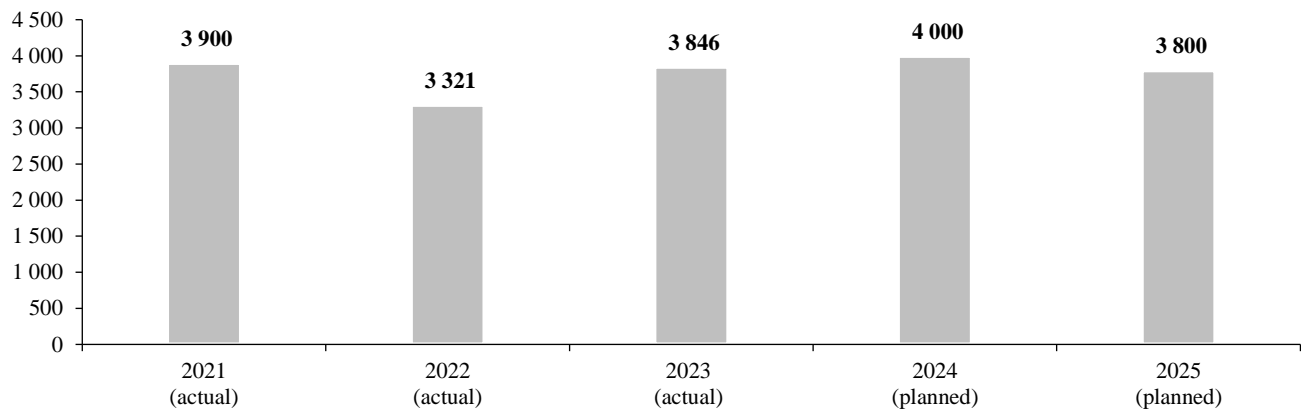
Programme performance in 2023 and target for 2025

3.170 The Office’s work contributed to 3,846 damage claims being processed by the Office, which did not meet the planned target of 4,000 claims. The target was not met due to the increased complexity of damage claims processed. While in the past, the majority of claims processed related to agricultural claims, the Office has been increasingly processing complex public and employment claims.

3.171 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.XXVIII).

Figure 3.XXVIII

Performance measure: number of damage claims processed by the Office of the Register of Damage (annual)



Result 2: decision-making by the Board strengthened by a harmonized submission process

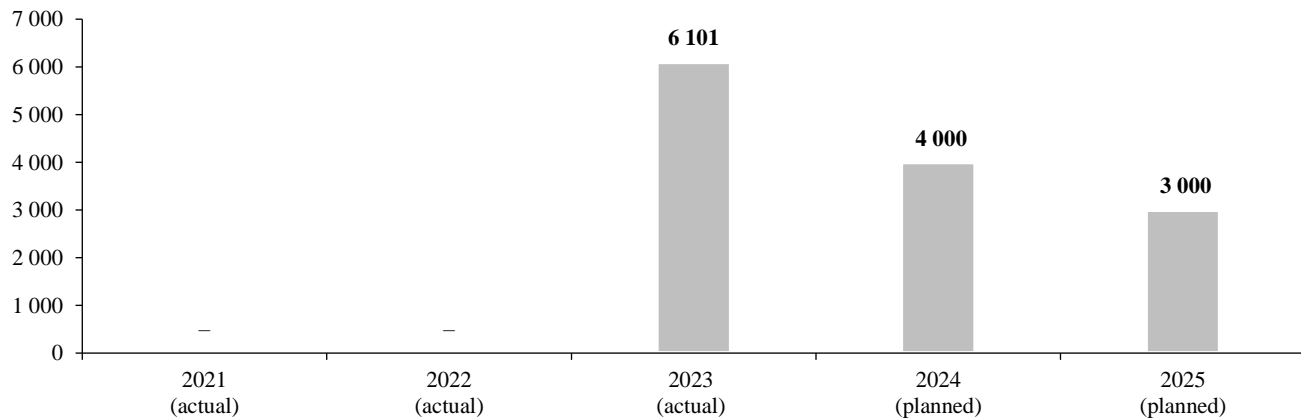
Programme performance in 2023 and target for 2025

3.172 The Office’s work contributed to 6,101 claims having been decided by the Board, which exceeded the planned target of 4,000 claims.

3.173 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 3.XXIX).

Figure 3.XXIX

Performance measure: number of claims decided by the Board of the Register of Damage



Result 3: reduced number of unprocessed claims

Proposed programme plan for 2025

3.174 From its inception until 2016, the Office collected more claims annually than it had the capacity to process, thus creating a gap between collected and unprocessed claims over the years. The processing of collected damage claims includes the scanning, data entry, translation, legal review and, when necessary, rectification of claims that require further information from the claimant. Once a claim is fully processed it can be presented to the Board of the Register of Damage for its decision on the inclusion of the claim in the Register. While the gap between collected and unprocessed claims has been decreasing since 2017, the Office continues to undertake efforts to increase the efficiency and effectiveness of the processing of claims.

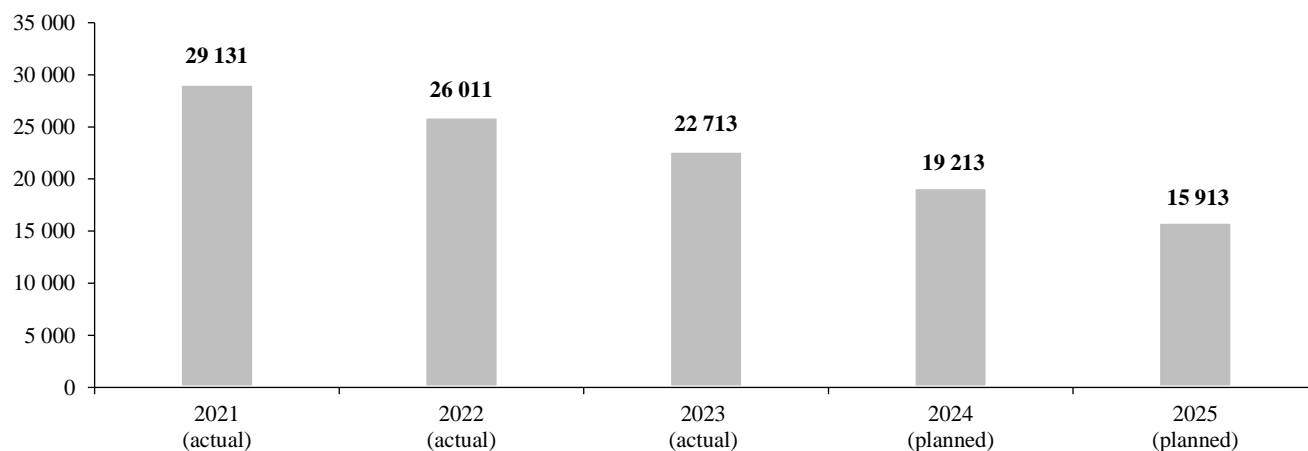
Lessons learned and planned change

3.175 The lesson for the Office was the need to seek ways to streamline the process, in particular on complex public and employment claims. In applying the lesson, the Office will further develop technical manuals for the legal review of claims in an effort to harmonize and increase the efficiency of the claims review process, and will increase the functionalities of the Register database.

3.176 Expected progress towards the objective is presented in the performance measure below (see figure 3.XXX).

Figure 3.XXX

Performance measure: reduced number of unprocessed claims outstanding for the decision of the Board (annual)



Legislative mandates

3.177 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolution

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

3.178 Table 3.51 lists all deliverables of the programme.

Table 3.51

United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Progress report of the Board of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meetings of:				
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	4	2	4	4
5. Training of mayors, community leaders and other Palestinian officials on the purpose, organizational details and requirements of claim intake activities, with a particular focus on public claims	4	2	4	4
C. Substantive deliverables				
Databases and substantive digital materials: a database and physical records of over 74,700 claim forms and their supporting documentation collected as at 31 December 2023 and more than 43,000 damage claims decided by the Board.				
D. Communication deliverables				
Outreach programmes, special events and information materials: public awareness programme to inform the affected Palestinian natural and legal persons of the possibility of and the requirement for filing damage claims for registration, including the production of posters and leaflets for distribution to affected Palestinians.				

B. Proposed post and non-post resource requirements for 2025

Overview

3.179 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 3.52 to 3.54.

Table 3.52

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	2 659.9	2 787.9	–	–	–	–	–	2 787.9	
Other staff costs	75.8	84.9	–	–	–	–	–	84.9	
Consultants	5.2	5.5	–	–	–	–	–	5.5	
Travel of staff	89.8	100.8	–	–	–	–	–	100.8	
Contractual services	124.9	170.2	–	–	–	–	–	170.2	
General operating expenses	19.2	13.1	–	–	–	–	–	13.1	
Supplies and materials	4.2	5.4	–	–	–	–	–	5.4	
Furniture and equipment	18.3	31.2	–	–	–	–	–	31.2	
Improvement of premises	3.4	–	–	–	–	–	–	–	
Grants and contributions	1.9	–	–	–	–	–	–	–	
Other	0.1	–	–	–	–	–	–	–	
Total	3 002.7	3 199.0	–	–	–	–	–	3 199.0	

Table 3.53

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	19	1 D-2, 1 P-5, 4 P-4, 3 P-3, 1 P-2/1, 9 GS (OL)
Proposed for 2025	19	1 D-2, 1 P-5, 4 P-4, 3 P-3, 1 P-2/1, 9 GS (OL)

Note: The following abbreviation is used in the tables and figures: GS (OL), General Service (Other level).

Section 3 Political affairs

Table 3.54
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
D-2	1	–	–	–	–	–	1
P-5	1	–	–	–	–	–	1
P-4	4	–	–	–	–	–	4
P-3	3	–	–	–	–	–	3
P-2/1	1	–	–	–	–	–	1
Subtotal	10	–	–	–	–	–	10
General Service and related							
GS (OL)	9	–	–	–	–	–	9
Subtotal	9	–	–	–	–	–	9
Total	19	–	–	–	–	–	19

3.180 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 3.55 to 3.57 and figure 3.XXXI.

3.181 As shown in tables 3.55 (1) and 3.56 (1), the overall resources proposed for 2025 amount to \$3,199,000 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.55
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Programme of work	3 002.7	3 199.0	–	–	–	–	–	3 199.0	
Subtotal, 1	3 002.7	3 199.0	–	–	–	–	–	3 199.0	

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	259.5	200.0	–	–	200.0
Subtotal, 2	259.5	200.0	–	–	200.0
Total (1+2)	3 262.2	3 399.0	–	–	3 399.0

Table 3.56

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Programme of work	19	–	–	–	–	19	
Subtotal, 1	19	–	–	–	–	19	

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
Programme of work	–	–	–
Subtotal, 2	–	–	–
Total (1+2)	19	–	19

Table 3.57

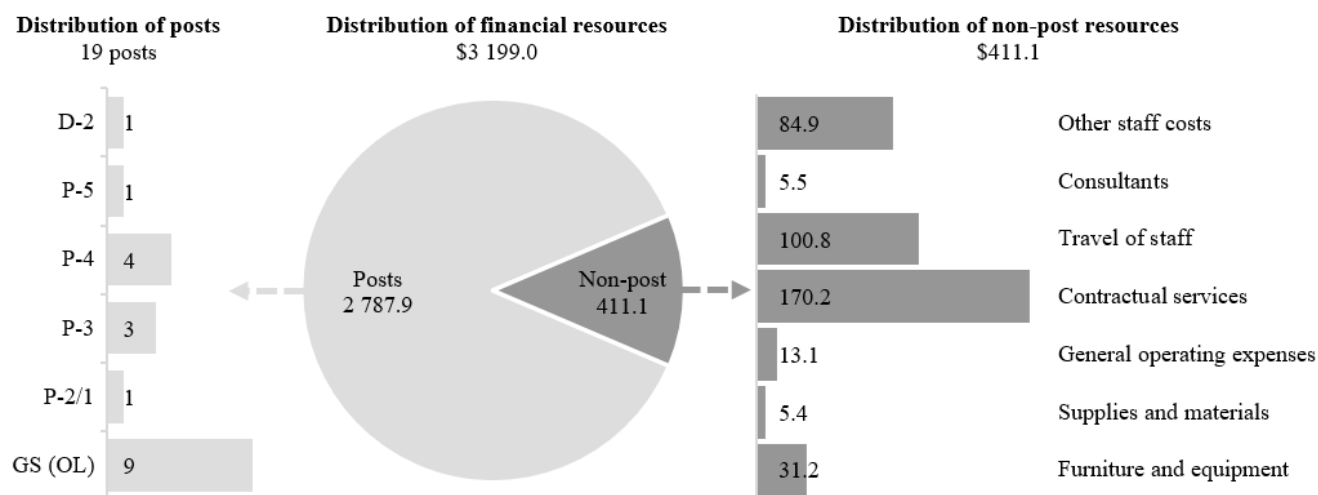
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	2 659.9	2 787.9	–	–	–	–	–	2 787.9	
Non-post	342.8	411.1	–	–	–	–	–	411.1	
Total	3 002.7	3 199.0	–	–	–	–	–	3 199.0	
Post resources by category									
Professional and higher		10	–	–	–	–	–	10	
General Service and related		9	–	–	–	–	–	9	
Total		19	–	–	–	–	–	19	

Figure 3.XXXI
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 3.182 As reflected in table 3.55 (2), extrabudgetary resources amount to \$200,000. The resources would complement regular budget resources and would enable the Office to maintain a presence in the Occupied Palestinian Territory to perform claim intake, outreach and rectification activities. Two Claim Intakers would provide assistance to claimants with the completion of claims forms, outreach by informing potential claimants of the possibility of and requirements for filing a claim, and follow-up with existing claimants if and when additional information is required.
- 3.183 The authority to oversee the use of extrabudgetary resources rests with the Office, in accordance with the delegation of authority from the Secretary-General.

Other information

- 3.184 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office will strive to tighten environmental management practices by creating awareness among staff regarding individual responsibilities. The Office will also continue to reuse office stationery, such as binders, when feasible, and make efforts towards creating a paperless office environment.
- 3.185 Information on advance booking for air travel is reflected in table 3.58. The Office ensures a high rate of compliance by planning air travel carefully and setting realistic schedules and timelines. In addition, the Office cooperates constructively with its service provider, the United Nations Office at Vienna, thus ensuring an efficient workflow in relation to official travel.

Table 3.58
Compliance rate
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least two weeks before the commencement of travel	100	89	90	100	100

V. United Nations Office to the African Union

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 3.186 The United Nations Office to the African Union was established on 1 July 2010 pursuant to General Assembly resolution [64/288](#). The mandate of the Office is to enhance the partnership between the United Nations and the African Union in the area of peace and security; provide coordinated and consistent United Nations advice to the African Union on long-term capacity-building and short-term operational support matters; and enhance coherence and efficiency in delivering United Nations assistance to the African Union. In its resolutions [2033 \(2012\)](#), [2167 \(2014\)](#), [2320 \(2016\)](#), [2378 \(2017\)](#) and [2457 \(2019\)](#), the Security Council called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation, capacity-building and, in particular, the operationalization of the African Peace and Security Architecture and implementation of the Silencing the Guns initiative.
- 3.187 The Office provides a mechanism for cooperation at the regional level, primarily with the African Union and subregional organizations throughout Africa. It seeks to build a common United Nations-African Union understanding of the causes and drivers of armed conflicts and potential armed conflicts, from which collaborative initiatives to prevent, manage and resolve armed conflicts can be developed.

Programme of work

Objective

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

Strategy and external factors for 2025

- 3.189 To contribute to the objective, the Office will:
- (a) Support the implementation of the priorities of the African Peace and Security Architecture and the African Governance Architecture, and their operationalization, through conflict prevention, crisis/conflict management, post-conflict reconstruction and peacebuilding, a focus on strategic security issues, and coordination and partnership;
 - (b) Support regular, formal and informal engagements between the policy organs of the African Union, including the Peace and Security Council and the Permanent Representatives Committee, with the United Nations, including the Security Council and the Peacebuilding Commission;
 - (c) Engage with the African Union at senior and operational levels on political and operational priorities through the United Nations-African Union annual conference, the United Nations-African Union Joint Task Force on Peace and Security, and the annual United Nations-African Union consultative meeting on prevention and management of conflicts;
 - (d) Conduct good offices missions to address peace and security challenges, including with regard to dispute resolution and elections, upon request by the African Union;
 - (e) Maintain regular interaction between the United Nations and the African Union, regional economic communities and regional mechanisms, as well as with Member States, on thematic and country-specific situations, including in support of the African Union early warning mechanism;

- (f) Build institutional capacities of the African Union Commission to prevent, manage and respond to armed conflicts and address root causes of conflict in Africa, including by strengthening the capabilities of the African Union with regard to early warning and mediation;
 - (g) Support African Union efforts to advance implementation of Security Council resolution [1325 \(2000\)](#) on women and peace and security, including by supporting efforts in addressing conflict-related sexual violence and enhancing the participation of women in peace and security processes;
 - (h) Support the implementation of the African Union Continental Framework for Youth, Peace and Security, including its Ten-Year Implementation Plan for 2020–2029;
 - (i) Support African Union efforts in advocating for the effective operationalization of relevant accountability frameworks for parties involved in armed conflict;
 - (j) Collaborate with the African Union to implement Security Council resolution [2719 \(2023\)](#).
- 3.190 The above-mentioned work is expected to result in:
- (a) Strengthened strategic coherence and collaboration between the African Union, the United Nations and other partners in addressing Africa’s peace and security challenges, including the root causes of conflicts;
 - (b) Strengthened ability of the African Union, the African Union Commission, the regional economic communities and the regional mechanisms with regard to conflict prevention, management and resolution, including the capacity of the African Union to plan and manage its peace operations.
- 3.191 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) There is continued political will and commitment by the United Nations and the African Union in promoting cooperation with regional and subregional organizations in peace and security;
 - (b) The African Union will continue to develop the human and financial capacity necessary to effectively deliver on mandates to address peace and security challenges in Africa;
 - (c) Extrabudgetary funding is available.
- 3.192 With regard to cooperation with other entities at the global, regional and national levels, the Office will maintain relationships with external partners and stakeholders, taking into consideration priorities expressed in Agenda 2063: The Africa We Want and relevant policy documents, the 2030 Agenda and the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. The Office will further maintain regular interaction on thematic and country-specific issues and advance common United Nations and African Union positions, while enhancing coordination and synergies between key partners, such as the European Union, regional economic communities and regional mechanisms.
- 3.193 With regard to inter-agency coordination and liaison, the Office will continue to lead or support coordination mechanisms with United Nations entities to ensure coherence in delivering assistance to the African Union. The Office will also engage with relevant opportunities and issue-based coalitions of the Regional Collaborative Platform for Africa.
- 3.194 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. A key focus will be on strengthening cooperation with the United Nations and the African Union to institutionalize gender-sensitive policymaking and programming. The Office will continue to support the full, equal and meaningful participation of women in preventive diplomacy, mediation, elections and early warning systems, and the deployment of women in peace support operations. This includes further mainstreaming the women and peace and security agenda in joint initiatives with the African Union Commission and subregional organizations.
- 3.195 In line with the United Nations Disability Inclusion Strategy, the Office will provide support to the African Union to enhance the inclusion of persons with disabilities in regional and national peace and security initiatives.

Programme performance in 2023

Progress on the adoption of key African Union policies to align its peace support operations with international standards

- 3.196 The African Union, with the technical support of the United Nations Office to the African Union, has aligned its peace support operations with international standards, through the adoption of key policies by the African Union Specialized Technical Committee on Defence, Safety and Security, such as the policy on selection and screening of personnel for African Union peace support operations, the African Union policy on protection of civilians, and the African Union strategic framework for compliance and accountability in peace support operations and the conduct and discipline policy. These ensure that personnel deployed in these operations are well prepared and adhere to stringent criteria that prioritize the safety and protection of civilians. The Office supported the African Union, including by sharing best practices and technical assistance in the development of these policies. Their adoption marks a milestone in fostering safer environments for civilians and promoting peace and security.
- 3.197 Progress towards the objective is presented in the performance measure below (see table 3.59).

Table 3.59

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Adoption by the African Union Specialized Technical Committee on Defence, Safety and Security of policy standards for African Union peace support operations, enhancing personnel preparedness and protection of civilians in armed conflict

Planned results for 2025

Result 1: strengthened implementation of the women and peace and security agenda

Programme performance in 2023 and target for 2025

- 3.198 The Office's work contributed to the advancement by the African Union of the women and peace and security agenda through the development of a draft curriculum on integrating a gender perspective into security sector reform, which met the planned target.
- 3.199 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.60).

Table 3.60

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased public awareness of the women and peace and security agenda through the “She Stands for Peace” podcast series (22 episodes)	Further integration of the women and peace and security agenda into African Union peace support operations, with mainstreaming of a gender perspective as an integral element and prerequisite for all	Advancement by the African Union of the women and peace and security agenda, through the development of a draft curriculum on integrating a gender perspective into	Implementation of Security Council resolution 1325 (2000) in the areas of protection, recovery and resolution	Implementation by the African Union of Security Council resolution 1325 (2000), emphasizing women's roles in peacebuilding

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2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Improved capacity of the African Union to provide training on violence against women and girls	training, including the African Standby Force	security sector reform		
Enhanced capacity of African Union Commission experts on mediation and gender-sensitive conflict analysis	The African Union, other partners and the general public have access to a third series of the “She Stands for Peace” podcast and a second “She Stands for Peace” publication			

Result 2: progress towards predictable and sustainable funding for African Union peace support operations

Programme performance in 2023 and target for 2025

- 3.200 The Office’s work contributed to the consideration by the Security Council of issues on the financing of African Union peace support operations (see [S/2023/303](#)), which met the planned target. Subsequently, the Council adopted resolution [2719 \(2023\)](#). The Office’s work also contributed to the development of draft joint African Union-United Nations planning guidelines and the adoption by the African Union of a consensus paper on predictable, adequate and sustainable financing for African Union peace and security activities, which met the planned targets.
- 3.201 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.61).

Table 3.61
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	The Security Council requested ^a an update on progress made so far by the United Nations and the African Union to fulfil the commitments as set out in Security Council resolutions 2320 (2016) and 2378 (2017) , and recommendations on moving forward that reflect good practices and lessons learned, with a view to securing predictable, sustainable and flexible resources	Consideration by the Security Council of issues on the financing of African Union peace support operations (see S/2023/303), and adoption of Security Council resolution 2719 (2023) Development of draft joint African Union-United Nations planning guidelines Adoption by the African Union of a consensus paper on predictable, adequate and sustainable financing for African Union peace and security activities	Implementation of the joint planning guidelines The African Union takes further steps to implement recommendations of the Security Council	Establishment of a joint United Nations-African Union operational framework for the implementation of Security Council resolution 2719 (2023)

^a [S/PRST/2022/6](#).

Result 3: advanced youth involvement in peace and security initiatives in Africa

Proposed programme plan for 2025

3.202 The Office works closely with the African Union to enhance the role of young people in peace efforts through the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. The Office supports the African Union in the implementation of youth-focused programmes, such as the Continental Framework for Youth, Peace and Security and the Youth Ambassadors for Peace initiatives, to protect the rights of young people and amplify their voices in peacebuilding.

Lessons learned and planned change

3.203 The lesson for the Office was that engaging with youth and helping to ensure that their voices are heard in relevant processes is important for the sustainability of peace and political processes. In applying the lesson, the Office will strengthen its support for African Union efforts to engage Africa’s youth in conflict prevention and resolution and harness the continent’s demographic dividend for peacebuilding. The Office will support the WiseYouth initiative and the Youth for Peace programme of the African Union and provide technical assistance to the African Union in support of its member States for the development of national action plans on youth, peace and security.

3.204 Expected progress towards the objective is presented in the performance measure below (see table 3.62).

Table 3.62
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	The African Union adopted the Bujumbura Declaration on youth, peace and security in Africa	The African Union supported its member States to integrate the Continental Framework for Youth, Peace and Security into national policies and processes	Induction and training by the African Union of the second cohort of the African Youth Ambassadors for Peace to support the Youth for Peace programme	10 African Union member States develop national action plans on youth, peace and security

Legislative mandates

3.205 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

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

Security Council resolutions

1325 (2000)	2378 (2017)
2033 (2012)	2457 (2019)
2167 (2014)	2710 (2023)
2250 (2015)	2719 (2023)
2320 (2016)	

Deliverables

3.206 Table 3.63 lists all deliverables of the Office.

Table 3.63

United Nations Office to the African Union: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General to the Security Council on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	15	10	10	11
2. Annual joint consultative meeting of the Security Council and the African Union Peace and Security Council	2	2	2	2
3. Coordination meetings of the Security Council and the African Union Peace and Security Council	10	5	5	6
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Committee for Programme and Coordination	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	116	135	100	100
7. United Nations-African Union training course on conflict analysis and mediation	28	28	–	–
8. Training events for the African Union Mediation Support Unit on current methods and trends in mediation	9	10	10	10
9. Training events for the secretariat of the African Union Peace and Security Council on current issues and trends in peace and security	5	5	10	10
10. Media workshop on the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security for press attachés and local/regional/international media practitioners	6	1	–	–
11. Training events for African Union peace support operations on military, police and civilian strategic support concepts	48	71	60	60
12. Seminars and workshops for experts and officials of African Union member States on mediation, post-conflict reconstruction and development, security sector reform, disarmament, demobilization and reintegration, election, and border programmes of the African Union	20	20	20	20
Technical materials (number of materials)	13	17	8	13
13. Joint United Nations-African Union technical review of and assessment reports on African Union peace support operations	6	6	1	6
14. Policies and guidance documents in support of the African-led peace support operations	5	8	5	5
15. Peace and security-related policies and guidelines in support of the implementation of the African Peace and Security Architecture and conflict prevention, management and resolution	2	3	2	2
C. Substantive deliverables				
Good offices: support for the African Union in mediation and conflict prevention efforts; and one joint regional visit by the representatives of the African Union, the United Nations and regional economic communities for conflict analysis and early intervention.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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Consultation, advice and advocacy: advice, in collaboration with the African Union Commission, to five regional economic communities and regional mechanisms on the development and harmonization of the African Peace and Security Architecture; advisory services and support to advance the implementation of the youth, peace and security and the women and peace and security agendas; 20 briefings to the African Union Peace and Security Council on peace and security issues; advice to the African Union and relevant stakeholders on processes to support the financing of African Union peace support operations, including the implementation of Security Council resolution [2719 \(2023\)](#); advice and advocacy to the Open-ended Group of Friends of the United Nations-African Union partnership; and substantive and technical advice to the Peace Fund.

D. Communication deliverables

Outreach programmes, special events and information materials: International Women’s Day, International Youth Day, Africa Day, International Day of United Nations Peacekeepers and International Day of Peace; information materials, flyers, roll-up banners and infographic documents; quarterly public newsletter of the Office; and information circular submitted every two weeks to the African Union Peace and Security Council on relevant Security Council resolutions and decisions.

Digital platforms and multimedia content: website and social media accounts; and online platform showcasing United Nations-African Union partnership activities.

B. Proposed post and non-post resource requirements for 2025

Overview

3.207 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 3.64 to 3.66.

Table 3.64

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	1 137.3	1 367.2	–	–	–	–	–	1 367.2
Travel of staff	9.2	5.8	–	–	–	–	–	5.8
Contractual services	5.7	6.6	–	–	–	–	–	6.6
General operating expenses	6.9	8.1	–	–	–	–	–	8.1
Supplies and materials	2.3	4.5	–	–	–	–	–	4.5
Total	1 161.4	1 392.2	–	–	–	–	–	1 392.2

Table 3.65

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	6	1 USG, 1 D-2, 1 P-5, 1 P-4, 2 LL
Proposed for 2025	6	1 USG, 1 D-2, 1 P-5, 1 P-4, 2 LL

Table 3.66

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	–	–	–	1
Subtotal	4	–	–	–	–	4

Note: The following abbreviations are used in the tables and figures: LL, Local level; USG, Under-Secretary-General.

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Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
General Service and related							
LL	2	–	–	–	–	–	2
Subtotal	2	–	–	–	–	–	2
Total	6	–	–	–	–	–	6

3.208 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 3.67 to 3.69 and figure 3.XXXII.

3.209 As shown in tables 3.67 (1) and 3.68 (1), the overall resources proposed for 2025 amount to \$1,392,200 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.67

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Programme of work	1 161.4	1 392.2	–	–	–	–	–	1 392.2	
Subtotal, 1	1 161.4	1 392.2	–	–	–	–	–	1 392.2	

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	9 076.0	8 947.6	903.5	10.1	9 851.1
Subtotal, 2	9 076.0	8 947.6	903.5	10.1	9 851.1

(3) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	401.1	210.4	(210.4)	(100.0)	–
Subtotal, 3	401.1	210.4	(210.4)	(100.0)	–
Total (1+2+3)	10 638.5	10 550.2	693.1	6.6	11 243.3

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Table 3.68

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	6	–	–	–	–	6
Subtotal, 1	6	–	–	–	–	6

(2) *Other assessed*

Component/subprogramme	2024 estimate	Change	2025 estimate
Programme of work	50	–	50
Subtotal, 2	50	–	50

(3) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
Programme of work	2	(2)	–
Subtotal, 3	2	(2)	–
Total (1+2+3)	58	(2)	56

Table 3.69

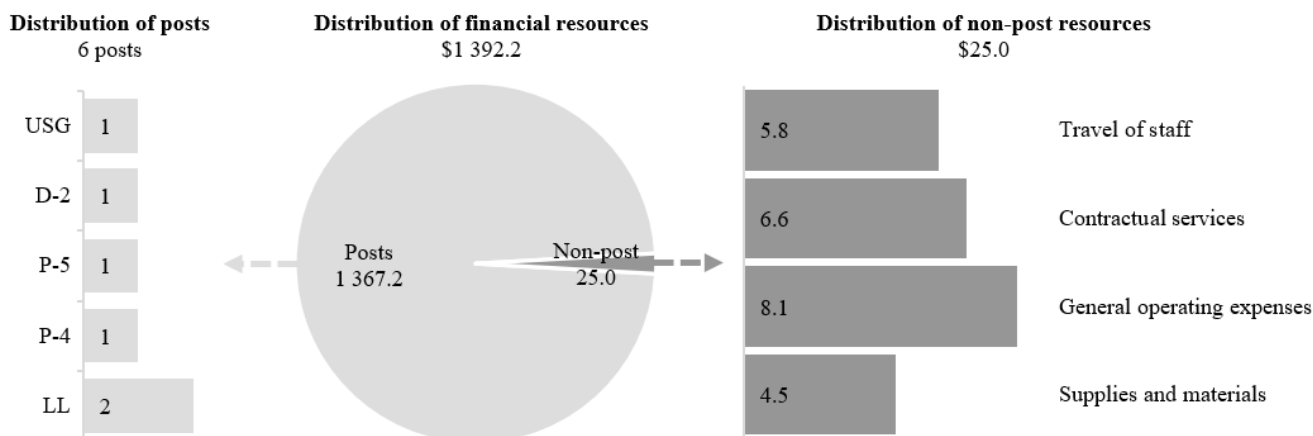
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 137.3	1 367.2	–	–	–	–	1 367.2
Non-post	24.1	25.0	–	–	–	–	25.0
Total	1 161.4	1 392.2	–	–	–	–	1 392.2
Post resources by category							
Professional and higher		4	–	–	–	–	4
General Service and related		2	–	–	–	–	2
Total		6	–	–	–	–	6

Figure 3.XXXII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

3.210 As reflected in tables 3.67 (2) and 3.68 (2), other assessed resources amount to \$9,851,100. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 (A/78/746).

Extrabudgetary resources

3.211 As reflected in tables 3.67 (3) and 3.68 (3), no extrabudgetary resources are expected in 2025 due to the discontinuation of donor funding.

Other information

3.212 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office will continue to integrate environment-friendly management practices by continuing to deploy printers with energy-efficient technological capacity and levels, thus providing a low energy footprint, and by installing software on printers for monitoring printing levels.

3.213 Information on advance booking for air travel is reflected in table 3.70. The majority of official travel by the Office is in support of joint initiatives with the African Union, the regional economic communities and other partners. Notification or approval of such travel is often not received within time frames that would comply with the United Nations stipulations on travel. The Office will continue to endeavour to ensure that notification or approval of travel in support of joint activities with strategic partners is received within timelines that would enable compliance with the stipulated requirements. The Office will also continue to raise awareness of this obligation among its strategic partners.

Table 3.70
Compliance rate
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least two weeks before the commencement of travel	6	10	10	100	100

VI. Office of Counter-Terrorism

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 3.214 Pursuant to General Assembly resolution [71/291](#), and as reaffirmed by the Assembly in its resolution [77/298](#), on the eighth review of the United Nations Global Counter-Terrorism Strategy, the Office of Counter-Terrorism is responsible for five main functions: providing leadership on the General Assembly counter-terrorism mandates entrusted to the Secretary-General; enhancing coordination and coherence across the United Nations system to ensure the balanced implementation of the four pillars of the United Nations Global Counter-Terrorism Strategy; strengthening delivery of United Nations counter-terrorism capacity-building assistance to Member States; improving the visibility of, and advocacy and resource mobilization for, United Nations counter-terrorism efforts; and ensuring that due priority is given to counter-terrorism across the United Nations system and that work on preventing violent extremism as and when conducive to terrorism is firmly rooted in the Strategy.
- 3.215 The United Nations Global Counter-Terrorism Strategy (General Assembly resolution [60/288](#)) is composed of four pillars, in the form of measures to: address the conditions conducive to the spread of terrorism; prevent and combat terrorism; build States' capacity to prevent and combat terrorism and to strengthen the role of the United Nations system in this regard; and ensure respect for human rights for all and the rule of law as the fundamental basis of the fight against terrorism. The mandate of the Office derives from the priorities established in the Strategy and subsequent review resolutions adopted by the General Assembly, including resolution [75/291](#), and other relevant General Assembly and Security Council resolutions, including Security Council resolution [2617 \(2021\)](#).
- 3.216 The Office acts as secretariat for the United Nations Global Counter-Terrorism Coordination Compact, which promotes action-oriented collaboration within the United Nations system and serves as a platform for joint programming, coherent monitoring and evaluation, and facilitation of joint resource mobilization and outreach to donors. This enhanced coordination, cooperation and coherence supports the Secretary-General's "all-of-United Nations" approach.

Programme of work

Objective

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

Strategy and external factors for 2025

- 3.218 To contribute to the objective, the Office, guided by its strategic plan for the period 2022–2025, will:
- (a) Provide leadership for the General Assembly counter-terrorism mandates entrusted to the Secretary-General and convene high-level international and regional conferences and outreach events for Member States, international and regional organizations, and civil society to exchange information, expertise and resources, develop partnerships and collectively address a range of counter-terrorism issues;

- (b) Enhance coordination and coherence across the Compact entities to support the counter-terrorism efforts of Member States, including by strengthening the response to technical assistance needs identified by the Counter-Terrorism Committee Executive Directorate and to requests from various Member States;
 - (c) Provide technical and capacity-building assistance to requesting Member States, including through its presences away from Headquarters, in a focused, integrated and coordinated manner, and reinforce resource mobilization activities with donors;
 - (d) Conduct research, identify and disseminate new and innovative programme management methodologies, best practices and lessons learned, and embed evidence-informed delivery as a foundation for its technical assistance work;
 - (e) Strengthen the capacity of Member States to ensure respect for human rights and the rule of law while countering terrorism, in accordance with the fourth pillar of the United Nations Global Counter-Terrorism Strategy;
 - (f) Support parliamentarians and strengthen outreach to civil society organizations, including youth and women's organizations, in preventing and countering terrorism and violent extremism conducive to terrorism.
- 3.219 The above-mentioned work is expected to result in:
- (a) Multilateral cooperation against terrorism, and strengthened partnerships with and among Member States, international and regional organizations, civil society, the private sector and academia for a whole-of-society approach to counter-terrorism and the prevention of violent extremism conducive to terrorism;
 - (b) Implementation by Member States of relevant General Assembly and Security Council resolutions related to countering terrorism and preventing violent extremism conducive to terrorism, including by building greater resilience and reinforcing responses to terrorist threats and attacks;
 - (c) Enriched international and multisectoral policy discourse in support of greater prioritization and coherence on counter-terrorism and the prevention of violent extremism conducive to terrorism;
 - (d) Integration of human rights norms and standards in relevant measures taken in the context of preventing and countering terrorism and violent extremism conducive to terrorism, in requesting Member States.
- 3.220 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States will continue to request support from the United Nations in preventing and countering terrorism and violent extremism conducive to terrorism;
 - (b) Extrabudgetary resources for capacity-building support for Member States will be available;
 - (c) Member States, supported by the Office, will grant the necessary official approvals and access to enable implementation and delivery of this support.
- 3.221 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to cooperate with the Global Counterterrorism Forum and specialized international and regional organizations, such as the African Union, the Association of Southeast Asian Nations, the Caribbean Community, the Collective Security Treaty Organization, the Anti-Terrorism Centre of the Commonwealth of Independent States, the European Union, the League of Arab States, the North Atlantic Treaty Organization, the Organization of American States, the Organization for Security and Cooperation in Europe, the Organization of Islamic Cooperation and the Regional Anti-Terrorist Structure of the Shanghai Cooperation Organization. The Office will continue to implement existing and develop new partnership frameworks to support joint approaches

to promote the implementation of the United Nations Global Counter-Terrorism Strategy and regional counter-terrorism strategies.

- 3.222 With regard to inter-agency coordination and liaison, the Office leads the United Nations Global Counter-Terrorism Coordination Compact, which includes 47 entities, including 43 United Nations entities and the International Criminal Police Organization, the Financial Action Task Force, the Inter-Parliamentary Union and the World Customs Organization, as member or observer entities. The Compact comprises eight thematic working groups specialized in priority areas relating to preventing and countering terrorism and violent extremism conducive to terrorism, aligned with the four pillars of the United Nations Global Counter-Terrorism Strategy. The Office will continue to strengthen the coordination of counter-terrorism efforts through consultative inter-agency efforts with the United Nations country teams and resident coordinators, in cooperation with respective host countries, and use its coordination role to strengthen existing partnerships and initiate new ones for multi-stakeholder collaboration at the national, regional and global levels. The Office will continue to advocate an approach that prioritizes joint programming with other United Nations partners to maximize the use of resources and deliver more coherent and expert capacity-building activities, including in the field, in close coordination with the resident coordinator system.
- 3.223 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including through the implementation of its policy and action plan for gender mainstreaming. The Office will provide technical assistance in line with the women and peace and security agenda and the United Nations Global Counter-Terrorism Strategy and its reviews, and informed by gender-sensitive analysis.
- 3.224 In line with the United Nations Disability Inclusion Strategy, the Office will integrate disability inclusion within its programmatic and policy functions, including modalities to reflect disability considerations in programme design and the implementation of evaluations.

Evaluation activities

- 3.225 A midterm independent joint evaluation of the United Nations Countering Terrorist Travel Programme, managed by the Office of Counter-Terrorism and the United Nations Office on Drugs and Crime and completed in 2023, has guided the proposed programme plan for 2025.
- 3.226 In response to the results of the evaluation referenced above, the Countering Terrorist Travel Programme developed a dedicated scenario-based training module for national counterparts on integrating a gender perspective into the handling of advance passenger information and passenger name record data and systems. In response to a recommendation to improve engagement with funding partners, the Programme convened a dedicated meeting with all donors during the third Counter-Terrorism Week, in June 2023, to discuss Programme and donor priorities, as well as funding needs, and streamline reporting requirements. The Office of Counter-Terrorism will continue this collective dialogue with funding partners on an ongoing basis, including through subsequent Counter-Terrorism Weeks and other outreach activities.
- 3.227 The following evaluations are planned for 2025:
- (a) Midterm evaluation of the Global Counter-Terrorism Investigations Programme;
 - (b) Final evaluation of the project on enhancing the capacity of selected counter-terrorism entities in Africa to prevent and counter terrorism and use national-level inter-agency coordination mechanisms under the Global Fusion Cells Programme;
 - (c) Midterm evaluation of the European Union-United Nations Global Terrorism Threats Facility.

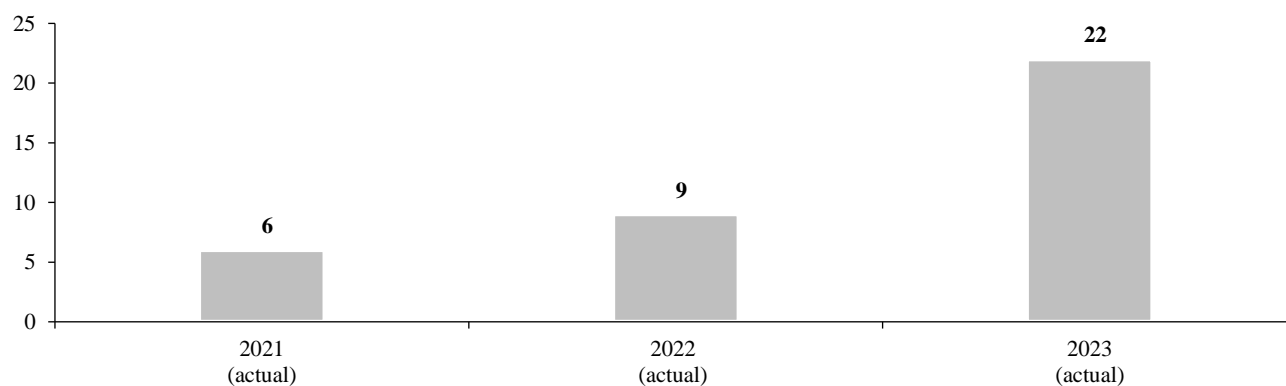
Programme performance in 2023

Member States establish national inter-agency coordination mechanisms

- 3.228 Connecting pieces of information from different parts of the Government in a timely manner is a critical aspect of addressing terrorism threats. In line with relevant Security Council resolutions, including 2462 (2019) and 2482 (2019), and in response to Member States' requests for support relating to intra- and inter-agency cooperation on intelligence, analysis and investigations, the Office launched in 2020 a multi-year global programme on national inter-agency coordination mechanisms (the Global Fusion Cells Programme).
- 3.229 The Programme has developed a compendium of good practices and related guidelines on establishing and operating a national inter-agency coordination mechanism, including seven study guides, and a 13-week modular training portfolio offering 12 courses to Member State analysts. Since 2020, the Programme has provided training to over 1,400 participants from 32 African intelligence and law enforcement agencies, and, based on its post-training assessment, 100 per cent of trainees' managers indicate that their trained staff are performing better as a direct result of the training programme.
- 3.230 The Office has also expanded its support for inter-agency coordination mechanisms in Africa, culminating in 2023 in the Marrakesh Platform, a meeting of 37 African heads of counter-terrorism and security agencies, co-chaired by the Office and Morocco.
- 3.231 Progress towards the objective is presented in the performance measure below (see figure 3.XXXIII).

Figure 3.XXXIII

Performance measure: number of national inter-agency coordination mechanisms established by Member States in Africa (cumulative)



Planned results for 2025

Result 1: enhanced protection and assistance for victims of terrorism

Programme performance in 2023 and target for 2025

- 3.232 The Office's work contributed to the launch of the pilot project on the Model Legislative Provisions to Support the Needs and Protect the Rights of Victims of Terrorism in one Member State, and the initiation of the formal discussions with another Member State, which did not meet the planned target of increased capacity in two additional Member States to develop national comprehensive assistance plans for victims anchored in legal frameworks. The target was not met due to the need for further discussions to identify candidates for assistance.
- 3.233 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.71).

Table 3.71
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased awareness of Member States on the importance of anchoring national plans into legal frameworks to ensure holistic and victim-centric approaches in counter-terrorism efforts	First United Nations Global Congress of Victims of Terrorism to review existing practices and make recommendations to better protect victims' rights and needs Member States have access to the Model Legislative Provisions to Support the Needs and Protect the Rights of Victims of Terrorism	Launch of the pilot project on the Model Legislative Provisions to Support the Needs and Protect the Rights of Victims of Terrorism in one Member State Initiation of the formal discussions with another Member State	International conference on victims of terrorism to review progress made in implementing recommendations from the first United Nations Global Congress of Victims of Terrorism Two Member States develop national comprehensive assistance plans for victims anchored in legal frameworks	Victims of terrorism have access to tools and guidance on their rights, and assistance and support mechanisms available to them, through the Office's victims of terrorism associations network

Result 2: enhanced coordination and coherence among United Nations Global Counter-Terrorism Coordination Compact entities, regional organizations and other partners to support the counter-terrorism efforts of Member States

Programme performance in 2023 and target for 2025

- 3.234 The Office's work contributed to strengthened cooperation between the Global Counterterrorism Forum and the United Nations Global Counter-Terrorism Coordination Compact through direct interaction between respective working groups; the participation by members of the Compact working groups at the twenty-first and twenty-second meetings of the Global Counterterrorism Forum Coordinating Committee and the thirteenth Ministerial Plenary Meeting of the Forum; and the convening of two joint Partnership Consultations, which met the planned target.
- 3.235 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3.72).

Table 3.72
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The seventh meeting of the Coordination Committee of the United Nations Global Counter-Terrorism Coordination Compact approved the seven practical steps for working groups to enhance	Enhanced engagement between United Nations Global Counter-Terrorism Coordination Compact entities and Member States, with information exchange between over 1,000 focal points from 45 Compact entities,	Strengthened cooperation between the Global Counterterrorism Forum and the Compact, as evidenced by direct interaction between respective working groups	Strengthened engagement by civil society organizations and other actors, as evidenced by their increased participation in each of the eight United Nations Global Counter-Terrorism	Strengthened engagement by regional and subregional organizations on issues covered by the Compact working groups

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
regional coordination through the Compact	136 Member States and 13 regional organizations		Coordination Compact working groups	

Result 3: Member States advance their efforts in countering terrorist use of weapons

Proposed programme plan for 2025

3.236 In line with the United Nations Global Counter-Terrorism Strategy, adopted by the General Assembly in its resolution [60/288](#), and other relevant resolutions, including resolution [77/298](#) on the most recent review, the Office’s Global Programme on Countering Terrorist Use of Weapons supports Member States to prevent terrorists from accessing and using weapons, materials or components and seeks to ensure that Member States are better prepared for, and can more effectively respond to, a terrorist attack involving weapons of mass destruction, nuclear, chemical, biological or radiological weapons or materials, small arms and light weapons, improvised explosive devices and unmanned aircraft systems. From 2021 until the end of 2023, the Programme reached more than 5,000 representatives from over 100 Member States through capacity-building and awareness-raising. The Office has also developed a global training portfolio with 20 courses and implemented 10 multi-year projects at the global, regional and national levels. Achievements in 2022 and 2023 included the development by one Member State of a national crisis response plan, which included the response to terrorist use of chemical, biological, radiological and nuclear weapons and materials, and was tested through three field exercises with 2,500 participants. Furthermore, two Member States ratified the International Convention for the Suppression of Acts of Nuclear Terrorism following advocacy events with national parliaments organized under the Programme.

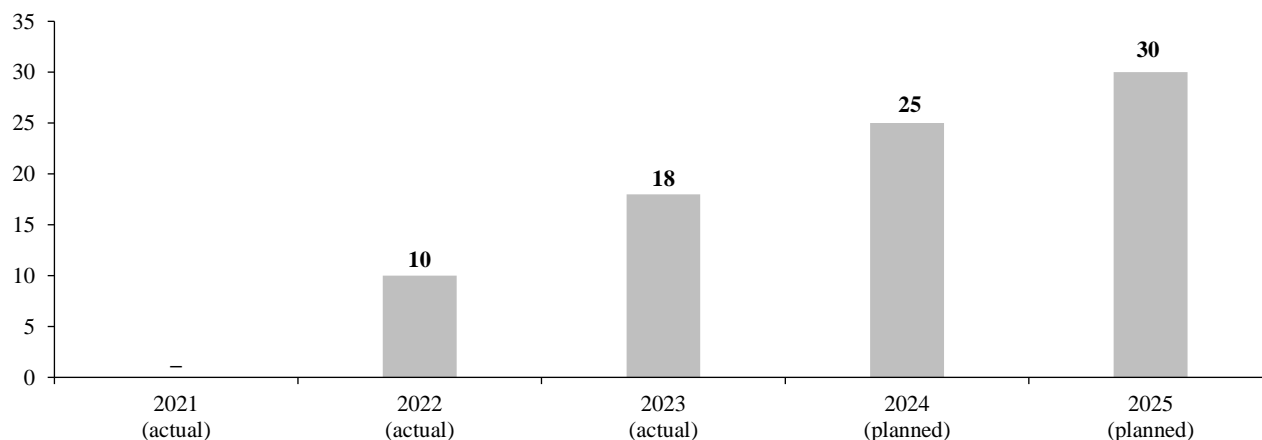
Lessons learned and planned change

3.237 The lesson for the Office was the need to enhance cooperation and information-sharing among national and regional stakeholders on efforts to counter terrorist use of weapons, as well as to provide targeted support to Member States on the basis of identified threats and risks. In applying the lesson, the Office will implement national and regional activities under the Programme, bringing together the relevant entities to enable the sharing of best practices and close information gaps.

3.238 Expected progress towards the objective is presented in the performance measure below (see figure 3.XXXIV).

Figure 3.XXXIV

Performance measure: number of Member States reporting increased capacities to prevent, prepare for and respond to terrorist use of conventional and non-conventional weapons (annual)



Legislative mandates

3.239 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the Office.

General Assembly resolutions

60/288; 62/272; 64/297	United Nations Global Counter-Terrorism Strategy	73/305	Enhancement of international cooperation to assist victims of terrorism
66/10	United Nations Counter-Terrorism Centre	75/291	The United Nations Global Counter-Terrorism Strategy: seventh review
66/282; 68/276; 70/291; 72/284	The United Nations Global Counter-Terrorism Strategy Review	77/64	Countering the threat posed by improvised explosive devices
70/254	Secretary-General's Plan of Action to Prevent Violent Extremism	77/243	International Day for the Prevention of Violent Extremism as and when Conducive to Terrorism
71/291	Strengthening the capability of the United Nations system to assist Member States in implementing the United Nations Global Counter-Terrorism Strategy	77/298	The United Nations Global Counter-Terrorism Strategy: eighth review
72/165	International Day of Remembrance of and Tribute to the Victims of Terrorism		

Security Council resolutions

1373 (2001)	2395 (2017)
1540 (2004)	2396 (2017)
2322 (2016)	2462 (2019)
2341 (2017)	2482 (2019)
2368 (2017)	2617 (2021)
2370 (2017)	

Deliverables

3.240 Table 3.73 lists all deliverables of the Office.

Table 3.73

Office of Counter-Terrorism: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	3	2	2
Report of the Secretary-General to:				
1. The General Assembly on the implementation of the United Nations Global Counter-Terrorism Strategy by the United Nations system	1	1	–	–
2. The Security Council on the threat posed by Islamic State in Iraq and the Levant (ISIL, also known as Da'esh)	2	2	2	2
3. The General Assembly on progress made by the United Nations system in supporting Member States in assisting victims of terrorism	1	–	–	–
Substantive services for meetings (number of three-hour meetings)	42	38	17	17
4. Meeting of the General Assembly on the review of the United Nations Global Counter-Terrorism Strategy	26	26	–	–
5. Briefings to the General Assembly on the work of the Office of Counter-Terrorism	4	3	4	4
6. Briefings to the Security Council	2	2	2	2

Part II Political affairs

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
7. Briefings to the Security Council Committee established pursuant to resolution 1373 (2001) concerning counter-terrorism (Counter-Terrorism Committee)	2	2	4	4
8. Briefings to the Advisory Board of the United Nations Counter-Terrorism Centre	5	2	4	4
9. Meetings of the Fifth Committee	1	1	1	1
10. Meetings of the Committee for Programme and Coordination	1	1	1	1
11. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	545	450	833	520
12. High-level conference on issues relating to counter-terrorism	7	9	9	3
13. Regional conferences on technical issues relating to counter-terrorism	32	8	23	15
14. Capacity-building training and workshops on technical thematic issues	506	433	801	502
Technical materials (number of materials)	11	6	34	14
15. On lessons learned, best practices and thematic topics in implementing the United Nations Global Counter-Terrorism Strategy	11	6	34	14
C. Substantive deliverables				
Consultation, advice and advocacy: advocacy initiatives; consultations with an estimated 110 Member States on global, regional and national priorities and strategies; quarterly briefings to Member States; Counter-Terrorism Week.				
Databases and substantive digital materials: United Nations Global Counter-Terrorism Coordination Platform, connecting focal points of 47 United Nations Global Counter-Terrorism Coordination Compact entities (United Nations and non-United Nations entities), 137 Member States and 14 regional organizations; “Connect & Learn” platform, with online training and communities of practice for approximately 4,300 members.				
D. Communication deliverables				
Outreach programmes, special events and information materials: three regional conferences, as well as special commemorative events, launch events, side events and exhibitions; monthly newsletters on the work of the Office, bimonthly newsletters and annual newsletter and report on the United Nations Global Counter-Terrorism Coordination Compact, and other promotional materials.				
External and media relations: approximately 50 press releases, media interviews and other engagement with media.				
Digital platforms and multimedia content: content for the Office’s website and social media accounts, including approximately 100 web stories and 20 videos.				

B. Proposed post and non-post resource requirements for 2025

Overview

3.241 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 3.74 to 3.76.

Table 3.74

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	5 682.0	10 433.7	–	–	–	–	–	10 433.7	
Other staff costs	210.4	–	–	–	–	–	–	–	
Travel of staff	286.5	487.7	–	–	–	–	–	487.7	
Contractual services	53.3	49.7	–	–	–	–	–	49.7	
General operating expenses	17.1	68.9	–	–	–	–	–	68.9	
Supplies and materials	1.1	14.9	–	–	–	–	–	14.9	
Furniture and equipment	31.9	39.6	–	–	–	–	–	39.6	
Grants and contributions	(20.2)	–	–	–	–	–	–	–	
Total	6 262.1	11 094.5	–	–	–	–	–	11 094.5	

Table 3.75

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	57	1 USG, 2 D-2, 3 D-1, 7 P-5, 18 P-4, 11 P-3, 13 GS (OL), 2 LL
Proposed for 2025	57	1 USG, 2 D-2, 3 D-1, 7 P-5, 18 P-4, 11 P-3, 13 GS (OL), 2 LL

Table 3.76

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	1	
D-2	2	–	–	–	–	2	
D-1	3	–	–	–	–	3	
P-5	7	–	–	–	–	7	
P-4	18	–	–	–	–	18	
P-3	11	–	–	–	–	11	
Subtotal	42	–	–	–	–	42	

Note: The following abbreviations are used in the tables and figures: GS (OL), General Service (Other level); LL, Local level; USG, Under-Secretary-General.

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General Service and related

GS (OL)	13	–	–	–	–	13
LL	2	–	–	–	–	2
Subtotal	15	–	–	–	–	15
Total	57	–	–	–	–	57

3.242 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 3.77 to 3.79 and figure 3.XXXV.

3.243 As shown in tables 3.77 (1) and 3.78 (1), the overall resources proposed for 2025 amount to \$11,094,500 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 3.77

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	6 262.1	11 094.5	–	–	–	–	11 094.5
Subtotal, 1	6 262.1	11 094.5	–	–	–	–	11 094.5

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	49 207.4	37 981.2	(700.3)	(1.8)	37 190.9
Subtotal, 2	49 207.4	37 981.2	(700.3)	(1.8)	37 190.9
Total (1+2)	55 469.5	49 075.7	(700.3)	(1.4)	48 285.4

Table 3.78

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2024 approved	Changes			2025 proposed
		Technical adjustments	New/expanded mandates	Other	
Programme of work	57	–	–	–	57
Subtotal, 1	57	–	–	–	57

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(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Programme of work	140	–	140
Subtotal, 2	140	–	140
Total (1+2)	197	–	197

Table 3.79

Overall: evolution of financial and post resources

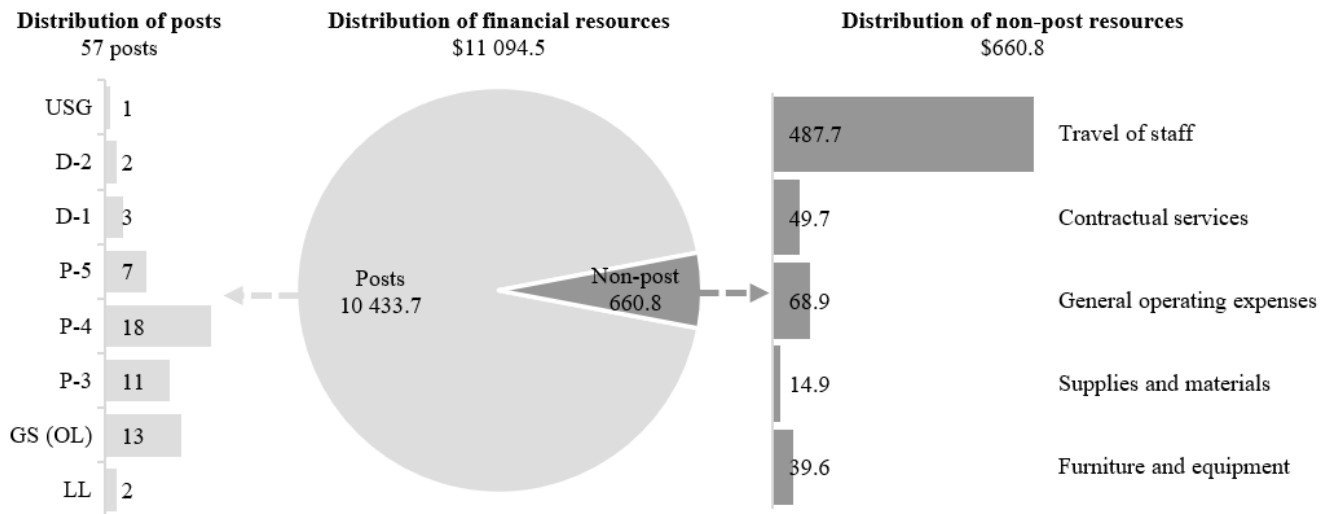
(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 estimate (before recosting)</i>	
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>		<i>Percentage</i>
Financial resources by main category of expenditure								
Posts	5 682.0	10 433.7	–	–	–	–	–	10 433.7
Non-post	580.1	660.8	–	–	–	–	–	660.8
Total	6 262.1	11 094.5	–	–	–	–	–	11 094.5
Post resources by category								
Professional and higher	22	42	–	–	–	–	–	42
General Service and related	11	15	–	–	–	–	–	15
Total	33	57	–	–	–	–	–	57

Figure 3.XXXV

Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



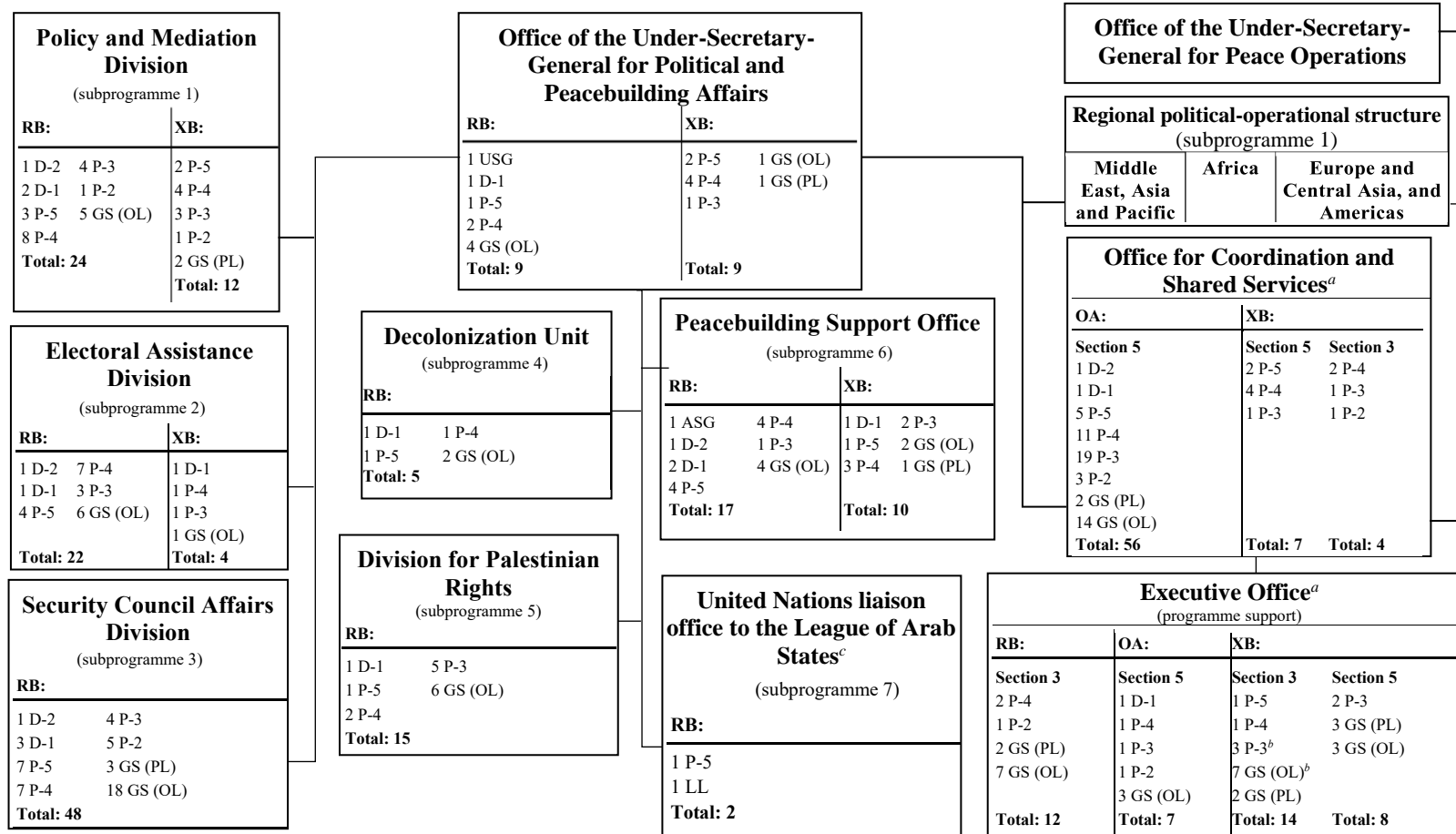
Extrabudgetary resources

- 3.244 As reflected in tables 3.77 (2) and 3.78 (2), extrabudgetary resources amount to \$37,190,900. The resources would complement regular budget resources and would be used mainly to provide for 140 posts (1 D-1, 13 P-5, 41 P-4, 41 P-3, 8 P-2/1, 6 National Professional Officer, 1 General Service (Principal level) and 29 General Service (Other level)) and non-post resources that would be used mainly to strengthen the Office's field presence and support to Member States and would also continue to be used to develop innovative ways to deliver capacity-building assistance to Member States.
- 3.245 The Office also receives in-kind voluntary contributions, including for office space, furniture and equipment, parking and operational services, with an approximate value of \$520,500.
- 3.246 The authority to oversee the use of extrabudgetary resources rests with the Office, in accordance with the delegation of authority from the Secretary-General.

Annex I

Organizational structure and post distribution for 2025

A. Department of Political and Peacebuilding Affairs

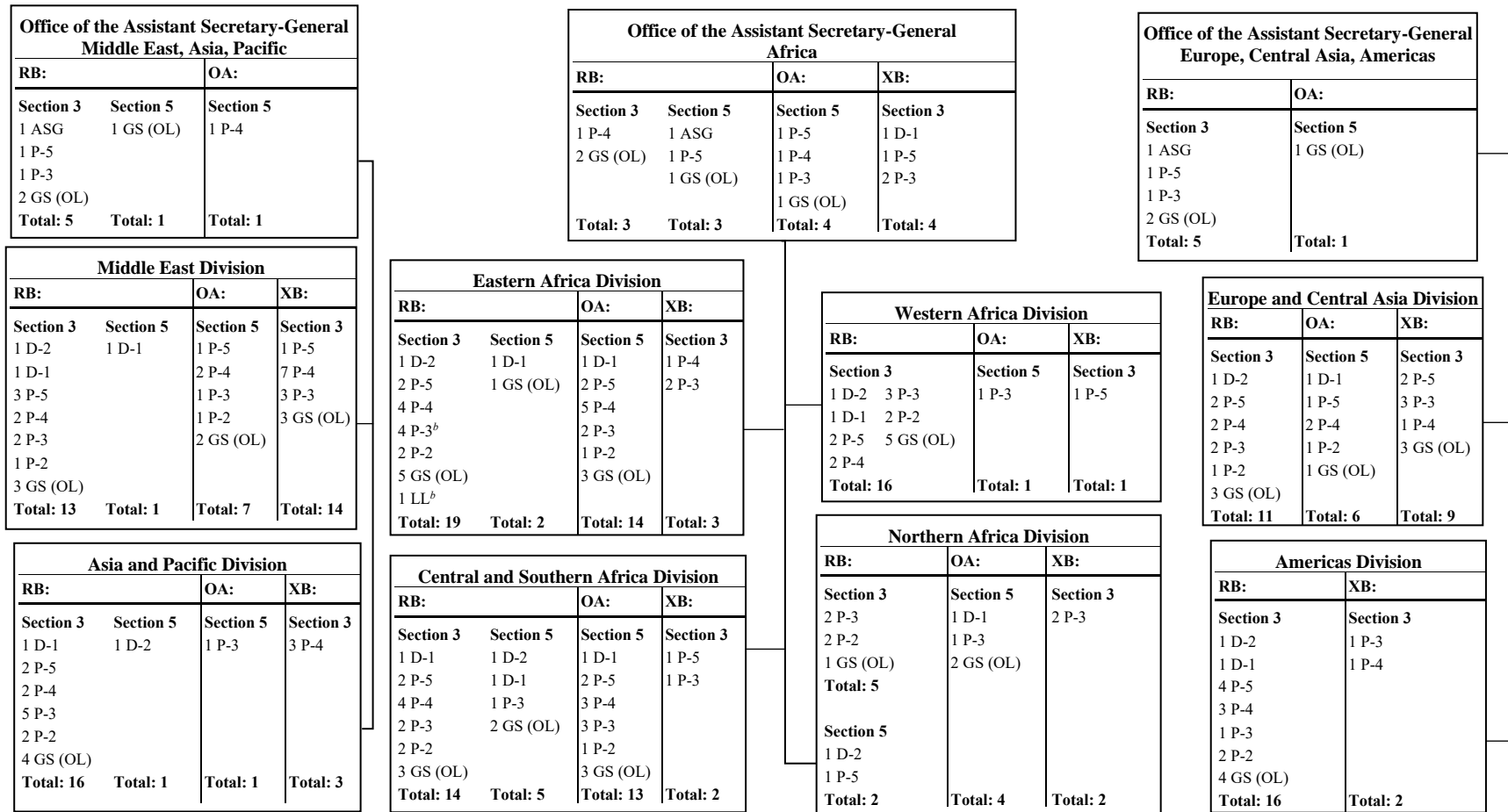


^a Pursuant to General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under section 5 is provided for information purposes.

^b 2 P-3, 1 GS (PL) and 2 GS (OL) funded from extrabudgetary resources of the Office of Counter-Terrorism are located in the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

^c The office is located in Cairo and reports to the Under-Secretary-General for Political and Peacebuilding Affairs through the Director of the Middle East Division.

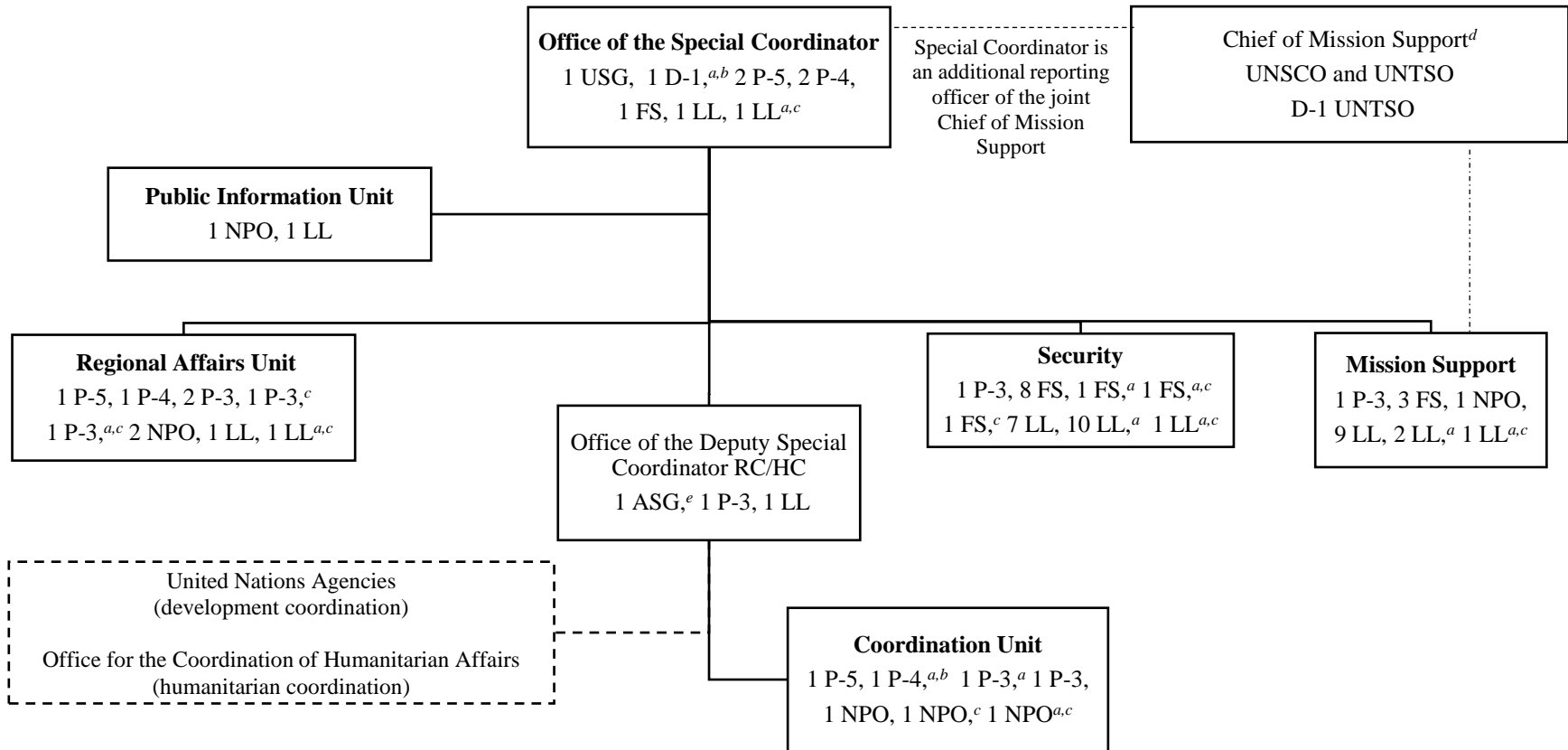
B. Regional political-operational structure^a



^a Pursuant to General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under section 5 is provided for information purposes.

^b 1 P-3 and 1 LL are based in Nairobi.

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



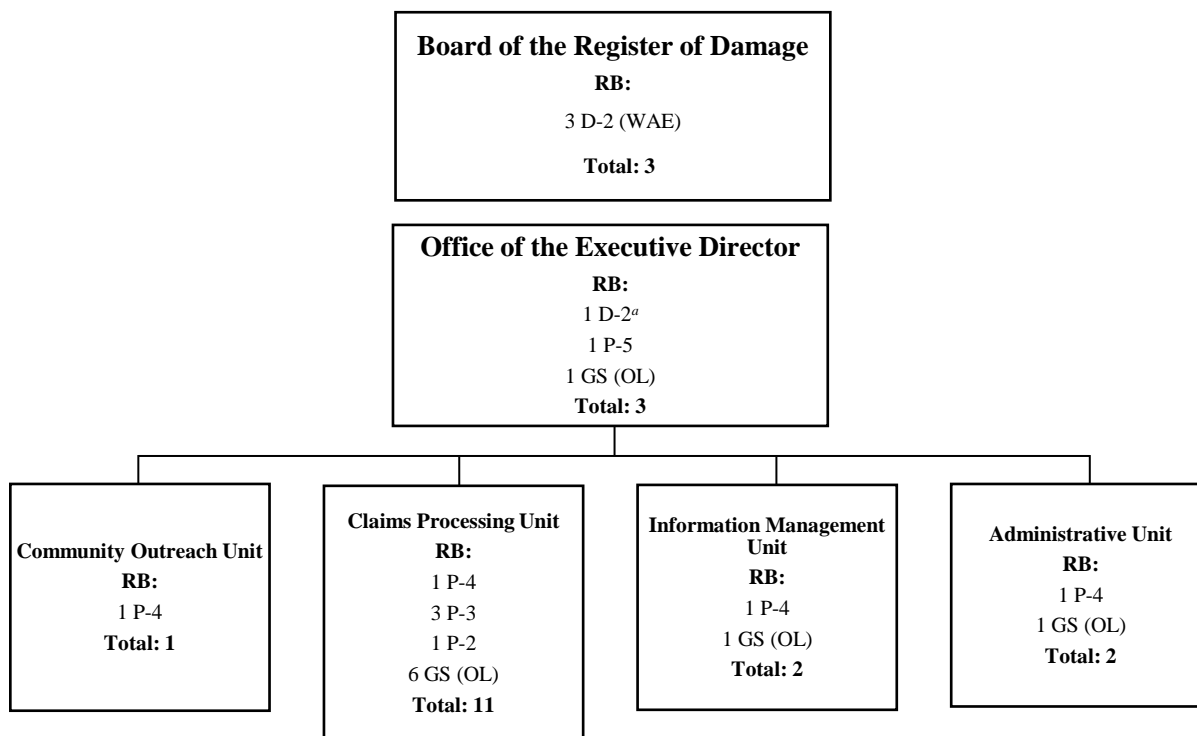
^a Position located in Gaza.

^b Reclassification.

^c Establishment.

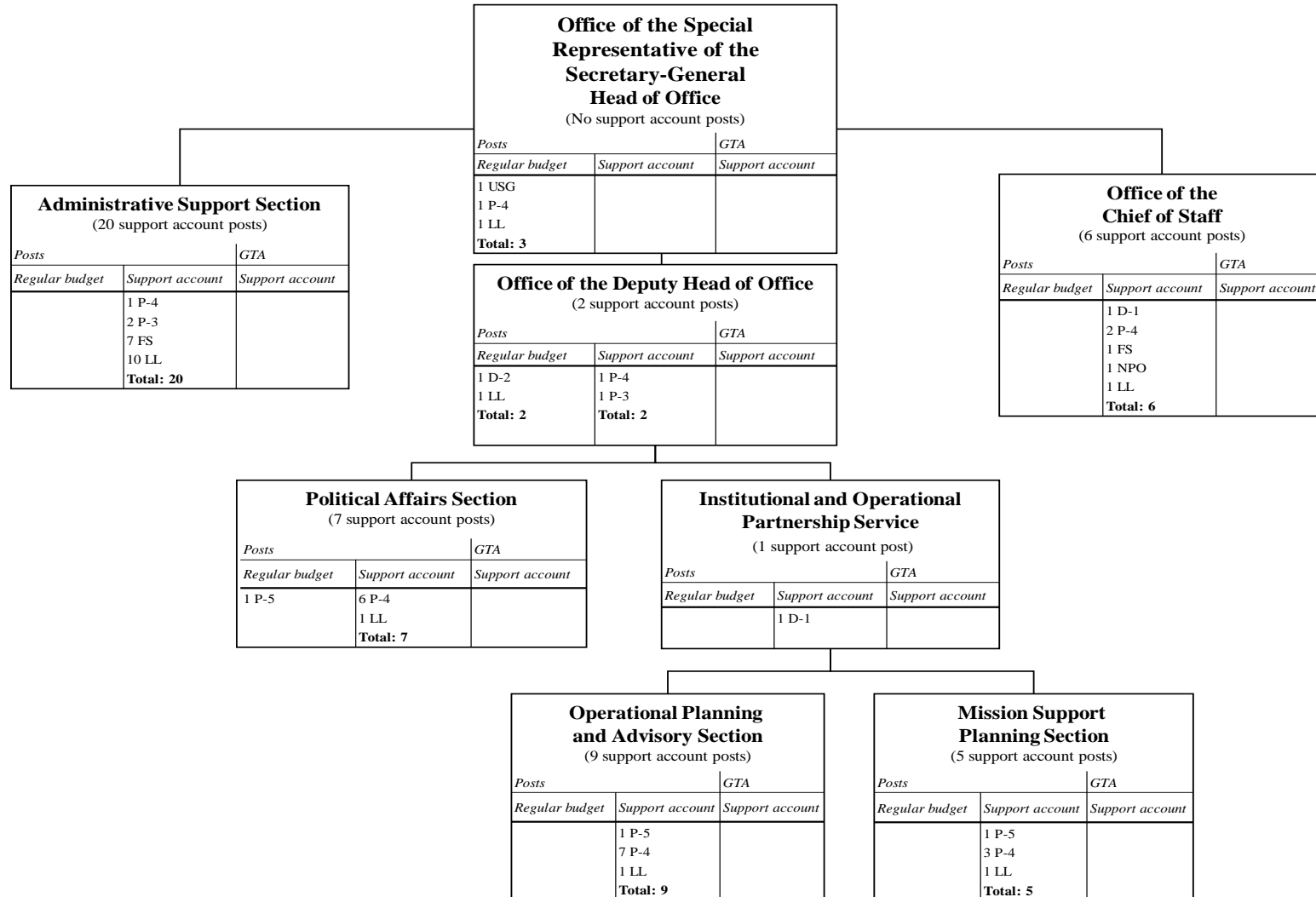
^d The joint UNTSO and UNSCO Chief of Mission Support position is budgeted under the UNTSO structure.

^e Post costs are shared at 50 per cent between UNSCO and the Development Coordination Office.

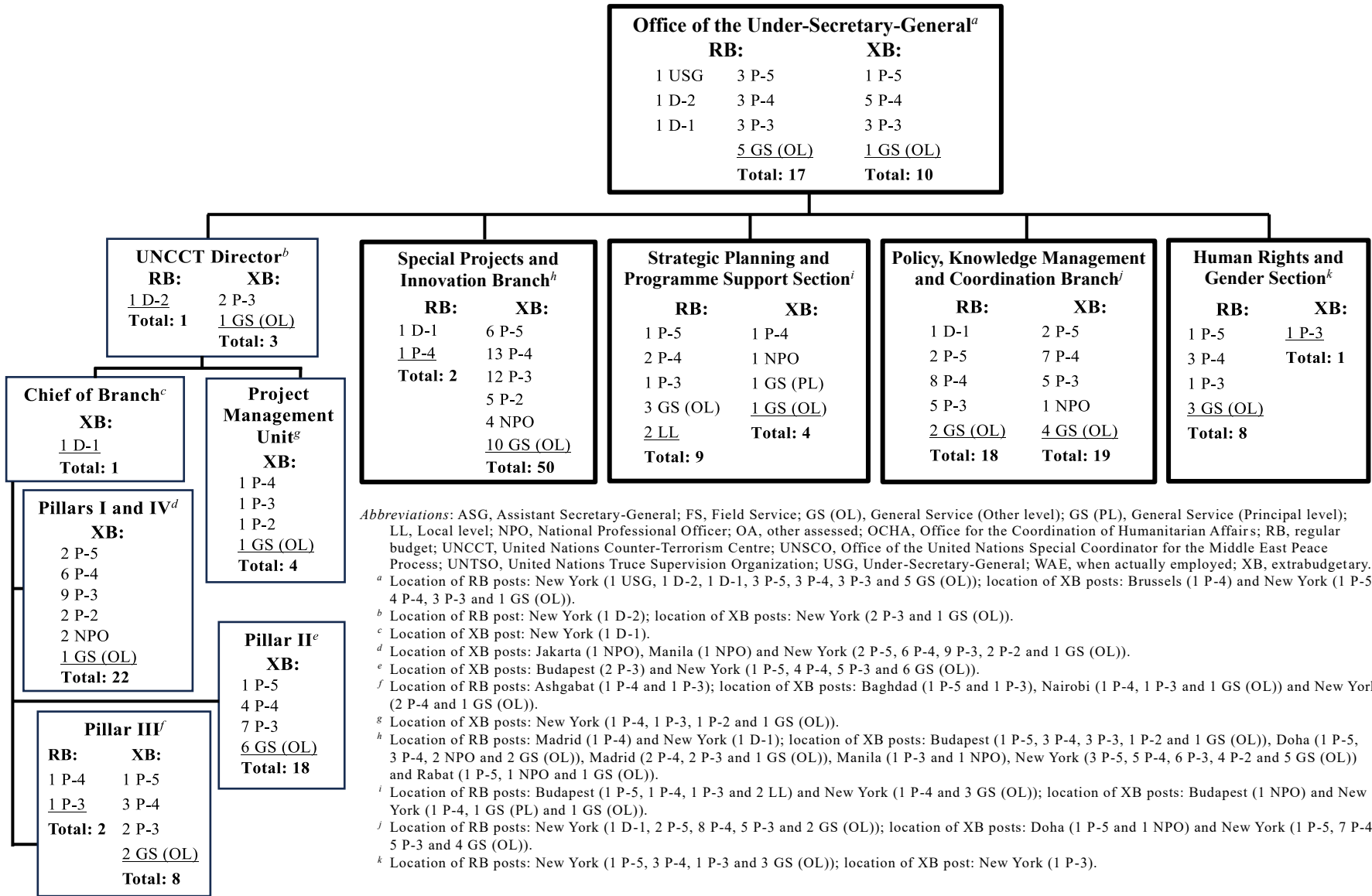
D. United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

^a The Executive Director of the Office of the Register of Damage acts as ex officio member of the Board.

E. United Nations Office to the African Union



F. Office of Counter-Terrorism



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; OA, other assessed; OCHA, Office for the Coordination of Humanitarian Affairs; RB, regular budget; UNCCT, United Nations Counter-Terrorism Centre; UNSCO, Office of the United Nations Special Coordinator for the Middle East Peace Process; UNTSO, United Nations Truce Supervision Organization; USG, Under-Secretary-General; WAE, when actually employed; XB, extrabudgetary.

^a Location of RB posts: New York (1 USG, 1 D-2, 1 D-1, 3 P-5, 3 P-4, 3 P-3 and 5 GS (OL)); location of XB posts: Brussels (1 P-4) and New York (1 P-5, 4 P-4, 3 P-3 and 1 GS (OL)).

^b Location of RB post: New York (1 D-2); location of XB posts: New York (2 P-3 and 1 GS (OL)).

^c Location of XB post: New York (1 D-1).

^d Location of XB posts: Jakarta (1 NPO), Manila (1 NPO) and New York (2 P-5, 6 P-4, 9 P-3, 2 P-2 and 1 GS (OL)).

^e Location of XB posts: Budapest (2 P-3) and New York (1 P-5, 4 P-4, 5 P-3 and 6 GS (OL)).

^f Location of RB posts: Ashgabat (1 P-4 and 1 P-3); location of XB posts: Baghdad (1 P-5 and 1 P-3), Nairobi (1 P-4, 1 P-3 and 1 GS (OL)) and New York (2 P-4 and 1 GS (OL)).

^g Location of XB posts: New York (1 P-4, 1 P-3, 1 P-2 and 1 GS (OL)).

^h Location of RB posts: Madrid (1 P-4) and New York (1 D-1); location of XB posts: Budapest (1 P-5, 3 P-4, 3 P-3, 1 P-2 and 1 GS (OL)), Doha (1 P-5, 3 P-4, 2 NPO and 2 GS (OL)), Madrid (2 P-4, 2 P-3 and 1 GS (OL)), Manila (1 P-3 and 1 NPO), New York (3 P-5, 5 P-4, 6 P-3, 4 P-2 and 5 GS (OL)) and Rabat (1 P-5, 1 NPO and 1 GS (OL)).

ⁱ Location of RB posts: Budapest (1 P-5, 1 P-4, 1 P-3 and 2 LL) and New York (1 P-4 and 3 GS (OL)); location of XB posts: Budapest (1 NPO) and New York (1 P-4, 1 GS (PL) and 1 GS (OL)).

^j Location of RB posts: New York (1 D-1, 2 P-5, 8 P-4, 5 P-3 and 2 GS (OL)); location of XB posts: Doha (1 P-5 and 1 NPO) and New York (1 P-5, 7 P-4, 5 P-3 and 4 GS (OL)).

^k Location of RB posts: New York (1 P-5, 3 P-4, 1 P-3 and 3 GS (OL)); location of XB post: New York (1 P-3).

Annex II

Summary of proposed post changes, by component and subprogramme

Component/subprogramme	Posts	Grade	Description	Reason for change
Office of the United Nations Special Coordinator for the Middle East Peace Process				The proposed establishment of 10 posts and upward reclassification of 2 posts takes into account the escalation of the crisis and outbreak of hostilities on 7 October 2023. The unresolved Israeli-Palestinian conflict remains at the core of the instability prevailing in the Middle East and continues to threaten international peace and security. As violence and tensions persist across the Occupied Palestinian Territory, the Office continues to engage diplomatically to mitigate and prevent armed conflict, address the humanitarian and development challenges, including recovery and reconstruction efforts in Gaza, and engage the parties and the international community with a view to making political progress towards a two-State solution.
	1	D-1	Reclassification of	
	-1	P-5	Head of Gaza Office (P-5) as Head of Gaza Office (D-1)	The proposed reclassification would allow the Office's Head of the Gaza office to deepen engagement and coordination with senior national and international partners, including aligning United Nations actors on the ground in Gaza to the political direction of efforts supported by the Office. The incumbent would represent the Special Coordinator in senior-level meetings in and about Gaza with a view to ensuring that efforts in Gaza align with the overall objective of achieving a two-State solution, of which Gaza is an integral part.
	1	LL	Establishment of Staff Assistant	The incumbent would support the Head of Gaza Office and both the political and coordination teams – as well as visiting delegations from the Office of the Special Coordinator – by providing logistical, access and administrative services in the context of post-hostilities Gaza.
	1	P-3	Establishment of Political Affairs Officer	The incumbent, who would be based in Gaza, would develop and enhance relationships with key and emerging local political actors, gather information and provide analysis and reporting on the evolving political and security dynamics and broader developments in post-hostilities Gaza.
	1	P-3	Establishment of Political Affairs Officer	The incumbent, who would be based in Jerusalem, would focus on engaging with all relevant interlocutors – Palestinian, Israeli and international – with the aim of enhancing RAU political analysis, supporting outreach efforts and good offices, and reporting, including on political developments linking the West Bank and Gaza in anticipation of a return of the Palestinian Authority's governance role in Gaza.
	1	LL	Establishment of Political Affairs Assistant	The incumbent, who would be based in Gaza, would support the team to monitor, analyse and report on rapidly evolving political and socioeconomic developments on the ground, including engagement with a broader range of stakeholders, particularly at the local level, including civil society in Gaza.
	1	NPO	Establishment of Coordination Officer	The incumbent, who would be based in Jerusalem, would reinforce the Coordination Unit's liaison with Israeli counterparts to identify areas of cooperation between the parties, particularly those related to bilateral agreements, including access, movement and trade, fiscal and economic files, infrastructure development, water and energy, and to support reconstruction, recovery and development efforts and United Nations programmes, in particular through their link to the Palestinian Authority and as it relates to engagement between the parties.

Part II Political affairs

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
	1	NPO	Establishment of Assistant Development Coordinator	The incumbent would be based in Gaza and would provide analysis of and information on access, movement and trade and the operation of crossings that would be included in the Ad Hoc Liaison Committee reports, as well as in various Security Council briefings and advice that the Office provides to partners and the Palestinian authorities.
	1 -1	P-4 P-3	Reclassification of Coordination Officer (P-3) as Coordination Officer (P-4) in the Coordination Unit in Gaza	In an operational context in Gaza that has become infinitely more complex, the proposed reclassification would allow the Coordination Officer (P-4) to enhance the Office's capacity to coordinate United Nations efforts to support Palestinian State-building and strengthen Palestinian institutions and recovery and development efforts in Gaza, and align humanitarian and development efforts and activities with political efforts engaging the parties, while engaging with relevant authorities and donors to facilitate and mobilize support for United Nations programmes.
	1	FS	Establishment of Security Officer	The incumbent would be based in Gaza and would reinforce the security team's capacity to address the anticipated heightened security challenges in post-hostilities Gaza. The incumbent would liaise with the Department of Safety and Security of the Secretariat and other security counterparts in the region to ensure coordinated security response efforts.
	1	LL	Establishment of Security Assistant	The incumbent would be based in Gaza and would reinforce the Office's security team in order to assist the Security Officer (Field Service) in addressing the anticipated heightened security challenges in post-hostilities Gaza.
	1	FS	Establishment of Close Protection Officer	The incumbent would be based in Jerusalem and would enhance the Office's close protection capacity to protect the Special Coordinator and Deputy Special Coordinator in their increasing engagements in the field in both Gaza and the West Bank, while the security situation has significantly deteriorated.
	1	LL	Establishment of Driver	The incumbent would be based in Gaza and would provide much-needed support for the Office's team, as well as visiting United Nations officials, to be driven in armoured vehicles while delivering humanitarian, reconstruction and political duties in a high-risk security environment.

Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer.

Annex III

Projects proposed for funding from the Peacebuilding Fund

Proposed projects, objectives and budget

Central African Republic: \$10,000,000^a

A. Conflict dynamics transformation and stabilization in the “triangle area” of the Central African Republic

Objective: To contribute to the stabilization of the “triangle area” of the Central African Republic (Ouadda – Sam Ouandja – Ouadda-Djallé) by restoring State authority through the resumption of basic services delivery, improving security for the population, facilitating the return and reintegration of displaced people and refugees and accelerating the relaunch of economic activities.

B. Strengthening community security and restoring the social fabric to support the reconciliation process in the Central African Republic

Objective: To rebuild local and grass-roots capacities to restore trust among the communities, mitigate the risk of violence, including gender-based violence, and reduce inequalities by promoting human rights, preventing and managing security risks, facilitating access to justice, strengthening social cohesion and supporting the decentralization process of peace agreements (through the prefectorial peace committees), with a strong gender- and youth-sensitive approach and the contribution of local actors (local authorities, civil society organizations, conflict resolution mechanisms and early warning systems).

Democratic Republic of the Congo: \$10,000,000^a

A. Support to the MONUSCO transition through the strengthening of State authority in the eastern provinces

Objective: To support three United Nations country team joint programmes (the joint police reform programme, the joint justice programme and the Disarmament, Demobilization, Community Recovery and Stabilization Programme) and inter-agency projects focused on the protection of civilians. Programmatic decisions will be made on the basis of priorities arising from transition planning and the identification of gaps at the provincial level.

B. Support to infrastructure for peace in the Democratic Republic of the Congo

Objective: To strengthen national peace infrastructure as an instrument for promoting mediation and dialogue to prevent, manage and resolve conflict at the local and national levels. This initiative will build on previous national efforts to establish local conflict prevention, mediation and early warning mechanisms at the community level in Kasai and in Tanganyika and other eastern provinces and help strengthen their effectiveness and links to national institutions for better sustainability. It will also help integrate gender and youth lenses into peace infrastructure at the local and national levels.

C. Conflict reduction and peacebuilding through improved land governance in the Democratic Republic of the Congo

Objective: In line with the common country analysis and the United Nations Sustainable Development Cooperation Framework for the period 2025–2029 for the Democratic Republic of the Congo, this initiative will aim to strengthen land governance and management in order to address widespread land conflict and disputes over customary power. The project will promote local land governance and human security mechanisms through a more inclusive approach and accountability of local authorities, and through the use of multi-stakeholder participatory processes for conflict prevention, management and resolution.

Haiti: \$10,000,000^a

A. Support the redeployment and presence of State authority and services in Port-au-Prince, including the strengthening of the capacity and credibility of public institutions to support the return to stability and social peace, building on a sustained decrease in violence and investing in prevention

Objective: To strengthen (a) institutional capacities and facilitate the redeployment of public institutions and services by building or restoring vital public and community infrastructure, such as sports and cultural centres, community roads, health centres, and schools, among other infrastructure, which will lay the ground to increase State presence and improve access to government services and the development of the population's trust in public institutions; and (b) institutional capacities of relevant public institutions (at the national and decentralized levels), including to strengthen their stabilizing role in response to the growing demand for public sector governance and to demonstrate the ability to effectively absorb international support, including through increased coordination and leadership.

B. Supporting social and civic responses to prevent violence and promote justice and social cohesion through grass-roots engagement

Objective: To expand community-based engagement to prevent violence, promote justice and foster social cohesion by: (a) promoting social and civic initiatives, with a focus on gang-affected areas, to prevent violence through grass-roots engagement; (b) fostering better relations with law enforcement agencies (such as the community and education police and justices of the peace); (c) supporting victims of violence by offering trauma and counselling support, in order also to prevent future violence and to support social cohesion; and (d) enhance (civic) participation in the political process, leading to the restoration of democratically elected institutions, including through capacity-building and support to dialogue initiatives across the country, creating safe spaces for the participation of women, youth and marginalized communities.

C. Promoting a revitalized and rapid socioeconomic recovery to increase stability and resilience in the most affected departments

Objective: To enhance and broaden social protection systems, create and foster employment opportunities (in both the formal and informal sectors) and enhance the entrepreneurial dynamics for women and youth at risk of returning to and/or being involved in criminal activities, with a view to strengthening the basis for socioeconomic opportunities in select and particularly impacted departments (e.g. Port-au-Prince, Artibonite, Grand-Anse and South), thereby fostering more inclusive and just socioeconomic growth.

Mali: \$10,000,000^a

A. Prevention of violence related to terrorism and international organized crime and strengthening of community resilience in central Mali

Objective: To contribute to the return of lasting peace and the end of cycles of violence by strengthening the resilience of populations to the risks of radicalization and ensuring the prosecution of perpetrators and effective care for victims of terrorism and international crimes.

B. Strengthening collaboration between traditional authorities, the civil administration and the Malian Defence and Security Forces for the consolidation of peace in Gao and Ménaka

Objective: To build peace and strengthen trust and collaboration between the Malian Defence and Security Forces, the civil administration and newly recognized traditional authorities through the promotion of cooperation and intercommunal dialogue, with a view to preventing and resolving conflicts at the local level.

C. Prevention of violence related to conflicts around natural resources in San and Koutiala

Objective: To promote, in the resolution and prevention of natural resources-related violence, the active participation of local communities in the governance bodies and initiatives related to the management of natural resources in contexts exacerbated by the effects of climate change, and to support economic activities with rapid impacts that are respectful of the sustainable management of natural resources in sectors with high potential for income-generating employment.

South Sudan: \$10,000,000^a

A. Young people's engagement in community-level peacebuilding

Objective: To empower young people in South Sudan to actively participate in community-level peacebuilding initiatives, thereby fostering social cohesion, reconciliation and sustainable peace. By providing youth with the necessary skills, knowledge and opportunities to engage in dialogue, advocacy and conflict resolution, the project aims to amplify their voices as agents of positive change and contribute to building resilient and inclusive communities.

B. Borderlands community security and conflict resolution initiative in South Sudan

Objective: To enhance community security, protection, conflict prevention and dispute resolution systems in South Sudan, specifically focusing on areas affected by the influx of refugees and returnees from neighbouring countries. By strengthening local capacities, supporting dialogue and promoting peaceful coexistence, the project aims to mitigate tensions and promote stability in border regions.

C. Support to women's organizations and networks that work on women's protection, empowerment and peacebuilding

Objective: To support women's organizations and networks in South Sudan that work on women's protection, empowerment and peacebuilding. By strengthening the capacity of these organizations, promoting women's leadership and facilitating their participation in peace processes, the project aims to enhance the protection of women's rights, promote gender equality, strengthen resilience and livelihoods, and contribute to sustainable peace and development in the country.

Abbreviation: MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo.

^a Pursuant to General Assembly resolution [78/257](#), this amount is inclusive of programme support costs for Fund management, in accordance with the terms of reference of the Peacebuilding Fund.

Annex IV

Overview of financial and post resources, by entity and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Other assessed			Extrabudgetary			Total		
	2024 approved	2025 estimate (before recosting)	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance
Financial resources												
Department of Political and Peacebuilding Affairs	55 318.2	105 112.4	49 794.2	–	–	–	36 801.6	36 650.8	(150.8)	92 119.8	141 763.2	49 643.4
Special political missions	742 016.9	711 280.6	(30 736.3)	–	–	–	46 311.1	43 548.5	(2 762.6)	788 328.0	754 829.1	(33 498.4)
Office of the United Nations Special Coordinator for the Middle East Peace Process	10 079.6	11 095.1	1 015.5	–	–	–	–	–	–	10 079.6	11 095.1	1 015.5
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	3 199.0	3 199.0	–	–	–	–	200.0	200.0	–	3 399.0	3 399.0	–
United Nations Office to the African Union	1 392.2	1 392.2	–	8 947.6	9 851.1	903.5	210.4	–	(210.4)	10 550.2	11 243.3	693.1
Office of Counter-Terrorism	11 094.5	11 094.5	–	–	–	–	37 981.2	37 190.9	(700.3)	49 075.7	48 285.4	(700.3)
Total	823 100.4	843 173.8	20 073.4	8 947.6	9 851.1	903.5	121 504.3	117 590.2	(3 824.1)	953 552.3	970 650.1	17 152.8
Post resources												
Department of Political and Peacebuilding Affairs	277	277	–	–	–	–	93	93	–	370	370	–
Special political missions	4 079	3 914	(165)	–	–	–	22	18	(4)	4 101	3 932	(169)
Office of the United Nations Special Coordinator for the Middle East Peace Process	68	78	10	–	–	–	–	–	–	68	78	10
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	19	19	–	–	–	–	–	–	–	19	19	–
United Nations Office to the African Union	6	6	–	50	50	–	2	–	(2)	58	56	(2)
Office of Counter-Terrorism	57	57	–	–	–	–	140	140	–	197	197	–
Total	4 506	4 351	(155)	50	50	–	261	257	(4)	4 813	4 652	(161)



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Item 139 of the preliminary list*

Proposed programme budget for 2025

Proposed programme budget for 2025

Part II

Political affairs

Section 3

Political affairs

Special political missions

Estimates in respect of special political missions

Summary

The present report relates to actions taken by the General Assembly and/or the Security Council regarding special political missions, including good offices and preventive diplomacy and post-conflict peacebuilding missions, on the basis of requests from Member States and/or recommendations of the Secretary-General.

The report is the first addendum to the report of the Secretary-General on the proposed programme budget for 2025 under section 3, Political affairs, and contains information on the overall resource requirements of 36 continuing special political missions authorized by the General Assembly and/or the Security Council. Detailed information in respect of each special political mission is contained in five addenda to section 3, Political affairs ([A/79/6 \(Sect. 3\)/Add.2](#), [A/79/6 \(Sect. 3\)/Add.3](#), [A/79/6 \(Sect. 3\)/Add.4](#), [A/79/6 \(Sect. 3\)/Add.5](#) and [A/79/6 \(Sect. 3\)/Add.6](#)).

The overall proposed resource requirements of special political missions amount to \$711,280,600 (net of staff assessment). The requirements include \$2,308,400 to provide for the share of special political missions for the financing of the budget of the Regional Service Centre in Entebbe, Uganda, for the period from 1 July 2024 to 30 June 2025.

* [A/79/50](#).



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I. Introduction

1. The present report contains the overall proposed resource requirements for 36 continuing special political missions for 2025, in connection with the actions taken or expected to be taken by the General Assembly and/or the Security Council on the basis of requests from Member States and/or recommendations of the Secretary-General.
2. Pursuant to General Assembly resolution [77/267](#), the budget requirements of special political missions are presented in thematic clusters, while the requirements of the United Nations Assistance Mission in Afghanistan (UNAMA) and the United Nations Assistance Mission for Iraq (UNAMI) are presented individually in separate reports. In addition to in the present report, further details on the resource requirements of the individual missions are presented in the following reports, each of which constitutes an addendum to section 3, Political affairs, of the proposed programme budget for 2025:
 - (a) Thematic cluster I: special and personal envoys, advisers and representatives of the Secretary-General ([A/79/6 \(Sect. 3\)/Add.2](#));
 - (b) Thematic cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms ([A/79/6 \(Sect. 3\)/Add.3](#));
 - (c) Thematic cluster III: regional offices, offices in support of political processes and other missions ([A/79/6 \(Sect. 3\)/Add.4](#));
 - (d) UNAMA ([A/79/6 \(Sect. 3\)/Add.5](#));
 - (e) UNAMI ([A/79/6 \(Sect. 3\)/Add.6](#)).
3. Pursuant to paragraph 7 of General Assembly resolution [77/267](#), in which the Assembly reaffirmed the established budgetary procedures and practices, the reports on the proposed resource requirements for special political missions comprise two parts: (a) the proposed programme plan for 2025 and programme performance in 2023, submitted for consideration by the General Assembly; and (b) the proposed post and non-post resource requirements, submitted through the Advisory Committee on Administrative and Budgetary Questions for consideration by the Assembly.
4. The overall proposed resource requirements of the 36 continuing special political missions for 2025 amount to \$711,280,600. These resources would be supplemented by projected extrabudgetary resources amounting to \$43,548,500, comprising \$10,540,700 from voluntary contributions and \$33,007,800 from cost-recovery resources.
5. Any adjustments to the resource requirements emanating from additional mandates or changes in mandates will be presented to the General Assembly as additional reports of the Secretary-General on estimates resulting from such mandates or changes of mandates.
6. Given the volatility of the security and operating environments of special political missions, should any changes from such environments significantly alter the planning assumptions and costing parameters applied in the current budget, and if such changes cannot be absorbed from existing resources, the consequent changes to either resource or staffing requirements will be brought to the attention of the General Assembly, as appropriate, in accordance with established practices and procedures, and pursuant to the financial regulations and rules of the United Nations.

A. Status of the extension or renewal of mandates

7. Of the 36 continuing special political missions, 13 missions have open-ended mandates, 7 missions have mandates extended into 2025 or later, 1 mission has a mandate ending in 2025 and 15 missions have mandates expiring in 2024 that are expected to be renewed or extended into 2025 or later by the General Assembly or the Security Council, as detailed below:
 - (a) Special political missions with open-ended mandates:
 - (i) Office of the Special Adviser to the Secretary-General on Cyprus;

- (ii) Office of the Special Adviser to the Secretary-General on the Prevention of Genocide;
 - (iii) Personal Envoy of the Secretary-General for Western Sahara;
 - (iv) Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution [1559 \(2004\)](#);
 - (v) United Nations Representative to the Geneva International Discussions;
 - (vi) Office of the Special Envoy of the Secretary-General for Syria;
 - (vii) Office of the Special Envoy of the Secretary-General for the Horn of Africa;
 - (viii) Office of the Special Envoy of the Secretary-General for the Great Lakes Region;
 - (ix) Office of the Special Envoy of the Secretary-General for Yemen;
 - (x) Support to the Security Council Committee established pursuant to resolution [1718 \(2006\)](#);¹
 - (xi) United Nations Regional Centre for Preventive Diplomacy for Central Asia;
 - (xii) United Nations support for the Cameroon-Nigeria Mixed Commission;
 - (xiii) Office of the United Nations Special Coordinator for Lebanon;
- (b) Special political missions with mandates renewed or extended into 2025 or later:
- (i) Panel of Experts on the Sudan;
 - (ii) Panel of Experts on Libya;
 - (iii) Panel of Experts pursuant to resolution [2713 \(2023\)](#);²
 - (iv) Counter-Terrorism Committee Executive Directorate;
 - (v) United Nations Office for West Africa and the Sahel (UNOWAS);
 - (vi) UNAMA;
 - (vii) Support to the Security Council Committee established pursuant to resolution [1540 \(2004\)](#) on the non-proliferation of all weapons of mass destruction;
- (c) Special political mission with a mandate ending in 2025:
Implementation of Security Council resolution [2231 \(2015\)](#);
- (d) Special political missions with mandates expiring in 2024 that are expected to be renewed or extended into 2025 or later:
- (i) Office of the Special Envoy of the Secretary-General on Myanmar;
 - (ii) Group of Experts on the Democratic Republic of the Congo;
 - (iii) Analytical Support and Sanctions Monitoring Team pursuant to resolutions [1526 \(2004\)](#) and [2253 \(2015\)](#) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities;
 - (iv) Office of the Ombudsperson established pursuant to Security Council resolution [1904 \(2009\)](#);
 - (v) Panel of Experts on the Central African Republic;
 - (vi) Panel of Experts on Yemen;
 - (vii) Panel of Experts on South Sudan;

¹ Reflects a change in title from the "Panel of Experts on the Democratic People's Republic of Korea". For further explanation, please see paragraph 11 of the present report.

² Reflects a change in title from the "Panel of Experts on Somalia" in accordance with Security Council resolution [2713 \(2023\)](#).

- (viii) Panel of Experts on Haiti;
- (ix) United Nations Regional Office for Central Africa (UNOCA);
- (x) United Nations Assistance Mission in Somalia (UNSOM);
- (xi) United Nations Support Mission in Libya (UNSMIL);
- (xii) United Nations Verification Mission in Colombia;
- (xiii) United Nations Mission to Support the Hudaydah Agreement (UNMHA);
- (xiv) United Nations Integrated Office in Haiti (BINUH);
- (xv) UNAMI.

B. Discontinuing or discontinued missions

8. The mandate of the Panel of Experts on Mali expired on 30 September 2023. All personnel have been separated from service and the activities of the Panel ceased in 2023.
9. The mandate of the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS) was terminated effective 3 December 2023 pursuant to Security Council resolution [2715 \(2023\)](#). After a period of transition and drawdown, liquidation commenced on 1 March 2024 and is currently under way. Field-based liquidation activities are scheduled to be concluded by 31 August 2024. The General Assembly, in its resolution [78/274](#), approved an amount of \$22,162,600 (which superseded the previously authorized \$21,500,000 in commitments approved in resolution [78/253](#)) for the drawdown and liquidation of UNITAMS during 2024. No resource requirements were identified beyond 2024. Further details on the transition, drawdown and liquidation of UNITAMS are provided in paragraphs 44 to 50 of the present report.
10. The mandate of the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant (UNITAD) is set to expire on 17 September 2024 pursuant to Security Council resolution [2697 \(2023\)](#). The Secretariat is planning the timeline and required tasks for the liquidation of the mission. Should any resource requirements arise beyond the 2024 appropriation, they will be brought to the attention of the legislative bodies.
11. The mandate of the Panel of Experts on the Democratic People's Republic of Korea expired on 30 April 2024. The experts were separated from service in April 2024, while the affected support staff are in a period of drawdown and transition. Although the Panel's mandate has expired, that of the Security Council Committee established pursuant to resolution [1718 \(2006\)](#) is open-ended, and the Committee will continue overseeing the implementation of the sanctions regime. Accordingly, for 2025, the title of the mission has been adapted from the "Panel of Experts on the Democratic People's Republic of Korea" to "Support to the Security Council Committee established pursuant to resolution [1718 \(2006\)](#)", and the proposed budget for 2025 represents the level of resources and staffing required to continue supporting the Committee.
12. The mandate of the mission for the implementation of Security Council resolution [2231 \(2015\)](#) will expire on 18 October 2025. As specified in paragraph 8 of resolution [2231 \(2015\)](#), all provisions of that resolution shall be terminated on the date 10 years after Adoption Day³ of the Joint Comprehensive Plan of Action, provided that the provisions of the previous Council resolutions on the Iranian nuclear issue have not been reinstated in the interim. The Council will then have concluded its consideration of the Iranian nuclear issue, and the item "Non-proliferation" will be removed from the list of matters of which the Council is seized. The budget presented for 2025 for this mission reflects a phased drawdown, with the proposed abolishment of three posts effective 1 January 2025, and the abolishment of the remaining two posts effective 1 November 2025, marking the end of the mission.

³ Adoption Day occurred on 18 October 2015.

C. Performance information

13. In 2023, the United Nations commemorated the seventy-fifth anniversary of the establishment of the first special political mission, the United Nations Mediator in Palestine, mandated by the General Assembly on 14 May 1948. Since then, special political missions have continued to play a vital role in the maintenance of international peace and security by contributing to the prevention and resolution of violent conflict and to peacebuilding in some of the world's most complex contexts. Special political missions undertake a wide spectrum of critical functions, from engaging in preventive diplomacy and supporting the implementation of peace agreements, to assisting Member States in the promotion of human rights, enhancing the meaningful participation of women, and advancing the engagement of youth and other marginalized constituencies in political and peace processes. They also play a key role in strengthening the partnerships between the United Nations and regional and subregional organizations. Across all these areas, special political missions cooperate closely with United Nations development, human rights and humanitarian entities to implement integrated and effective responses.
14. The various special envoys and advisers appointed by the Secretary-General, presented under thematic cluster I, continued to offer good offices and to facilitate negotiations, including through greater use of technology, with a view to brokering peace agreements. The Special Envoy of the Secretary-General for Yemen engaged with a range of Yemeni stakeholders, with the aim of launching an inclusive, multitrack political process to end the conflict. Despite the expiration in October 2022 of the truce brokered by the United Nations, levels of violence remained at their lowest since the onset of the conflict in 2015. Many elements of the truce continued to benefit the population, in particular the entry of fuel and goods into the Hudaydah ports and the resumption of commercial flights from Sana'a airport. The Special Envoy of the Secretary-General for Syria focused on building trust and confidence, encouraging constructive international diplomacy among key stakeholders in support of the process, unblocking obstacles to reconvening the Constitutional Committee and addressing its substantive challenges. The Office of the Special Envoy of the Secretary-General for the Great Lakes Region supported the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, including through shuttle diplomacy and by providing support to the Regional Oversight Mechanism. The Special Envoy of the Secretary-General for the Horn of Africa collaborated with the Intergovernmental Authority on Development, the African Union and other partners in supporting mediation processes and enhancing subregional capacities to address cross-border and cross-cutting issues.
15. The various sanctions monitoring teams, groups and panels, presented under thematic cluster II, continued to provide substantive support to the Security Council in the implementation of its respective sanctions regimes. The Panel of Experts on Mali established pursuant to resolution [2374 \(2017\)](#) ended its work, as the sanctions measures expired on 31 August 2023. The Panel of Experts on Somalia was renamed the Panel of Experts pursuant to resolution [2713 \(2023\)](#). By resolution [2701 \(2023\)](#), the mandate of the Panel of Experts on Libya was renewed until 15 February 2025. On 30 November 2023, the Secretary-General submitted the first report ([S/2023/936](#)) to the Security Council pursuant to Council resolution [2684 \(2023\)](#) related to the authorization for inspection on the high seas off the coast of Libya of vessels bound to or from Libya in order to ensure the strict implementation of the arms embargo. By its resolution [2683 \(2023\)](#), the Council extended the mandate of the Panel of Experts on South Sudan until 1 July 2024. On 28 April 2023, following a request by the Security Council in its resolution [2577 \(2021\)](#), the Secretary-General provided the Council with an assessment of the progress achieved on the key benchmarks established in that resolution ([S/2023/300](#)). The mandate of the Panel of Experts on Haiti was extended by resolution [2700 \(2023\)](#) of 19 October 2023 for a period of 13 months to monitor the implementation of the travel ban, asset freeze and territorial arms embargo, in particular with regard to incidents relating to the source and routes of arms and other trafficking to Haiti and incidents undermining peace, security and stability in that country, as well as to provide information relevant to the potential designation of individuals and entities to the Council.

16. Included under thematic cluster III, the United Nations Verification Mission in Colombia continued to support the parties that signed the Final Agreement for Ending the Conflict and Building a Stable and Lasting Peace to implement that agreement. In line with Security Council resolution [2673 \(2023\)](#), the Mission monitored the implementation of sections 1 and 6.2 of the Final Agreement related to comprehensive rural reform and the ethnic chapter. As a result of peace talks between the Government and the Ejército de Liberación Nacional (National Liberation Army), a ceasefire agreement entered into effect on 3 August 2023. Pursuant to a request by the Government and the Ejército de Liberación Nacional, the Council, in its resolution [2694 \(2023\)](#), mandated the Mission to monitor and verify the implementation of the ceasefire. The Mission continued to support the transitional justice system to put innovative measures in place to attain peace, reconciliation and the truth and to protect the lives of former combatants and communities. The Mission further strengthened its engagement with the Special Jurisdiction for Peace, with victims and with national and local authorities, and provided support for the work of the Truth Commission.
17. In Libya, UNSMIL continued to facilitate an inclusive Libyan-led and Libyan-owned political dialogue process to reach an agreement on a constitutional framework that is in accordance with international standards. UNSMIL deployed constitutional, electoral and gender expertise to support the “6+6” committee jointly established by the House of Representatives and the High State Council to finalize the country’s electoral laws. In June 2023, the Mission intensified its engagement with Libyan stakeholders to reach a compromise on the remaining contentious issues in the draft laws. The Mission also engaged with key military and security actors across Libya through a series of dialogues with the 5+5 Joint Military Commission to discuss, inter alia, the withdrawal of foreign fighters, foreign forces and mercenaries, the reunification of military institutions and the creation of a security environment conducive to elections.
18. In Somalia, UNSOM supported the Federal Government of Somalia in implementing its key State-building priorities. It also advocated for the advancement of the ongoing constitutional review process through a consensus-based, inclusive approach that ensures that the voices of women, young people and marginalized communities are reflected. UNSOM further provided good offices assistance to the Federal Government and the federal member States. It supported Somalia in strengthening the rule of law and security institutions and provided technical support to the Federal Government to protect and promote human rights.
19. In West Africa and the Sahel, UNOWAS advanced preventive diplomacy and conflict prevention in the region, in close cooperation with the Economic Community of West African States (ECOWAS), and supported the implementation of the United Nations integrated strategy for the Sahel. In the context of the unconstitutional change of government that unfolded in the Niger after 26 July 2023, UNOWAS provided good offices support in finding a peaceful and diplomatic solution to the crisis. In addition, the Office facilitated consultations and consensus-building among political actors in the lead-up to national elections and remained engaged in countries currently in transition, namely Burkina Faso, Guinea and Mali. UNOWAS also worked with Member States in the region to promote good governance, the rule of law, human rights and the participation of women and youth in political and peace processes.
20. In Haiti, BINUH continued to encourage Haitian political, civil society and economic actors to unite to address the country’s political and security crises, and supported the efforts undertaken by the Caribbean Community and the engagement of its Eminent Persons Group, including with regard to the establishment of the Transitional Presidential Council. BINUH continued its efforts to tackle community violence, protect and promote human rights and continue building the Haitian National Police. BINUH also supported the police in developing a strategic development plan for the period 2022–2025 focused on strengthening institutional and operational capacities, promoting the rule of law and improving security.
21. In Afghanistan, UNAMA continued to engage with the de facto authorities to advocate unimpeded humanitarian access, the protection of fundamental rights and freedoms, including for women, the formation of an inclusive administration reflecting the diversity of the Afghan people, and resolute actions to counter the threat of terrorism. This included outreach to the de facto authorities and other

stakeholders to understand their positions and advocate for an articulated political and policy agenda supported by the de facto Cabinet and its leadership in Kandahar, and the facilitation of outreach and community engagement with the de facto authorities, religious leaders, youth, civil society and business actors. Outreach was affected by restrictions on women, including female United Nations national personnel. Despite restrictions on women, UNAMA continued countrywide consultations and created space for women to frame their agenda for dialogue with the de facto authorities. It also supported their engagement with the de facto authorities on the political and economic participation and empowerment of women.

22. In Iraq, UNAMI encouraged the development and implementation of a government programme that prioritizes continued State-building, including socioeconomic reform and related efforts, and advocated for inclusive political dialogue, as well as national and community-level reconciliation. UNAMI made use of its good offices and provided technical advice in preparing for the Kurdistan Region of Iraq parliamentary elections, which had been postponed to 2024. By its resolution [2682 \(2023\)](#), the Security Council requested an independent strategic review to assess current threats to the peace and security of Iraq, as well as the continued relevance of the Mission's tasks and priorities, and to provide recommendations to optimize the mandate of UNAMI and its mission structure and staffing to support the Government of Iraq in addressing the challenges of peace and security. The review is due to be considered by the Security Council in the context of the mandate renewal of UNAMI before 31 May 2024.

D. Operational environment and key policy issues related to special political missions

1. Women and peace and security

23. In line with the commitment of the Secretary-General to promoting tangible results for the women and peace and security agenda, special political missions continue to play an important role in advancing the full, equal and meaningful participation of women in peace and political processes and in supporting gender-responsive conflict prevention, peacemaking and peacebuilding efforts. Gender advisers and gender focal points working in special political missions continue to play an essential role in providing targeted and strategic advice and support to the special representatives and special envoys of the Secretary-General, including on multitrack approaches and targeted measures to advance the political participation of women, make peace processes and prevention efforts more inclusive and help to ensure that a gender perspective is incorporated into the political work of the United Nations.
24. Building on the 2023 commitment of the Secretary-General that the United Nations would advocate for a minimum of one third of participants in mediation and peace processes being women, with no more than two thirds of participants of any one sex, while continuing to aim for an increase towards a 50/50 gender balance in political and electoral processes, special political missions continue to advocate and support targeted measures to advance the full, equal and meaningful participation of women in peace and political processes and to use their convening power to mobilize efforts towards that end. In line with Security Council resolution [2493 \(2019\)](#), special political missions continue to champion the full and effective implementation of the women and peace and security agenda, from Colombia to Cyprus, Iraq, Yemen and elsewhere. Special political missions around the world continue to identify new entry points and opportunities to advance the full and effective participation of women in mediation and peace processes. As noted in the Secretary-General's policy brief on A New Agenda for Peace, this entails work towards transforming gendered power structures, which stand in the way of progress on gender equality and the full, equal and meaningful participation of women in political and public life.
25. Special political missions are also working to pave the way for more inclusive peacemaking and peacebuilding in all their priorities and activities, with due consideration of a gender perspective. In Lebanon, for example, the Office of the United Nations Special Coordinator for Lebanon supported 11 local women's mediation networks involved in maintaining stability and fostering grass-roots

mediation. Efforts to enhance the access of women to decision-making within political parties gained traction. In addition, an informal two-track dialogue process was carried out between senior-level women from political parties and emerging political groups. In Central Africa, UNOCA and the Economic Community of Central African States (ECCAS) provided technical support to regional women mediator network initiatives, which resulted in an ECCAS network of women mediators and a Central African women mediators network steering committee, as well as the adoption of the 2024 action plan of the Central African women mediators network. In Haiti, BINUH facilitated gatherings of women leaders from the political, civil society and justice sectors to discuss their perspectives on the political process, conflict violence reduction, governance and electoral reform, and their role in the justice system, to enable women to meaningfully engage in public debates despite the deterioration of the security situation. In Liberia, UNOWAS convened a stakeholder forum for women in politics ahead of the 10 October 2023 general elections, which increased awareness of and compliance with the national protocol on violence against women in elections and politics.

2. Youth, peace and security

26. Almost nine years after the adoption of Security Council resolution [2250 \(2015\)](#), the inclusion and meaningful participation of young people in peace and security is still lagging behind, despite increased efforts. Persistent challenges remain, such as growing mistrust between young people and governments. In August 2023, the Security Council held an Arria-formula meeting on reinforcing the implementation of the youth, peace and security agenda in Africa, at which the importance of integrating youth perspectives in the mandate of special political missions was reiterated.
27. Special political missions continue to support the meaningful engagement of diverse youth groups in political and peace processes, and to strengthen their engagement with young women and men to harness their potential as agents of peaceful change. The United Nations Verification Mission in Colombia supported the Agency for Reintegration and Normalization in providing training on conflict resolution to young people and security forces, and promoting comprehensive, gender-responsive reintegration approaches to political, economic and environmental initiatives. In Libya, UNSMIL launched the “Training future leaders of Libya” initiative in September 2023, through which 30 young Libyan women developed their skills in human rights, legislation and policies to promote the participation of women and to counter hate speech. To increase media and information literacy, UNAMA enhanced the risk mitigation capacities of young people by providing information on digital security and safety in Afghanistan.
28. Special political missions are increasingly supporting youth engagement in environmental peacebuilding initiatives. In Iraq, UNAMI fostered collaboration between young people and the Government through consultations, which resulted in policy papers addressing climate change and key social and political concerns that affect young people. In Cyprus, the Office of the Special Adviser to the Secretary-General on Cyprus helped young people across the divide to unite around shared concerns over environmental sustainability and to prepare joint positions for the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in December 2023.

3. Safety and security

29. Most field special political missions operate in complex, highly volatile and unpredictable security environments. Such missions implement their mandates while mitigating risks related to terrorism and high-intensity military conflicts involving significant kinetic activity, as well as insurgency, social unrest and armed groups openly challenging established authorities. The examples of UNMHA, UNAMA, UNAMI, UNSOM, UNSMIL and, most recently, BINUH clearly illustrate the security challenges faced daily. In some contexts, even if the country situation is stable overall, specific areas where special political missions are mandated to operate present significant safety and security challenges.
30. Mission personnel face considerable risks of becoming collateral targets, while assets and premises are also exposed to security risks. BINUH is facing a highly volatile security environment

characterized by extreme gang violence, which is challenging and, in some cases, results in the overpowering of local security forces. The eruption of renewed conflict in the Sudan in April 2023 had a dramatic effect on the security situation and resulted in the relocation and evacuation of United Nations personnel before the mandate and operations of UNITAMS eventually ceased as per Security Council resolution 2715 (2023). UNSOM continues to face security challenges that are becoming more acute as Somalia anticipates the drawdown and transition of the African Union Transition Mission in Somalia in the period ahead.

31. Such very high-risk contexts directly challenge the ability of special political missions to stay and deliver on their mandates. These risks require continuous assessment, as well as proactive preventive and mitigating measures. Where identified, risks need to be factored into the staffing and operational requirements of the missions. While the United Nations relies primarily on host Governments to guarantee the security of mission personnel, in some contexts they have insufficient capacity to deliver security services. The Department of Political and Peacebuilding Affairs and the leadership of special political missions engage continuously with the Department of Safety and Security to review risk management strategies in order to adapt and minimize any possible impact on mandate delivery for all missions, including panels or groups of experts supporting Security Council committees.
32. To operate in such environments, special political missions have had to employ significant security mitigation measures, identified and enhanced through a continuous risk management process. Such measures include the deployment of United Nations armed civilian security personnel, the deployment of guard units provided by Member States and the employment of armed private security companies where such requirements were identified as needed through the security risk management processes.

4. Electoral assistance

33. During the reporting period, special political missions continued to provide electoral assistance to Member States, where mandated or requested to do so. In her capacity as the focal point mandated by the General Assembly for electoral assistance matters, the Under-Secretary-General for Political and Peacebuilding Affairs receives requests for targeted medium- and long-term expert assistance aimed at supporting and strengthening the existing capacities of national electoral institutions. United Nations technical assistance and capacity-building activities were provided in an integrated manner and, in many cases, alongside preventive diplomacy and other conflict prevention activities, to foster consensus in establishing electoral legal frameworks, focusing on inclusion and non-discrimination, and encouraging broad participation. Special political missions that have electoral mandates continue to ensure that all electoral assistance policies, projects and activities take into consideration the key guiding principles of respect for sovereignty, national ownership and sustainability and promote the political participation of women, youth, people with disabilities and other marginalized groups.
34. For instance, in Somalia, the UNSOM-United Nations Development Programme (UNDP) Integrated Electoral Support Group provided technical assistance to the Transitional Puntland Electoral Commission for the Puntland district council elections held in May 2023. UNSOM and UNDP also provided technical and operational support to the newly established Galmudug Independent Electoral Commission. Technical support included assisting in the drafting of the Galmudug legal framework on elections. The Mission engaged with the Ministry of Interior, Federal Affairs and Reconciliation on the draft legal framework for federal and federal member State elections. Working sessions focused on the primary electoral legislation, consisting of the Electoral Management Body Law, the Electoral Law and the Political Party Law. The primary legislation will be submitted to Parliament in 2024 following the parliamentary discussion on the amendments to the Provisional Constitution of Somalia.
35. In Libya, UNSMIL provided technical advice and assistance to the High National Elections Commission in preparing for national and local elections. This support, provided in close collaboration with UNDP, included support in the areas of institutional capacity-building, legislative reform, the development of national voter registers, public outreach, electoral operations (including

electoral procurement and logistics), the participation of women, youth and persons with disabilities, civic and voter education, and the coordination of international electoral assistance.

36. In Iraq, the Independent High Electoral Commission, with the support of UNAMI, prepared for and organized the Governorate Council elections on 18 December 2023, held for the first time in 10 years and the first in Kirkuk Governorate since 2005. UNAMI provided high-level policy advice and technical assistance to the Commission in developing the operational, logistics and security plan, finalizing the electoral regulations and procedures, recruiting and training staff and enhancing systems for the voter registry and election results management. UNAMI also supported the Commission in launching an outreach campaign, using both traditional and social media channels, to educate and motivate voters to exercise their right to vote. Following the elections, UNAMI worked with the Commission to review the processes and harness lessons and recommendations for future elections. On the legislative elections in the Kurdistan Region of Iraq, UNAMI engaged with the regional authorities and the Commission to advance discussions to determine the election date and move forward with preparations for the elections. UNAMI continued to provide support to the Commission in preparing for other regional legislative elections, including in the areas of overall election management, planning, operations and logistics, information technology, training and procedures, legal frameworks, election security, the political participation of women, public outreach and communications.

E. Evaluation activities

37. The Department of Political and Peacebuilding Affairs continued to support evaluations and audits by oversight entities such as the Office of Internal Oversight Services (OIOS), while also conducting its own evaluations. When relevant, the key findings and lessons learned from these departmental self-evaluations are communicated to special political missions.
38. In 2023, OIOS conducted an evaluation of the incorporation of climate-related security risks by United Nations peace operations, with a focus on UNAMA, UNSOM and UNOWAS, among others. Most special political missions operate in environments that are highly vulnerable to climate change, which can have profound implications on mandate implementation. In implementing the recommendations contained in the evaluation, the Department provided training sessions on climate, peace and security for special political missions and other partners. The Department also mobilized voluntary contributions to provide selected special political missions with a dedicated climate, peace and security capacity.
39. In 2023, the Department of Political and Peacebuilding Affairs also supported the OIOS evaluation of the United Nations Verification Mission in Colombia and its thematic evaluation of the youth, peace and security agenda on youth participation.

F. Lessons learned from the closure of missions and transition planning

40. In 2023, there were lessons learned from the decisions to close the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and UNITAMS in difficult operating contexts.
41. With the adoption of resolution [2690 \(2023\)](#), the Security Council decided to immediately terminate the mandate of MINUSMA under resolution [2640 \(2022\)](#), at the request of the Malian transitional authorities. The Council further requested the Secretary-General to engage with the transitional Government of Mali to articulate a plan for the transfer of the tasks of MINUSMA, bearing in mind the possible contribution of the United Nations country team, UNOWAS and other stakeholders, including in support of the Agreement on Peace and Reconciliation in Mali. In line with the Council's request, the Secretary-General issued a letter dated 18 August 2023 to the President of the Security Council on the plan for the transfer of the Mission's tasks ([S/2023/611](#)).
42. The Department of Peace Operations, the Department of Operational Support and MINUSMA established overarching governance arrangements to manage the withdrawal process, due to its complexity and scope and the challenging environment in which it was undertaken. This withdrawal

process entailed drawing down the mission from 13 to 2 locations, repatriating more than 12,000 uniformed personnel and managing the reassignment or separation of over 1,700 staff. The security environment posed significant challenges to the conduct of the drawdown, but this phase of the Mission's closure was successfully completed with no loss of life. The Department of Operational Support remains engaged with the MINUSMA liquidation entity, which is due to complete its in situ work in the 2024/25 period.

43. In Mali, UNOWAS is undertaking preventive diplomacy and good offices efforts and providing political mediation support, in line with its mandate, including support to the political transition process, as well as the end-of-transition elections, while continuing to focus on the regional aspects of its good offices mandate. UNOWAS may also take on other tasks specific to Mali, such as support for the implementation of the Agreement on Peace and Reconciliation in Mali, to be identified in consultation with the Malian authorities, other signatory parties, the international mediation team and ECOWAS.
44. On 1 December 2023, the Security Council adopted resolution [2715 \(2023\)](#), in which it terminated the mandate of UNITAMS effective 3 December 2023. In that resolution, the Council requested the Mission to immediately start on 4 December the cessation of its operations and the process of the transfer of its tasks, where appropriate and to the extent feasible, to United Nations agencies, funds and programmes, with the objective of completing this by 29 February 2024. It further decided that the liquidation of UNITAMS would commence on 1 March 2024 and called on the Mission to establish with the United Nations country team the requisite financial arrangements enabling the United Nations to oversee the residual activities of programmatic cooperation previously initiated by UNITAMS, as appropriate.
45. Against this backdrop, UNITAMS initiated drawdown and transition planning in coordination with the Resident Coordinator's Office and the United Nations country team to identify tasks and knowledge that could be transferred from UNITAMS to relevant agencies and other partners, and gaps that could be created with the closure of the Mission on 29 February 2024. The transition process also provided an opportunity for the United Nations to safeguard the work done jointly as an integrated United Nations presence in the Sudan for the past three years with regard to human rights, the protection of civilians, peacebuilding and other programmatic activities.
46. With respect to liquidation, UNITAMS established a road map for the drawdown of staff, which included a staff-management group as per the Secretariat's administrative instruction on downsizing or restructuring resulting in the termination of appointments ([ST/AI/2023/1](#)) and was supported by a dedicated team of human resources experts from the Department of Operational Support. That process informed the finalization of the staff retention and drawdown plan, and termination notifications for most staff were subsequently issued. The majority of the Mission's staff were separated by 29 February 2024. A total of 64 positions had been identified for the liquidation team, starting on 1 March and ending on 31 August 2024, to carry out the field-based liquidation tasks. Thereafter, the United Nations Logistics Base at Brindisi, Italy, will carry out residual liquidation activities such as asset reconciliation, the completion of the derecognition and deactivation of property records, the preparation of inputs for the final disposition of assets and the completion of environmental monitoring and reporting. The Regional Service Centre in Entebbe, Uganda, on the other hand, will complete the processing of outstanding financial and human resources transactions. At the Headquarters level, the Department of Operational Support will lead the overall monitoring and analysis of the progress of the completion of the residual liquidation activities. The Department of Management Strategy, Policy and Compliance will coordinate the preparation and finalization of financial and budget performance reporting.
47. With respect to mine action activities, the National Mine Action Authority of the Government of the Sudan had requested that the United Nations continue to provide mine action support after the drawdown of UNITAMS. On that basis, the Mine Action Service of the Department of Peace Operations decided to remain in the Sudan to continue mine action activities (funded from the United Nations voluntary trust fund for assistance in mine action) in support of the Sudanese people and the United Nations and humanitarian actors in their delivery of humanitarian assistance.

48. In November 2023, the Secretary-General appointed Ramtane Lamamra of Algeria as his Personal Envoy for the Sudan. The Security Council, in resolution [2715 \(2023\)](#), welcomed the appointment of the Personal Envoy to use his good offices with the parties and the neighbouring States, complementing regional peace efforts, including those of the African Union and the Intergovernmental Authority on Development, and called on all parties to extend their cooperation in furtherance of his tasks.
49. Since then, the Personal Envoy has engaged with key stakeholders with the objective of supporting and helping to bring coherence to the various mediation initiatives to end the war in the Sudan. During its transition phase, UNITAMS engaged intensively with the Personal Envoy to transfer its analysis, institutional memory and contacts. At the strategic level, the roles played by the Personal Envoy (who took over good offices functions from UNITAMS) and the Resident and Humanitarian Coordinator (who coordinates United Nations operations on the ground and is the most senior United Nations official in the country) are well established and complementary. At the operational level, the Personal Envoy and the country team ensure close collaboration through agreed liaison mechanisms on substantive files.
50. To ensure support for the Personal Envoy, the remaining substantive capacity of UNITAMS provided support in terms of situational awareness and political analysis until 29 February 2024, when such capacities ended in accordance with the drawdown plan of UNITAMS. Since then, the Personal Envoy has relied on his own team, currently funded from unforeseen and extraordinary expenses under the terms of General Assembly resolution [78/255](#), with support from the respective regional divisions in the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, and inputs from the Peace and Development Adviser deployed in the Resident Coordinator's Office, as well as other United Nations partners on the ground. In this regard, the Secretariat is developing a proposal to be presented under cluster I for the establishment of a support structure for the Personal Envoy to effectively carry out his work in line with resolution [2715 \(2023\)](#).
51. In the case of UNITAD, the mission has started developing its drawdown plan. Discussions have been taking place, coordinated through the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator for Iraq, on capacity-building activities related to the mandate of UNITAD that could be carried out by United Nations system entities based in Iraq following the conclusion of the UNITAD mandate, in agreement with the Government of Iraq. The mission is also finalizing the calendar for concluding its substantive activities, and developing a staff drawdown plan, inclusive of holding information sessions for all affected staff and organizing the staff-management group process, to be concluded by the end of May 2024. UNITAD works closely with UNAMI, which has provided important assistance in the development of the plan for drawdown and closure, and will support the execution of liquidation activities. It is expected that a small liquidation team of UNITAD will be needed after the mission's closure on 17 September 2024 to complete these activities, in close operation with UNAMI, for a limited duration and to be funded from the 2024 appropriation of UNITAD.

G. Reporting requirements related to special political missions emanating from the General Assembly and from the recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

1. **Contribution of extrabudgetary resources to mandate implementation in special political missions**
52. Extrabudgetary resources, in particular voluntary contributions, continue to be used for backstopping, surge requirements for good offices, crisis situations and other activities related to the mandates of special political missions. Such resources have also been critical for support for inter-mission activities and for visits by desk officers and senior officials to missions.
53. Voluntary contributions have been important in enabling special political missions to implement targeted projects in pursuit of the implementation of their mandates. In the Great Lakes region, the

Office of the Special Envoy of the Secretary-General utilizes extrabudgetary resources to support the effective implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region through various projects under different thematic areas in the region. The United Nations Regional Centre for Preventive Diplomacy in Central Asia utilized extrabudgetary resources to support the relaunching of a project for regional cooperation on transboundary water management, with a renewed scope of activities, and for support for the Central Asian Women Leaders' Caucus to provide influential leadership within and among the countries of the region. The annual meeting of Central Asian deputy ministers for foreign affairs, as well as activities under the Preventive Diplomacy Academy project, and the holding of the sixth meeting of the Central Asian expert forum, were also funded through extrabudgetary resources. United Nations support for the Cameroon-Nigeria Mixed Commission continues to utilize extrabudgetary resources to support land boundary demarcation and to implement socioeconomic projects for the benefit of populations in the vicinity of the demarcation exercise. UNOWAS uses extrabudgetary resources to deepen preventive diplomacy efforts and enhance partnerships at the local, national, subregional and international levels, including with women and youth, to promote peace and stability in West Africa.

54. Voluntary contributions also bolster backstopping capacity at Headquarters, including through regular visits to the field, thereby enabling the development of a closer working collaboration with the missions. Such visits have facilitated a better understanding and analysis of the context in which missions are operating and how they can be better supported to implement their mandates.
55. In addition, voluntary contributions fund specific mission initiatives. The Office of the Special Envoy of the Secretary-General for Syria utilized extrabudgetary resources in its role of facilitating the Constitutional Committee through the provision of substantive, logistical, security and support arrangements, including liaison with interlocutors of the Government of the Syrian Arab Republic and the opposition and with civil society, including women's groups and regional and international stakeholders. The Office of the Special Envoy of the Secretary-General on Myanmar used extrabudgetary resources to support the mission's efforts to further the consolidation of democracy and to advance justice, peace and human rights in Myanmar. Furthermore, the Counter-Terrorism Committee Executive Directorate has used funds to organize several new and follow-up workshops in accordance with the work programme approved by the Counter-Terrorism Committee, to conduct research on strategic, political, legal, institutional and security issues relating to counter-terrorism and to support international cooperation in counter-terrorism.
56. In addition, cost-recovery revenue in some missions, such as UNAMA and UNAMI, enabled those missions to provide shared common services to other agencies, funds and programmes in the same location, to benefit from economies of scale. This is in line with the General Assembly's direction of consolidating support services at the country level and the requirement for integrated support across the United Nations system for the 2030 Agenda for Sustainable Development. Cost recovery is governed by rule 105.11 of the Financial Regulations and Rules of the United Nations, in addition to policy guidance issued by the Controller.
57. Extrabudgetary resources (including both voluntary contributions and cost-recovery revenue) are estimated at \$43.6 million for 2025, compared with an estimated \$46.3 million in 2024. The projected decrease of \$2.8 million is attributable to the anticipated conclusion or non-extension of some projects or activities, as well as to lower contributions for 2025 based on current projections. Extrabudgetary resources have been important in enabling special political missions to implement targeted projects in pursuit of their mandates. However, while missions continue to engage actively in fundraising activities, it remains a challenge to secure funding or pledges for 2025 sufficiently in advance to enable projections to be made with greater certainty.
58. Annex IV to the present report provides mission-by-mission amounts of projected expenditure funded from extrabudgetary resources, while further details of the purposes and utilization of such resources are provided in the proposed budget reports of the respective thematic clusters.

2. Regional Service Centre in Entebbe, Uganda

59. The Regional Service Centre in Entebbe, established in July 2010, currently supports five peacekeeping missions and the United Nations Support Office in Somalia (UNSOS), eight special political missions and the United Nations Office to the African Union. The 15 clients of the Centre receive the full range of non-location-dependent services, such as invoice processing, financial services for year-end closing, payroll processing, education grant processing, human resources transactional services and travel management and processing, as well as functions such as the primary regional solution for supply chain management and information and communications technology (ICT) services. These 15 clients manage annual budgets amounting to a total of approximately \$4.5 billion, making the services of the Centre an essential part of their support operations. The Regional Service Centre will also carry out residual liquidation functions for UNITAMS after the completion of its field-based liquidation phase, and for the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS) and the Office of the Special Envoy of the Secretary-General for Burundi, the mandates of which expired in prior periods, with some administrative support requirements remaining. Surge capacity support provided by the Centre for UNITAMS liquidation is included under the liquidation budget for the Mission.
60. In 2025, eight Africa-based special political missions will receive support from the Regional Service Centre: the Office of the Special Envoy of the Secretary-General for the Horn of Africa, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, the Panel of Experts pursuant to resolution [2713 \(2023\)](#), UNOWAS, UNSOM, United Nations support for the Cameroon-Nigeria Mixed Commission, UNOCA and UNSMIL.
61. The proposed budget for the Regional Service Centre for the 2024/25 period (see [A/78/722](#)) is currently under consideration by the General Assembly at the second part of its resumed seventy-eighth session. In that budget, resources in the amount of \$48,202,400 are proposed by the Secretary-General for the maintenance of the Centre for the period from 1 July 2024 to 30 June 2025, to be apportioned on a pro rata basis among the budgets of the Centre's active client peacekeeping operations, as well as special political missions financed under section 3, Political affairs, of the regular budget. Towards this end, an amount of \$2,308,400 has been included in the proposed programme budget for 2025, representing the share of special political missions. This provision will be subject to a final adjustment to be made in accordance with the decision to be taken by the Assembly in the context of the budget of the Regional Service Centre for the 2024/25 period, which is expected by the end of June 2024.

3. Kuwait Joint Support Office

62. In its resolution [65/259](#), the General Assembly noted the intention of the Secretary-General to establish a support office in Kuwait for UNAMA and requested him to explore possibilities for cost-sharing between UNAMA and UNAMI. Following a period of assessment, in October 2012 the Secretary-General informed the Assembly that the Kuwait Office would include a Kuwait Joint Support Office, which would integrate UNAMA and UNAMI functions in the areas of finance and human resources (see [A/67/346/Add.4](#)). The Kuwait Joint Support Office was launched in December 2012 as the back office to provide mission support services on a shared basis to UNAMA and UNAMI.
63. The client base of the Kuwait Joint Support Office has gradually increased over time. It currently supports eight field missions⁴ with transactional services related to finance and human resources, while 10 other field missions⁵ receive more limited dedicated support only for education grant and

⁴ UNAMA, UNAMI, BINUH, Office of the Special Envoy of the Secretary-General for Syria, Office of the Special Envoy of the Secretary-General for Yemen, UNITAD, United Nations Regional Centre for Preventive Diplomacy and UNMHA.

⁵ United Nations Interim Force in Lebanon (UNIFIL), United Nations Disengagement Observer Force, United Nations Logistics Base at Brindisi, Italy, United Nations Interim Administration Mission in Kosovo, United Nations Peacekeeping Force in Cyprus, United Nations Truce Supervision Organization, United Nations Military Observer Group in India and Pakistan, Office of the United Nations Special Coordinator for the Middle East Peace Process, Office of the United Nations Special Coordinator for Lebanon and United Nations Verification Mission in Colombia.

payroll processing requirements. As a back office for the various clients, the Office offers a stable operating environment for providing transactional non-location-dependent services in finance and human resources, while leveraging process standardization and centralizing time-sensitive tasks such as payroll and education grant processing for all its client missions. The role of the Office has proven to be very valuable in providing support to its client missions.

64. The Kuwait Joint Support Office functions without an independent staffing structure or annual budget. Currently, funding for its staffing costs comes from 8 of its 18 client missions, comprising peacekeeping and special political missions, with UNAMA and UNAMI providing 87 per cent of the Office's staffing resources. These posts remain on the staffing table of the respective client missions, while operationally they are deployed to the Office and work under the supervision of the chief of the Office.

4. Promoting national capacities

65. Encouraging the use of national capacities has been a core area of focus in human resources management in special political missions. In line with the request of the General Assembly in its resolutions [61/276](#) and [66/264](#) for greater utilization of national staff, special political missions reviewed the functions performed by international staff in the Professional and Field Service categories and by United Nations Volunteers that would provide an opportunity to contribute to national capacity-building and have proposed the conversion of relevant posts to the National Professional Officer and Local level categories commensurate with the requirements of the missions and their respective mandates.
66. In December 2021, the Department of Operational Support issued a guide on planning nationalization of the workforce. The guide provides practical information for conducting nationalization in the context of operational workforce planning at the entity level and is aimed at setting consistent standards and approaches on nationalization across entities.
67. Pursuant to the issuance of the guide, the Department continues to promote and encourage the nationalization of international posts through engagement with client entities. A round-table event was held in the workforce planning and organizational design network in September 2023 to share best practices and lessons learned in order to encourage concentrated efforts to improve nationalization by the respective missions.
68. In recent years, special political missions have made steady progress in the nationalization of posts. A total of 12 posts were nationalized in 2016, 1 in 2017, 2 in 2018, 5 in 2019, 7 in 2020, 4 in 2021, 19 in 2022, 9 in 2023 and 5 in 2024. For 2025, it is proposed that 1 post be nationalized and additional national posts established, including:
- (a) One post in the Office of the Special Envoy of the Secretary-General for Syria, reflecting the conversion of one Political Affairs Officer from P-3 to National Professional Officer;
 - (b) Eleven posts (National Professional Officer) are proposed to be established in UNSOM to support and improve monitoring and engagement with the local communities, build local capacity and provide strategic advice to mission leadership on local dynamics and programme activities.

5. Gender parity and geographical representation

69. The Organization remains committed to ensuring the equal representation of women in peace operations, acknowledging that their active participation is crucial to the success of these efforts. Current initiatives focus mainly on accelerating progress in special political missions through policy guidance, targeted outreach and measures to create enabling environments. The Office of Human Resources is actively supporting these initiatives across various areas. Recently, a Secretary-General's bulletin was issued on gender focal points in the Secretariat ([ST/SGB/2023/3](#)). This bulletin outlines the roles and responsibilities of gender focal points, enhancing their capacity to support their respective entities more effectively. In addition, the introduction of a new mobility

framework is designed to equitably distribute the challenges associated with working in difficult and demanding contexts by limiting the duration of service in such contexts, thereby making field roles more attractive.

70. Creating supportive environments is essential for the recruitment and retention of women, and the Organization is dedicated to improving conditions in the field. It continues to apply targeted measures across the six thematic areas outlined in the Field-specific Enabling Environment Guidelines for the United Nations System. The enforcement of high standards of conduct through a zero-tolerance policy for sexual offences remains a priority. The 2023 launch of a United Nations system-wide knowledge hub on addressing sexual harassment represents a significant step forward in the strategy. This hub consolidates resources from across the United Nations system, enhancing transparency and providing all United Nations personnel, Member States and civil society with easier access to crucial documents. Furthermore, the mental health and well-being of personnel are of utmost importance. In recognition of the Secretariat's duty of care, in 2023 the Organization launched an updated United Nations System Mental Health and Well-being Strategy for 2024 and beyond, complemented by a survey aimed at better understanding the specific needs of personnel. Targeted outreach is essential for maintaining a consistent flow of female applicants, and the Organization is continually exploring innovative methods to achieve this goal.
71. Missions also seek to integrate a gender perspective in their operational activities, deliverables and results. In its engagement with the de facto authorities and political stakeholders, UNAMA promotes gender mainstreaming into programmes and structures to strengthen the representation of women. The Mission supports the implementation of Security Council resolutions [1325 \(2000\)](#) and [2493 \(2019\)](#), in particular with regard to gender equality, the empowerment of women and girls and their human rights. Despite the challenges, UNAMA continues its advocacy on the full and meaningful participation of women in political processes at the local, national, regional and international levels. In view of the consistent low percentage of female national staff within the Mission, UNAMA undertakes efforts to address the issues, which are deeply interwoven in the systematized patriarchal society of Afghanistan, through capacity-building of women. With the support of the Department of Political and Peacebuilding Affairs, since 2019 the Mission has been implementing a national youth United Nations Volunteers project aimed at female national university graduates and young professionals to create entrance-level job opportunities. This project serves as a critical tool to help address the imbalance in gender representation among national staff, becoming a pipeline for young Afghan women to enter the workforce and thereby contributing to improved gender balance. In October 2022, the General Assembly approved the conversion of 20 national United Nations Volunteer positions from extrabudgetary to regular budget funding. In continuation of those efforts, it is proposed to convert an additional 16 national United Nations Volunteer positions from extrabudgetary resources to regular budget funding in 2025. These positions play a critical role in UNAMA activities and are required in the longer term for mandate delivery and related operations.
72. In paragraph 23 (a) of its resolution [77/278](#), the General Assembly decided to update the system of desirable ranges with effect from 1 January 2024, widening the number of posts subject to the system to all posts funded by the regular budget at the Professional and higher categories, including in special political missions and peacekeeping operations, excluding language posts. The Organization remains committed to working towards equitable geographical distribution in geographical posts and recruiting staff on as wide a geographical basis as possible for non-geographical posts in special political missions and peacekeeping operations.
73. To support these efforts, and based on lessons learned, the Secretariat is structuring its efforts to focus on three streams: (a) attracting talent, (b) selecting talent and (c) engaging talent. These streams will be complemented by a robust enabling ecosystem of leadership and commitment, strategic communications and, most importantly, purposeful partnerships with Member States, the United Nations system and other networks. The Secretariat seeks ways to intensify cooperation with unrepresented and underrepresented Member States, through targeted outreach, to attract qualified candidates to job openings in the Secretariat. Through purposeful partnerships, Member States can play a critical role in positioning the United Nations as a top employer for their nationals by creating

awareness among the local population, providing data to the Secretariat concerning labour market trends and available skills, and leveraging national resources and networks to reach qualified candidates. This approach will be critical for increasing the reach and impact of targeted talent outreach initiatives conducted by the Secretariat. In alignment with the approach, the Office of Human Resources partners with the Development Coordination Office to connect with the resident coordinator system and with the Department of Global Communications to engage systematically with the United Nations information centres globally in unrepresented and underrepresented Member States. In addition, the Secretariat conducts proactive and targeted outreach to nationals from unrepresented and underrepresented Member States, women and youth through career events, webinars, weekly dissemination of job openings to the permanent missions, professional associations and social media campaigns around the globe.

74. To deliver the mandates of special political missions in changing operational environments, including technological transformations, and in alignment with the long-term priorities and objectives of the Organization, a set of workforce capabilities will be reinforced over the coming years. Building data expertise, innovation capacity, digital dexterity and strategic foresight, and nurturing behavioural science, are priorities, along with strengthening capabilities in strategic communications and climate security. New generic job profiles covering these capabilities have been developed or are under development. Proposals for reclassification and reassignment of existing functions in missions using these new profiles, especially when leveraging opportunities from upcoming retirements to create more junior-level posts to rejuvenate the workforce, are vital elements in advancing a workforce transformation that provides for the skills, knowledge and abilities needed to effectively and efficiently deliver mandates today and in the foreseeable future.
75. Efforts continue to ensure that human resources policies are responsive to the needs of entities with a field presence. Specifically, the Office of Human Resources develops and revises administrative issuances, streamlined policies and procedures to respond to the needs of field entities and provides authoritative policy interpretation and advice on all human resources policies applicable to field entities, including in emergency and crisis situations, as well as during downsizing and reduction-of-staff exercises. The Office remains actively engaged in the work of the Human Resources Network Standing Committee on Field Duty Stations and the International Civil Service Commission's tripartite Working Group for the Review of Conditions of Life and Work in Field Duty Stations, which monitor matters related to the conditions of service of staff in the field, including rest and recuperation, danger pay, hardship classification and non-family designation of duty stations. As part of the Office's participation in discussions of the International Civil Service Commission, ongoing reviews are carried out for key field entitlements, including hardship allowance, non-family service allowance, mobility incentive, relocation package, danger pay and security evacuation allowance, as well as the methodology for setting post adjustment in the field duty stations. The Office is actively engaged in the comprehensive review of the United Nations common system compensation package being conducted by the International Civil Service Commission following a request by the General Assembly in its resolution [77/256 B](#), which includes a full review of the compensation package for staff in field locations. The Office also conducts periodic salary surveys to establish and update salary scales for staff in locally recruited categories in field duty stations.
76. Annexes XVIII and XIX of the present report provide information on the gender distribution of civilian staff and experts and geographical representation among international civilian staff and experts, respectively, as at 31 March 2024.

6. Strengthening coherence and collaboration between pillars in special political missions

77. Depending on the context of the country and mission, the Deputy Special Representatives of the Secretary-General may have triple functions to perform, also serving as resident coordinators and humanitarian coordinators. The staffing complements of six special political missions, namely UNSOM, the Office of the United Nations Special Coordinator for Lebanon, UNSMIL, BINUH, UNAMA and UNAMI, include Deputy Special Representatives of the Secretary-General, or Deputy Special Coordinators, who have the triple functions and serve also as resident coordinators and

humanitarian coordinators in complex, multidimensional contexts. These deputies constitute the link between the political work of the special political mission and the United Nations entities implementing development and humanitarian activities in coordination with the mission. As Resident Coordinator, the incumbent is responsible for coordinating operations and activities relating to the United Nations country team and United Nations development activities, for ensuring that the activities of the United Nations country team are aligned with national priorities, as captured in United Nations cooperation frameworks, for providing oversight and transparency on joint activities of the United Nations country team and for mobilizing partnerships and financing in support of country efforts towards the achievement of the Sustainable Development Goals. The office of the resident coordinator supports those functions. As Humanitarian Coordinator, the incumbent is responsible for coordinating humanitarian plans and operations and for maintaining links with Governments and other parties, donors and the broader humanitarian community. The salaries and common staff costs related to the posts of Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator are budgeted at 50 per cent of the total cost in the 2025 budgets of the respective special political missions, pursuant to General Assembly resolutions [59/296](#) and [72/279](#), with the other 50 per cent funded through the Development Coordination Office.

78. The previous main report on estimates in respect of special political missions (see [A/78/6 \(Sect. 3\)/Add.1](#), paras. 73–77) underscored the important function of the Deputy Special Representative, Resident Coordinator and Humanitarian Coordinator within an integrated multidimensional mission and the ongoing efforts to ensure that the Office of the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator is able to effectively support mandate-related functions performed by that person. In this regard, and in line with Security Council resolution [2594 \(2021\)](#), the Secretariat continues to strengthen coherence and collaboration between the respective pillars in mission settings.
79. Appropriately sized and dedicated capacity in the mission structure is required to support the Deputy Special Representative, Resident Coordinator and Humanitarian Coordinator in carrying out his or her cross-pillar function within the respective mission and to provide sufficient support to that person's role in coordinating the work of the various units reporting to him or her. To ensure predictable and stable capacity and building on the initial review (*ibid.*, para. 77), the Secretariat undertook an in-depth study of 11 field missions to formulate a common approach to objectively assessing the enhanced managerial and coordination support requirements for the Deputy Special Representative, Resident Coordinator and Humanitarian Coordinator at both peacekeeping and special political missions. The study showed that, while a dedicated senior staff member providing support to the Office of the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator was required, the level of that position should be differentiated, depending on: (a) the number of units reporting to him or her; and (b) the number of substantive mandate points assigned to the office. Peacekeeping and certain cluster III special political missions (UNAMA and UNSOM) have a larger and comparable number of mandate points and reporting units, and hence Deputy Special Representatives of the Secretary-General, Resident Coordinators and Humanitarian Coordinators at these missions require the support of a Principal Coordination Officer (D-1). The Secretariat will apply those two criteria in ascertaining the level of support capacity for the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator. For the 2025 budget period, it is proposed to establish one post of Principal Coordination Officer/ Head of Integrated Office (D-1) in UNSOM and one post of Senior Coordinator Officer (P-5) in UNAMI through the reclassification of an existing post at the P-4 level. Both proposals are aimed at providing the dedicated support to align the mission capacity with these findings.

7. Mine action activities

80. The Secretariat continued to implement the recommendations of the Board of Auditors (see [A/75/5 \(Vol. II\)](#) and [A/76/5 \(Vol. II\)](#)) by reviewing and redesigning the delivery of mine action mandates in UNAMA and UNSMIL. The redesign shifts delivery from implementation in partnership with the United Nations Office for Project Services (UNOPS) to direct delivery by the Secretariat. This shift

improves governance by providing a direct reporting line from the mine action personnel to the Chief of the Mine Action Programme and empowering the Secretariat to fulfil its responsibilities to undertake programme design, operational planning, implementation, reporting and representation.

81. The Secretariat undertook the reviews of the United Nations Interim Force in Lebanon and the United Nations Interim Security Force for Abyei for 2024/25 and of UNAMA and UNSMIL for 2025 within existing resources to initiate the generation of data on comparative mine action delivery models. As the Secretary-General stated in his report on the summary of the findings and recommendations of the independent review of the delivery model of the United Nations Mine Action Service (see [A/77/747](#), paras. 36–37 and 47) and as noted by the Advisory Committee on Administrative and Budgetary Questions in its report on observations and recommendations on cross-cutting issues related to peacekeeping operations (see [A/78/744](#), para. 58), the Mine Action Service and the Secretariat must be adequately resourced at Headquarters and in the field to carry out current programme design, monitoring and reporting functions, undertake a phased review of all mine action programmes in peacekeeping missions and special political missions, and implement the revised delivery models.
82. The budgets of UNAMA and UNSMIL for 2025 reflect the substantive changes made to ensure effectiveness, strengthen governance and achieve cost-efficiency. The proposed revisions also result in savings for UNAMA and UNSMIL.

8. Backstopping support at Headquarters

83. Special political missions rely on Headquarters for backstopping support for a wide range of functions. The Department of Political and Peacebuilding Affairs is leading and providing substantive backstopping to 33 of the 36 continuing special political missions by ensuring regular and effective communication between the missions and United Nations entities in New York and regular liaison with Member States through their permanent missions to the United Nations and preparing a wide range of substantive material, including briefing material for the Security Council and regular reports of the Secretary-General, among a wide range of functions. Administrative support is being provided by the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to 15 of those missions.
84. Special political missions also benefit from operational support and advisory services in the areas of human resources and supply chain management provided by the Department of Operational Support, budgetary and financial services, asset and property management policy support and assistance with accountability systems provided by Department of Management Strategy, Policy and Compliance, and information technology support delivered by the Office of Information and Communications Technology. Special political missions also rely on support from Headquarters in thematic and operational areas such as constitution-making, electoral assistance, mediation, best practices, military and police planning/force generation, rule of law and security institutions.
85. Annex III to the present report contains consolidated information on positions at Headquarters for backstopping support funded from special political mission budgets proposed for 2025, including the total number of backstopping posts for different departments, along with the functional titles of the posts. In 2024, a total of 49 such posts (1 D-1, 9 P-5, 20 P-4, 8 P-3, 1 P-2 and 10 General Service (Other level)) are being funded from special political missions. In 2025, a total of 43 posts (1 D-1, 7 P-5, 18 P-4, 7 P-3, 1 P-2 and 9 General Service (Other level)) are proposed, reflecting a reduction of 6 posts due to the discontinuation of UNITAMS and UNITAD.
86. While the resources included in the budgets of special political missions for backstopping support are fundamental for the Secretariat to provide support to special political missions, the regular budget and extrabudgetary resources of the Department of Political and Peacebuilding Affairs are often also required to ensure adequate support. Similarly, the regular budget and extrabudgetary resources of the Office for Disarmament Affairs are used to provide administrative support to the mission in support of the Security Council Committee established pursuant to resolution [1540 \(2004\)](#) on the non-proliferation of all weapons of mass destruction.

9. Ratios for vehicles and information technology equipment

87. Ordinarily, vehicle holdings should directly and proportionally reflect the number of staff, whereas operational requirements should be prioritized on the basis of supporting mileage, frequency of use and usage patterns. This forms the principal guidance from Headquarters to field missions on the management of an efficient vehicle fleet. As part of its efforts to further improve vehicle fleet management, the Secretariat has promulgated a standard ratio for light passenger vehicles for field missions, to be used as a guide when assessing ground transportation needs, subject to the relevance to operations in any given Secretariat entity. Whereas field missions are responsible for determining the overall requirement for vehicles, the Secretariat undertakes vehicle acquisition on behalf of all its entities to ensure efficiency gains by procuring cost-efficient vehicles available under Headquarters global systems contracts established through competitive bidding exercises. Such deliberate actions allow for the implementation of the guidance without putting missions at risk with regard to their operational needs.
88. The vehicle and information technology equipment holdings of special political missions have been reviewed and aligned by each mission, where possible, in accordance with the Standard Cost and Ratio Manual issued by the Department of Operational Support. The missions continue to monitor excess holdings of vehicles and expect to dispose of vehicles when they meet the criteria in terms of life expectancy or write-off or to recommend inter-mission transfers where feasible and cost-efficient.
89. In the above context, the holdings of vehicles and information technology equipment are proposed on the basis of the anticipated personnel incumbency levels planned for 2025, as opposed to the full authorized level of personnel. Table 1 provides the ratios for vehicles for all special political missions that have vehicle holdings, while table 2 provides the ratios for information technology equipment for all special political missions.

Table 1
Proposed allocation of light vehicles for 2025

	2025 proposed personnel ^a	Personnel adjusted for vacancy rate ^d	Standard allocation ^{b,c}	2025 proposed holdings (budget) ^{b,c}	Variance (percentage)
Cluster I					
Office of the Special Adviser to the Secretary-General on Cyprus	16	14	5	5	–
United Nations Representative to the Geneva International Discussions	7	6	3	4	33.3
Office of the Special Envoy of the Secretary-General for Syria	53	36	11	7	(36.4)
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	23	17	8	8	–
Office of the Special Envoy of the Secretary-General for Yemen	101	77	14	8	(42.9)
Subtotal	200	150	41	32	(22.0)
Cluster II					
Panel of Experts pursuant to resolution 2713 (2023)	8	8	3	3	–
Subtotal	8	8	3	3	–
Cluster III					
UNOWAS	93	86	21	16	(23.8)
UNSOM	950	904	66	56	(15.2)
United Nations Regional Centre for Preventive Diplomacy for Central Asia	30	30	5	5	–
United Nations support for the Cameroon-Nigeria Mixed Commission	20	17	5	8	60.0
Office of the United Nations Special Coordinator for Lebanon	23	22	11	11	–
UNOCA	50	41	13	13	–
UNSMIL	304	226	59	77	30.5

	2025 proposed personnel ^a	Personnel adjusted for vacancy rate ^a	Standard allocation ^{b,c}	2025 proposed holdings (budget) ^{b,c}	Variance (percentage)
United Nations Verification Mission in Colombia	636	556	153	150	(2.0)
UNMHA	171	78	19	49	160.4
BINUH	188	165	58	62	6.9
Subtotal	2 465	2 126	410	497	21.3
UNAMA and UNAMI					
UNAMA	488	448	96	144	50.0
UNAMI	404	351	84	157	86.9
Total	3 565	3 083	634	829	30.8

^a Includes United Nations international staff, National Professional Officers, international United Nations Volunteers, military and police personnel (military observers, military police and civilian police officers), Government-provided personnel and contractors.

^b Includes armoured vehicles except those earmarked or required for the exclusive use of close protection and certain security tasks. Excludes guard-forces-carrying and utility vehicles, buses and electric carts.

^c Based on standard equipment as outlined in the Standard Cost and Ratio Manual.

90. The total proposed vehicle holdings for special political missions are 30.8 per cent above the standard allocation based on the Standard Cost and Ratio Manual. Explanations for vehicle holdings that are higher than the standard allocation in specific missions are as follows:
- The vehicle holdings for the United Nations Representative to the Geneva International Discussions are 33.3 per cent, or one vehicle, higher than the standard allocation, and reflect the operational needs both in Tbilisi and Zugdidi, Georgia;
 - The vehicle holdings for United Nations support for the Cameroon-Nigeria Mixed Commission are higher than the standard allocation by 60.0 per cent, which reflects the need for dedicated transportation to support the movement of the joint technical teams and their security personnel along with all their logistics equipment while in the field. The presence of these vehicles allows for flexibility and the ability to move freely within the areas of operations, many of which are isolated and hard to reach and have limited infrastructure and unsafe conditions;
 - The vehicle holdings for UNSMIL are 30.5 per cent higher than the standard allocation, which is attributable to: (i) an operational requirement for a pool of vehicles to support the United Nations Guard Unit; and (ii) reserves to support movements in Tunis and Benghazi. UNSMIL operates in two countries (Libya and Tunisia) and in five official locations (Tripoli, Benghazi, Sabha, Sirte and Tunis). The security risk assessment for each location governs the vehicles' usage at each location;
 - The vehicle holdings for UNMHA are higher than the standard allocation by 160.4 per cent, which reflects the operational requirement for a pool of vehicles to support convoy movements between Hudaydah and Sana'a and between Aden and southern districts;
 - The vehicle holdings for BINUH are 6.9 per cent higher than the standard allocation, which is attributable to: (i) the operational requirement to have a pool of duty vehicles for medical, security, information technology and engineering personnel to enable them to quickly respond to emergencies; (ii) the need for frequent maintenance and repair caused by poor road conditions and the extensive time needed for repairs at outsourced workshops; and (iii) the need for vehicles to conduct driver testing;
 - The vehicle holdings for UNAMA are 50.0 per cent higher than the standard allocation, which is attributable to: (i) the operational requirement for a pool of vehicles for Kabul to provide dispatch transportation for all staff in the Mission; (ii) provision of airport shuttle services; and (iii) vehicles to conduct driver testing;

- (g) The vehicle holdings for UNAMI are 86.9 per cent higher than the standard allocation, which is attributable to: (i) the operational requirement for a pool of vehicles to support the United Nations Guard Unit; (ii) provision of airport shuttle services; (iii) reserves to support movements in the various regions in Iraq; and (iv) vehicles to conduct driver testing.

Table 2
Proposed allocation of computing devices for 2025

	2025 proposed personnel ^b	Personnel adjusted for vacancy rate ^b	Computing devices ^a			
			Standard allocation ^c	Standard allocation and spares	2025 proposed holdings (budget)	Variance (percentage)
Cluster I						
Office of the Special Adviser to the Secretary-General on Cyprus	21	18	18	26	26	–
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	18	16	16	18	18	–
Personal Envoy of the Secretary-General for Western Sahara	2	2	2	2	2	–
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	3	3	3	3	3	–
United Nations Representative to the Geneva International Discussions	7	7	7	7	7	–
Office of the Special Envoy of the Secretary-General for Syria	88	70	70	77	86	11.7
Office of the Special Envoy of the Secretary-General for the Horn of Africa	10	10	10	11	11	–
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	30	25	25	26	26	–
Office of the Special Envoy of the Secretary-General for Yemen	101	77	77	98	108	10.2
Office of the Special Envoy of the Secretary-General on Myanmar	5	5	5	6	6	–
Subtotal	285	233	233	274	293	6.9
Cluster II						
Group of Experts on the Democratic Republic of the Congo	2	2	2	2	2	–
Panel of Experts on the Sudan	1	1	1	1	1	–
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	3	3	3	3	3	–
Panel of Experts on Libya	2	1	1	2	2	–
Panel of Experts on the Central African Republic	2	2	2	2	2	–
Panel of Experts on Yemen	8	7	7	8	8	–
Panel of Experts on South Sudan	3	3	3	3	3	–
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	29	26	26	29	29	–
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	3	2	2	3	3	–
Implementation of Security Council resolution 2231 (2015)	2	2	2	2	2	–
Panel of Experts pursuant to resolution 2713 (2023)	12	12	12	12	11	(8.3)
Panel of Experts on Haiti	3	2	2	3	3	–
Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	15	15	15	16	16	–

	2025 proposed personnel ^b	Personnel adjusted for vacancy rate ^b	Computing devices ^a			
			Standard allocation ^c	Standard allocation and spares	2025 proposed holdings (budget)	Variance (percentage)
Counter-Terrorism Committee Executive Directorate	54	49	49	56	56	–
Subtotal	139	127	127	142	141	(0.7)
Cluster III						
UNOWAS	93	86	86	98	107	9.2
UNSOM	435	384	384	405	405	–
United Nations Regional Centre for Preventive Diplomacy for Central Asia	31	31	31	43	47	9.3
United Nations support for the Cameroon-Nigeria Mixed Commission	20	17	17	21	24	14.3
Office of the United Nations Special Coordinator for Lebanon	83	79	79	83	72	(13.3)
UNOCA	52	42	42	54	58	7.4
UNSMIL	504	387	387	387	402	3.9
United Nations Verification Mission in Colombia	818	715	715	917	940	2.5
UNMHA	247	147	147	175	185	5.7
BINUH	243	201	201	239	247	3.3
Subtotal	2 526	2 089	2 089	2 422	2 487	2.7
UNAMA and UNAMI						
UNAMA	1 150	1 031	1 031	1 091	1 194	9.4
UNAMI	772	609	609	725	925	27.6
Total	4 872	4 170	4 170	4 654	5 040	8.3

^a Includes desktop computers, laptops and netbook computers.

^b Includes international and national staff, United Nations Volunteers, United Nations police, United Nations military observers, government-provided personnel, military staff officers, international contractors and duty station-based experts.

^c Based on standard requirements as outlined in the Standard Cost and Ratio Manual.

91. The total proposed computing device holdings for special political missions are 8.3 per cent higher than the standard allocation. Explanations for computing device holdings that are higher than the standard allocation in specific missions are as follows:

- (a) The computing device holdings at the Office of the Special Envoy of the Secretary-General for Syria are 11.7 per cent higher than the standard allocation and relate to equipment needed for training purposes, maintenance of servers and systems for closed-circuit television monitoring, identity cards and access control;
- (b) The computing device holdings at the Office of the Special Envoy of the Secretary-General for Yemen are 10.2 per cent higher than the standard allocation, which is attributable to requirements for conference and meeting rooms, security monitoring systems, and servers;
- (c) The computing device holdings at UNOWAS are 9.2 per cent higher than the standard allocation, which is attributable to additional holdings required to provide for training purposes, conference and meeting rooms, and the CarLog system;
- (d) The computing device holdings at the United Nations Regional Centre for Preventive Diplomacy for Central Asia are 9.3 per cent higher than the standard allocation, which is attributable to additional holdings required to provide for data transmission and connectivity and servers;

- (e) The computing device holdings for United Nations support for the Cameroon-Nigeria Mixed Commission are 14.3 per cent higher than the standard allocation, which is attributable to additional holdings required to provide for training and meeting rooms;
 - (f) The computing device holdings at UNOCA are 7.4 per cent higher than the standard allocation, which is attributable to additional holdings required to provide for data transmission and connectivity and servers;
 - (g) The computing device holdings at UNSMIL are 3.9 per cent higher than the standard allocation, which is attributable to requirements for the CarLog system, data transmission and connectivity and servers for the United Nations Guard Unit;
 - (h) The computing device holdings at the United Nations Verification Mission in Colombia are 2.5 per cent higher than the standard allocation, which is attributable to requirements for training purposes, meeting rooms, servers and data transmission systems;
 - (i) The computing device holdings at UNMHA are 5.7 per cent higher than the standard allocation, which is attributable to requirements for training purposes, the CarLog system and servers;
 - (j) The computing device holdings at BINUH are 3.3 per cent higher than the standard allocation, which is attributable to requirements for training purposes and servers;
 - (k) The computing device holdings at UNAMA are 9.4 per cent higher than the standard allocation, which is attributable to additional holdings required to provide for training purposes, the CarLog system and servers, as well as provision for other personnel, including contractors;
 - (l) The computing device holdings at UNAMI are 27.6 per cent higher than the standard allocation, which is attributable to additional holdings required for training purposes, maintenance of servers, information technology for medical support, systems for closed-circuit television monitoring, identity cards and access control, and the CarLog system, as well as provision for other staff;
92. The holdings are influenced by factors such as the need to provide for consultants and individual contractors, training facilities, Internet booths, information technology maintenance services, CarLog systems, programming of radios and fieldwork. Furthermore, based on the lessons learned during the coronavirus disease (COVID-19) pandemic, which saw a substantial increase in the use of virtual communications and remote working, it is critical to ensure the reliability of information technology equipment and infrastructure and their accessibility to all personnel, both staff and non-staff, to enable business continuity, mandate delivery and the safety and security of staff members, especially in the harsh environments where many special political missions operate.

10. Air operations

93. In 2024, the total resources approved for air operations for the 36 continuing missions amount to \$45.4 million, with planned utilization of approximately 8,492 flight hours (5,582 for fixed-wing aircraft and 2,910 for rotary-wing aircraft). In 2025, an amount of \$40.8 million is proposed for a total of 6,084 flight hours (4,474 for fixed-wing aircraft and 1,610 for rotary-wing aircraft). Resource requirements for air operations in seven missions (UNOWAS, UNSOM, UNSMIL, the United Nations Verification Mission in Colombia, UNMHA, UNAMA and UNAMI) represent 96.8 per cent of the overall air operation resource requirements for 2025.
94. For the 36 continuing missions, the proposed resources for air operations in 2025 represent a decrease of \$4.6 million, or 10.1 per cent, compared with 2024, while the flight hours proposed for 2025 represent a reduction of 2,408 hours, or 28.4 per cent, compared with 2024.
95. The above-mentioned decrease is the result of: (a) a decrease for UNMHA due to conscious efforts to explore cost-efficient alternatives, resulting in the termination of the contract for a rotary-wing aircraft in Djibouti that had previously been deployed for casualty and medical evacuation needs, as the Mission moved to relying on national health facilities; (b) a decrease for UNSMIL owing to the application of a 50 per cent deployment factor to the rental and operations of one not-yet-deployed rotary wing aircraft, as well as the lower number of flight hours budgeted, taking into account usage patterns; (c) a decrease for UNAMA owing primarily to lower anticipated costs for the rental and

operational cost of one fixed-wing aircraft, as well as a reduction in the planned number of flight hours based on recent usage patterns; (d) a decrease in UNOWAS due to lower consumption of fuel, offset in part by higher requirements for the rental and operation of one fixed-wing aircraft owing to a new contract awarded in 2024; (e) reduced requirements for the Office of Special Envoy of the Secretary-General for Yemen due to a change in arrangement from sharing the costs of one fixed-wing aircraft with UNAMI to the use of special flights with UNMHA. The decrease is offset in part by: (a) increased requirements for UNSOM due to higher costs per flight hour; (b) increased requirements for UNAMI due to higher contractual costs for the rental and operation of the Mission's two fixed-wing aircraft; and (c) increased requirements for the United Nations Verification Mission in Colombia based on the latest contractual prices for helicopters, offset in part by reduced flight hours, taking into account usage patterns.

96. Annex IX to the present report provides, by mission, information on appropriations and expenditure for 2023, the approved budget for 2024 and the proposed resources for 2025 for air operations, as well as actual flying hours for 2023, budgeted flying hours for 2024 and planned hours for 2025.

11. Travel

97. The total resources proposed for official travel amount to \$12.8 million, reflecting a decrease of 9.6 per cent compared with the approved budget of \$14.1 million for 2024. Annex XV to the present report sets out information on the approved resources for 2024 and proposed resources for 2025 for official travel under each mission, including a summary explanation for the variances.
98. For 2025, the travel plans are based on the principle that official travel will be undertaken only where it cannot be substituted by other means of communication, including videoconferencing. For the sanctions monitoring teams, groups and panels, the proposed budget for official travel of staff for 2025 takes into account the frequency of travel by the Chairs of relevant sanctions committees to countries and regions relevant to their respective sanctions regime, which requires support from Secretariat staff. The proposed budget for all sanctions expert groups or panels not based in New York provides for one trip by one Secretariat staff member to the relevant region to assist the Chair and/or the group or panel, as well as two trips by one staff member to assist the group or panel during the drafting of interim or midterm and final reports. In addition, the proposed budget for four of the groups or panels that are not based in New York includes one more trip by two Secretariat staff to a country relevant to the sanctions regime to conduct Security Council-mandated sanctions assessment missions.
99. The programme plans of the special political missions, as presented in the proposed programme budget under the thematic clusters, provide further information on how special political missions have incorporated good practices and increased the use of technology in their work, while also reflecting upon the challenges experienced where technology meets its limits and in-person travel is needed to meet demand and fill coverage gaps. Travel to provide good offices and mediation, conduct fact-finding and monitoring activities, verify compliance and conduct outreach, as well as provide training or capacity-building to national and local partners, remains an indispensable tool in carrying out the work of the special political missions in 2025.
100. With respect to the rates of compliance of special political missions with the policy of 16-day advance booking of tickets, the missions are fully aware of the observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions with respect to the need to put measures in place to enhance compliance. The Department of Management Strategy, Policy and Compliance continues to monitor compliance with the advance purchase policy as part of its quarterly report on key performance indicators of the delegation of authority accountability framework. Heads of mission have easy access to detailed data and their real-time performance to identify and address issues. The Department's Business Transformation and Accountability Division has started to conduct more in-depth analysis to facilitate targeted monitoring and follow-up actions, based on compliance trends, travel types and the identification of causal factors. In a memorandum dated 27 December 2023 from the Under-Secretary-General for Management Strategy, Policy and Compliance, the heads of all Secretariat entities, including special political missions, were reminded of the importance of complying with the advance purchase policy, as well as informed of the General Assembly decision in resolution [77/263 B](#) that compliance with the advance purchase policy for travel is a prerequisite to undertaking

any travel above economy class for all staff below the level of Assistant Secretary-General, with exceptions made for delayed travel documents, when appropriate.

101. Full compliance with the policy also depends on external factors. Such factors encompass frequent shifts in mission security and political environments; the necessity to respond to sudden or escalating crises; interruptions arising from distinct logistical arrangements for travel that require special flights or escorts, leading to last-minute bookings for commercial travel; last-minute requests for revisions to meeting schedules and participant lists with multiple stakeholders, such as regional Governments, intergovernmental partners and civil society organizations, outside the control of missions and often at short notice; and late notifications from the organizers of training and learning activities.
102. Annex XVI provides information on the rates of compliance of special political missions with the policy of 16-day advance booking of tickets for the past five years (2019–2023). While further efforts are still needed, there was a continued improvement in 2023. The overall compliance rate for all special political missions increased from 18 per cent in 2019, 22 per cent in 2020, 21 per cent in 2021 and 27 per cent in 2022 to 28 per cent in 2023. For the 36 continuing special political missions, 27 missions (representing 75 per cent of the missions) have shown improved compliance rates in 2023 as compared with 2022.

12. Expert panels for recruitment for generic job openings

103. Recruitment from rosters enables timely recruitment while giving due consideration to organizational imperatives on gender parity and geographical diversity in the interest of having qualified and diverse candidates available to deploy quickly to achieve field mission mandates. Expert panels established pursuant to the administrative instruction on the staff assessment system (ST/AI/2010/3/Rev.3) are an integral part of the roster-based recruitment system. The expert panels assess and recommend candidates who have applied for generic job openings for posts in field missions in order to reduce the administrative burden on individual hiring managers and enhance the quality, consistency and integrity of the recruitment process by centralizing the assessment. They also assist the Human Resources Services Division in the Department of Operational Support in undertaking the assessment of applicants for generic job openings. Expert panels are similar in constitution to an assessment panel and will continue to convene in 2025 to assess and recommend candidates who have applied for generic job openings for positions in the field. As outlined in the administrative instruction on the staff selection system, the expert panels are normally comprised of at least three members, with two being subject matter experts at the same or higher level of the job opening, at least one being a woman and one being from outside the work unit where the job opening is located, who will undertake the assessment of applicants for a job opening.
104. In 2025, the Department of Operational Support will continue to pursue roster-based recruitment and manage generic job openings with a view to establishing new rosters that reflect gender balance, geographical diversity and multilingualism.

II. Analysis of resource requirements for special political missions

A. Budget formulation: efforts, methodology and presentation

1. Building and strengthening a culture of efficiency

105. Special political missions constitute a major part of the programme budget and expenditure, accounting for approximately 20 to 23 per cent of the entire regular budget since 2010. With the termination or expiration of the mandates of UNITAMS and UNITAD, the proposed budget for special political missions for 2025 accounts for approximately 20 per cent of the regular budget.
106. In formulating the 2025 budget, the Secretariat has been cognizant of the importance of building and strengthening a culture of efficiency in its request for and use of Member State resources for the implementation of activities. This is in continuation of the same approach taken during the formulation of the peacekeeping budgets for the 2024/25 financial period.

107. The Secretariat seized the important opportunity provided during budget formulation to focus attention on the issues of cost-efficiency and resource optimization towards effective mandate delivery. Guided by the Controller's budget instructions, the Field Operations Finance Division of the Department of Management Strategy, Policy and Compliance enhanced its policy guidance to assist missions in appropriately formulating their requirements. Where necessary, further assistance was provided to missions in fine-tuning their proposals. Review was also undertaken to look at historical consumption and utilization patterns to inform budgeting, and to apply planning assumptions grounded in judicious and realistic considerations. Key to this effort was strengthening a data-driven approach to cost-efficiency in the budget formulation process. The Division standardized its new budget policies on the basis of deployment and expenditure data. Missions were requested to take into account their stock levels, acquisition history and deployment patterns, which provide useful indicators of a mission's implementation capacity.
108. For air operations, missions were requested to take into account a minimum two-year expenditure and utilization pattern for their proposals regarding flight hours and to consider, as applicable, any period of disrupted operations, as well as the impact of the COVID-19 pandemic on their underutilization in prior years. For air assets not yet deployed, a delayed deployment factor of 50 per cent has been applied to the proposed resources.
109. With regard to ICT, all resource requirements in special political missions underwent review and technical clearance by the Office of Information and Communications Technology as part of due diligence in order to ensure that the requirements were valid and cross-cutting, did not conflict with the ICT strategy and complied with the governance framework, and that there were no proposals that duplicate Secretariat-wide initiatives.
110. With the aim of building and strengthening a culture of efficiency, the Secretariat rigorously looked for ways to achieve sustained cost reductions and cost avoidance. Efficiency measures were initiated across a range of areas: (a) the improved delivery model for mine action programmes in UNAMA and UNSMIL; (b) more efficient ground transportation arrangements in the United Nations Verification Mission in Colombia; (c) the adoption of cost-efficient alternatives in lieu of deploying dedicated aircraft for the provision of casualty and medical evacuation services for urgent and critical medical care in UNMHA; (d) the leveraging of renewable energy towards environmentally friendly and cost-saving facilities in UNAMI; (e) a reduction in the need for ICT equipment in UNAMI through the transfer of such assets from UNITAD; (f) the optimization of organizational structure, resulting in the merger of two mission support pillars in UNAMA, generating cost savings while improving operating efficiency; and (g) the application to UNAMA of the experience gained in UNAMI of outsourcing some staff counselling services. The quantifiable savings and costs avoided amount to approximately \$9.3 million in 2025, representing 1.3 per cent of the 2024 appropriation for these 36 continuing missions. Additional information is provided in table 3.

Table 3
Savings achieved and costs avoided in the proposed budget for 2025

(Thousands of United States dollars)

<i>Mission</i>	<i>Budget class</i>	<i>Amount</i>	<i>Initiative</i>
United Nations Verification Mission in Colombia	Ground transportation	1 406.5	As a result of a cost-benefit analysis, the Mission has updated its arrangement for ground transportation and now uses the UN fleet lease contract to provide the vehicle fleet needed for the Mission. UN fleet is a collaboration between the Office of the United Nations High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP) and offers safe, efficient and sustainable fleet services to the entire United Nations system in Colombia
UNSMIL	Other supplies, services and equipment	922.0	Redesign of the delivery of mine action mandates in UNSMIL, shifting delivery from implementation in partnership with UNOPS to direct delivery by the Secretariat
UNSMIL	Communications and information technology	150.0	Replacement of network security equipment to be achieved through transfers from closing and downsizing missions

<i>Mission</i>	<i>Budget class</i>	<i>Amount</i>	<i>Initiative</i>
UNMHA	Air operations	5 230.0	The Mission actively explored cost-efficient alternatives to the previous arrangement of deploying a helicopter in Djibouti. It decided to terminate the contract for the helicopter, which had low utilization in previous years. Instead, the Mission will rely more on national health facilities, rather than Djibouti, for hospital care, referral, and casualty and medical evacuation services for urgent and critical medical and surgical cases
UNMHA	Civilian personnel	23.8	Abolishment of one post of Air Operations Assistant (Local level) based in Djibouti owing to the termination of the rotary-wing aircraft contract in Djibouti
UNAMI	Facilities and infrastructure	126.8	Installation of solar photovoltaic systems on buildings in Baghdad, Erbil and Kirkuk, with a total annual production of approximately 5 gigawatts per hour, reducing the cost of electricity consumption by \$126,800
UNAMI	Communications and information technology	240.0	Replacement of 100 laptops and 9 servers to be achieved through transfers from UNITAD
UNAMA	Other supplies, services and equipment	94.4	Redesign of the delivery of mine action mandates in UNAMA, shifting delivery from implementation in partnership with UNOPS to direct delivery by the Secretariat
UNAMA	Civilian personnel	274.9	Abolishment of one post of Chief, Supply Chain Management (P-5), in view of the consolidation of the Supply Chain Management pillar with the Service Delivery Management pillar, drawing on the experience gained in UNAMI
UNAMA	Civilian personnel; medical	191.8	Restructuring of personnel in connection with the proposed partial outsourcing of staff counsellor services, drawing on the experience gained in UNAMI
UNAMA	Civilian personnel	634.1	Abolishment of 17 posts of Driver resulting from the further streamlining of activities
Total		9 294.3	

111. Last but not least, the Field Operations Finance Division undertook an effort to streamline all budget reports for 2025, achieving a reduction of 13 per cent in the overall document length of the six addenda for special political missions. Readability was enhanced, while important information and data were preserved.

2. Consistent application of the latest standard rates

112. With regard to international staff costs in field locations, the budgetary rates for net salary and staff assessment for 2025 were determined for each grade level and for each special political mission according to the following methodology:

- (a) With regard to international staff, the most recent salary scale, effective 1 January 2023 as approved by the General Assembly in its resolution [77/256 B](#), was used for net salary and staff assessment for each level in the Professional and higher categories. The most recently revised net base salary scale for staff in the Field Service category was also most recently revised effective 1 January 2023 (see [ST/IC/2023/5](#)). Further, the salary rates for the Field Service categories have been refined to provide salary rates for each level from Field Service level 4 to Field Service level 7 for 2025, rather than the average rate applied to all levels for 2024, in line with the practice applied for the budgets for peacekeeping operations for the 2024/25 period;
- (b) The step levels selected for each grade are based on the actual average step levels for each mission as at 31 December 2023, using actual incumbency data for international staff;
- (c) The post adjustment multiplier for each duty station as of April 2024 was applied to the net base salary rates.

113. With regard to national staff, the most recent salary scales as of April 2024 were used for net salary and staff assessment, with common staff costs as a percentage of net salaries, based on actual expenditure for the period from 1 January to 31 December 2023, applied to the average grade and step of national staff.

114. With regard to common staff costs, the actual expenditure from 1 January to 31 December 2023 was used to calculate common staff costs as a percentage of net salaries (inclusive of post adjustment but net of staff assessment) to determine the percentage of common staff costs for 2025.
115. For United Nations Headquarters, offices away from Headquarters and the regional commission duty stations (New York, Geneva, Nairobi, Addis Ababa, Bangkok and Beirut), the standard costs for salaries and common staff costs for the programme budget were used, which were adjusted to reflect the post adjustment multiplier as of April 2024 for those locations.
116. With regard to military contingents (United Nations Guard Units), the latest single rate of reimbursement to countries contributing contingent personnel to United Nations field operations in the amount of \$1,448 per person per month effective 1 July 2022, and the recreation leave allowance of \$11.50 per day for up to 15 days of leave taken during each six-month period, as approved by the General Assembly in its resolutions [76/274](#) and [76/276](#), were applied. Further, the cost also reflects the cessation of the temporary reimbursement of \$4.90 per person per month for common and essential additional costs related to mandatory predeployment COVID-19 testing, approved by the Assembly in its resolution [76/276](#). Further, the Assembly decided, in its resolution [77/303](#), to adopt new reimbursement rates for contingent-owned equipment, taking into account the report of the 2023 Working Group on Contingent-Owned Equipment. The updated rates have been applied in the proposed resources for 2025.
117. With regard to military advisers, observers, United Nations police and government-provided personnel, the latest applicable mission subsistence allowance rates for each country and mission area effective from 1 January 2024 and the one-time transitional measure, where applicable, were applied, as per the rates promulgated by the Office of Human Resources in December 2023.
118. With regard to the cost-of-living allowance for non-home-based experts in the Security Council sanctions committee panels and other support mechanisms, the latest monthly rates of \$6,600 (New York) and \$4,800 (Nairobi) as approved by the Office of Human Resources, which took effect from 1 March 2023, have been applied to the four missions⁶ that have such requirements.
119. With regard to rental of premises in New York, the latest unit rate of \$15,000 per person per year, which reflects a reduction from the standard rate of \$16,000 applied in the 2024 budget and will take effect as of 1 January 2025, has been applied to those missions accommodated on the Headquarters premises in New York.
120. With respect to fuel costs, the average price per litre for the different types of fuel in the six-month period from October 2023 to March 2024 have been used as the basis for calculating the provisions for fuel costs under the respective budget classes for 2025.

3. Standardized methodology of budgeted vacancy rates

121. The Field Operations Finance Division provided guidance to all special political missions to improve the accuracy and consistency of the vacancy rate factors applied in the proposed budgets for 2025, to ensure that the proposed vacancy rates are based, as much as possible, on actual rates.
122. The proposed vacancy rates applied in the budget for 2025, for all types of personnel, have taken into account the experience to date. The assumptions considered for the proposed vacancy rates include the 12-month average vacancy rate in 2023 and the actual vacancy rate as at 31 March 2024. The lower of the two was used as the budgeted vacancy rate.

⁶ Analytical Support and Sanctions Monitoring Team pursuant to resolutions [1526 \(2004\)](#) and [2253 \(2015\)](#) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities; Office of the Ombudsperson established pursuant to Security Council resolution [1904 \(2009\)](#); Panel of Experts pursuant to resolution [2713 \(2023\)](#); and support to the Security Council Committee established pursuant to resolution [1540 \(2004\)](#) on the non-proliferation of all weapons of mass destruction.

123. For proposed establishment of new posts or positions, or posts or positions proposed for reassignment, a vacancy rate of 50 per cent has been applied in the calculation of costs of such posts. In addition, a vacancy rate of 50 per cent has been used for posts proposed for conversion.
124. In addition, all special political missions were requested to take into full consideration the recommendations of the Advisory Committee on Administrative and Budgetary Questions and requests from the General Assembly that vacant posts and positions should be filled expeditiously. While efforts continue to fill vacant posts as expeditiously as possible, the current liquidity situation also requires careful planning of recruitment and onboarding to minimize the financial impacts.
125. In addition, the Field Operations Finance Division provided guidance to all special political missions to take the opportunity offered during the preparation of the 2025 budget to critically review long-vacant posts with a view to abolishing vacant posts that can be covered by existing capacities, or to propose reassignment or abolishment with the aim of facilitating the establishment of another function to address a more critical need, or to propose conversion to a national post.
126. Information on all posts vacant for more than two years and posts encumbered through special post allowances for more than one year is included in the supplementary information under each thematic cluster, which details the vacancy or special post allowance start dates, level and functional title of the posts, organizational unit and current status of recruitment, and provides justification for the retention of long-vacant posts.

4. Simplified and standard proposals for post actions

127. The Secretariat has borne in mind the view of the Advisory Committee on Administrative and Budgetary Questions that proposals for combined reassignments and redeployments should be presented as abolishments and establishments (see [A/77/7/Add.4](#), para. 36). The Secretariat has ensured that in such instances proposals are made to abolish the post no longer required and to establish a new post with full justification. Accordingly, no proposals have been made in the 2025 budget to reassign, reclassify or redeploy posts in a combined fashion, in line with the guidance received from the Advisory Committee.
128. In addition, the Secretariat has ensured that all general temporary assistance positions are fully justified under the respective missions, providing the reasons for the proposed retention in 2025. In addition, no proposals have been made to convert these positions to regular posts. The additional mine action positions in UNAMA and UNSMIL have been proposed as general temporary assistance positions in keeping with the practice taken for the peacekeeping budgets, as well as in line with the modality for the already existing positions of Chief of Mine Action Programme. Should future assessment lead to a determination that such capacities should be regularized, proper proposals will be made in future budgets.

5. More meaningful information

129. Enhanced performance reporting for air operations, mine actions and construction projects for field-based special political missions under thematic cluster III, UNAMA and UNAMI has been included in the supplementary information for those missions, similar to for peacekeeping operations, in response to the recommendations of the Advisory Committee on Administrative and Budgetary Questions (see [A/78/7/Add.1](#), para. 56).
130. Additional information on the evolution of financial resources by mission over the most recent five years is provided in a new table 7 of the present report. Additional information on the evolution of financial resources for each mission, broken down by budget class, over that period, including both appropriation and expenditure, is provided in the supplementary information for each thematic cluster (including UNAMA and UNAMI), similar to for the rest of the regular budget, in response to the recommendations of the Advisory Committee on Administrative and Budgetary Questions (see [A/78/7](#), para. 7).

B. Financial resources

131. The total proposed resource requirements for 2025 relating to the 36 continuing special political missions covered in the present report amount to \$711.3 million net of staff assessment and inclusive of the provision for the share of special political missions in the budget of the Regional Service Centre in Entebbe. Overall, the resource level for 2025 reflects a decrease of \$30.7 million, including the impact of discontinued missions (with a decrease of 142 posts) compared with the appropriation for 2024. Details of the financial resource requirements by cluster, by mission and by category of expenditure are presented in tables 4 to 6, while the evolution of resources over the most recent five years is provided in table 7.

Table 4

Overview of financial resources by cluster

(Thousands of United States dollars)

	2024 appropriation ^a	2025 requirements	Variance	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)
Cluster I	47 093.0	47 674.7	581.7	1.2
Cluster II	39 421.9	36 842.9	(2 579.0)	(6.5)
Cluster III	380 086.3	395 132.7	15 046.4	4.0
UNAMA	127 324.7	126 119.3	(1 205.4)	(0.9)
UNAMI	98 126.5	103 202.6	5 076.1	5.2
Subtotal (net of staff assessment)	692 052.4	708 972.2	16 919.8	2.4
Discontinuing and discontinued missions ^b	47 835.7	–	(47 835.7)	(100.0)
Provision for the share of special political missions for the Regional Service Centre	2 128.8	2 308.4	179.6	8.4
Total (net of staff assessment)	742 016.9	711 280.6	(30 736.3)	(4.1)

^a The 2024 appropriation of \$742,016,900 includes an amount of \$692,052,400 for the 36 continuing special political missions, an amount of \$25,673,100 for UNITAD and an amount of \$2,128,800 for the share of special political missions in the budget of the Regional Service Centre, approved by the General Assembly in resolution 78/253, as well as an amount of \$22,162,600 approved by the Assembly for UNITAMS in resolution 78/274.

^b The category of discontinuing and discontinued missions refers to: (a) UNITAD, the mandate of which will expire in September 2024; (b) UNITAMS, the mandate of which was terminated in December 2023 and which is currently in liquidation; (c) the Panel of Experts on Mali, which ended its work in 2023; (d) the Office of the Special Envoy of the Secretary-General for Burundi, which was closed in 2021; and (e) UNIOGBIS, which was closed in 2021.

Table 5
Overview of financial resources by mission

(Thousands of United States dollars)

Mission	2023		2024		2025		Variance	
	Appropriation	Expenditure	Appropriation	Requirements	Amount	Percentage		
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	(6)=(5)/(3)		
Cluster I								
1. Office of the Special Adviser to the Secretary-General on Cyprus	3 036.3	2 840.4	3 056.5	2 998.4	(58.1)	(1.9)		
2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	2 816.4	2 888.7	2 815.7	3 257.4	441.7	15.7		
3. Personal Envoy of the Secretary-General for Western Sahara	475.2	264.2	561.8	509.6	(52.2)	(9.3)		
4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	372.2	299.2	414.2	363.6	(50.6)	(12.2)		
5. United Nations Representative to the Geneva International Discussions	1 950.0	1 770.4	2 032.1	1 931.6	(100.5)	(4.9)		
6. Office of the Special Envoy of the Secretary-General for Syria	15 001.6	12 817.6	13 660.7	14 194.8	534.1	3.9		
7. Office of the Special Envoy of the Secretary-General for the Horn of Africa	1 754.5	1 805.6	1 638.1	2 154.3	516.2	31.5		
8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region	5 737.9	4 672.9	4 977.8	4 953.8	(24.0)	(0.5)		
9. Office of the Special Envoy of the Secretary-General for Yemen	17 051.3	16 087.0	16 570.8	16 341.0	(229.8)	(1.4)		
10. Office of the Special Envoy of the Secretary-General on Myanmar	1 408.6	1 084.7	1 365.3	970.2	(395.1)	(28.9)		
Subtotal, cluster I	49 604.0	44 530.7	47 093.0	47 674.7	581.7	1.2		
Cluster II								
11. Group of Experts on the Democratic Republic of the Congo	1 524.2	1 366.8	1 556.7	1 549.7	(7.0)	(0.4)		
12. Panel of Experts on the Sudan	1 120.4	1 012.0	1 151.5	1 132.6	(18.9)	(1.6)		
13. Support to the Security Council Committee established pursuant to resolution 1718 (2006) ^a	3 110.6	3 065.8	3 407.9	591.3	(2 816.6)	(82.6)		
14. Panel of Experts on Libya	1 410.4	1 178.3	1 456.2	1 376.4	(79.8)	(5.5)		
15. Panel of Experts on the Central African Republic	1 193.2	890.6	1 281.6	1 300.7	19.1	1.5		
16. Panel of Experts on Yemen	2 210.0	2 106.1	2 307.7	2 389.0	81.3	3.5		
17. Panel of Experts on South Sudan	1 257.6	1 024.6	1 246.0	1 435.4	189.4	15.2		
18. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	5 854.9	6 091.6	6 516.9	6 162.8	(354.1)	(5.4)		
19. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	617.3	778.3	711.1	729.8	18.7	2.6		
20. Implementation of Security Council resolution 2231 (2015)	1 533.5	1 397.4	1 190.4	355.4	(835.0)	(70.1)		

Mission	2023		2024	2025	Variance	
	Appropriation	Expenditure	Appropriation	Requirements	Amount	Percentage
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	(6)=(5)/(3)
21. Panel of Experts pursuant to resolution 2713 (2023)	1 839.4	1 632.4	1 963.2	1 960.2	(3.0)	(0.2)
22. Panel of Experts on Haiti	1 405.7	1 402.6	1 548.5	1 571.4	22.9	1.5
23. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	3 135.5	2 280.1	3 415.1	3 472.5	57.4	1.7
24. Counter-Terrorism Committee Executive Directorate	11 424.8	10 815.4	11 669.1	12 815.7	1 146.6	9.8
Subtotal, cluster II	37 637.5	35 042.1	39 421.9	36 842.9	(2 579.0)	(6.5)
Cluster III						
25. UNOWAS	14 835.2	14 806.1	15 900.1	15 822.9	(77.2)	(0.5)
26. UNSOM	96 571.3	95 986.5	101 136.8	104 646.3	3 509.5	3.5
27. United Nations Regional Centre for Preventive Diplomacy for Central Asia	3 292.7	3 244.1	3 233.2	3 555.9	322.7	10.0
28. United Nations support for the Cameroon-Nigeria Mixed Commission	3 781.3	3 542.3	3 821.7	3 742.7	(79.0)	(2.1)
29. Office of the United Nations Special Coordinator for Lebanon	10 183.1	10 924.0	11 303.4	11 122.6	(180.8)	(1.6)
30. UNOCA	9 074.1	8 158.5	8 410.5	7 875.9	(534.6)	(6.4)
31. UNSMIL	88 046.5	86 197.7	87 763.6	94 141.5	6 377.9	7.3
32. United Nations Verification Mission in Colombia	67 244.3	68 380.1	78 336.7	86 855.1	8 518.4	10.9
33. UNMHA	36 071.6	32 870.7	33 640.2	31 606.8	(2 033.4)	(6.0)
34. BINUH	27 902.1	28 560.9	36 540.1	35 763.0	(777.1)	(2.1)
Subtotal, cluster III	357 002.2	352 671.0	380 086.3	395 132.7	15 046.4	4.0
UNAMA and UNAMI						
35. UNAMA	132 479.2	129 065.0	127 324.7	126 119.3	(1 205.4)	(0.9)
36. UNAMI	96 910.6	98 999.8	98 126.5	103 202.6	5 076.1	5.2
Subtotal, UNAMA and UNAMI	229 389.8	228 064.7	225 451.2	229 321.9	3 870.7	1.7
Subtotal, continuing missions	673 633.5	660 308.5	692 052.4	708 972.2	16 919.8	2.4
Discontinuing and discontinued missions^b						
UNITAD	25 283.8	24 938.7	25 673.1	–	(25 673.1)	(100.0)
UNITAMS	66 128.0	62 391.3	22 162.6	–	(22 162.6)	(100.0)
Panel of Experts on Mali	1 148.6	690.9	–	–	–	–
Office of the Special Envoy of the Secretary-General for Burundi	–	78.7	–	–	–	–

Mission	2023		2024	2025	Variance	
	Appropriation	Expenditure	Appropriation	Requirements	Amount	Percentage
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	(6)=(5)/(3)
UNIOGBIS	–	26.7	–	–	–	–
Provision for the share of special political missions for the Regional Service Centre	2 141.1	2 141.1	2 128.8	2 308.4	179.6	8.4
Total	768 335.0	750 575.9	742 016.9	711 280.6	(30 736.3)	(4.1)

^a The mission providing support to the Security Council Committee established pursuant to resolution [1718 \(2006\)](#) was called the Panel of Experts for the Democratic People's Republic of Korea until April 2024. The data shown in tables throughout the present report reflect the data for the Panel of Experts up to the end of its mandate on 30 April 2024, and the data thereafter relate to the remaining component providing support to the Security Council Committee.

^b The Office of the Special Envoy of the Secretary-General for Burundi and UNIOGBIS were closed in 2021. Some payroll adjustments for separated staff and settlements with vendors were posted in 2023.

Table 6
Overview of financial resources by category of expenditure
 (Thousands of United States dollars)

Category of expenditure	2023		2024	2025	Variance	
	Appropriation	Expenditure	Appropriation	Requirements	Amount	Percentage
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	(6)=(5)/(3)
I. Military and police personnel						
1. Military observers	5 773.4	3 720.0	4 739.0	4 940.2	201.2	4.2
2. Military contingents	27 517.8	26 397.9	27 789.2	27 350.8	(438.5)	(1.6)
3. United Nations police	1 714.3	1 321.4	2 308.2	2 350.0	41.8	1.8
Subtotal, military and police personnel	35 005.5	31 439.4	34 836.4	34 641.0	(195.5)	(0.6)
II. Civilian personnel						
1. International staff	296 638.7	309 757.7	305 861.0	328 488.4	22 627.4	7.4
2. National Professional Officers	37 465.2	36 963.3	38 921.9	42 062.9	3 141.0	8.1
3. Local level staff	58 107.8	58 099.6	59 643.6	61 149.8	1 506.2	2.5
4. United Nations Volunteers	11 342.0	10 566.2	11 932.5	12 914.6	982.1	8.2
5. General temporary assistance	2 546.0	2 131.6	2 782.2	3 627.3	845.1	30.4
6. Government-provided personnel	1 205.9	734.7	1 074.1	872.6	(201.5)	(18.8)
Subtotal, civilian personnel	407 305.6	418 253.0	420 215.3	449 115.6	28 900.3	6.9
III. Operational costs						
1. Experts	13 524.7	11 526.9	14 124.6	12 296.3	(1 828.3)	(12.9)
2. Consultants and consulting services	2 751.7	1 631.7	2 609.9	2 289.8	(320.1)	(12.3)
3. Official travel	12 450.8	13 040.5	13 011.2	12 759.7	(251.5)	(1.9)
4. Facilities and infrastructure	94 742.4	88 731.5	95 656.6	98 357.6	2 701.0	2.8
5. Ground transportation	8 000.8	8 256.9	11 523.0	8 671.8	(2 851.2)	(24.7)
6. Air operations	44 920.0	37 182.4	45 408.1	40 819.6	(4 588.5)	(10.1)
7. Marine operations	298.9	453.8	111.8	177.0	65.2	58.3
8. Communications and information technology	30 458.4	31 028.9	31 978.6	29 853.2	(2 125.4)	(6.6)
9. Medical	8 359.6	3 754.8	5 015.9	4 988.0	(27.9)	(0.6)

Category of expenditure	2023		2024	2025	Variance	
	Appropriation	Expenditure	Appropriation	Requirements	Amount	Percentage
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	(6)=(5)/(3)
10. Other supplies, services and equipment	15 615.1	14 808.8	17 261.0	14 702.6	(2 558.4)	(14.8)
11. Quick impact projects	200.0	200.0	300.0	300.0	–	–
Subtotal, operational costs	231 322.4	210 616.2	237 000.7	225 215.6	(11 785.1)	(5.0)
Subtotal, continuing missions	673 633.5	660 308.5	692 052.4	708 972.2	16 919.8	2.4
Discontinuing and discontinued missions						
UNITAD	25 283.8	24 938.7	25 673.1	–	(25 673.1)	(100.0)
UNITAMS	66 128.0	62 391.3	22 162.6	–	(22 162.6)	(100.0)
Panel of Experts on Mali	1 148.6	690.9	–	–	–	–
Office of the Special Envoy of the Secretary-General for Burundi	–	78.7	–	–	–	–
UNIOGBIS	–	26.7	–	–	–	–
Provision for the share of special political missions for the Regional Service Centre	2 141.1	2 141.1	2 128.8	2 308.4	179.6	8.4
Total	768 335.0	750 575.9	742 016.9	711 280.6	(30 736.3)	(4.1)

Table 7
Evolution of financial resources, 2020–2025, by mission

(Thousands of United States dollars)

Mission	2020		2021		2022		2023		2024	2025
	Appropriation	Expenditure	Appropriation	Expenditure	Appropriation	Expenditure	Appropriation	Expenditure	Appropriation	Requirements
Cluster I										
1. Office of the Special Adviser to the Secretary-General on Cyprus	2 878.3	2 468.0	2 821.2	2 745.9	2 955.0	2 523.5	3 036.3	2 840.4	3 056.5	2 998.4
2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	2 227.4	1 698.9	2 267.1	2 094.5	2 698.3	2 393.6	2 816.4	2 888.7	2 815.7	3 257.4
3. Personal Envoy of the Secretary-General for Western Sahara	434.4	9.6	501.2	109.6	476.5	267.9	475.2	264.2	561.8	509.6
4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	397.2	334.5	357.6	335.2	338.6	393.4	372.2	299.2	414.2	363.6
5. United Nations Representative to the Geneva International Discussions	2 236.7	1 638.8	1 856.2	1 757.8	2 045.0	1 745.4	1 950.0	1 770.4	2 032.1	1 931.6
6. Office of the Special Envoy of the Secretary-General for Syria	16 235.3	15 075.4	16 187.5	11 928.0	16 132.6	12 630.3	15 001.6	12 817.6	13 660.7	14 194.8
7. Office of the Special Envoy of the Secretary-General for the Horn of Africa	1 496.4	1 429.2	1 782.8	1 594.9	1 763.6	1 586.1	1 754.5	1 805.6	1 638.1	2 154.3
8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region	4 400.4	4 459.6	5 056.4	4 202.4	5 133.9	4 406.1	5 737.9	4 672.9	4 977.8	4 953.8
9. Office of the Special Envoy of the Secretary-General for Yemen	18 177.0	18 115.7	17 551.1	16 726.3	17 202.0	16 240.6	17 051.3	16 087.0	16 570.8	16 341.0
10. Office of the Special Envoy of the Secretary-General on Myanmar	1 073.0	942.0	1 105.5	1 184.0	1 153.5	1 223.8	1 408.6	1 084.7	1 365.3	970.2
Subtotal, cluster I	49 556.1	46 171.7	49 486.6	42 678.6	49 899.0	43 410.8	49 604.0	44 530.7	47 093.0	47 674.7
Cluster II										
11. Group of Experts on the Democratic Republic of the Congo	1 430.6	1 298.2	1 450.8	992.8	1 419.5	1 272.4	1 524.2	1 366.8	1 556.7	1 549.7
12. Panel of Experts on the Sudan	1 088.9	1 067.4	1 067.9	909.0	1 073.1	956.9	1 120.4	1 012.0	1 151.5	1 132.6

Mission	2020		2021		2022		2023		2024		2025
	Appropriation	Expenditure	Appropriation	Expenditure	Appropriation	Expenditure	Appropriation	Expenditure	Appropriation	Requirements	
13. Support to the Security Council Committee established pursuant to resolution 1718 (2006)	2 912.0	2 811.5	3 124.8	2 823.2	3 094.5	2 943.9	3 110.6	3 065.8	3 407.9	591.3	
14. Panel of Experts on Libya	1 395.5	1 348.1	1 361.3	1 096.0	1 431.5	1 223.3	1 410.4	1 178.3	1 456.2	1 376.4	
15. Panel of Experts on the Central African Republic	1 211.2	1 184.2	1 110.5	746.0	1 163.8	789.2	1 193.2	890.6	1 281.6	1 300.7	
16. Panel of Experts on Yemen	2 324.6	2 091.5	2 258.2	1 860.7	2 302.2	1 926.2	2 210.0	2 106.1	2 307.7	2 389.0	
17. Panel of Experts on South Sudan	1 357.7	1 206.0	1 293.1	651.9	1 253.8	1 013.0	1 257.6	1 024.6	1 246.0	1 435.4	
18. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	5 899.5	6 026.1	5 885.7	5 184.1	5 871.5	5 827.5	5 854.9	6 091.6	6 516.9	6 162.8	
19. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	653.3	557.8	632.4	529.8	668.1	621.3	617.3	778.3	711.1	729.8	
20. Implementation of Security Council resolution 2231 (2015)	1 548.0	1 661.1	1 416.7	1 294.2	1 392.6	1 230.6	1 533.5	1 397.4	1 190.4	355.4	
21. Panel of Experts pursuant to resolution 2713 (2023)	1 850.8	1 826.6	1 855.2	1 591.4	1 878.2	1 472.2	1 839.4	1 632.4	1 963.2	1 960.2	
22. Panel of Experts on Haiti	–	–	–	–	–	1.5	1 405.7	1 402.6	1 548.5	1 571.4	
23. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	2 969.3	2 889.7	2 978.7	2 508.5	3 137.7	2 598.2	3 135.5	2 280.1	3 415.1	3 472.5	
24. Counter-Terrorism Committee Executive Directorate	11 147.4	10 479.8	10 878.7	9 861.0	11 278.7	11 250.7	11 424.8	10 815.4	11 669.1	12 815.7	
Subtotal, cluster II	35 788.8	34 448.0	35 314.0	30 048.4	35 965.2	33 127.0	37 637.5	35 042.1	39 421.9	36 842.9	
Cluster III											
25. UNOWAS	12 611.3	12 400.0	13 950.0	13 608.4	14 658.6	14 526.5	14 835.2	14 806.1	15 900.1	15 822.9	
26. UNSOM	104 878.2	102 193.4	103 438.1	94 682.2	98 507.2	100 000.8	96 571.3	95 986.5	101 136.8	104 646.3	
27. United Nations Regional Centre for Preventive Diplomacy for Central Asia	2 901.4	2 859.6	2 865.0	3 016.9	2 894.2	3 011.1	3 292.7	3 244.1	3 233.2	3 555.9	

Mission	2020		2021		2022		2023		2024	2025
	Appropriation	Expenditure	Appropriation	Expenditure	Appropriation	Expenditure	Appropriation	Expenditure	Appropriation	Requirements
28. United Nations support for the Cameroon-Nigeria Mixed Commission	3 458.0	3 431.7	3 638.4	3 378.3	3 525.0	3 686.8	3 781.3	3 542.3	3 821.7	3 742.7
29. Office of the United Nations Special Coordinator for Lebanon	8 953.6	8 826.0	9 698.6	8 652.8	9 558.4	10 275.7	10 183.1	10 924.0	11 303.4	11 122.6
30. UNOCA	7 129.0	7 165.2	7 901.7	7 285.4	8 530.1	8 044.2	9 074.1	8 158.5	8 410.5	7 875.9
31. UNSMIL	72 440.5	71 579.7	69 244.1	69 131.0	69 262.0	82 340.9	88 046.5	86 197.7	87 763.6	94 141.5
32. United Nations Verification Mission in Colombia	61 327.5	59 301.7	62 942.5	56 030.5	66 800.6	61 117.6	67 244.3	68 380.1	78 336.7	86 855.1
33. UNMHA	51 642.7	46 710.9	48 569.2	24 944.5	42 292.0	29 531.0	36 071.6	32 870.7	33 640.2	31 606.8
34. BINUH	20 114.2	19 933.8	19 271.6	20 615.9	21 841.3	23 017.3	27 902.1	28 560.9	36 540.1	35 763.0
Subtotal, cluster III	345 456.4	334 402.1	341 519.2	301 345.8	337 869.4	335 551.9	357 002.2	352 671.0	380 086.3	395 132.7
UNAMA and UNAMI										
35. UNAMA	134 790.2	135 312.5	136 875.2	136 669.9	131 390.3	134 130.3	132 479.2	129 065.0	127 324.7	126 119.3
36. UNAMI	100 546.3	99 957.6	99 076.8	95 865.8	97 673.2	98 214.8	96 910.6	98 999.8	98 126.5	103 202.6
Subtotal, UNAMA and UNAMI	235 336.5	235 270.1	235 952.0	232 535.8	229 063.5	232 345.1	229 389.8	228 064.7	225 451.2	229 321.9
Subtotal, continuing missions	666 137.8	650 291.8	662 271.8	606 608.6	652 797.1	644 434.8	673 633.5	660 308.5	692 052.4	708 972.2
Discontinuing and discontinued missions										
UNITAD	20 338.7	23 366.7	24 357.6	23 617.5	24 461.0	24 351.0	25 283.8	24 938.7	25 673.1	–
UNITAMS	–	1 420.0	34 070.4	30 362.6	56 319.6	56 649.0	66 128.0	62 391.3	22 162.6	–
Panel of Experts on Mali	1 325.7	1 095.9	1 167.1	665.1	1 144.7	852.6	1 148.6	690.9	–	–
Office of the Special Envoy of the Secretary-General for Burundi	7 237.0	7 181.7	6 090.6	3 351.2	–	(20.3)	–	78.7	–	–
UNIOGBIS	15 318.2	15 542.5	989.9	587.4	–	10.5	–	26.7	–	–
Provision for the share of special political missions for the Regional Service Centre	1 424.4	1 424.4	1 412.4	1 412.4	1 820.2	1 820.2	2 141.1	2 141.1	2 128.8	2 308.4
Total	711 781.8	700 323.1	730 359.8	666 604.8	736 542.6	728 097.8	768 335.0	750 575.9	742 016.9	711 280.6

Variance analysis

Cluster I

132. The proposed resource requirements for the 10 missions under cluster I for 2025 amount to \$47.7 million, representing a net increase of \$0.6 million (1.2 per cent) compared with 2024. The overall increase principally reflects increased requirements for: (a) the Office of the Special Envoy of the Secretary-General for Syria, attributable mainly to updated standard costs; (b) the Office of the Special Envoy of the Secretary-General for the Horn of Africa, attributable mainly to the application of lower vacancy rates and the proposed establishment of a post of Climate, Peace and Security Adviser (P-4); (c) the Office of the Special Adviser to the Secretary-General on the Prevention of Genocide, attributable mainly to increased costs as a result of five new posts and positions proposed for establishment, as well as a higher post adjustment multiplier for New York. The increased requirements would be offset in part by reduced requirements for official travel.

Cluster II

133. The proposed resource requirements for the 14 missions under cluster II for 2025 amount to \$36.8 million, representing a net decrease of \$2.6 million (6.5 per cent) compared with 2024. The overall decrease reflects the result of a decrease under the 13 groups or panels of experts and support mechanisms to Sanctions Committees, attributable to the reduced staff costs resulting from the abolishment of three posts and all experts providing support to the Security Council Committee established pursuant to resolution 1718 (2006) (previously the Panel of Experts on the Democratic People's Republic of Korea, the mandate of which expired in April 2024) and the phased abolishment of posts for the implementation of Security Council resolution 2231 (2015), the mandate of which will expire in October 2025, offset in part by the application of the most recent vacancy rates, updated salary rates and the latest percentage of common staff costs and post adjustment multipliers, as well as updated experts' fees, and an increase under the Counter-Terrorism Committee Executive Directorate, attributable mainly to the application of a lower vacancy rate and updated salary rates, and the proposed establishment of two new posts.

Cluster III

134. The proposed resource requirements for the 10 missions under cluster III for 2025 amount to \$395.1 million, representing a net increase of \$15.0 million (4.0 per cent) compared with 2024. The overall increase is attributed to: (a) \$22.7 million from the application of the latest salary scales, post adjustment multipliers, common staff costs and vacancy rates for all missions, as well as the delayed financial impact of new posts approved for 2024 and previously budgeted with a 50 per cent vacancy rate (including 88 for the United Nations Verification Mission in Colombia and 33 for BINUH); and (b) \$4.4 million for the refurbishment of and security enhancements to mission premises in Hudaydah and Tripoli. The increase is offset by a reduction of \$12.1 million, due mainly to: (a) lower requirements for air operations as a result of the termination of the contract for one helicopter in UNMHA, the application of a 50 per cent deployment factor for a helicopter in UNSMIL and an overall lower number of flight hours; (b) lower ground transportation requirements, reflecting a more cost-efficient UN fleet leasing option in the United Nations Verification Mission in Colombia and the non-acquisition of vehicles in some missions that received them from liquidating missions; (c) the change in the mine action delivery model in UNSMIL, from UNOPS to the Mission, resulting in cost-efficiencies; and (d) lower ICT requirements in most missions.

United Nations Assistance Mission in Afghanistan

135. The proposed resource requirements for UNAMA for 2025 amount to \$126.1 million, representing a net decrease of \$1.2 million (0.9 per cent) compared with the 2024 appropriation. The overall decrease is due mainly to reduced costs for security and maintenance services, as well as lower fuel costs; lower rental and operational costs for one fixed-wing aircraft; lower costs for shared medical services; higher vacancy rates for national staff; and the abolishment of 32 posts, offset in part by

higher international staff costs owing to lower vacancy rates, based on the latest incumbency rates, as well as a higher post adjustment multiplier for Afghanistan.

United Nations Assistance Mission for Iraq

136. The proposed resource requirements for UNAMI for 2025 amount to \$103.2 million, representing a net increase of \$5.1 million (5.2 per cent) compared with the 2024 appropriation. This reflects the net result of: (a) an increase of \$5.9 million in civilian personnel costs, due mainly to the application of higher common staff costs for international staff and updated salary scales for national staff; (b) a reduction of \$0.3 million under military personnel due to lower requirements for travel on personnel emplacement, rotation and repatriation, and for rations; (c) a reduction of \$0.5 million under operational costs due mainly to lower requirements under facilities and infrastructure (reflecting fewer facilities projects and lower expenditure on utilities and waste disposal services), and lower costs for ICT and vehicle acquisition (due to the planned transfer of assets from UNITAD, the mandate of which will expire on 17 September 2024), offset in part by higher costs for air operations, reflecting contractual prices for the two fixed-wing aircraft.

Share of the cost of the Regional Service Centre in Entebbe

137. The share of special political missions for the cost of the Regional Service Centre reflects an increase of \$0.2 million, attributable mainly to an increase of the share of special political missions in the cost of the Centre, from 4.92 per cent in the 2023/24 period to 4.99 per cent in the 2024/25 period, and an increase in the proposed budget for the Centre of \$4.6 million, or 10.4 per cent, compared with the 2023/24 period, due mainly to: (a) the proposed establishment of 31 posts transitioning from the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, (b) the projected decrease in vacancy rates, from 10.4 per cent in the 2023/24 period to 9.8 per cent in the 2024/25 period for international staff, from 7.9 per cent to 7.6 per cent for National General Service staff and from 16.7 per cent to 0.0 per cent for international United Nations Volunteers, and (c) the application of revised salary rates for national staff, which are 9.3 per cent higher than the rates applied in the approved budget for the 2023/24 period. The increased requirements for civilian personnel are offset in part by (a) the proposed abolishment of 29 posts; (b) the application of a lower common staff costs rate for international staff compared with the rates applied in the approved budget for the 2023/24 period, (c) a projected increase in vacancy rates from 10.5 per cent in the 2023/24 period to 15.4 per cent in the 2024/25 period for the National Professional Officer category, and (d) the application of the exchange rate of 3,814 Ugandan shillings to 1 United States dollar, compared with the rate of 3,735 Ugandan shillings applied in the approved budget for the 2023/24 period, which has an impact on the requirements for national staff.
138. The variance analysis of each mission is further provided in table 8.

Table 8
Variance analysis, by mission

(Thousands of United States dollars)

Mission	2024	2025	Variance		Main contributing factors
	appropriation	requirements	Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
Cluster I					
1. Office of the Special Adviser to the Secretary-General on Cyprus	3 056.5	2 998.4	(58.1)	(1.9)	The decrease is attributable mainly to reduced requirements for travel and other supplies, services and equipment, offset in part by increased requirements for civilian personnel as a result of higher salary costs
2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	2 815.7	3 257.4	441.7	15.7	The increase is attributable mainly to increased requirements for civilian personnel as a result of the proposed establishment of new posts and positions, as well as a higher post adjustment multiplier, offset in part by reduced requirements for official travel
3. Personal Envoy of the Secretary-General for Western Sahara	561.8	509.6	(52.2)	(9.3)	The decrease is attributable mainly to the reduced requirements for civilian personnel due to the application of a 12.5 per cent vacancy rate, compared with the rate of zero per cent applied for 2024, as well as reduced requirements for consultants and consulting services and other supplies, services and equipment based on the expenditure pattern of previous years
4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	414.2	363.6	(50.6)	(12.2)	The decrease is attributable mainly to the application of a higher vacancy rate of 16.7 per cent, compared with the vacancy rate of zero per cent applied for 2024, as well as reduced requirements for official travel, ground transportation, and other supplies, services and equipment based on the expenditure pattern of previous years
5. United Nations Representative to the Geneva International Discussions	2 032.1	1 931.6	(100.5)	(4.9)	The decrease is attributable to reduced requirements for official travel, communications and information technology and other supplies, services and equipment. The decrease in operational costs is offset in part by increased requirements for civilian personnel costs, owing to higher common staff costs based on recent expenditure
6. Office of the Special Envoy of the Secretary-General for Syria	13 660.7	14 194.8	534.1	3.9	The increase is attributable mainly to increased requirements for civilian personnel costs, due to higher salary and common staff costs on the basis of recent expenditure
7. Office of the Special Envoy of the Secretary-General for the Horn of Africa	1 638.1	2 154.3	516.2	31.5	The increase is attributable mainly to the application of a zero per cent vacancy rate for international staff, compared with the vacancy rate of 20.0 per cent applied for 2024, as well as the increased cost for the one post proposed for establishment
8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region	4 977.8	4 953.8	(24.0)	(0.5)	The decrease is attributable mainly to reduced requirements for air operations due to the increased availability of commercial flights, as well as to reduced requirements under civilian personnel resulting from lower common staff costs for international posts and lower costs for local staff as a result of the application of the latest salary scales

Mission	2024 appropriation	2025 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
9. Office of the Special Envoy of the Secretary-General for Yemen	16 570.8	16 341.0	(229.8)	(1.4)	The decrease is attributable mainly to reduced requirements for civilian personnel resulting from the application of higher vacancy rates of 23.6 per cent for international staff and 42.9 per cent for National Professional Officers, respectively, compared with the budgeted rates of 21.3 per cent and 33.4 per cent, respectively, in 2024. The decreased requirements under civilian personnel are offset in part by increased requirements for facilities and infrastructure and ground transportation due to a new contract for storage and distribution points for the mission's fuel reserve in Yemen; increased requirements for communications and information technology due to an increase in contract prices for maintenance and support services; and an increase in other supplies, services and equipment due to increased requirements for contract services
10. Office of the Special Envoy of the Secretary-General on Myanmar	1 365.3	970.2	(395.1)	(28.9)	The decrease is attributable mainly to decreased requirements for civilian personnel costs owing to lower common staff costs and the application of a vacancy rate of 25.0 per cent, compared with the rate of zero per cent applied for 2024
Subtotal, cluster I	47 093.0	47 674.7	581.7	1.2	
Cluster II					
11. Group of Experts on the Democratic Republic of the Congo	1 556.7	1 549.7	(7.0)	(0.4)	The decrease is attributable primarily to lower requirements under civilian personnel costs owing to the application of a higher vacancy rate compared with the rate applied for 2024, lower requirements for experts' fees owing to a lower average monthly rate based on changes in the composition of the panel, and the removal of provision for satellite imagery, as the required images will be obtained through a subscription to a geospatial database which will allow experts to access near-real-time, high-resolution temporal and spatial satellite imagery and related services. The decrease is offset in part by a higher percentage of common staff costs based on recent expenditure patterns and a new requirement for the subscription to the geospatial database
12. Panel of Experts on the Sudan	1 151.5	1 132.6	(18.9)	(1.6)	The decrease is attributable primarily to lower requirements for experts' fees owing to a change in the composition of the panel, reduced requirements for rental of premises based on the application of the latest standard rate, and the removal of provision for satellite imagery, as the required images will be obtained through a subscription to a geospatial database which will allow experts to access near-real-time, high-resolution temporal and spatial satellite imagery and related services. The decrease is offset in part by higher requirements under civilian personnel costs, attributable mainly to a higher post adjustment multiplier and the application of a higher percentage of common staff costs based on recent expenditure patterns and a new requirement for the subscription to the geospatial database
13. Support to the Security Council Committee established pursuant to resolution 1718 (2006)	3 407.9	591.3	(2 816.6)	(82.6)	The decrease is attributable to lower requirements under civilian personnel costs resulting from the proposed abolishment of three posts, the application of a lower percentage of common staff costs and a higher vacancy rate, as well as lower requirements under operational costs owing to the expiration of the mandate of the Panel of Experts on the Democratic People's Republic of Korea, resulting in the discontinuation of related provisions

Mission	2024 appropriation	2025 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
14. Panel of Experts on Libya	1 456.2	1 376.4	(79.8)	(5.5)	The decrease is attributable to lower requirements under civilian personnel costs resulting from the application of a higher vacancy rate based on the actual average vacancy rate for 2023 compared with that applied for 2024, lower requirements for experts' fees owing to a change in the composition of the Panel, and the removal of provision for satellite imagery, as the required images will be obtained through a subscription to a geospatial database which will allow experts to access near-real-time, high-resolution temporal and spatial satellite imagery and related services. The decrease is offset in part by higher common staff costs based on recent expenditure patterns and a new requirement for the subscription to the geospatial database
15. Panel of Experts on the Central African Republic	1 281.6	1 300.7	19.1	1.5	The increase is attributable primarily to higher requirements under civilian personnel costs resulting from a higher post adjustment multiplier and the application of a lower vacancy rate compared with the rate applied for 2024 and of a higher percentage of common staff costs based on expenditure patterns, and a new requirement for a subscription to a geospatial database which will allow experts to access near-real-time, high-resolution temporal and spatial satellite imagery and related services. The increase is offset in part by lower requirements for experts' fees resulting from a change in the composition of the Panel and the removal of provision for satellite imagery, as the required images will be obtained through the subscription to the geospatial database
16. Panel of Experts on Yemen	2 307.7	2 389.0	81.3	3.5	The increase is attributable primarily to higher requirements under civilian personnel costs resulting from a higher post adjustment multiplier and the application of a higher percentage of common staff costs for international staff posts based on recent expenditure patterns, as well as increased requirements for experts' fees resulting from higher average monthly fees owing to a change in the composition of the Panel, and a new requirement for a subscription to a geospatial database which will allow experts to access near-real-time, high-resolution temporal and spatial satellite imagery and related services. The increase is offset in part by lower salaries for international staff, owing to the application of a higher vacancy rate of 13.9 per cent, compared with the rate of 8.4 per cent applied for 2024, and removal of provision for satellite imagery, as the required images will be obtained through the subscription to the geospatial database
17. Panel of Experts on South Sudan	1 246.0	1 435.4	189.4	15.2	The increase is attributable primarily to higher requirements under civilian personnel costs resulting from a higher post adjustment multiplier and the application of a lower vacancy rate of zero per cent, compared with the rate of 30.5 per cent applied for 2024, higher requirements for experts' fees resulting from a change in the composition of the Panel, and a new requirement for a subscription to a geospatial database which will allow experts to access near-real-time, high-resolution temporal and spatial satellite imagery and related services

Mission	2024 appropriation	2025 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
18. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	6 516.9	6 162.8	(354.1)	(5.4)	The decrease is attributable to lower requirements under civilian personnel costs, owing primarily to the application of a higher vacancy rate of 17.5 per cent compared with the rate of 1.3 per cent applied for 2024 and reduced requirements for rental of premises based on the application of the latest standard rate. The decrease is offset in part by higher requirements for experts' fees owing to a change in the composition of the Team and a new requirement for a subscription to a new monitoring service which will enable experts to access an extensive and complete database covering listed entities and individuals in local languages
19. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	711.1	729.8	18.7	2.6	The increase is attributable to increased requirements under civilian personnel costs resulting from a higher post adjustment multiplier and the application of a higher percentage of common staff costs, based on recent expenditure patterns. The increase is offset in part by reduced requirements for rental of premises based on the application of the latest standard rate
20. Implementation of Security Council resolution 2231 (2015)	1 190.4	355.4	(835.0)	(70.1)	The decrease is attributable to reduced requirements under civilian personnel costs and operating expenses resulting from the proposed abolishment of three posts effective 1 January 2025 and the remaining two posts effective 1 November 2025, in reflection of the anticipated expiration of the mandate in October 2025, offset in part by the application of higher common staff costs of 43.9 per cent compared with 42.2 per cent applied in 2024 based on expenditure patterns
21. Panel of Experts pursuant to resolution 2713 (2023)	1 963.2	1 960.2	(3.0)	(0.2)	The decrease is attributable primarily to lower requirements under civilian personnel costs owing to the application of updated salary rates for General Service staff, offset in part by the application of higher common staff costs based on expenditure patterns, lower requirements for experts' fees owing to a change in the composition of the Panel, reduced requirements for rental of premises based on the application of the latest standard rate, lower requirements under other supplies, services and equipment based on expenditure patterns from previous years, and removal of provision for satellite imagery, as the required images will be obtained through a subscription to a geospatial database which will allow experts to access near-real-time, high-resolution temporal and spatial satellite imagery and related services. The decrease is offset by a new requirement covering satellite imagery needs under the subscription to the geospatial database
22. Panel of Experts on Haiti	1 548.5	1 571.4	22.9	1.5	The increase in requirements is attributable primarily to higher requirements for experts' fees resulting from a change in the composition of the Panel, additional requirements under official travel owing to the expansion of the mandate to cover the territorial arms embargo, which was previously limited to armed groups, and a new requirement for a subscription to a geospatial database which will allow experts to access near-real-time, high-resolution temporal and spatial satellite imagery and related services. The increase is offset in part by lower requirements under civilian personnel costs owing to the application of a higher vacancy rate of 33.3 per cent compared with the rate of 25.0 per cent applied for 2024, reduced requirements for rental of premises based on the application of the latest standard rate, reduced requirements under ground transport based on expenditure patterns, and removal of provision for satellite imagery as the required images will be obtained through the subscription to the geospatial database

Mission	2024 appropriation	2025 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
23. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	3 415.1	3 472.5	57.4	1.7	The increase is attributable mainly to higher requirements under civilian personnel costs resulting from the application of a higher post adjustment multiplier and a higher percentage of common staff costs based on recent expenditure patterns. Operational costs for 2025 will be lower than those for 2024 due primarily to reduced requirements for communications and information technology owing to lower estimates based on previous expenditure, offset in part by increased requirements for experts' fees due to a higher monthly rate based on changes in the composition of the group of experts.
24. Counter-Terrorism Committee Executive Directorate	11 669.1	12 815.7	1 146.6	9.8	The increase is attributable primarily to higher requirements under civilian personnel costs owing to the application of a lower vacancy rate of 9.6 per cent for 2025 compared with the rate of 13.6 per cent applied for 2024, a higher post adjustment multiplier and the proposed establishment of two new posts
Subtotal, cluster II	39 421.9	36 842.9	(2 579.0)	(6.5)	
Cluster III					
25. UNOWAS	15 900.1	15 822.9	(77.2)	(0.5)	The decrease is attributable mainly to lower requirements for: (a) international staff, attributable to the application of a higher vacancy rate of 12.3 per cent compared with the rate of 11.4 per cent applied for 2024, and the application of a lower percentage of common staff costs than applied for 2024; (b) emplacement, rotation and repatriation travel for military and police advisers; (c) consultants and consulting services owing to provision for fewer consultants; (d) facilities and infrastructure, attributable primarily to lower costs for security guards and lower requirements for utilities and waste disposal services and petrol, oil and lubricants; (e) aviation fuel, offset in part by higher requirements for the rental and operation of one fixed-wing aircraft owing to a new contract; (f) communications and information technology due to reduced requirements for the acquisition of communications and information technology equipment, rate adjustments for satellite transponder charges and lower requirements for public information and publication services; and (g) other supplies, services and equipment due mainly to the absence of provision for training fees, lower freight costs and decreased requirements for other services. The decrease in requirements is offset in part by higher requirements for National Professional Officer and Local level posts, as well as for petrol, oil and lubricants for vehicles
26. UNSOM	101 136.8	104 646.3	3 509.5	3.5	The increase is attributable mainly to: (a) an increase under civilian personnel costs, owing mainly to the application of a lower vacancy rate of 13.1 per cent for international posts, compared with the rate of 13.9 per cent applied for 2024, as well as a higher post adjustment multiplier of 55.0 in April 2024 compared with 45.6 for April 2023, a lower vacancy rate of 8.0 per cent for National Professional Officer posts, compared with 11.5 per cent for 2024, and a lower vacancy rate of 13.3 per cent for Local level posts, compared with 20.0 per cent for 2024, as well as the proposed establishment of 1 D-1 and 11 National Professional Officer posts; and (b) an increase under operational costs owing to (i) an increase in air operations for fixed-wing and rotary-wing aircraft and an increase in the cost per flight hour from \$255 in

Mission	2024 appropriation	2025 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
					2024 to \$360 in 2025 based on the latest contract; and (ii) higher requirements for other supplies, services and equipment due to freight costs related to the acquisition of equipment, spares and supplies. The increase was offset in part by (a) a decrease under military and police personnel costs due to the absence of requirements for death and disability compensation in military contingents and United Nations police, lower costs for round-trip tickets and the abolishment of five United police positions; and (b) the abolishment of six government-provided personnel and two international posts.
27. United Nations Regional Centre for Preventive Diplomacy for Central Asia	3 233.2	3 555.9	322.7	10.0	The increase is attributable primarily to: (a) increased requirements for international staff owing to the application of a zero vacancy rate for 2025, compared with the rate of 12.5 per cent applied for 2024, and the application of a higher percentage of common staff costs than applied in the 2024 budget; (b) increased requirements for National Professional Officers due to updated salary scales for National Professional Officers; (c) new requirements for three consultants to support the mission's mandated work in fostering cooperation on transboundary water management and trust-building efforts; (d) higher requirements for official travel, attributable to additional travel requirements with respect to a meeting of deputy foreign ministers; and (e) higher requirements under other supplies, services and equipment. The increase is offset in part by lower requirements for facilities and infrastructure and communications and information technology
28. United Nations support for the Cameroon-Nigeria Mixed Commission	3 821.7	3 742.7	(79.0)	(2.1)	The decrease is attributable mainly to lower requirements for: (a) international staff owing to the application of a lower percentage of common staff costs, offset in part by higher requirements owing to the application of a zero vacancy rate, compared with the rate of 3.7 per cent applied for 2024; (b) emplacement, rotation and repatriation travel for military observers; (c) aviation fuel, offset in part by higher requirements for the rental and operation of one fixed-wing aircraft owing to a new contract; and (d) communications and information technology, attributable to a realignment of requirements for software, licences and fees, and public information and publication services, in line with historical expenditure patterns, and rate adjustments for satellite transponder charges. The decrease in requirements is offset in part by higher requirements for national staff, facilities and infrastructure, and other supplies, services and equipment
29. Office of the United Nations Special Coordinator for Lebanon	11 303.4	11 122.6	(180.8)	(1.6)	The decrease is attributable to decreased requirements under civilian personnel costs, resulting mainly from the application of a higher vacancy rate for international staff of 10.2 per cent compared with the rate of 5.6 per cent applied for 2024
30. UNOCA	8 410.5	7 875.9	(534.6)	(6.4)	The decrease is attributable mainly to lower requirements for: (a) international staff, attributable to the application of updated salary rates, a higher vacancy rate of 20.2 per cent compared with the approved rate of 18.2 per cent for 2024, and a lower percentage of common staff costs than applied for 2024; (b) national staff (Local level), attributable to the application of a higher vacancy rate of 12.5 per cent compared with the rate of zero per cent applied for 2024; (c) consultants, taking into account actual expenditure patterns; (d) official travel, due mainly to a reduction in the number of days and staff; (e) facilities and infrastructure, due

Mission	2024 appropriation	2025 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
					primarily to reductions under security services and stationery and office supplies; (f) communications and information technology, due mainly to rate adjustments for satellite transponder charges; and (g) other supplies, services and equipment, as the provisions related to the contribution to common services for compound management and security were moved under facilities and infrastructure to align with actual recorded expenditure, as well as lower requirements for individual contractors. The decrease in requirements is offset in part by higher requirements for National Professional Officers
31. UNSMIL	87 763.6	94 141.5	6 377.9	7.3	The increase is attributable mainly to an increase in civilian personnel costs, owing to the application of a lower vacancy rate of 23.4 per cent for international staff compared with the rate of 29.6 per cent applied for 2024, and a higher post adjustment multiplier for Libya, which increased from 31.8 in April 2023 to 40.0 in April 2024, as well as the proposed establishment of seven general temporary assistance positions. The increase is offset in part by decreased requirements under operational costs owing to lower requirements under: (a) other supplies, services and equipment owing to the transfer of the mine action capacity to the Mission's staffing table as noted above; (b) air operations, owing to the application of a 50 per cent deployment factor to the rental and operations of the helicopter to provide air operations support to the ceasefire monitoring component and to carry out medical evacuations to support casualty and medical evacuation services operations within the mission area, as well as a reduction in the number of flight hours to 575, compared with 700 flight hours provided for in the approved 2024 budget; and (c) communications and information technology, owing to a reduction in acquisitions due to the anticipated receipt of equipment from downsizing missions, as well as reduced requirements for telecommunications and network services and spare parts
32. United Nations Verification Mission in Colombia	78 336.7	86 855.1	8 518.4	10.9	The increase is attributable mainly to: (a) increased requirements for civilian personnel as a result of the application of the latest rates for salaries and common staff costs, including the increase in the post adjustment multiplier for Colombia from 24.9 in April 2023 to 50.8 in April 2024, as well as the delayed impact of 88 new posts and positions approved in the 2024 budget for new mandates; (b) increased requirements for military observers, attributable mainly to higher mission subsistence allowance due to the application of updated rates for Colombia, as well as the delayed impact of 68 new observer positions approved in the 2024 budget for the new mandates; (c) higher requirements for facilities and infrastructure, reflecting the latest contractual prices for rental of premises and security services; (d) higher requirements for air operations, reflecting higher contractual prices for helicopters, offset in part by reduced requirements for petrol, oil and lubricants due to the application of reduced flight hours based on recent trends and the application of the latest six-month-average fuel prices. The increase is offset in part by: (a) lower requirements for ground transportation due to reduced rental costs for soft-skin vehicles; (b) lower requirements for communications and information technology, due mainly to the absence of requirements for the one-time acquisitions for communications and information technology equipment in the 2024 budget in connection with the new mandates; and (c) lower requirements under other supplies, services and equipment, due mainly to lower requirements for meeting facilitation services, and individual contractor and freight costs, due to the lower level of acquisitions

Mission	2024 appropriation	2025 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
33. UNMHA	33 640.2	31 606.8	(2 033.4)	(6.0)	The decrease is attributable mainly to: (a) a decrease under military observers due to the absence of provision for death and disability compensation, and reduced requirements under rations due to the acquisition of adequate stock in previous periods; (b) a decrease under civilian personnel costs due to a lower common staff costs rate for staff and higher vacancy rates for international and national staff; (c) a decrease under air operations due to the termination of the contract for a rotary-wing aircraft in Djibouti to rely on national health facilities rather than Djibouti for hospital care, referral and casualty and medical evacuation services for urgent and critical medical and surgical cases. The decreased requirements are offset in part by: (a) an increase under facilities and infrastructure due to the refurbishment of and security enhancements to new premises in southern Hudaydah, and the replacement of windows to reduce heat transmittance; (b) an increase in rental of premises related to a higher percentage amount in the cost-share arrangement for the use of premises in Mukha'; (c) an increase in petrol, oil and lubricants related to service fees for storage, maintenance and distribution points of generator fuel reserves; (d) an increase under ground transportation due to storage and distribution fees for the diesel fuel reserve, as well as spare parts and repairs and maintenance; (e) an increase under communications and information technology due to maintenance costs for services, including support services; (f) an increase under medical services due to an increase in the number of contracted medical personnel from three to five; and (g) higher requirements under other supplies, services and equipment, due mainly to an increase in freight and related costs
34. BINUH	36 540.1	35 763.0	(777.1)	(2.1)	The decrease is attributable to reduced requirements under operational costs as follows: (a) a reduction under ground transportation due to the absence of requirements for the acquisition of vehicles, given that the revised estimates for the previous year included 10 additional light passenger vehicles, 5 armoured vehicles, one armoured ambulance and one mobile workshop; (b) a reduction under other supplies, services and equipment due to lower requirements for freight charges and related charges related to the removal of the one-time provision for the acquisition of vehicles and equipment in 2024; (c) a reduction under facilities and infrastructure due to an absence of requirements for construction, alteration, renovation and major maintenance for the installation of prefabricated facilities undertaken in the previous period, as well as the absence of requirements for the acquisition of prefabricated facilities, furniture, and electrical and fuel distribution equipment acquired in previous periods; (d) a decrease in communications and information technology equipment due to the acquisition of adequate stock in the previous period; and (e) a reduction under consultancy services due to reliance on in-house capacity. The decrease is offset in part by an increase under civilian personnel costs due to (a) the delayed impact of 33 new posts and positions approved for 2024; (b) the revised salary scales for national staff promulgated in April 2024; and (c) the increase in the post adjustment multiplier in Haiti from 60.9 in April 2023 to 62.8 in April 2024. Furthermore, the increased requirement under United Nations police is due to the delayed impact of the 27 additional police positions approved in the 2024 revised estimates
Subtotal, cluster III	380 086.3	395 132.7	15 046.4	4.0	

Mission	2024 appropriation	2025 requirements	Variance		Main contributing factors
			Amount	Percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
UNAMA and UNAMI					
35. UNAMA	127 324.7	126 119.3	(1 205.4)	(0.9)	The decrease is due mainly to (a) reduced costs for security and maintenance services, as well as lower fuel costs; (b) lower rental and operational costs for one fixed-wing aircraft; (c) lower costs for shared medical services; (d) higher vacancy rates for national staff; and (e) the abolishment of 32 posts. The decrease is offset in part by higher international staff costs owing to lower vacancy rates, based on the latest incumbency, as well as a higher post adjustment multiplier for Afghanistan, which increased from 38.7 in April 2023 to 48.0 in April 2024
36. UNAMI	98 126.5	103 202.6	5 076.1	5.2	The increase reflects: (a) an increase of \$5.9 million in civilian personnel costs, due mainly to the application of higher common staff costs for international staff and the updated salary scales for national staff; (b) a reduction of \$0.3 million under military personnel due to lower requirements for travel on personnel emplacement, rotation and repatriation, and for rations; (c) a reduction of \$0.5 million under operational costs, due mainly to lower requirements under facilities and infrastructure (reflecting fewer construction projects and reduced requirements for utilities and waste disposal services), communications and information technology and vehicle acquisitions (due to the planned transfer of assets from UNITAD after its mandate expires on 17 September 2024), offset in part by higher costs for air operations, reflecting contractual prices for two fixed-wing aircraft
Subtotal, UNAMA and UNAMI	225 451.2	229 321.9	3 870.7	1.7	
Subtotal, continuing missions					
Discontinuing and discontinued missions					
UNITAD	25 673.1	–	(25 673.1)	(100.0)	The mission's mandate is set to expire in September 2024. Discussions are ongoing within the Secretariat to determine the time frame for and tasks involved in the liquidation of the mission
UNITAMS	22 162.6	–	(22 162.6)	(100.0)	The Mission's field-based liquidation is scheduled for completion by 31 August 2024
Provision for the share of special political missions for the Regional Service Centre in Entebbe	2 128.8	2 308.4	179.6	8.4	The increase is attributable mainly to an increase of the share of special political missions in the cost of the Centre, from 4.92 per cent in the 2023/24 period to 4.99 in 2024/25, and an increase in the proposed budget for the Centre of \$4.6 million, or 10.4 per cent, compared with the 2023/24 period
Total	742 016.9	711 280.6	(30 736.3)	(4.1)	

C. Human resources

139. The number of civilian personnel proposed for 2025, including international and national staff, United National Volunteers and general temporary assistance positions, reflects an overall decrease of 142 posts and positions, from 4,415 to 4,273. Details of the human resources requirements by cluster, by mission and by category of personnel are presented in tables 9 to 12.

Table 9

Human resources: summary of changes by cluster

	<i>Posts</i>			<i>United Nations Volunteer positions</i>	<i>General temporary assistance positions</i>	<i>Total</i>
	<i>International</i>	<i>National</i>	<i>Subtotal</i>			
Cluster I						
Approved 2024	181	94	275	2	2	279
Proposed 2025	183	94	277	5	3	285
Change	2	–	2	3	1	6
Cluster II						
Approved 2024	111	6	117	–	–	117
Proposed 2025	107	6	113	–	–	113
Change	(4)	–	(4)	–	–	(4)
Cluster III						
Approved 2024	927	784	1 711	213	11	1 935
Proposed 2025	930	793	1 723	213	18	1 954
Change	3	9	12	–	7	19
UNAMA						
Approved 2024	287	773	1 060	95	2	1 157
Proposed 2025	282	752	1 034	111	4	1 149
Change	(5)	(21)	(26)	16	2	(8)
UNAMI						
Approved 2024	278	496	774	2	–	776
Proposed 2025	278	489	767	5	–	772
Change	–	(7)	(7)	3	–	(4)
Subtotal, continuing missions						
Approved 2024	1 784	2 153	3 937	312	15	4 264
Proposed 2025	1 780	2 134	3 914	334	25	4 273
Change	(4)	(19)	(23)	22	10	9
Discontinuing mission						
UNITAD						
Approved 2024	85	57	142	8	1	151
Proposed 2025	–	–	–	–	–	–
Change	(85)	(57)	(142)	(8)	(1)	(151)

	<i>Posts</i>			<i>United Nations Volunteer positions</i>	<i>General temporary assistance positions</i>	<i>Total</i>
	<i>International</i>	<i>National</i>	<i>Subtotal</i>			
Total						
Approved 2024	1 869	2 210	4 079	320	16	4 415
Proposed 2025	1 780	2 134	3 914	334	25	4 273
Change	(89)	(77)	(165)	14	9	(142)

Note: The posts for UNITAMS have been proposed for phased abolishment in 2024, in the context of the liquidation budget of the mission (A/78/6 (Sect.3)/Add.8), as approved by the General Assembly in its resolution 78/274. Accordingly, UNITAMS is not included in the 2024 baseline of total number of posts.

Table 10
Human resources: international and national posts and United Nations Volunteer positions

	International staff posts													National staff posts			United Nations Volunteer positions			Total	
	Professional and higher								General Service and related				Subtotal, international staff posts	NPO	LL	Subtotal	International	National	Subtotal		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	FS	PL	OL									Subtotal
Cluster I																					
1. Office of the Special Adviser to the Secretary-General on Cyprus																					
Approved 2024	1 ^a	–	–	1	3	5	1	–	11	4	–	1	5	16	–	5	5	–	–	–	21
Proposed 2025	1^a	–	–	1	3	5	1	–	11	4	–	1	5	16	–	5	5	–	–	–	21
2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide																					
Approved 2024	1	1 ^b	–	–	2	3	2	–	9	–	–	2	2	11	–	–	–	–	2	2	13
Establishment	–	–	–	–	–	–	–	2	2	–	–	–	–	2	–	–	–	–	3	3	5
Proposed 2025	1	1^b	–	–	2	3	2	2	11	–	–	2	2	13	–	–	–	–	5	5	18
3. Personal Envoy of the Secretary-General for Western Sahara																					
Approved 2024	1 ^a	–	–	–	–	–	1	–	2	–	–	–	–	2	–	–	–	–	–	–	2
Proposed 2025	1^a	–	–	–	–	–	1	–	2	–	–	–	–	2	–	–	–	–	–	–	2
4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)																					
Approved 2024	1 ^c	–	–	–	–	1	–	–	2	–	–	1	1	3	–	–	–	–	–	–	3
Proposed 2025	1^c	–	–	–	–	1	–	–	2	–	–	1	1	3	–	–	–	–	–	–	3
5. United Nations Representative to the Geneva International Discussions																					
Approved 2024	–	1	–	–	1	2	2	–	6	–	–	1	1	7	–	–	–	–	–	–	7
Proposed 2025	–	1	–	–	1	2	2	–	6	–	–	1	1	7	–	–	–	–	–	–	7
6. Office of the Special Envoy of the Secretary-General for Syria																					
Approved 2024	1	1	1	3	7	13	10	–	36	8	–	8	8	52	1	33	34	–	–	–	86
Conversion	–	–	–	–	–	–	(1)	–	(1)	–	–	–	–	(1)	1	–	1	–	–	–	–
Proposed 2025	1	1	1	3	7	13	9	–	35	8	–	8	8	51	2	33	35	–	–	–	86
7. Office of the Special Envoy of the Secretary-General for the Horn of Africa																					
Approved 2024	1	–	–	1	–	2	1	–	5	–	–	–	–	5	2	2	4	–	–	–	9

	International staff posts													Subtotal, international staff posts	National staff posts			United Nations Volunteer positions			Total
	Professional and higher								General Service and related				NPO		LL	Subtotal	International	National	Subtotal		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	FS	PL	OL								Subtotal	
Establishment	-	-	-	-	-	1	-	-	1	-	-	-	-	1	-	-	-	-	-	-	1
Proposed 2025	1	-	-	1	-	3	1	-	6	-	-	-	-	6	2	2	4	-	-	-	10
8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region																					
Approved 2024	1	-	1	1	5	7	5	-	20	1	-	1	2	22	1	7	8	-	-	-	30
Proposed 2025	1	-	1	1	5	7	5	-	20	1	-	1	2	22	1	7	8	-	-	-	30
9. Office of the Special Envoy of the Secretary-General for Yemen																					
Approved 2024	1	-	1	1	6	15	10	-	34	24	-	1	25	59	14	28	42	-	-	-	101
Abolishment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2)	-	(2)	-	-	-	(2)
Establishment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	2	-	-	-	2
Proposed 2025	1	-	1	1	6	15	10	-	34	24	-	1	25	59	13	29	42	-	-	-	101
10. Office of the Special Envoy of the Secretary-General on Myanmar																					
Approved 2024	1	-	-	1	1	1	-	-	4	-	-	-	-	4	-	1	1	-	-	-	5
Abolishment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	(1)	-	-	-	(1)
Proposed 2025	1	-	-	1	1	1	-	-	4	-	-	-	-	4	-	-	-	-	-	-	4
Cluster II																					
11. Group of Experts on the Democratic Republic of the Congo																					
Approved 2024	-	-	-	-	-	-	2	-	2	-	-	-	-	2	-	-	-	-	-	-	2
Proposed 2025	-	-	-	-	-	-	2	-	2	-	-	-	-	2	-	-	-	-	-	-	2
12. Panel of Experts on the Sudan																					
Approved 2024	-	-	-	-	-	-	1	-	1	-	-	-	-	1	-	-	-	-	-	-	1
Proposed 2025	-	-	-	-	-	-	1	-	1	-	-	-	-	1	-	-	-	-	-	-	1
13. Support to the Security Council Committee established pursuant to resolution 1718 (2006)																					
Approved 2024	-	-	-	-	-	1	2	-	3	-	1	2	3	6	-	-	-	-	-	-	6
Abolishment	-	-	-	-	-	-	(1)	-	(1)	-	-	(2)	(2)	(3)	-	-	-	-	-	-	(3)
Proposed 2025	-	-	-	-	-	1	1	-	2	-	1	-	1	3	-	-	-	-	-	-	3

	International staff posts													Subtotal, international staff posts	National staff posts			United Nations Volunteer positions			Total
	Professional and higher								General Service and related				NPO		LL	Subtotal	International	National	Subtotal		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	FS	PL	OL								Subtotal	
14. Panel of Experts on Libya																					
Approved 2024	-	-	-	-	-	-	1	-	1	-	-	1	1	2	-	-	-	-	-	-	2
Proposed 2025	-	-	-	-	-	-	1	-	1	-	-	1	1	2	-	-	-	-	-	-	2
15. Panel of Experts on the Central African Republic																					
Approved 2024	-	-	-	-	-	-	1	-	1	-	-	1	1	2	-	-	-	-	-	-	2
Proposed 2025	-	-	-	-	-	-	1	-	1	-	-	1	1	2	-	-	-	-	-	-	2
16. Panel of Experts on Yemen																					
Approved 2024	-	-	-	-	-	-	1	-	1	5	-	-	5	6	-	2	2	-	-	-	8
Proposed 2025	-	-	-	-	-	-	1	-	1	5	-	-	5	6	-	2	2	-	-	-	8
17. Panel of Experts on South Sudan																					
Approved 2024	-	-	-	-	-	-	1	-	1	-	-	2	2	3	-	-	-	-	-	-	3
Proposed 2025	-	-	-	-	-	-	1	-	1	-	-	2	2	3	-	-	-	-	-	-	3
18. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida and the Taliban and associated individuals and entities																					
Approved 2024	-	-	-	-	1	4	6	-	11	-	-	8	8	19	-	-	-	-	-	-	19
Proposed 2025	-	-	-	-	1	4	6	-	11	-	-	8	8	19	-	-	-	-	-	-	19
19. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)																					
Approved 2024	-	-	-	-	-	1	-	-	1	-	-	1	1	2	-	-	-	-	-	-	2
Proposed 2025	-	-	-	-	-	1	-	-	1	-	-	1	1	2	-	-	-	-	-	-	2
20. Implementation of Security Council resolution 2231 (2015)																					
Approved 2024	-	-	-	-	1	2	1	-	4	-	-	1	1	5	-	-	-	-	-	-	5
Abolishment	-	-	-	-	(1)	(1)	(1)	-	(3)	-	-	-	-	(3)	-	-	-	-	-	-	(3)
Proposed 2025	-	-	-	-	-	1	-	-	1	-	-	1	1	2	-	-	-	-	-	-	2

	International staff posts													United Nations Volunteer positions						Total	
	Professional and higher									General Service and related				Subtotal, international staff posts	National staff posts			International	National		Subtotal
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	FS	PL	OL	Subtotal		NPO	LL	Subtotal				
21. Panel of Experts pursuant to resolution 2713 (2023)																					
Approved 2024	-	-	-	-	-	-	1	-	1	-	-	1	1	2	-	4	4	-	-	-	6
Proposed 2025	-	-	-	-	-	-	1	-	1	-	-	1	1	2	-	4	4	-	-	-	6
22. Panel of Experts on Haiti																					
Approved 2024	-	-	-	-	1	-	1	-	2	-	-	1	1	3	-	-	-	-	-	-	3
Proposed 2025	-	-	-	-	1	-	1	-	2	-	-	1	1	3	-	-	-	-	-	-	3
23. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction																					
Approved 2024	-	-	-	-	1	-	2	-	3	-	-	3	3	6	-	-	-	-	-	-	6
Proposed 2025	-	-	-	-	1	-	2	-	3	-	-	3	3	6	-	-	-	-	-	-	6
24. Counter-Terrorism Committee Executive Directorate																					
Approved 2024	-	1	1	2	9	20	8	3	44	-	1	7	8	52	-	-	-	-	-	-	52
Establishment	-	-	-	-	-	-	2	-	2	-	-	-	-	2	-	-	-	-	-	-	2
Proposed 2025	-	1	1	2	9	20	10	3	46	-	1	7	8	54	-	-	-	-	-	-	54
Cluster III																					
25. UNOWAS																					
Approved 2024	1	1	-	2	9	16	13	1	43	6	-	-	6	49	9	21	30	-	-	-	79
Proposed 2025	1	1	-	2	9	16	13	1	43	6	-	-	6	49	9	21	30	-	-	-	79
26. UNSOM																					
Approved 2024	1	2	1	7	30	50	37	-	128	57	-	-	57	185	87	45	132	18	1	19	336
Abolishment	-	-	-	-	-	-	-	-	-	(2)	-	-	(2)	(2)	-	-	-	-	-	-	(2)
Establishment	-	-	-	1	-	-	-	-	1	-	-	-	-	1	11	-	11	-	-	-	12
Proposed 2025	1	2	1	8	30	50	37	-	129	55	-	-	55	184	98	45	143	18	1	19	346
27. United Nations Regional Centre for Preventive Diplomacy for Central Asia																					
Approved 2024	-	1	-	-	1	2	2	-	6	2	-	-	2	8	4	18	22	-	-	-	30
Proposed 2025	-	1	-	-	1	2	2	-	6	2	-	-	2	8	4	18	22	-	-	-	30

	International staff posts													National staff posts			United Nations Volunteer positions			Total	
	Professional and higher								General Service and related				Subtotal, international staff posts	NPO	LL	Subtotal	International	National	Subtotal		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	FS	PL	OL									Subtotal
28. United Nations support for the Cameroon-Nigeria Mixed Commission																					
Approved 2024	-	-	-	-	2	6	-	-	8	1	-	-	1	9	-	2	2	-	-	-	11
Proposed 2025	-	-	-	-	2	6	-	-	8	1	-	-	1	9	-	2	2	-	-	-	11
29. Office of the United Nations Special Coordinator for Lebanon																					
Approved 2024	1	1	-	1	2	6	1	-	12	6	-	-	6	18	5	60	65	-	-	-	83
Proposed 2025	1	1	-	1	2	6	1	-	12	6	-	-	6	18	5	60	65	-	-	-	83
30. UNOCA																					
Approved 2024	1	-	-	2	5	12	6	-	26	7	-	-	7	33	4	12	16	-	1	1	50
Proposed 2025	1	-	-	2	5	12	6	-	26	7	-	-	7	33	4	12	16	-	1	1	50
31. UNSMIL																					
Approved 2024	1	2	-	7	17	43	46	2	118	154	-	1	155	273	17	118	135	6	-	6	414
Proposed 2025	1	2	-	7	17	43	46	2	118	154	-	1	155	273	17	118	135	6	-	6	414
32. United Nations Verification Mission in Colombia																					
Approved 2024	1	1	-	6	26	38	58	2	132	49	-	1	50	182	113	104	217	153	30	183	582
Proposed 2025	1	1	-	6	26	38	58	2	132	49	-	1	50	182	113	104	217	153	30	183	582
33. UNMHA																					
Approved 2024	-	1	1	1	6	10	18	1	38	31	-	-	31	69	14	80	94	-	-	-	163
Abolishment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	(1)	(2)	-	-	-	(2)
Establishment	-	-	-	-	-	-	1	-	1	-	-	-	-	1	-	-	-	-	-	-	1
Proposed 2025	-	1	1	1	6	10	19	1	39	31	-	-	31	70	13	79	92	-	-	-	162
34. BINUH																					
Approved 2024	-	1	1	4	9	27	15	3	60	41	-	-	41	101	24	47	71	4	-	4	176
Establishment	-	-	-	-	-	-	-	-	-	3	-	-	3	3	-	-	-	-	-	-	3
Proposed 2025	-	1	1	4	9	27	15	3	60	44	-	-	44	104	24	47	71	4	-	4	179

	International staff posts													Subtotal, international staff posts	National staff posts			United Nations Volunteer positions			Total
	Professional and higher								General Service and related				NPO		LL	Subtotal	International	National	Subtotal		
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	FS	PL	OL								Subtotal	
UNAMA and UNAMI																					
35. UNAMA																					
Approved 2024	1	2	1	5	27	52	56	5	149	137	–	1	138	287	126	647	773	75	20	95	1 155
Abolishment	–	–	–	–	(1)	–	(2)	–	(3)	(4)	–	–	(4)	(7)	(2)	(23)	(25)	–	–	–	(32)
Conversion	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	16	16	16
Establishment	–	–	–	–	–	1	1	–	2	–	–	–	–	2	3	1	4	–	–	–	6
Proposed 2025	1	2	1	5	26	53	55	5	148	133	–	1	134	282	127	625	752	75	36	111	1 145
36. UNAMI																					
Approved 2024	1	2	1	6	16	45	51	5	127	151	–	–	151	278	124	372	496	–	2	2	776
Abolishment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	(7)	(7)	–	–	–	(7)
Establishment	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	2	1	3	3
Reclassification	–	–	–	–	1	(1)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Proposed 2025	1	2	1	6	17	44	51	5	127	151	–	–	151	278	124	356	489	2	3	5	772
Subtotal, continuing missions																					
Approved 2024	17	18	9	51	188	384	363	22	1 052	684	2	46	732	1 784	545	1 608	2 153	256	56	312	4 249
Abolishment	–	–	–	–	(2)	(1)	(4)	–	(7)	(6)	–	(2)	(8)	(15)	(5)	(32)	(37)	–	–	–	(52)
Establishment	–	–	–	1	–	2	4	2	9	3	–	–	3	12	15	2	17	2	4	6	35
Reclassification	–	–	–	–	1	(1)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Conversion	–	–	–	–	–	–	(1)	–	(1)	–	–	–	–	(1)	1	–	1	–	16	16	16
Proposed 2025	17	18	9	52	187	384	362	24	1 053	681	2	44	727	1 780	556	1 578	2 134	258	76	334	4 248
Discontinuing mission																					
UNITAD																					
Approved 2024	–	1	–	2	4	14	17	6	44	41	–	–	41	85	27	30	57	8	–	8	150
Abolishment	–	(1)	–	(2)	(4)	(14)	(17)	(6)	(44)	(41)	–	–	(41)	(85)	(27)	(30)	(57)	(8)	–	(8)	(150)
Proposed 2025	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	International staff posts													Subtotal, international staff posts	National staff posts			United Nations Volunteer positions			Total		
	Professional and higher								General Service and related				NPO		LL	Subtotal	International	National	Subtotal				
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	FS	PL	OL								Subtotal			
Total																							
Approved 2024	17	19	9	53	192	398	380	28	1 096	725	2	46	773	1 869	572	1 638	2 210	264	56	320	4 399		
Abolishment	-	(1)	-	(2)	(6)	(15)	(21)	(6)	(51)	(47)	-	(2)	(49)	(100)	(32)	(62)	(94)	(8)	-	(8)	(202)		
Establishment	-	-	-	1	-	2	4	2	9	3	-	-	3	12	15	2	17	2	4	6	35		
Reclassification	-	-	-	-	1	(1)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Conversion	-	-	-	-	-	-	(1)	-	(1)	-	-	-	-	(1)	1	-	1	-	16	16	16		
Proposed 2025	17	18	9	52	187	384	362	24	1 053	681	2	44	727	1 780	556	1 578	2 134	258	76	334	4 248		

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; UNV, United Nations Volunteer; USG, Under-Secretary-General.

Note: For more detailed information on the proposed post changes, including functional titles, see annex XX.

^a The Under-Secretary-General is on a when-actually-employed contract.

^b The Assistant Secretary-General is on a \$1-a-year contract.

^c The Under-Secretary-General is on a \$1-a-year contract.

Table 11
Human resources: general temporary assistance positions and other personnel

	General temporary assistance positions								Other personnel				Total	
	International staff					National staff			Military advisers/ observers	United Nations Guard Unit personnel	United Nations police	Government- provided personnel		
	D-1	P-5	P-4	P-3	P-2	GS (OL)	NPO	LL						
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide														
Approved 2024 ^a	-	-	1	-	1	-	-	-	-	-	-	-	-	2
Proposed 2025	-	-	1	-	1	-	-	-	-	-	-	-	-	2
Office of the Special Envoy of the Secretary-General on Myanmar														
Approved 2024	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Establishment	-	-	-	-	-	-	-	1	-	-	-	-	-	1
Proposed 2025	-	-	-	-	-	-	-	1	-	-	-	-	-	1
UNOWAS														
Approved 2024 ^b	-	-	-	-	-	-	-	1	1	-	1	-	-	3
Proposed 2025	-	-	-	-	-	-	-	1	1	-	1	-	-	3
UNSOM														
Approved 2024 ^c	1	-	1	-	-	-	-	-	-	625	14	23	664	
Abolishment	-	-	-	-	-	-	-	-	-	-	(5)	(6)	(11)	
Proposed 2025	1	-	1	-	-	-	-	-	-	625	9	17	653	
United Nations support for the Cameroon-Nigeria Mixed Commission														
Approved 2024	-	-	-	-	-	-	-	-	1	-	-	-	-	1
Proposed 2025	-	-	-	-	-	-	-	-	1	-	-	-	-	1
UNSMIL														
Approved 2024 ^d	-	1	-	-	-	-	-	-	-	234	-	7	242	
Establishment	-	-	3	1	-	-	3	-	-	-	-	-	7	
Proposed 2025	-	1	3	1	-	-	3	-	-	234	-	7	249	

	General temporary assistance positions								Other personnel				Total
	International staff					National staff			Military advisers/ observers	United Nations Guard Unit personnel	United Nations police	Government- provided personnel	
	D-1	P-5	P-4	P-3	P-2	GS (OL)	NPO	LL					
United Nations Verification Mission in Colombia													
Approved 2024	-	-	-	-	-	-	-	-	188	-	-	-	188
Proposed 2025	-	-	-	-	-	-	-	-	188	-	-	-	188
UNMHA													
Approved 2024 ^e	-	-	1	1	-	-	-	-	75	-	-	5	82
Proposed 2025	-	-	1	1	-	-	-	-	75	-	-	5	82
BINUH													
Approved 2024 ^f	1	1	1	-	-	2	-	-	-	-	48	3	56
Proposed 2025	1	1	1	-	-	2	-	-	-	-	48	3	56
UNAMA													
Approved 2024 ^g	-	1	1	-	-	-	-	-	1	-	-	-	3
Establishment	-	-	-	-	-	-	1	1	-	-	-	-	2
Proposed 2025	-	1	1	-	-	-	1	1	1	-	-	-	5
UNAMI													
Approved 2024	-	-	-	-	-	-	-	-	-	245	-	-	245
Proposed 2025	-	-	-	-	-	-	-	-	-	245	-	-	245
Subtotal, continuing missions													
Approved 2024	2	3	5	1	1	2	-	1	266	1 104	63	38	1 496
Abolishment	-	-	-	-	-	-	-	-	-	-	(5)	(6)	(11)
Establishment	-	-	3	1	-	-	4	2	-	-	-	-	10
Proposed 2025	2	3	8	2	1	2	4	3	266	1 104	58	32	1 485
Discontinuing mission													
UNITAD													
Approved 2024	-	-	1	-	-	-	-	-	-	-	-	25	26
Abolishment	-	-	(1)	-	-	-	-	-	-	-	-	(25)	(26)

	General temporary assistance positions								Other personnel				Total
	International staff						National staff		Military advisers/observers	United Nations Guard Unit personnel	United Nations police	Government-provided personnel	
	D-1	P-5	P-4	P-3	P-2	GS (OL)	NPO	LL					
Proposed 2025	-	-	-	-	-	-	-	-	-	-	-	-	-
Total													
Proposed 2025	2	3	8	2	1	2	4	3	266	1 104	58	32	1 485

Abbreviations: NPO, National Professional Officer; GS (OL), General Service (Other level); LL, Local level.

Note:

- ^a The P-4 and P-2 positions were approved as general temporary assistance by the General Assembly in resolution [77/263 A](#), section V, on the recommendations of the Advisory Committee on Administrative and Budgetary Questions ([A/77/7/Add.2](#), paras. 10 and 11).
- ^b The Local level position was approved as general temporary assistance by the Assembly in resolution [73/279 A](#), section XIV, para. 28.
- ^c The D-1 position was approved as general temporary assistance by the Assembly in resolution [76/246 A](#), section X, on the recommendation of the Advisory Committee ([A/76/7/Add.1](#), para. 29). The P-4 position was approved as general temporary assistance by the Assembly in resolution [77/263 A](#), section V, on the recommendation of the Advisory Committee ([A/77/7/Add.4](#), para. 13).
- ^d The P-5 position was approved as general temporary assistance by the Assembly in resolution [76/246 A](#), section X, on the recommendation of the Advisory Committee ([A/76/7/Add.1](#), para. 29).
- ^e The P-4 position was approved as general temporary assistance by the Assembly in resolution [76/246 A](#), section X, on the recommendation of the Advisory Committee ([A/76/7/Add.1](#), para. 29). The P-3 position was approved as general temporary assistance by the Assembly in resolution [74/263](#), section XVIII, on the recommendation of the Advisory Committee ([A/74/7/Add.23](#), para. 22).
- ^f The D-1 position was approved as general temporary assistance by the Assembly in resolution [74/263](#), section XVIII, para. 28. The P-5, P-4 and General Service (Other level) positions were approved as general temporary assistance by the Assembly in resolution [74/263](#), section XVIII, on the recommendation of the Advisory Committee ([A/74/7/Add.24](#), para. 30).
- ^g The P-5 position was approved as general temporary assistance by the Assembly in resolution [77/4](#), on the recommendation of the Advisory Committee ([A/76/7/Add.41](#), para. 21). The P-4 position was approved as general temporary assistance by the Assembly in resolution [77/263 A](#), section V, on the recommendation of the Advisory Committee ([A/77/7/Add.5](#), para. 18).

Table 12
Human resources: posts funded from extrabudgetary resources

	<i>International staff posts</i>																		<i>Total</i>		
	<i>Professional and higher</i>								<i>General Service and related</i>					<i>National staff posts</i>			<i>United Nations Volunteer Positions</i>				
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>FS</i>	<i>PL</i>	<i>OL</i>	<i>Subtotal</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>		<i>National</i>	<i>Subtotal</i>
Cluster I																					
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide																					
Projected 2024	-	-	-	-	1	-	1	-	2	-	-	-	-	2	-	-	-	-	-	-	2
Projected 2025	-	-	-	-	-	-	1	-	1	-	-	-	-	1	-	-	-	-	-	-	1
Office of the Special Envoy of the Secretary-General for Syria																					
Projected 2024	-	-	-	-	1	-	-	-	1	-	-	-	-	1	-	-	-	-	-	-	1
Projected 2025	-	-	-	-	1	-	-	-	1	-	-	-	-	1	-	-	-	-	-	-	1
Office of the Special Envoy of the Secretary-General for the Horn of Africa																					
Projected 2024	-	-	-	-	1	1	1	1	4	-	-	-	-	4	-	1	1	-	-	-	5
Projected 2025	-	-	-	-	1	1	1	1	4	-	-	-	-	4	-	1	1	1	-	1	6
Office of the Special Envoy of the Secretary-General on Myanmar																					
Projected 2024	-	-	-	-	1	1	-	-	2	-	-	-	-	2	-	-	-	-	-	-	2
Projected 2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cluster II																					
Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction																					
Projected 2024	-	-	-	-	-	2	1	-	3	-	-	-	-	3	-	-	-	-	-	-	3
Projected 2025	-	-	-	-	-	2	1	-	3	-	-	-	-	3	-	-	-	-	-	-	3
Cluster III																					
UNOCA																					
Projected 2024	-	-	-	-	-	1	-	-	1	-	-	-	-	1	-	-	-	-	-	-	1
Projected 2025	-	-	-	-	-	1	-	-	1	-	-	-	-	1	-	-	-	-	-	-	1
UNAMA and UNAMI																					
UNAMA																					
Projected 2024	-	-	-	-	-	-	2	-	2	3	-	-	3	5	-	-	-	-	16	16	21
Projected 2025	-	-	-	-	-	-	2	-	2	3	-	-	3	5	-	-	-	-	-	-	5

	<i>International staff posts</i>														<i>National staff posts</i>			<i>United Nations Volunteer Positions</i>			<i>Total</i>
	<i>Professional and higher</i>									<i>General Service and related</i>					<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Subtotal</i>	<i>FS</i>	<i>PL</i>	<i>OL</i>	<i>Subtotal</i>	<i>Subtotal</i>							
UNAMI																					
Projected 2024	-	-	-	-	-	1	-	-	1	2	-	-	2	3	-	-	-	4	-	4	7
Projected 2025	-	-	-	-	-	-	-	-	-	2	-	-	2	2	-	-	-	4	-	4	6
Total																					
Projected 2024	-	-	-	-	4	6	5	1	16	5	-	-	5	21	-	1	1	4	16	20	42
Projected 2025	-	-	-	-	2	4	5	1	12	5	-	-	5	17	-	1	1	5	-	5	23

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; USG, Under-Secretary-General.

Note: Posts indicated in table 12 are those funded or projected to be funded from extrabudgetary resources in the current and for the coming year, based on the latest information available and projections made at the time of reporting. In keeping with established practice, the table does not include extrabudgetary general temporary assistance positions, positions that are billed to a third party or project posts that are not expected to be funded continuously for more than one year.

Annex I

Summary of follow-up action taken to implement decisions and requests made by the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

Brief description of the recommendation or request

Action taken to implement the recommendation or request

Advisory Committee on Administrative and Budgetary Questions (A/78/7/Add.1), as endorsed by the General Assembly in its resolution 78/253 A

The Advisory Committee recommends that the General Assembly request the Secretary-General to ensure that the air fleets in the missions are used in the most effective and efficient manner and that consideration is given to any possibility of inter-mission cooperation, including with peacekeeping missions, and provide an update in the next budget submission (para. 36).

Missions continue to make efforts to ensure that their air operations requirements are fulfilled in the most effective and efficient manner, including through inter-mission cooperation with other special political missions or peacekeeping missions, when possible.

Despite facing challenges such as geographical remoteness and limited fleet capacity, missions like the United Nations Assistance Mission in Afghanistan (UNAMA) have actively considered opportunities for collaboration. The unique location of UNAMA, however, characterized by its considerable distance from other missions, not only affects the timeliness of support but also increases operational costs, thereby reducing the feasibility of sharing air assets in a manner that would be considered efficient and effective.

Similarly, the United Nations Assistance Mission for Iraq (UNAMI) has ensured that its shared fixed-wing aircraft are utilized as efficiently as possible and in line with the initiative to enhance the cost-effectiveness of aviation. In 2024 and prior years, UNAMI has had cost-sharing arrangements with other missions such as the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant (UNITAD), the Office of the Special Envoy of the Secretary-General for Yemen and the United Nations Office for West Africa and the Sahel (UNOWAS). The Mission will continue to explore and expand inter-mission cooperation as feasible, including with peacekeeping missions.

Missions like UNOWAS and United Nations support for the Cameroon-Nigeria Mixed Commission have successfully engaged in sharing air assets with other missions to maximize utilization. This has included partnership with the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) in previous years, showcasing a collaborative approach to resource management. Furthermore, missions such as the United Nations Support Mission in Libya (UNSMIL) have implemented proactive

The Advisory Committee reiterates its expectation that consolidated information on backstopping positions at Headquarters will continue to be provided in future budget submissions. The Committee trusts that the existing backstopping positions at Headquarters will be reviewed annually, on the basis of workload analysis, in order to realign the capacities when changes in the mandates of the missions occur with a view to achieving more efficiency in backstopping support (para. 41).

The Advisory Committee trusts that information on the assessment of the posts/positions in special political missions and peacekeeping operation will be provided to the General Assembly during its consideration of the present report and in the next budget submission, along with a breakdown by mission of the positions/posts subject to geographical distribution (para. 89).

measures to enhance aircraft utilization efficiency, including periodic reviews of flight demand and fleet configuration adjustments.

While the challenges of inter-mission cooperation are acknowledged, missions remain dedicated to exploring feasible avenues for collaboration, showing a commitment to maximizing the utilization of air assets and supporting missions' objectives effectively. Moving forward, close collaboration with missions will continue to be prioritized to identify opportunities for cooperation and ensure that air fleets are utilized optimally.

The Secretary-General reviews backstopping capacity on an annual basis during the preparation of the budget submissions. Mandate changes and the evolution of complex situations on the ground, such as in Afghanistan, Colombia, Haiti, Libya and Somalia, have rendered situations more challenging, necessitating the continued availability of backstopping positions to support and assist special political missions from Headquarters in New York.

Administrative support may also differ, but consideration is given, whenever possible, to reliance on existing capacities and resources to ensure synergies and maximum efficiency. In this context, it is important to note, however, that administrative backstopping requires dedicated capacity and support. For example, the Panel of Experts on Haiti is administered along with other such panels or groups of experts from New York, even if some support and coordination is necessary from the United Nations Integrated Office in Haiti (BINUH) in Haiti. Other field missions also draw on a variety of other support capacities, such as on the Economic and Social Commission for Asia and the Pacific (for the Office of the Special Envoy of the Secretary-General on Myanmar) and the United Nations Office at Geneva (for the Office of the Special Envoy of the Secretary-General for Syria and the United Nations Representative to the Geneva International Discussions).

Attaining equitable geographical distribution is a high priority of the Secretary-General, and concerted efforts have been made over the years to accelerate progress.

The positive outcome of the changes to the system of desirable ranges as per General Assembly resolution [77/278](#), effective as at 1 January 2024, presents a unique opportunity to renew ongoing efforts to apply robust strategies for improving the geographical distribution and work towards bringing each unrepresented and underrepresented Member State within its desirable range by 2030.

Brief description of the recommendation or request

Action taken to implement the recommendation or request

The new desirable range system includes all regular budget-funded posts in the Professional and higher categories in special political missions and peacekeeping operations, excluding language posts. The updated ranges increased the number of geographical posts.

The Office of Human Resources conducted an analysis of the geographical posts in the peacekeeping missions and special political missions that have been added to the system of desirable ranges to understand the impact.

The entities with the highest number of new geographical posts are the Counter-Terrorism Committee Executive Directorate, the United Nations Assistance Mission in Somalia (UNSOM), UNSMIL, the United Nations Verification Mission in Colombia, BINUH, UNAMA and UNAMI.

The job profile of Political Affairs Officer has the highest number of posts among the geographical posts in peacekeeping and special political missions, followed by Human Rights Officer posts. The majority of the posts belong to the political affairs job family under the political job network.

The Secretariat is proactively supporting the entities with the changes to the system of desirable ranges. As a first step, briefing sessions were held in October and December 2023 ahead of the changes to create awareness and introduce the changes to the system. At these sessions, the implications were explained to peacekeeping and special political missions, ensuring the successful translation of these changes into effective talent acquisition opportunities. These interactions will be critical to future targeted talent outreach initiatives conducted by the entities for unrepresented and underrepresented Member States.

Between August and November 2023, the Secretariat engaged with entities, including peacekeeping and special political missions, through the Management Client Board feedback loop mechanism. This collaborative effort was aimed at gaining a deeper understanding of the challenges and expectations regarding what would be required to attract and select more talent from unrepresented and underrepresented Member States. These interactions provided a better understanding of intricacies in unrepresented and underrepresented Member States and helped better position the United Nations as a top employer for their nationals.

Furthermore, peacekeeping and special political missions have been brought up to speed and have been participating in various talent outreach initiatives

The Advisory Committee trusts that information on the status of geographical appointments by Heads of special political missions starting from 1 January 2024 will be included in the main report of the Secretary-General on special political missions, including in a consolidated annex, by mission and cluster, in all future budget submissions (para. 90).

The Advisory Committee recalls that, in its resolution [75/253](#) A (sect. XVIII), the General Assembly has requested the Secretary-General to make stronger efforts to improve geographical representation and gender balance in special political missions. Furthermore, in its resolution [76/246](#) A (sect. X), the Assembly has also requested the Secretary-General to take measures, including through the recruitment of new staff and by strengthening the accountability framework of the managers, to improve geographical representation and gender balance in all the special political missions and provide an update in future budget submissions, including on geographical representation by nationality (para. 92).

designed to help accelerate equitable geographical distribution for geographical posts across the Secretariat.

Information about progress in achieving equitable geographical distribution and related actions is provided in the reports of the Secretary-General on human resources management, including the report on the composition of the Secretariat: staff demographics and the report on the overview of human resources management reform for the period 2023–2024 to be submitted to the General Assembly at the first part of its resumed seventy-ninth session.

Special political missions have taken measures to strengthen efforts to achieve equitable geographical representation and gender balance in their workforce. In many missions, hiring managers are required to demonstrate the impact of their hiring recommendation, using the current data on geographical and gender representation. The revised template of the selection memorandum allows hiring managers to review, before a candidate is selected, whether the proposed selection improves the geographical and gender representation of the mission. The data are also monitored on a quarterly basis through the management dashboard to guide the course of recruitment actions.

Several missions have outlined their strategies and initiatives to address these directives. For example, BINUH actively engages with candidates from unrepresented and underrepresented countries, encouraging female applicants in particular. The Mission's Human Resources Unit collaborates closely with hiring managers to prioritize candidates from such backgrounds, aligning recruitment efforts with organizational priorities related to geographical representation and gender parity.

Similarly, the Counter-Terrorism Committee Executive Directorate is dedicated to achieving gender parity and broad geographical representation among its staff. The mission aims for at least 50 per cent of appointments to come from unrepresented or underrepresented Member States, demonstrating a commitment to diversity and inclusivity in recruitment practices.

Moreover, missions such as the Office of the Special Adviser to the Secretary-General on Cyprus and the Office of the Special Envoy of the Secretary-General for the Great Lakes Region have made improvements with regard to promoting gender parity and geographical diversity within their respective staff composition, actively recruiting from underrepresented regions to enhance geographical diversity.

Brief description of the recommendation or request

Action taken to implement the recommendation or request

The Committee also reiterates its recommendation that the General Assembly request the Secretary-General to ensure that more detailed justification for the retention of long-vacant posts for 24 months or longer or a proposal for their repurposing or abolishment is systematically provided in future budget submissions (para. 23).

The Advisory Committee has recognized the progress made in the nationalization of positions in special political missions and trusts that continued efforts will be made. The Committee recalls that, further to its resolutions 61/276 and 66/264, the General Assembly, in its resolution 74/263, requested the Secretary-General to continue his efforts to promote the nationalization of positions, whenever appropriate, as well as to build local capacity within the special political missions and to report thereon in the context of future budget submissions (A/77/7/Add.1, para. 28) (para. 19).

Despite challenges such as turnover and the liquidity situation, missions like UNAMA and UNSOM remain committed in their efforts to meet the directives of the General Assembly. UNAMA has intensified recruitment efforts from unrepresented and underrepresented countries, while UNSOM places importance on promoting fair, inclusive and transparent recruitment processes to ensure geographical diversity and gender balance.

Special political missions continue to prioritize geographical representation and gender balance in line with the General Assembly resolutions. Efforts are ongoing to strengthen recruitment practices, prioritize underrepresented candidates and ensure that mission staff reflect the diverse regions and countries they serve.

The geographical representation, by country, of international staff posts in all special political missions is provided centrally in annex XIX to the present report.

Special political missions make strong efforts to recruit and fill vacant posts in accordance with the staff selection policy. Recruitment exercises may, however, be affected and inadvertently delayed due to external factors such as visa restrictions, the availability of qualified candidates in the duty stations and temporary restrictions on hiring as part of efforts to mitigate financial challenges facing the Organization (i.e. the liquidity situation), which adversely affect the ability of missions to fill vacant posts. Despite these challenges, missions will continue to make every effort to fill all current and future vacancies as expeditiously as possible. Further, missions will also engage in extensive review to include proposals to abolish long-vacant posts and positions in their budget submissions, when appropriate, demonstrating proactive measures to optimize staffing resources.

Information on the status of recruitment of long-vacant posts is presented in the supplementary information for each thematic cluster.

Special political missions continue to make efforts to ensure that the Advisory Committee's recommendations regarding the nationalization of posts are addressed. BINUH, despite facing significant turnover among national staff due to security concerns and migration, remains committed to maintaining a complement of all categories of staff and attracting qualified candidates from various channels, including the Haitian diaspora. At the same time, the Office of the Special Adviser to the Secretary-General on Cyprus is strategically reviewing posts for potential nationalization, mindful of mandate requirements. UNAMA, amid contracting operations and a more

While noting the improvements made in the compliance rates during 2022 by 24 missions with their overall compliance rates and 12 missions reaching compliance rates of 50 per cent or higher, the Advisory Committee shares the view expressed in the report of the Secretary-General that further efforts are still needed to improve the compliance rates by the special political missions. The Committee recalls that the General Assembly, in its resolution [74/262](#), expressed concern at the low rate of compliance with the advance purchase policy directive and requested the Secretary-General to make stronger efforts to further enhance the rate of compliance with the advance purchase policy directive across all travel categories, taking into account the patterns and nature of official travel and the reasons for non-compliance by each department, office and field mission (*ibid.*, para. 39) (para. 33).

restrictive environment, continues to evaluate posts for nationalization, balancing the need for mandate delivery with operational constraints, including gender-related restrictions for national staff given the policies of the de facto authorities.

Similarly, UNOWAS and United Nations support for the Cameroon-Nigeria Mixed Commission are committed to building local capacity while acknowledging the necessity of certain international posts given the context and mandate. The United Nations Verification Mission in Colombia, having already achieved a considerable percentage of national posts, continues to prioritize local hiring to optimize resources and have a positive impact on the local job market. The dedication of missions to nationalization aligns with the resolutions of the General Assembly, reflecting a shared commitment to building sustainable local capacity within special political missions.

Moving forward, missions will continue to explore opportunities for nationalization, taking into account operational needs, security considerations and the availability of skilled local talent. By fostering national expertise and ownership, missions not only enhance their effectiveness but also contribute to the long-term stability and development of the regions they serve.

To improve the rates of compliance of special political missions with the policy of 16-day advance booking of tickets, missions have taken the following actions: (a) broadcasting of messages and continual awareness-raising among all personnel of the mandatory requirement to submit travel requests at least 21 calendar days prior to the commencement of travel; (b) requiring the provision of justification with supporting evidence for travel requests that did not meet the mandatory deadline of 21 calendar days prior to travel; (c) following up actively with various stakeholders (such as Governments and United Nations country teams) to receive confirmation of the schedule of and participant lists for meetings and conferences in a timely manner; and (d) encouraging approving officers to reduce the processing time for travel requests by as much as possible.

Full compliance with the policy also depends on external factors. Such factors encompass the frequent shifts in mission security and political environments; the necessity to respond to sudden or escalating crises; interruptions arising from distinct logistical arrangements for travel that requires special flights or escorts, leading to last-minute bookings for commercial travel; last-minute requests for revisions to meeting schedules and participant lists from

Brief description of the recommendation or request

Action taken to implement the recommendation or request

The Advisory Committee trusts that special political missions will build on the most impactful projects to plan for quick impact projects in order to enhance the engagement with the local communities, as appropriate, and provide an update in the next budget submission (para. 38).

While acknowledging the diverse mandates, scopes and operational modalities of the special political missions, the Advisory Committee considers that there is a need to enhance the performance information for field-based special political missions under thematic cluster III, especially those that undertake activities similar to peacekeeping missions, such as air operations, mine actions and construction projects. The Committee recommends that the General Assembly request the Secretary-General to explore ways to enhance performance reporting for field-based special political missions in line with that of peacekeeping operations, as appropriate, under thematic cluster III (para. 56).

While noting the understanding of the Secretariat that the spending reviews of the programme budget and civilian staffing reviews of peacekeeping operations are not applicable to special political missions, the Advisory Committee is of the view that regular reviews of financial and human resource requirements should be conducted for special political missions as well. The Committee trusts that more information will be provided in the next budget submission (para. 76).

multiple stakeholders, such as Governments in the region, intergovernmental partners and civil society organizations, outside the control of missions and often at short notice; and late notifications from the organizers of training and learning activities. In addition, during the COVID-19 pandemic, restrictions on air travel made the availability of air tickets extremely limited and air routes highly unpredictable, with cancellations and changes being frequent, thereby limiting the ability of missions to achieve higher compliance rates, despite all of the aforementioned efforts.

The United Nations Mission to Support the Hudaydah Agreement (UNMHA) actively plans for quick impact projects, building on its most impactful initiatives, and continues to ensure that quick impact projects will result in tangible benefits for local communities. Although the Mission's quick impact projects programme was established only in 2023, the tangible benefits are already evident. Discussions around the identification of quick impact projects have served as an entry point for engagement with local representatives, non-governmental organizations, community leaders and civil society, in line with the mandate of UNMHA, which stresses the importance of community engagement. Through these quick impact projects, UNMHA is providing much-needed support to the local community and local authorities, which in turn is helping to build trust in the work of the Mission.

In response to the recommendations of the Advisory Committee, enhanced performance reporting for air operations, mine actions and construction projects for field-based special political missions under thematic cluster III, UNAMA and UNAMI has been included as part of the supplementary information submitted under the respective clusters and missions, similar to that for peacekeeping operations.

Even though the spending review (as requested by the General Assembly in its resolution [77/262](#)) and the civilian staffing review (as encouraged in resolution [76/274](#)) are both not applicable to special political missions, the Secretariat has ensured in the latest round of budget preparation that attention was given by all special political missions to reviewing their budget performance in the prior period, as well as to assessing staffing needs through workforce planning with the aim of identifying opportunities for nationalization,

The Advisory Committee trusts that special political missions and peacekeeping operations working in the same country or region will strengthen their coordination, identify areas of complementarity and avoid duplication of resources, while carrying out their distinct mandates in addressing the same peace and security situation. The Committee trusts that information on efforts to achieve efficiencies through coordination among special political and peacekeeping missions will be provided in the report of the Secretary-General on the overview of peacekeeping operations and his main report on special political missions in the context of the next budget submission (para. 79).

rejuvenation, abolishment of long-vacant posts and further optimization of staffing structure.

For example, in 2023, BINUH established a task force to conduct an in-depth analysis of its mission support mandated tasks, existing resources and expected output and to make recommendations to align the mission support functions to appropriate levels and numbers in consideration of workload, Umoja roles and segregation of duties, and driven by the mandate and the established structures for similarly sized missions. The recommendations of this review, intended to streamline the mission support structure to enhance operational efficiency in the provision of enabling services by responding to the changed context on the ground since the Mission's inception in 2019, capitalized on both the existing and new staffing resources.

Overall, regular reviews of financial and human resource requirements are essential for enhancing operational efficiency, transparency and accountability across special political missions. The commitment of missions to conducting these reviews in close coordination with relevant stakeholders reflects a shared commitment to optimal resource utilization and mandate delivery.

Owing to the variance in and diversity of special political missions, their cooperation with peacekeeping operations will range according to the type of mandates that they are requested to implement. Since the reform of the peace and security pillar in 2019, the ability of the Secretariat to ensure close collaboration between all missions operating in the same region has been significantly strengthened, as they are now backstopped by the shared regional structure of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations at Headquarters.

Given their different mandates, special political and peacekeeping missions can play complementary roles while addressing the same peace and security situation, when Member States deem it necessary to distinguish between the political and security tracks. For example, when the Security Council mandated the deployment of the United Nations Peacekeeping Force in Cyprus (UNFICYP) to Cyprus through resolution [186 \(1964\)](#), it also recommended that the Secretary-General deploy a mediator "for the purpose of promoting a peaceful solution and an agreed settlement of the problem confronting Cyprus", which has led to the establishment of the Office of the Special Adviser of the Secretary-General on Cyprus.

Brief description of the recommendation or request

Action taken to implement the recommendation or request

In other situations, a special political mission with a regional mandate may work closely with a country-based peacekeeping operation to address regional issues that might have an impact on the area of operation of the peacekeeping mission. For example, the Special Envoy of the Secretary-General for the Great Lakes Region has a mandate to advance the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, and to undertake good offices to strengthen relations between the signatories of the Framework, foster agreements to revitalize the implementation of existing accords that promote regional economic integration and promote the free movement of goods and people. In carrying out this mandate, the Special Envoy works closely with the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo.

In other cases, sanctions panels and monitoring groups are mandated to support Security Council sanctions regimes that might pertain to the situations in which peacekeeping operations are deployed, such as in the Central African Republic, the Democratic Republic of the Congo and South Sudan.

In Cyprus and Lebanon, peacekeeping operations continue to work closely with special political missions that lead on political strategies for the countries in question. The United Nations Interim Force in Lebanon (UNIFIL) and the Office of the United Nations Special Coordinator for Lebanon collaborate closely in implementing Security Council resolution 1701 (2006). UNIFIL continues its high-tempo and visible presence, as well as its de-escalation, liaison and coordination role between Israel and Lebanon, including through the Force's tripartite mechanism. In Cyprus, UNFICYP is charged with maintenance of peace and stability, working closely with the Office of the Special Adviser to the Secretary-General on Cyprus to support this overarching goal and to create conditions conducive to a peace process. The peacekeeping mission works to ensure that the situation on the ground remains calm and stable and that law and order is maintained, thus creating space for a political process. Both missions also support the technical committees, bodies formed in the context of the peace process which work to improve the daily lives of both Greek Cypriots and Turkish Cypriots.

The United Nations Mission for the Referendum in Western Sahara has continued to monitor, investigate and report on developments in and affecting Western Sahara with a view to creating an enabling environment for the political process, led by the

Brief description of the recommendation or request

Action taken to implement the recommendation or request

Personal Envoy of the Secretary-General for Western Sahara. Such efforts have become even more critical as low-intensity hostilities have continued.

UNSOM logistical and operational support is provided by the United Nations Support Office in Somalia (UNSOS). The range of services includes office and residential accommodation, medical support, supply of fuel, travel on UNSOS aircraft on a seat-available basis, airport security services and grounds passes. UNSOM also cost-shares three fixed-wing and two rotary-wing aircraft with UNSOS. For information and communications technology (ICT) resources, UNSOS provides back-end and end-user support as required, with common ICT services.

In certain cases, special political missions (including sanctions panels and monitoring groups) with regional mandates may work closely with a country-based special political mission and/or peacekeeping operations to address regional issues that might have an impact in their area of operation. In these cases, ad hoc operational support and the respective recovery or sharing of costs is provided on an as-needed basis, ensuring coordination for transportation, security and other administrative matters.

Annex II

Lead department and mandates of special political missions

<i>Mission</i>	<i>Lead</i>	<i>Latest mandates</i>	<i>Mandate expiry date</i>
Cluster I: special and personal envoys, advisers and representatives of the Secretary-General			
1. Office of the Special Adviser to the Secretary-General on Cyprus	DPPA	Security Council resolutions 186 (1964), 367 (1975), 1250 (1999), 1475 (2003), 1758 (2007) and 2723 (2024)	Open-ended
2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	OSAPG	Security Council resolution 1366 (2001); S/2004/567 and S/2004/568	Open-ended
3. Personal Envoy of the Secretary-General for Western Sahara	DPPA	S/1997/236, S/2005/497, S/2005/498, S/2009/19, S/2009/20, S/2017/462 and S/2017/463; Security Council resolutions 1813 (2008), 2099 (2013) and 2468 (2019)	Open-ended
4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	DPPA	Security Council resolution 1559 (2004); S/PRST/2006/3	Open-ended
5. United Nations Representative to the Geneva International Discussions	DPPA	S/2009/254, S/2010/103, S/2011/279, S/2018/665 and S/2018/666	Open-ended
6. Office of the Special Envoy of the Secretary-General for Syria	DPPA	General Assembly resolution 66/253; Security Council resolutions 2118 (2013), 2254 (2015), 2268 (2016) and 2336 (2016)	Open-ended
7. Office of the Special Envoy of the Secretary-General for the Horn of Africa	DPPA	S/2011/474, S/2011/475, S/2016/258, S/2016/259; S/2018/955 and S/2018/979	Open-ended
8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region	DPPA	Security Council resolutions 2098 (2013), 2147 (2014), 2211 (2015), 2277 (2016), 2348 (2017), 2409 (2018), 2502 (2019) and 2556 (2020)	Open-ended
9. Office of the Special Envoy of the Secretary-General for Yemen	DPPA	S/2016/488 and S/2016/489; Security Council resolutions 2216 (2015), 2266 (2016), 2342 (2017), 2402 (2018), 2451 (2018), 2452 (2019), 2456 (2019) and 2505 (2020)	Open-ended
10. Office of the Special Envoy of the Secretary-General on Myanmar	DPPA	General Assembly resolutions 72/248 and 78/219	

<i>Mission</i>	<i>Lead</i>	<i>Latest mandates</i>	<i>Mandate expiry date</i>
Cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms			
11. Group of Experts on the Democratic Republic of the Congo	DPPA	Security Council resolution 2688 (2023)	1 August 2024
12. Panel of Experts on the Sudan	DPPA	Security Council resolution 2725 (2024)	12 March 2025
13. Support to the Security Council Committee established pursuant to resolution 1718 (2006)	DPPA	Security Council resolution 1718 (2006)	Open-ended
14. Panel of Experts on Libya	DPPA	Security Council resolution 2701 (2023)	1 February 2025
15. Panel of Experts on the Central African Republic	DPPA	Security Council resolution 2693 (2023)	31 August 2024
16. Panel of Experts on Yemen	DPPA	Security Council resolution 2707 (2023)	15 December 2024
17. Panel of Experts on South Sudan	DPPA	Security Council resolution 2683 (2023)	1 July 2024
18. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	DPPA	Security Council resolutions 2610 (2021) and 2716 (2023)	17 June 2024 and 17 December 2024
19. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	DPPA	Security Council resolution 2610 (2021)	17 June 2024
20. Implementation of Security Council resolution 2231 (2015)	DPPA	Security Council resolution 2231 (2015)	18 October 2025
21. Panel of Experts pursuant to resolution 2713 (2023)	DPPA	Security Council resolution 2713 (2023)	15 January 2025
22. Panel of Experts on Haiti	DPPA	Security Council resolution 2700 (2023)	19 November 2024
23. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	ODA	Security Council resolutions 1673 (2006) , 1810 (2008) , 1977 (2011) , 2055 (2012) , 2325 (2016) and 2663 (2022)	30 November 2032
24. Counter-Terrorism Committee Executive Directorate	CTED	Security Council resolution 2617 (2021)	31 December 2025

<i>Mission</i>	<i>Lead</i>	<i>Latest mandates</i>	<i>Mandate expiry date</i>
Cluster III: regional offices, offices in support of political processes and other missions			
25. United Nations Office for West Africa and the Sahel	DPPA	S/2016/88, S/2016/89, S/2016/1128 and S/2016/1129; Security Council resolution 2349 (2017); S/2023/70 and S/2023/71	31 January 2026
26. United Nations Assistance Mission in Somalia	DPPA	Security Council resolutions 2158 (2014), 2592 (2021) and 2705 (2023)	31 October 2024
27. United Nations Regional Centre for Preventive Diplomacy for Central Asia	DPPA	S/2007/279 and S/2007/280	Open-ended
28. United Nations support for the Cameroon-Nigeria Mixed Commission	DPPA	S/2020/1322, S/2020/1323; S/2021/1069 and S/2021/1070	Open-ended
29. Office of the United Nations Special Coordinator for Lebanon	DPPA	Security Council resolutions 1701 (2006) and 1773 (2007); S/2007/85, S/2007/86, S/2012/34, S/2012/35 and S/PRST/2015/7	Open-ended
30. United Nations Regional Office for Central Africa	DPPA	S/2009/697, S/2010/457, S/2018/789, S/2018/790, S/PRST/2019/10 and S/2021/720	31 August 2024
31. United Nations Support Mission in Libya	DPPA	Security Council resolutions 2486 (2019) and 2702 (2023)	31 October 2024
32. United Nations Verification Mission in Colombia	DPPA	Security Council resolutions 2366 (2017), 2574 (2021), 2673 (2023), 2694 (2023) and 2704 (2023)	31 October 2024
33. United Nations Mission to Support the Hudaydah Agreement	DPPA	Security Council resolutions 2452 (2019), 2481 (2019), 2534 (2020) and 2691 (2023)	14 July 2024
34. United Nations Integrated Office in Haiti	DPPA	Security Council resolution 2692 (2023)	15 July 2024
UNAMA and UNAMI			
35. United Nations Assistance Mission in Afghanistan	DPPA	Security Council resolution 2727 (2024)	17 March 2025
36. United Nations Assistance Mission for Iraq	DPPA	Security Council resolution 2682 (2023)	31 May 2024

Abbreviations: CTED, Counter-Terrorism Committee Executive Directorate; DPPA, Department of Political and Peacebuilding Affairs; ODA, Office for Disarmament Affairs; OSAPG, Office of the Special Adviser to the Secretary-General on the Prevention of Genocide.

Annex III

Backstopping posts funded from special political mission budgets

<i>Mission</i>	<i>Department</i>	<i>Division/office</i>	<i>Functional title</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>GS</i>	<i>Total</i>
A. Backstopping posts funded in 2024 that will continue in 2025										
Office of the Special Envoy of the Secretary-General for Syria	DPPA	Middle East Division	Senior Political Affairs Officer	-	1	-	-	-	-	1
			Political Affairs Officer	-	-	1	-	-	-	1
			Administrative Assistant	-	-	-	-	-	1	1
Subtotal				-	1	1	-	-	1	3
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	DPPA	Central and Southern Africa Division	Political Affairs Officer	-	-	1	-	-	-	1
			Administrative Assistant	-	-	-	-	-	1	1
Subtotal				-	-	1	-	-	1	2
Office of the Special Envoy of the Secretary-General for Yemen	DOS	Logistics Division, Office of Supply Chain Management	Acquisition Planning/Logistics Officer	-	-	-	1	-	-	1
	DMSPC	Field Operations Finance Division	Finance and Budget Assistant	-	-	-	-	-	1	1
	DPPA	Middle East Division	Political Affairs Officer	-	-	1	-	-	-	1
Subtotal				-	-	1	1	-	1	3
Panel of Experts on South Sudan	DPPA	DPPA-DPO Executive Office	Administrative Assistant	-	-	-	-	-	1	1
Subtotal				-	-	-	-	-	1	1
United Nations Office for West Africa and the Sahel	DPPA	Western Africa Division	Senior Political Affairs Officer	-	1	-	-	-	-	1
			Political Affairs Officer	-	-	1	-	-	-	1
Subtotal				-	1	1	-	-	-	2
United Nations Assistance Mission in Somalia	DPPA	Eastern Africa Division	Senior Political Affairs Officer	-	1	-	-	-	-	1
		Electoral Assistance Division	Electoral Officer	-	-	1	-	-	-	1
	DPO	Office of Rule of Law and Security Institutions	Programme Management Officer	-	-	1	-	-	-	1
	DMSPC	Field Operations Finance Division	Finance and Budget Officer	-	-	1	-	-	-	1
Subtotal				-	1	3	-	-	-	4
United Nations Regional Office for Central Africa	DPPA	Central and Southern Africa Division	Political Affairs Officer	-	-	1	-	-	-	1
Subtotal				-	-	1	-	-	-	1

<i>Mission</i>	<i>Department</i>	<i>Division/office</i>	<i>Functional title</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>GS</i>	<i>Total</i>
United Nations Support Mission in Libya	DPPA	Northern Africa Division	Senior Political Affairs Officer	-	1	-	-	-	-	1
			Political Affairs Officer	-	-	1	-	-	-	1
			Administrative Assistant	-	-	-	-	-	1	1
	DPPA	Electoral Assistance Division	Electoral Officer	-	-	1	-	-	-	1
	DOS	Division for Special Activities/Operational Planning Service	Programme and Planning Officer	-	-	1	-	-	-	1
	Subtotal				-	1	3	-	-	1
United Nations Verification Mission in Colombia	DPPA	Americas Division	Senior Political Affairs Officer	-	1	-	-	-	-	1
			Political Affairs Officer	-	-	1	-	-	-	1
			Administrative Assistant	-	-	-	-	-	1	1
	DPO	Office of Military Affairs	Military Planning Officer	-	-	1	-	-	-	1
	DOS	Logistics Division, Office of Supply Chain Management	Logistics Officer	-	-	-	1	-	-	1
	DOS	Division for Special Activities/Operational Planning Service	Planning and Programme Officer	-	-	-	1	-	-	1
Subtotal				-	1	2	2	-	1	6
United Nations Mission to Support the Hedaydah Agreement	DPPA	Middle East Division	Political Affairs Officer	-	-	1	-	-	-	1
	DOS	Division for Special Activities	Associate Human Resources Officer	-	-	-	-	1	-	1
	DMSPC	Field Operations Finance Division	Finance and Budget Officer	-	-	-	1	-	-	1
Subtotal				-	-	1	1	1	-	3
United Nations Integrated Office in Haiti	DPPA	Americas Division	Senior Political Affairs Officer	-	1	-	-	-	-	1
			Political Affairs Officer	-	-	1	-	-	-	1
			Team Assistant	-	-	-	-	-	1	1
	DMSPC	Field Operations Finance Division	Finance and Budget Assistant	-	-	-	-	-	1	1
Subtotal				-	1	1	-	-	2	4
United Nations Assistance Mission in Afghanistan	DPPA	Asia and the Pacific Division	Principal Political Affairs Officer	1	-	-	-	-	-	1
			Senior Political Affairs Officer	-	1	-	-	-	-	1
			Political Affairs Officer	-	-	1	-	-	-	1
			Political Affairs Officer	-	-	-	1	-	-	1
			Administrative Assistant	-	-	-	-	-	1	1
Subtotal				1	1	1	1	-	1	5

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Mission	Department	Division/office	Functional title	D-1	P-5	P-4	P-3	P-2	GS	Total
United Nations Assistance Mission for Iraq	DPPA	Middle East Division	Political Affairs Officer	-	-	1	-	-	-	1
			Political Affairs Officer	-	-	-	2	-	-	2
	DPPA	Electoral Assistance Division	Electoral Officer	-	-	1	-	-	-	1
Subtotal				-	-	2	2	-	-	4
Total, backstopping posts that will continue in 2025				1	7	18	7	1	9	43

B. Backstopping posts funded in 2024 that will not continue in 2025

United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant			Senior Political Affairs Officer	-	(1)	-	-	-	-	(1)
			Programme and Planning Officer	-	-	-	(1)	-	-	(1)
Subtotal				-	(1)	-	(1)	-	-	(2)
United Nations Integrated Transition Assistance Mission in the Sudan	DPPA	Eastern Africa Division	Senior Political Affairs Officer	-	(1)	-	-	-	-	(1)
			Political Affairs Officer	-	-	(1)	-	-	-	(1)
			Administrative Assistant	-	-	-	-	-	(1)	(1)
	DMSPC	Field Operations Finance Division	Finance and Budget Officer	-	-	(1)	-	-	-	(1)
Subtotal				-	(1)	(2)	-	-	(1)	(4)
Total, backstopping posts that will not continue in 2025				-	(2)	(2)	(1)	-	(1)	(6)

Abbreviations: DMSPC, Department of Management Strategy, Policy and Compliance; DOS, Department of Operational Support; DPO, Department of Peace Operations; DPPA, Department of Political and Peacebuilding Affairs.

Annex IV

Estimated extrabudgetary resources for special political missions, 2024 and 2025

(Thousands of United States dollars)

Cluster/mission	2024			2025		
	Voluntary contributions	Cost recovery	Total	Voluntary contributions	Cost recovery	Total
Cluster I						
Office of the Special Adviser to the Secretary-General on Cyprus	–	–	–	–	–	–
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	750.5	–	750.5	251.4	–	251.4
Office of the Special Envoy of the Secretary-General for Syria	279.0	–	279.0	279.0	–	279.0
Office of the Special Envoy of the Secretary-General for the Horn of Africa	1 284.2	–	1 284.2	1 284.2	–	1 284.2
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	2 050.0	–	2 050.0	1 800.0	–	1 800.0
Office of the Special Envoy of the Secretary-General for Yemen	94.0	–	94.0	94.0	–	94.0
Office of the Special Envoy of the Secretary-General on Myanmar	527.4	–	527.4	346.0	–	346.0
Subtotal	4 985.1	–	4 985.1	4 054.6	–	4 054.6
Cluster II						
Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	1 000.0	–	1 000.0	1 000.0	–	1 000.0
Counter-Terrorism Committee Executive Directorate	385.0	–	385.0	300.0	–	300.0
Subtotal	1 385.0	–	1 385.0	1 300.0	–	1 300.0
Cluster III						
United Nations Office for West Africa and the Sahel	493.7	72.0	565.7	493.7	56.0	549.7
United Nations Assistance Mission in Somalia	1 210.6	–	1 210.6	1 210.6	–	1 210.6
United Nations Regional Centre for Preventive Diplomacy for Central Asia	232.9	–	232.9	248.0	–	248.0
United Nations support for the Cameroon-Nigeria Mixed Commission	1 400.0	–	1 400.0	1 500.0	–	1 500.0
United Nations Regional Office for Central Africa	713.5	–	713.5	713.5	–	713.5
United Nations Support Mission in Libya	76.7	–	76.7	–	–	–
United Nations Verification Mission in Colombia	361.7	–	361.7	361.7	–	361.7
United Nations Integrated Office in Haiti	154.8	–	154.8	154.8	–	154.8
Subtotal	4 643.9	72.0	4 715.9	4 682.3	56.0	4 738.3

Cluster/mission	2024			2025		
	Voluntary contributions	Cost recovery	Total	Voluntary contributions	Cost recovery	Total
UNAMA and UNAMI						
United Nations Assistance Mission in Afghanistan	514.2	23 700.0	24 214.2	101.8	23 700.0	23 801.8
United Nations Assistance Mission for Iraq	731.1	10 279.8	11 010.9	402.0	9 251.8	9 653.8
Subtotal	1 245.3	33 979.8	35 225.1	503.8	32 951.8	33 455.6
Total	12 259.3	34 051.8	46 311.1	10 540.7	33 007.8	43 548.5

Notes:

- (a) The numbers in this table reflect the projected expenditure for the respective period.
- (b) The explanation for the variance between 2025 and 2024 projected extrabudgetary expenditure of each mission is provided in the proposed programme budget reports for the respective thematic clusters ([A/79/6 \(Sect.3\)/Add.2](#), [A/79/6 \(Sect.3\)/Add.3](#), [A/79/6 \(Sect.3\)/Add.4](#), [A/79/6 \(Sect.3\)/Add.5](#) and [A/79/6 \(Sect.3\)/Add.6](#)).
- (c) Given the uncertainties and difficulties in making projections for 2024 expenditure, some missions have used their 2024 projected expenditure as an indicator for 2025 where no better estimation could be made at time of preparing the present report.

Annex V

Support for special political missions provided free of charge by host countries in 2024 and 2025

(Thousands of United States dollars)

<i>Mission</i>	<i>Contributor</i>	<i>Description of contribution</i>	<i>Approximate annual value</i>
Cluster I			
Office of the Special Envoy of the Secretary-General for Yemen	Government of Saudi Arabia	Landing rights, airport fees and embarkation/disembarkation fees	0.4
	Government of Jordan	Vehicle registration fees	0.1
	Government of Yemen	Vehicle registration fees	0.1
Cluster III			
United Nations Office for West Africa and the Sahel	Government of Senegal	Premises	211.2
	Government of Senegal	Landing rights, airport fees and embarkation/disembarkation fees	15.0
United Nations Assistance Mission in Somalia (UNSOM)	Governments of Kenya and Somalia	All host country provision is managed by the United Nations Support Office in Somalia, which provides support to UNSOM	–
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Government of Turkmenistan	Office premises	379.7
United Nations support for the Cameroon-Nigeria Mixed Commission	Government of Senegal	Premises	33.4
	Government of Senegal	Landing rights, airport fees and embarkation/disembarkation fees	5.0
United Nations Regional Office for Central Africa (UNOCA)	Government of Gabon	Premises (UNOCA offices and residence of the Special Representative of the Secretary-General for Central Africa)	247.9
United Nations Verification Mission in Colombia	Government of Colombia	Landing rights at airports, navigation fees, airport fees, embarkation and disembarkation fees, aerodrome fees, parking fees and permits	8.0
United Nations Mission to Support the Hudaydah Agreement	Government of Jordan	Landing rights, airport fees and embarkation/disembarkation fees	46.0
	Government of Djibouti	Landing rights, airport fees and embarkation/disembarkation fees	5.1
	Government of Oman	Landing rights, airport fees and embarkation/disembarkation fees	0.3
	Government of Saudi Arabia	Landing rights, airport fees and embarkation/disembarkation fees	0.7
	Government of Yemen	Waiver of vehicle registration fees	0.3
United Nations Integrated Office in Haiti	Government of Haiti	Vehicle registration fees	18.0
UNAMA and UNAMI			
United Nations Assistance Mission in Afghanistan	de facto authorities of Afghanistan	Landing rights at airports	54.7
	de facto authorities of Afghanistan	Airport fees (embarkation/disembarkation)	10.0
	de facto authorities of Afghanistan	Airport fees (import duties)	1.453
	de facto authorities of Afghanistan	Regional office in Jalalabad: building	216.0
	de facto authorities of Afghanistan	Regional office in Kunduz: building	30.9

<i>Mission</i>	<i>Contributor</i>	<i>Description of contribution</i>	<i>Approximate annual value</i>
	de facto authorities of Afghanistan	Air terminal (Kabul): land	3.9
	de facto authorities of Afghanistan	Air terminal (Kunduz): building	2.3
	de facto authorities of Afghanistan	Air terminal (Mazar-e Sharif): land	47.2
	de facto authorities of Afghanistan	Regional office in Kunduz: land	163.4
	de facto authorities of Afghanistan	Regional office in Jalalabad: land	48.0
	de facto authorities of Afghanistan	Regional office in Kandahar: land	171.7
	de facto authorities of Afghanistan	Regional office in Mazar-e Sharif: land	1 590.7
	de facto authorities of Afghanistan	Provincial office in Bamyan: land	120.0
United Nations Assistance Mission for Iraq	Government of Iraq	Solid building	5 030.5
	Government of Iraq	Infrastructure	853.5
	Government of Iraq	Airport landing rights and fees (embarkation/disembarkation)	309.1
	Government of Kuwait	Solid building	4 015.9
	Government of Kuwait	Infrastructure and airport landing rights	12.3

Annex VI

Cost-sharing arrangements for special political missions

(Thousands of United States dollars)

<i>Mission</i>	<i>Areas of cost-sharing arrangements</i>	<i>Cost-sharing entities</i>	<i>Reasons for cost-sharing</i>	<i>Amount in the mission's 2025 budget for cost-sharing</i>
Cluster I				
Office of the Special Envoy of the Secretary-General for Syria	Cost-sharing arrangements with the United Nations country team on the local security budget and WHO clinics	UNDP, United Nations country team	Security in the country is managed and provided by the Department of Safety and Security. WHO provides medical services to the country team	159.5
Office of the Special Envoy of the Secretary-General for the Horn of Africa	Contribution to the United Nations health-care centre for joint medical services, based on the number of staff and in accordance with the memorandum of understanding, and security services	Economic Commission for Africa	Cost-efficiency	3.8
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	The mission's budget includes its portion of common services under the locational support services provided by the United Nations Office at Nairobi, in accordance with the service-level agreement	United Nations Office at Nairobi	Cost-efficiency	133.1
Office of the Special Envoy of the Secretary-General for Yemen	Cost-sharing arrangement with the United Nations country team for the local cost-shared security budget of the Department of Safety and Security for Yemen and Jordan	UNDP, United Nations country team	Cost-efficiency and operational synergies	129.0
	Cost-sharing arrangement with the United Nations country team for joint medical clinics in Yemen	UNDP, United Nations country team	Cost-efficiency and operational synergies	147.0
	Cost-sharing arrangement with the United Nations country team for accommodation in Sana'a	UNDP, United Nations country team	Cost-efficiency and operational synergies	927.9
	Cost-sharing arrangement with the United Nations country team for a recreation facility in Aden	WHO, United Nations country team	Cost-efficiency and operational synergies	12.8
Office of the Special Envoy of the Secretary-General on Myanmar	ESCAP provides overall administrative services on a cost-recovery basis, with additional support from UNDP for any services on the ground in Myanmar or while on mission to other countries, including security, local transportation, ground coordination and customs clearance	ESCAP, UNDP	Cost-efficiency and operational synergies, especially currently, as operations have temporarily been relocated to Bangkok	86.7
Cluster II				
Panel of Experts on Yemen	The mission's budget includes only its portion(s) of one or more types of agreed services shared among a number of participating entities, paid to UNDP, the entity providing the shared services. These services include the rental of office space and accommodation and security and medical services	UNDP	Cost-efficiency	208.6

<i>Mission</i>	<i>Areas of cost-sharing arrangements</i>	<i>Cost-sharing entities</i>	<i>Reasons for cost-sharing</i>	<i>Amount in the mission's 2025 budget for cost-sharing</i>
Cluster III				
United Nations Office for West Africa and the Sahel	Electricity distribution fees; water distribution fees; garbage, waste disposal and fumigation services; gardening services; maintenance and repair for generators; general maintenance and repair	United Nations support for the Cameroon-Nigeria Mixed Commission	UNOWAS and Cameroon-Nigeria Mixed Commission shared facilities	104.1
	Air operations	United Nations support for the Cameroon-Nigeria Mixed Commission, other missions	Aircraft shared among UNOWAS, United Nations support for the Cameroon-Nigeria Mixed Commission and other missions	213.4
United Nations Assistance Mission in Somalia	UNSOM logistical and related support is provided by UNSOS, and the related costs are included in the UNSOM budget. The range of services provided by UNSOS includes office and residential accommodation, medical support, fuel, travel on UNSOS aircraft on a seat-available basis, airport security services and grounds passes. UNSOM will cost-share three fixed-wing and two rotary-wing aircraft at a ratio of 30:70 between UNSOM and UNSOS. For ICT resources, UNSOM has its own equipment, and UNSOS provides the back-end and some end-user equipment when required. Common ICT services are shared at a ratio of 30:70 between UNSOM and UNSOS	UNSOS	UNSOM administrative, logistical and related support is provided by UNSOS	26 151.7
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Under a cost-sharing arrangement, the Regional Centre rents office space from UNDP in four Central Asian capitals: Astana, Bishkek, Dushanbe and Tashkent. The cost-sharing arrangement is based on an existing memorandum of understanding between the Regional Centre and UNDP	UNDP	Common premises	21.6
Office of the United Nations Special Coordinator for Lebanon	The Office has been maintaining a cost-sharing arrangement with the Department of Safety and Security since 2011 for the rental of office space, ICT-related costs and other facility services such as cleaning, building maintenance and utilities	Department of Safety and Security	The Office provides office accommodation and related services to the Department of Safety and Security and the Security Information and Operations Centre on its premises	93.4
	United Nations agency-to-United Nations Agency contribution agreements for the Security Information and Operations Centre	UNDP	Contribution to the Security Information and Operations Centre for 83 Office staff members	36.1
	The Office maintains office space at the ESCWA premises to support the mobility of the Special Coordinator and her political team, for which the Office reimburses ESCWA for the facility services for the area occupied by its staff	ESCWA	For the provision of office space within United Nations House, along with related services on a cost-recovery basis	39.4

<i>Mission</i>	<i>Areas of cost-sharing arrangements</i>	<i>Cost-sharing entities</i>	<i>Reasons for cost-sharing</i>	<i>Amount in the mission's 2025 budget for cost-sharing</i>
United Nations Regional Office for Central Africa	Cost-sharing arrangement with the United Nations country team for local security and compound management; and local cost-shared security budget	United Nations country team, WHO	UNOCA is located in the compound shared with other United Nations entities. There are common costs for the management of the compound and its security	83.5
United Nations Support Mission in Libya	UNSMIL cost-sharing arrangements, subject to capacity and the prevailing security environment, comprise: ground and air transportation, medical services and medical evacuation, and other support (use of radio network, telephone service, videoconference and printer and security support (personnel and property)). UNSMIL and other United Nations agencies, funds and programmes share an office in Benghazi. UNSMIL contributes its share of the total costs of the premises in Benghazi to WFP, which signed the lease for the office	WFP, UNDP, UNICEF, WHO, UNFPA, UNHCR, Office for the Coordination of Humanitarian Affairs	Common premises in the Benghazi hub	460.0
United Nations Verification Mission in Colombia	Cost-sharing arrangement with the Department of Safety and Security for the local cost-shared security budget	UNDP, United Nations country team	Cost-efficiency and operational synergies	140.0
United Nations Mission to Support the Hudaydah Agreement	Cost-sharing arrangement with the Office of the Special Envoy of the Secretary-General for Yemen for the sharing of office premises and related maintenance and utilities in Amman and Sana'a, and office and accommodation premises in Aden	Office of the Special Envoy of the Secretary-General for Yemen	Cost-efficiency and operational synergies	820.1
	Cost-sharing arrangement with the United Nations country team for the local cost-shared security budget of the Department of Safety and Security for Yemen and Jordan	UNDP, United Nations country team	Cost-efficiency and operational synergies	245.5
	Cost-sharing arrangement with UNDP for joint security services at accommodations in Sana'a	UNDP, United Nations country team	Cost-efficiency and operational synergies	187.0
	Cost-sharing arrangement with the United Nations country team for joint medical clinics in Yemen	UNDP, United Nations country team	Cost-efficiency and operational synergies	115.0
	Cost-sharing arrangement with WFP for the sharing of office and accommodation premises in southern districts	WFP, UNDP, Department of Safety and Security, Office for the Coordination of Humanitarian Affairs	Cost-efficiency and operational synergies	775.2
	Cost-sharing arrangement with the United Nations country team for a recreation facility in Aden	WHO, United Nations country team	Cost-efficiency and operational synergies	5.1
United Nations Integrated Office in Haiti	Cost-sharing arrangement with the Department of Safety and Security for the local cost-shared security budget	UNDP, United Nations country team	Cost-sharing activities support the risk management measures of the Department of Safety and Security in Haiti. The local cost-shared security budget is managed by UNDP	120.0

<i>Mission</i>	<i>Areas of cost-sharing arrangements</i>	<i>Cost-sharing entities</i>	<i>Reasons for cost-sharing</i>	<i>Amount in the mission's 2025 budget for cost-sharing</i>
UNAMA and UNAMI				
United Nations Assistance Mission in Afghanistan	1. Co-location in the United Nations Operations Centre in Afghanistan compound in Kabul, which has been cost-shared with agencies, funds and programmes since 2006: <ul style="list-style-type: none"> • Compound security (private security company and Local level guards) • Rental and maintenance (rental, liquid and solid waste removal, cleaning, gardening and maintenance of common areas) 	UNDP, UNICEF, WHO, UN-Women, UNOPS, UNFPA	To achieve economies of scale	3 132.1
	2. Field Office co-location: <ul style="list-style-type: none"> • Compound security (private security company and Local level guards) • Rental and maintenance (rental, liquid and solid waste removal, cleaning, gardening and maintenance of common areas) 	UNDP, UNICEF, WHO, UN-Women, UNOPS, UNFPA, Department of Safety and Security, ILO, WFP, Office for the Coordination of Humanitarian Affairs, IOM, UNHCR, FAO	To achieve economies of scale	5 742.9
	3. Joint medical services, Kabul: cost-sharing of staff costs, equipment, supplies and pharmaceuticals	UNDP, UNICEF, WHO, UN-Women, UNOPS, UNFPA, UNESCO, UN-Habitat, ILO, UNIDO, FAO, Office for the Coordination of Humanitarian Affairs, UNEP, ADB, UNAMA, Resident Coordinator Office, UNCTAD, UNODC, World Bank	To achieve economies of scale	420.9
	4. United Nations Medical Emergency Response Team, regions: cost-sharing of staff costs and equipment, supplies and pharmaceuticals	ILO, UNESCO, WHO, UNDP, UNFPA, UNICEF, Office for the Coordination of Humanitarian Affairs, UNOPS, UNAMA, UN-Women, FAO	To achieve economies of scale	330.5
	5. Forward surgical team and an aeromedical evacuation team: contracted medical service provider. Cost-shared over the three-year contract duration	ADB, FAO, ILO, IOM, Resident Coordinator Office, UNCTAD, UNESCO, UNDP, UNFPA, UNICEF, Office for the Coordination of Humanitarian Affairs, UNOPS, UN-Habitat,	To achieve economies of scale	236.1

<i>Mission</i>	<i>Areas of cost-sharing arrangements</i>	<i>Cost-sharing entities</i>	<i>Reasons for cost-sharing</i>	<i>Amount in the mission's 2025 budget for cost-sharing</i>
United Nations Assistance Mission for Iraq	1. Security services	UNAMA, UNHCR, UNIDO, UN-Women, WFP, WHO, World Bank		
	<ul style="list-style-type: none"> • United Nations Guard Unit cost-shared services • Local cost-shared security services: escorted movements, staff tracking, security training, security infrastructure, security operational support and guard force • Premises guard force (staffing): compound security 	FAO, ILO, IOM, ITC, Office for the Coordination of Humanitarian Affairs, UNCTAD, UNDP, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNIDO, Mine Action Service, UNODC, UNOPS, UN-Women, WFP, WHO	The United Nations in Iraq operates under a unified security risk management framework, the United Nations security management system, to address common security concerns at the country level. Participating entities contribute proportionately, with UNAMI as the administering entity	2 627.0 756.2 2 130.0
	2. Accommodation and office space management and rental services (including for the Mosul compound): cleaning services, garbage collection, utilities, service and maintenance of fuel facilities and dispensing units, building and other maintenance services, petrol, oil and lubricants (generator), sanitation and cleaning materials, ICT services and fire extinguisher maintenance	FAO, ILO, IOM, ITC, Resident Coordinator Office, UNCTAD, UNDP, Department of Safety and Security, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNIDO, Mine Action Service, Office for the Coordination of Humanitarian Affairs, Office of Counter-Terrorism, UNODC, UNOPS, UN-Women, WFP, WHO	To achieve economies of scale and enable the One United Nations initiative in Iraq to deliver more effectively and efficiently on its mandates	2 918.0
	3. Kuwait Joint Support Office non-staff costs: utilities, maintenance services, security services, petrol, oil and lubricants, commercial communications, information technology services and surface transport shuttle services	BINUH, Office of the Special Envoy of the Secretary-General for Yemen, UNAMA, UNDOF, UNFICYP, United Nations Logistics Base at Brindisi, Italy, UNIFIL, UNMHA, UNMIK, UNMOGIP, United Nations Regional Centre for Preventive Diplomacy for Central Asia, Office of the Special Coordinator for the Middle East Peace Process, Office of the United Nations	The Office's non-staff costs are shared in proportion to the number of personnel for each of the entities supported	546.8

<i>Mission</i>	<i>Areas of cost-sharing arrangements</i>	<i>Cost-sharing entities</i>	<i>Reasons for cost-sharing</i>	<i>Amount in the mission's 2025 budget for cost-sharing</i>
		Special Coordinator for Lebanon, UNTSO, United Nations Verification Mission in Colombia		
	Other cost-shared services: medical services and ground transportation services	Office for the Coordination of Humanitarian Affairs, FAO, IOM, Mine Action Service, UNDP, UNESCO, UNFPA, UN-Habitat, UNHCR, UNICEF, UNOPS, UN-Women, WFP, WHO	To achieve economies of scale and enable the One United Nations initiative in Iraq to deliver more effectively and efficiently on its mandates	1 301.8

Abbreviations: ADB, Asian Development Bank; BINUH, United Nations Integrated Office in Haiti; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; FAO, Food and Agriculture Organization of the United Nations; ICT, information and communications technology; ILO, International Labour Organization; IOM, International Organization for Migration; ITC, International Trade Centre; UNAMA, United Nations Assistance Mission in Afghanistan; UNCTAD, United Nations Conference on Trade and Development; UNDOF, United Nations Disengagement Observer Force; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNIFIL, United Nations Interim Force in Lebanon; UNMHA, United Nations Mission to Support the Hudaydah Agreement; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMOGIP, United Nations Military Observer Group in India and Pakistan; UNOCA, United Nations Regional Office for Central Africa; UNODC, United Nations Office on Drugs and Crime; UNOPS, United Nations Office for Project Services; UNOWAS, United Nations Office for West Africa and the Sahel; UNSOM, United Nations Assistance Mission in Somalia; UNSOS, United Nations Support Office in Somalia; UNTSO, United Nations Truce Supervision Organization; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; WFP, World Food Programme; WHO, World Health Organization.

Annex VII

Cost-recovery spendable revenue estimates of special political missions

(Thousands of United States dollars)

<i>Mission</i>	<i>Cost centre/office providing service</i>	<i>Entities to receive support</i>	<i>Type/detail of support to be provided</i>	<i>Estimated spendable revenue</i>
United Nations Assistance Mission in Afghanistan	Safety and security	UNDP, WHO, UNESCO, Mine Action Service, FAO, WFP, Office for the Coordination of Humanitarian Affairs, ILO, UN-Women, UNFPA, Swiss Agency for Cooperation and Development, IOM, UNODC, Office of the Resident Coordinator, UNICEF, UNHCR, Iqarus, Dyck Advisory Group	Provision of security training and shared UNOCA security services. Co-location memorandum of understanding in the regions for security services	11 418.5
	Medical services	UNDP, UNICEF, UNOPS, WHO, UNFPA, UNESCO, ILO, IOM, UNHCR, Office for the Coordination of Humanitarian Affairs, Mine Action Service, FAO, WFP, UN Women, ADB, Office of the Resident Coordinator, UNCTAD, World Bank, UNODC, UNIDO, UN-Habitat	Provision of medical services	4 103.5
	Communications and information technology	UNESCO, UNICEF, UNDOC, Mine Action Service, UNIDO, UNFPA, ILO	Provision of mobile and fixed telephone services, Terrestrial Trunked Radio (Tetra) tracking services, configuration for Tetra, antenna installed on UNAMA tower, radio services	128.8
	Engineering Section	UNDP, WHO, UNESCO, Mine Action Service, FAO, WFP, Office for the Coordination of Humanitarian Affairs, ILO, UN Women, UNFPA, Swiss Agency for Development and Cooperation, IOM, UNODC, Office of the Resident Coordinator, UNICEF, UNHCR, Iqarus, Dyck Advisory Group	Provision of shared UNOCA maintenance services, accommodation, and office space rental services	7 162.6
	Ground transportation	UNDP, UNFPA, World Bank, Embassy of Japan, Swiss Agency for Development and Cooperation, Embassy of Sweden, Embassy of Switzerland, Embassy of Finland	Vehicle rental services	130.0
	Aviation	WFP, UNICEF, UNHCR, UNOPS, IDG Security (Afghanistan) Ltd.	Air transportation and logistics services	255.0
	Administration fee			530.5
Total estimated revenue				23 729.0
United Nations Assistance Mission for Iraq	Safety and security	UNHCR, UNDP, IOM, UNICEF, WFP, UNITAD, WHO, FAO, Mine Action Service, UN-Women, UNFPA, UNESCO, UN-Habitat, UNOPS, ILO, UNODC, UNAMA, UNCTAD, Office for the Coordination of Humanitarian Affairs, ITC, UNIDO	United Nations Guard Unit cost-sharing and services under the local cost-shared security budget and unarmed premises guard force	5 513.2
	Supply chain management	UNITAD, UNDP, IOM, UNHCR, UNICEF, WHO, WFP, UNESCO, Mine Action Service, UNFPA, UNOPS, FAO, Office for the Coordination of Humanitarian Affairs, UN Women, UN-Habitat, ILO, UNODC	Provision of generator ground transportation and aviation fuel and composite ration packs	696.9
	Medical services	UNHCR, UNICEF, UNDP, IOM, WFP, UNITAD, Mine Action Service, UNESCO, WHO, FAO, ILO, Office for the Coordination of Humanitarian Affairs, UNOPS, UNFPA	Provision of medical services	26.4

Mission	Cost centre/office providing service	Entities to receive support	Type/detail of support to be provided	Estimated spendable revenue
	Communications and information technology	ILO, UNFPA, UNHCR, UNRCCA, UNOPS	Provision of mobile and fixed telephone services	217.4
	Engineering Section	UNITAD, UNDP, UNICEF, UNHCR, WFP, WHO, IOM, Mine Action Service, UNAMA, UN-Habitat, FAO, UN Women, UNFPA, UNESCO, Office for the Coordination of Humanitarian Affairs, UNOPS, UNODC, ILO, UNMHA, Department of Safety and Security, ITC	Accommodation and office space rental services	2 918.0
	Ground transportation	IOM, UNDP, UNICEF, ITC, WHO, UNHCR, UNCTAD, UNODC, WFP, UNFPA, ILO, UNESCO, Mine Action Service, UNAMA, FAO, Office of Counter-Terrorism, Office of the Resident Coordinator in Kuwait, Office for the Coordination of Humanitarian Affairs, UNOPS, UN Women, UN-Habitat, UNEP, IAEA	Vehicle rental services and shuttle services repair and maintenance services driving test services	630.1
	Civilian personnel and other services	UNITAD, UNDP, IOM, UNICEF, UNHCR, WHO, WFP, Mine Action Service, FAO, Office for the Coordination of Humanitarian Affairs, UNFPA, UNESCO, UN-Habitat, UNOPS, UN Women, ILO, ITC, UNODC, European Union Advisory Mission, UNCTAD, Office of Counter-Terrorism	Personnel costs for staff involved in cost recovery and other administrative services	277.8
Total estimated revenue				10 279.8
United Nations Office for West Africa and the Sahel	Communications and information technology	UNODC	Communications and information technology services	2.4
	Engineering Section	UNODC	Logistics support services	23.6
	Aviation	Other missions and agencies	Aviation services	30.0
Total estimated revenue				56.0
Total				34 064.8

Abbreviations: ADB, Asian Development Bank; FAO, Food and Agriculture Organization of the United Nations; IAEA, International Atomic Energy Agency; ILO, International Labour Organization; IOM, International Organization for Migration; ITC, International Trade Centre; UNCTAD, United Nations Conference on Trade and Development; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNITAD, United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant; UNMHA, United Nations Mission to Support the Hudaydah Agreement; UNOCA, United Nations Regional Office for Central Africa; UNODC, United Nations Office on Drugs and Crime; UNOPS, United Nations Office for Project Services; UNRCCA, United Nations Regional Centre for Preventive Diplomacy in Central Asia; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; WFP, World Food Programme; WHO, World Health Organization.

Notes:

- The table presents estimates of spendable revenue from cost-recovery activities for special political missions that have an approved cost plan for fiscal year 2024 at the time of issuance of the present report. Spendable revenue is revenue that will be spent based on the approved cost plan. Projected expenditure under the cost plans of the respective missions is presented in annex VIII.
- Non-spendable revenue is unpredictable in nature. If received, such revenue would be collected and transferred to the assessed fund (i.e. the regular budget general fund in the case of the special political missions) for credit back to the Member States that funded the assessed budget.

Annex VIII

Projected expenditure from cost-recovered revenue of special political missions

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>United Nations Assistance Mission in Afghanistan</i>	<i>United Nations Assistance Mission for Iraq</i>	<i>United Nations Office for West Africa and the Sahel</i>
Military and police personnel			
Military contingents	–	2 622.1	–
Subtotal	–	2 622.1	–
Civilian personnel			
International staff	1 305.5	–	–
National staff	3 337.6	–	–
United Nations Volunteers	1 363.8	162.9	–
General temporary assistance	–	2 627.0	–
Subtotal	6 006.9	2 789.9	–
Operational costs			
Official travel	105.0	28.2	–
Facilities and infrastructure	7 268.1	3 237.1	22.6
Ground transportation	8 256.5	427.1	1.0
Air operations	130.0	–	30.0
Communications and Information technology	128.8	657.4	2.4
Medical	1 519.1	26.4	–
Other supplies, services and equipment	59.6	491.6	–
Subtotal	17 722.2	4 867.8	56.0
Total	23 729.0	10 279.8	56.0

Note: The figures presented in this table are based on the respective mission's approved cost plan for expenditure to be incurred against cost-recovery revenue for fiscal year 2024 at the time of issuance of the present report. Owing to the timeline followed by the cost-recovery process, cost plans for fiscal year 2025 will become available only towards the end of 2024.

Annex IX

Air operations resources for special political missions, 2023–2025

(Thousands of United States dollars/number of hours)

Mission	2023				2024		2025	
	Approved budget	Actual expenditure	Budgeted flight hours	Actual flight hours	Approved budget	Budgeted flight hours	Proposed budget	Proposed flight hours
Office of the Special Envoy of the Secretary-General for Syria								
Fixed-wing	315.0	–	–	–	315.0	–	315.0	–
Rotary-wing	–	–	–	–	–	–	–	–
Petrol, oil and other lubricants	41.0	21.2	–	–	41.0	–	41.0	–
Other	–	66.5	–	–	–	–	–	–
Subtotal	356.0	87.7	–	–	356.0	–	356.0	–
Office of the Special Envoy of the Secretary-General for the Great Lakes region								
Fixed-wing	–	–	–	–	–	–	–	–
Rotary-wing	–	–	–	–	–	–	–	–
Petrol, oil and other lubricants	–	–	–	–	–	–	–	–
Other	68.6	15.6	–	–	68.6	–	48.4	–
Subtotal	68.6	15.6	–	–	68.6	–	48.4	–
Office of the Special Envoy of the Secretary-General for Yemen								
Fixed-wing	510.1	373.6	158	10	407.1	126	97.4	81
Rotary-wing	–	–	–	–	–	–	–	–
Petrol, oil and other lubricants	154.8	4.1	–	–	134.7	–	147.9	–
Other	239.1	169.1	–	–	275.9	–	333.4	–
Subtotal	904.0	546.8	158	10	817.7	126	578.7	81
United Nations Office for West Africa and the Sahel								
Fixed-wing	1 337.8	1 435.1	540	296 ^a	1 386.4	504	1 547.5	600
Rotary-wing	–	–	–	–	–	–	–	–
Petrol, oil and other lubricants	717.2	161.7	–	–	649.4	–	285.1	–
Other	636.3	772.5	–	–	572.5	–	573.1	–
Subtotal	2 691.3	2 369.2	540	296	2 608.3	504	2 405.7	600

Mission	2023				2024		2025	
	Approved budget	Actual expenditure	Budgeted flight hours	Actual flight hours	Approved budget	Budgeted flight hours	Proposed budget	Proposed flight hours
United Nations Assistance Mission in Somalia								
Fixed-wing	1 866.0	2 042.7	792	688	2 068.6	660	2 406.3	660
Rotary-wing	2 636.8	2 878.0	540	557	2 702.7	540	3 561.8	540
Petrol, oil and other lubricants	1 056.4	1 333.7	–	–	1 128.4	–	1 028.7	–
Other	1 026.7	514.4	–	–	875.6	–	755.4	–
Subtotal	6 585.9	6 768.8	1 332	1 245	6 775.3	1 200	7 752.2	1 200
United Nations support for the Cameroon-Nigeria Mixed Commission								
Fixed-wing	69.1	110.4	38	48	79.8	48	92.1	65
Rotary-wing	–	–	–	–	–	–	–	–
Petrol, oil and other lubricants	50.1	36.2	–	–	56.3	–	31.1	–
Other	77.1	56.3	–	–	58.0	–	60.2	–
Subtotal	196.3	202.8	38	48	194.1	48	183.4	65
United Nations Regional Office for Central Africa								
Fixed-wing	96.7	57.5	61	13	93.4	49	93.7	49
Rotary-wing	–	–	–	–	–	–	–	–
Petrol, oil and other lubricants	26.7	–	–	–	21.3	–	21.4	–
Other	35.8	–	–	–	21.6	–	31.0	–
Subtotal	159.2	57.5	61	13	145.8	49	146.1	49
United Nations Support Mission in Libya								
Fixed-wing	3 203.5	2 688.7	550	518	2 493.3	550	2 768.5	500
Rotary-wing	2 255.5	–	150	–	2 579.6	150	1 144.0	75
Petrol, oil and other lubricants	825.5	522.0	–	–	958.8	–	724.5	–
Other	725.5	412.0	–	–	773.2	–	723.5	–
Subtotal	7 010.0	3 622.7	700	518	6 804.9	700	5 360.5	575

Mission	2023				2024		2025	
	Approved budget	Actual expenditure	Budgeted flight hours	Actual flight hours	Approved budget	Budgeted flight hours	Proposed budget	Proposed flight hours
United Nations Verification Mission in Colombia								
Fixed-wing	1 547.0	1 502.0	900	544 ^a	1 624.2	780	1 509.5	555
Rotary-wing	3 930.0	4 869.3	1 000	991	6 395.2	1 800	7 124.8	995
Petrol, oil and other lubricants	937.2	756.5	–	–	1 152.2	–	651.1	–
Other	902.7	656.2	–	–	1 320.7	–	1 322.1	–
Subtotal	7 316.9	7 784.0	1 900	1 535	10 492.3	2 580	10 607.5	1 550
United Nations Mission to Support the Hudaydah Agreement								
Fixed-wing	2 986.0	2 369.6	832	580	2 558.9	880	2 657.2	464
Rotary-wing	2 070.0	4 496.6	420	12	2 976.6	420	–	–
Petrol, oil and other lubricants	1 937.8	1 017.5	–	–	2 139.1	–	846.3	–
Other	1 277.4	1 264.4	–	–	1 313.5	–	881.6	–
Subtotal	8 271.2	9 148.1	1 252	591	8 988.1	1 300	4 385.1	464
United Nations Assistance Mission in Afghanistan								
Fixed-wing	4 779.6	2 975.0	860	686	3 537.6	1 060	2 301.1	700
Rotary-wing	2 052.4	–	536	–	–	–	–	–
Petrol, oil and other lubricants	1 142.9	477.4	–	–	659.0	–	1 576.5	–
Other	235.2	58.4	–	–	225.8	–	121.2	–
Subtotal	8 210.1	3 510.8	1 396	686	4 422.4	1 060	3 998.8	700
United Nations Assistance Mission for Iraq								
Fixed-wing	2 454.8	2 170.2	925	763	2 392.0	925	4 026.9	800
Rotary-wing	–	–	–	–	–	–	–	–
Petrol, oil and other lubricants	490.3	743.4	–	–	1 101.5	–	777.2	–
Other	205.4	154.7	–	–	241.1	–	193.1	–
Subtotal	3 150.5	3 068.3	925	763	3 734.6	925	4 997.2	800

Mission	2023				2024		2025	
	Approved budget	Actual expenditure	Budgeted flight hours	Actual flight hours	Approved budget	Budgeted flight hours	Proposed budget	Proposed flight hours
Total, all special political missions								
Fixed-wing	19 165.6	15 724.8	5 656	4 146	16 956.3	5 582	17 815.2	4 474
Rotary-wing	12 944.7	12 243.9	2 646	1 560	14 654.1	2 910	11 830.6	1 610
Petrol, oil and other lubricants	7 379.9	5 073.6	–	–	8 041.7	–	6 130.8	–
Other	5 429.8	4 140.1	–	–	5 756.0	–	5 043.0	–
Total	44 920.0	37 182.4	8 302	5 706	45 408.1	8 492	40 819.6	6 084

Note: The “Other” category includes equipment and supplies, services, landing fees and ground handling charges, aircrew subsistence allowance and liability insurance.

^a Flight hours are inclusive of hours utilized under standby charter agreement or short-term contract agreement.

Annex X

Special flights for special political missions, 2023–2025

(Thousands of United States dollars for costs/number of flight hours for duration)

Mission	2023 actual			2024 actual (January–March)			2025 estimated
	Costs	Duration	Justification	Costs	Duration	Justification	Costs
Office of the Special Envoy of the Secretary-General for Yemen	24.2	9.6	The flights were undertaken to support important movements for peace consultations and negotiations	–	–	–	578.7
United Nations Assistance Mission in Somalia	907.5	186.3	Special flights in support of the Mission's mandate when there were no regular flights available; medical evacuations	82.7	17.2	Special flight in support of the Mission's mandate when there was no regular flight available; medical evacuation	344.50
United Nations Regional Office for Central Africa	57.5	13.28	Low availability of commercial flights in the subregion to attend urgent meetings	–	–	A remaining balance from the 2023 invoice from the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo will be settled in 2024 No special flights were required for the first quarter of 2024	146.1
United Nations Support Mission in Libya	813.5	176	Special flights to support senior leadership and delegation visits	216.5	46.5	To support senior leadership and delegation visits	900.0
United Nations Verification Mission in Colombia	389.4	73	Special flights in support of the ongoing peace process in collaboration with the Government of Colombia as well as other internal flights in support of visits and key meetings for the Mission's mandate implementation	–	–	–	–
United Nations Mission to Support the Hudaydah Agreement	212.9	49.8	To support important movements for peace and redeployment coordination consultations, including requests from the Office of the Special Envoy of the Secretary-General for Yemen and the United Nations country team	31.3	7	To support important movements for peace consultations, including requests from the Office of the Special Envoy of the Secretary-General for Yemen	458.1
United Nations Assistance Mission in Afghanistan	147.7	75.3	Aeromedical evacuation flights, and ad hoc logistical support of the Mission and United Nations agencies, funds and programmes when the regular scheduled flights were not available	29.8	14.6	Ad hoc logistical support of the Mission and United Nations agencies, funds and programmes when the regular scheduled flights were not available	136.0
United Nations Assistance Mission for Iraq	352.4	194.4	Special flights to facilitate travel for senior leadership within Iraq for political and humanitarian/development consultations or dialogue, United Nations Guard Unit rotations and medical evacuation/casualty evacuation	124.8	31.2	To facilitate the travel of senior leadership within Iraq for political and humanitarian, development consultations or dialogues, United Nations Guard Unit rotations and medical evacuation/casualty evacuation	250.0

Note: As defined in the United Nations aviation manual, a special flight is an unscheduled flight and requires special authorization from the Chief of Mission Support.

Annex XI**Resources for acquisition of satellite imagery for special political missions, 2024 and 2025**

(Thousands of United States dollars)

<i>Mission</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>	<i>Justification</i>
Group of Experts on the Democratic Republic of the Congo	1.8	29.4	The provisions cover a subscription to a geospatial database which will allow experts to access near-real-time, high-resolution temporal and spatial satellite imagery and related services and which will be used to better document the implementation of the Security Council mandates
Panel of Experts on the Sudan	2.6	29.4	
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	230.2	–	
Panel of Experts on Libya	6.2	29.4	
Panel of Experts on the Central African Republic	2.6	29.4	
Panel of Experts on Yemen	3.0	29.4	
Panel of Experts on South Sudan	2.6	29.4	
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	1.5	–	
Panel of Experts pursuant to resolution 2713 (2023)	2.9	29.4	
Panel of Experts on Haiti	3.0	29.4	
United Nations Support Mission in Libya	1.8	1.8	The provision is to support the Mission's situational awareness with geospatial information, which will be used to analyse situations within the mission area and will assist in keeping the mission leadership informed for better strategic planning
United Nations Mission to Support the Hudaydah Agreement	150.0	120.0	The Mission requires high-resolution satellite imagery to perform image analysis in support of monitoring areas of responsibility, image analysis reports and hotspot visualization products, allowing, inter alia, the extraction of features of interest, spatial and terrain analysis, the planning of military and security patrols, the production of operational maps and the production of value-added products for the Joint Operations Centre

Annex XII

Communications and information technology resources for special political missions, 2024 and 2025

(Thousands of United States dollars)

Mission	Number of posts related to communications and information technology		Other communications and information technology-related resources		Remarks
	Approved 2024	Proposed 2025	Approved 2024	Proposed 2025	
Cluster I: special and personal envoys, advisers and representatives of the Secretary-General					
Office of the Special Adviser to the Secretary-General on Cyprus	–	–	75.2	75.2	Resources provide for: communications and information technology equipment (\$9,400); telecommunication and network services (\$16,100); maintenance of communications and information technology equipment and support services (\$31,500); spare parts (\$5,200); software, licences and fees (\$2,000); and public information and publication services (\$11,000)
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	–	–	36.8	41.5	Resources provide for: telecommunication and network services (\$7,700); maintenance of communications and information technology equipment and support services (\$25,700); spare parts (\$1,200); rental of equipment (\$3,300); and public information and publication services, including a subscription to two research databases (\$3,600)
Personal Envoy of the Secretary-General for Western Sahara	–	–	11.0	11.1	Resources provide for: telecommunication and network services (\$7,300); and maintenance of communications and information technology equipment and support services (\$3,800)
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	–	–	7.3	7.4	Resources provide for: telecommunication and network services, including mobile applications (\$4,200); and maintenance of communications and information technology equipment and support services (\$3,200)
United Nations Representative to the Geneva International Discussions	–	–	47.8	21.3	Resources provide for: communications and information technology equipment (\$3,100); telecommunication and network services (\$8,900); rental of equipment (\$2,200); and software, licences and fees (\$7,100)
Office of the Special Envoy of the Secretary-General for Syria	1 FS, 4 LL	1 FS, 4 LL	396.4	396.4	Resources provide for: communications and information technology equipment (\$52,600); telecommunication and network services (\$94,100); maintenance of communications and information technology equipment and support services (\$168,700); spare parts (\$16,400); software, licences and fees (\$56,400); and public information and publication services (\$8,200)
Office of the Special Envoy of the Secretary-General for the Horn of Africa	–	–	40.1	40.1	Resources provide for: communications and information technology equipment (\$4,900); telecommunication and network services (\$19,100); maintenance of communications and information technology equipment and support services (\$8,300); spare parts (\$4,600); and software, licences and fees (\$3,200)
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	–	–	141.4	135.1	Resources provide for: communications and information technology equipment (\$15,500); telecommunication and network services (\$29,500); maintenance of communications and information technology equipment and support services (\$42,100); and public information and publication services (\$48,000)

<i>Mission</i>	<i>Number of posts related to communications and information technology</i>		<i>Other communications and information technology-related resources</i>		<i>Remarks</i>
	<i>Approved 2024</i>	<i>Proposed 2025</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>	
Office of the Special Envoy of the Secretary-General for Yemen	1 P-4, 2 FS, 2 LL	1 P-4, 2 FS, 2 LL	709.0	786.0	Resources provide for: telecommunication and network services (\$72,500); maintenance of communications and information technology equipment and support services (\$525,100); spare parts (\$20,700); software, licences and fees (\$60,300); and public information and publication services, including printing and reproduction (\$107,400)
Office of the Special Envoy of the Secretary-General on Myanmar	–	–	24.6	25.5	Resources provide for: communications and information technology equipment (\$6,000); telecommunication and network services (\$3,000); maintenance of communications and information technology equipment and support services (\$16,400); and spare parts (\$100)
Cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms					
Group of Experts on the Democratic Republic of the Congo	–	–	34.6	64.5	Resources provide for: telecommunication and network services (\$17,400); maintenance of communications and information technology equipment and support services (\$4,900); software, licences and fees (\$700); and public information and publication services (\$41,500)
Panel of Experts on the Sudan	–	–	31.5	60.3	Resources provide for: telecommunication and network services (\$15,700); maintenance of communications and information technology equipment and support services (\$3,500); software, licences and fees (\$700); and public information and publication services (\$40,400)
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	–	–	345.7	12.7	Resources provide for: telecommunication and network services (\$800); maintenance of communications and information technology equipment and support services (\$6,500); software, licences and fees (\$700); and public information and publication services (\$4,700)
Panel of Experts on Libya	–	–	40.4	65.9	Resources provide for: telecommunication and network services (\$16,200); maintenance of communications and information technology equipment and support services (\$7,000); software, licences and fees (\$700); and public information and publication services (\$42,000)
Panel of Experts on the Central African Republic	–	–	33.0	61.9	Resources provide for: telecommunication and network services (\$15,600); maintenance of communications and information technology equipment and support services (\$5,200); software, licences and fees (\$700); and public information and publication services (\$40,400)
Panel of Experts on Yemen	–	–	41.0	69.6	Resources provide for: telecommunication and network services (\$20,000); maintenance of communications and information technology equipment and support services (\$7,400); software, licences and fees (\$700); and public information and publication services (\$41,500)
Panel of Experts on South Sudan	–	–	35.2	64.1	Resources provide for: telecommunication and network services (\$15,700); maintenance of communications and information technology equipment and support services (\$6,800); software, licences and fees (\$700); and public information and publication services (\$40,900)

Mission	Number of posts related to communications and information technology		Other communications and information technology-related resources		Remarks
	Approved 2024	Proposed 2025	Approved 2024	Proposed 2025	
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	–	–	204.3	225.8	Resources provide for: telecommunication and network services (\$12,300); maintenance of communications and information technology equipment and support services (\$181,300); software, licences and fees (\$900); and public information and publication services (\$9,800)
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	–	–	12.1	12.2	Resources provide for: telecommunication and network services (\$3,000); maintenance of communications and information technology equipment and support services (\$5,400); and public information and publication services for website maintenance (\$3,800)
Implementation of Security Council resolution 2231 (2015)	–	–	20.1	9.4	Resources provide for: telecommunication and network services (\$1,600); maintenance of communications and information technology equipment and support services (\$4,300); and public information and publication services (\$3,500) for website maintenance
Panel of Experts pursuant to resolution 2713 (2023)	–	–	46.3	74.8	Resources provide for: telecommunication and network services (\$16,200); maintenance of communications and information technology equipment and support services (\$15,900); software, licences and fees (\$700); and public information and publication services (\$42,000)
Panel of Experts on Haiti	–	–	35.5	63.9	Resources provide for: telecommunication and network services (\$16,600); maintenance of communications and information technology equipment and support services (\$5,900); rental of equipment (\$500); software, licences and fees (\$700); and public information and publication services (\$40,200)
Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	–	–	132.9	88.7	Resources provide for: communications and information technology equipment (\$16,700); telecommunication and network services (\$9,000); maintenance of communications and information technology equipment and support services, including provision for contractual services (\$61,000); and software licences and fees (\$2,000)
Counter-Terrorism Committee Executive Directorate	–	–	190.1	190.1	Resources provide for: telecommunication and network services (\$32,100); maintenance of communications and information technology equipment and support services (\$122,200); and public information and publication services (\$35,800)
Cluster III: regional offices, offices in support of political processes and other missions					
United Nations Office for West Africa and the Sahel	1 FS, 2 LL	1 FS, 2 LL	727.7	649.4	Resources provide for: acquisition of communications and information technology equipment (\$72,100); telecommunication and network services (\$160,300); maintenance of communications and information technology equipment and support services (\$215,900); spare parts (\$56,400); software, licences and fees (\$99,200); and public information and publication services (\$45,500)

<i>Mission</i>	<i>Number of posts related to communications and information technology</i>		<i>Other communications and information technology-related resources</i>		<i>Remarks</i>
	<i>Approved 2024</i>	<i>Proposed 2025</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>	
United Nations Assistance Mission in Somalia	–	–	5 862.9	5 202.2	Resources provide for: communications and information technology equipment (\$394,000); telecommunication and network services (\$1,478,800); maintenance of communications and information technology equipment and support services (\$1,868,000); spare parts (\$200,200); software, licences and fees (\$160,000); and public information and publication services (\$1,101,200).
United Nations Regional Centre for Preventive Diplomacy for Central Asia	1 FS, 2 LL	1 FS, 2 LL	272.7	215.2	Resources provide for: communications and information technology equipment (\$36,000); telecommunication and network services (\$89,100); maintenance of communications and information technology equipment and support services (\$49,600), spare parts (\$3,700); software, licences and fees (\$20,800); and public information and publication services (\$16,000)
United Nations support for the Cameroon-Nigeria Mixed Commission	–	–	464.2	437.6	Resources provide for: acquisition of communications and information technology equipment (\$35,500); telecommunication and network services (\$169,500); maintenance of communications and information technology equipment and support services (\$162,600); spare parts (\$43,600); software, licences and fees (\$16,400); and public information services (\$10,000)
Office of the United Nations Special Coordinator for Lebanon	2 LL	2 LL	235.8	289.7	Resources provide for: acquisition of communications and information technology equipment (\$87,900); telecommunication and network services (\$60,100); maintenance of communications and information technology equipment and support services (\$110,100); spare parts (\$8,800); software, licences and fees (\$18,000); and public information and publication services (\$4,800)
United Nations Regional Office for Central Africa	1 FS, 2 LL	1 FS, 2 LL	534.4	504.9	Resources provide for: telecommunication and network services (\$94,700); maintenance of communications and information technology equipment and support services (\$262,300); spare parts (\$8,900); software, licenses and fees (\$35,200); and public information and publication services (\$103,800)
United Nations Support Mission in Libya	6 FS, 5 LL	6 FS, 5 LL	3 092.5	2 587.2	Resources provide for: telecommunication and network services (\$689,500); maintenance of communications and information technology equipment and support services (\$1,042,700); spare parts (\$88,800); software, licences and fees (\$450 800); and public information and publication services (\$315,400)
United Nations Verification Mission in Colombia	1 P-4, 4 FS, 1 NPO, 9 LL	1 P-4, 4 FS, 1 NPO, 8 LL	6 320.5	5 440.2	Resources provide for: acquisition of communications and information technology equipment (\$548,400); telecommunication and network services (\$1,127,900); maintenance of communications and information technology equipment and support services (\$2,644,600); spare parts (\$111,600); software, licences and fees (\$567,900); and public information and publication services (\$439,800)
United Nations Mission to Support the Hudaydah Agreement	1 P-3, 1 FS, 3 LL	1 P-3, 1 FS, 3 LL	1 126.1	1 461.7	Resources provide for: communications and information technology equipment (\$53,000); telecommunication and network services (\$83,900); maintenance of communications and information technology equipment and support services (\$968,900); spare parts (\$51,900); software, licences and fees (\$100,400); and public information and publication services, including printing and reproduction (\$203,600)

<i>Mission</i>	<i>Number of posts related to communications and information technology</i>		<i>Other communications and information technology-related resources</i>		<i>Remarks</i>
	<i>Approved 2024</i>	<i>Proposed 2025</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>	
United Nations Integrated Office in Haiti	3 FS, 1 NPO	3 FS, 1 NPO	1 991.8	1 707.7	Resources provide for: acquisition of communications and information technology equipment (\$94,000); telecommunication and network services (\$333,300); maintenance of communications and information technology equipment and support services (\$891,000); spare parts (\$5,500); software and fees (\$231,000); and public information and publication services (\$224,900)
UNAMA and UNAMI					
United Nations Assistance Mission in Afghanistan	1 P-4, 10 FS, 6 NPO, 25 LL, 6 UNV	1 P-4, 10 FS, 6 NPO, 25 LL, 8 UNV	5 730.2	6 157.5	Resources provide for: communications and information technology equipment (\$1,468,200); telecommunication and network services (\$1,668,500); maintenance of communications and information technology equipment and support services (\$1,526,400); spare parts (\$289,500); software, licences and fees (\$678,400); and public information and publication services (\$526,500)
United Nations Assistance Mission for Iraq	1 P-4, 2 P-3, 9 FS, 3 NPO, 26 LL	1 P-4, 2 P-3, 9 FS, 3 NPO, 26 LL	2 927.5	2 596.5	Resources provide for: (a) communications and information technology equipment (\$81,100); (b) telecommunication and network services (\$396,600); (c) maintenance of communications and information technology equipment and support services (\$1,296,700); (d) spare parts (\$130,000); (e) software, licences and fees (\$567,200); and (f) public information and publication services (\$124,900)

Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

Annex XIII

Security-related resources for special political missions, 2024 and 2025

(Thousands of United States dollars)

Mission	Number of posts		Other security-related resources		Remarks
	Approved 2024	Proposed 2025	Approved 2024	Proposed 2025	
Cluster I: special and personal envoys, advisers and representatives of the Secretary-General					
Office of the Special Adviser to the Secretary-General on Cyprus	1 FS, 1 LL	1 FS, 1 LL	17.3	17.3	Firefighting equipment and uniforms, and maintenance of closed-circuit television, fire alarm, burglary alarm and fire suppression systems and security barriers
United Nations Representative to the Geneva International Discussions	–	–	10.4	10.4	Security services for the Geneva discussions and conferences provided by the United Nations Office at Geneva
Office of the Special Envoy of the Secretary-General for Syria	1 P-4, 4 FS, 12 LL	1 P-4, 4 FS, 12 LL	618.3	616.7	To provide for the cost-shared security budget in Damascus and for security provided by the United Nations Office at Geneva and commercial providers to the Special Envoy and during meetings of the Constitutional Committee held in Geneva
Office of the Special Envoy of the Secretary-General for the Horn of Africa	–	–	3.7	3.8	Contribution to the Department of Safety and Security field office
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	–	–	2.8	3.6	Office's share of common security services provided by the United Nations Office at Nairobi
Office of the Special Envoy of the Secretary-General for Yemen	1 P-4, 2 P-3, 14 FS, 3 LL	1 P-4, 2 P-3, 14 FS, 3 LL	811.2	918.0	Acquisition of safety and security equipment, supplies and uniforms (\$62,000); security services, including unarmed guard services provided by private security companies, Department of Safety and Security local cost-shared security budget, and allowance for security escorts and armed guards provided by the host authorities (\$856,000)
Office of the Special Envoy of the Secretary-General on Myanmar	–	–	–	–	No separate security services required in Bangkok or in Economic and Social Commission for Asia and the Pacific premises
Cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms					
Group of Experts on the Democratic Republic of the Congo	1 P-3	1 P-3	–	–	Security Coordination Officer for the experts in the Democratic Republic of the Congo
Panel of Experts on Libya	–	–	–	11.6	Cost of security support provided by the Department of Safety and Security to the experts when in Libya
Panel of Experts on Yemen	5 FS	5 FS	10.9	10.9	Close protection for the experts, United Nations Development Programme shared security costs in Yemen and training for security officers

Mission	Number of posts		Other security-related resources		Remarks
	Approved 2024	Proposed 2025	Approved 2024	Proposed 2025	
Panel of Experts pursuant to resolution 2713 (2023)	–	–	52.9	55.5	Cost of security services in Somalia, residential security in Nairobi, and security services and security escorts for the experts of the Panel to be made available by the United Nations Office at Nairobi
Panel of Experts on Haiti	–	–	142.5	142.5	Replacement cost for close protection for the experts when travelling within Haiti
Cluster III: regional offices, offices in support of political processes and other missions					
United Nations Office for West Africa and the Sahel	1 FS	1 FS	82.7	63.7	Safety and security equipment, shared portion of contractual costs for security guard services for Dakar, costs for security guards at the Nouakchott and Abuja offices and costs for residence security for the head of mission
United Nations Assistance Mission in Somalia	1 P-4, 2 P-3, 38 FS, 9 NPO, 19 LL	1 P-4, 2 P-3, 38 FS, 9 NPO, 19 LL	3 100.8	3 319.9	Acquisition of safety and security equipment, local cost-shared security budget and cost of guard services
United Nations Regional Centre for Preventive Diplomacy for Central Asia	9 LL	9 LL	20.4	11.5	Acquisition of safety and security equipment and the Centre's contribution to the local shared common/inter-agency security budgets at five locations of the Centre
United Nations support for the Cameroon-Nigeria Mixed Commission	–	–	35.0	38.3	Security guard services for the offices in Yaoundé and Abuja, as well as the shared portion of costs for security guard services in Dakar
Office of the United Nations Special Coordinator for Lebanon	1 P-4, 3 FS, 47 LL	1 P-4, 3 FS, 47 LL	97.3	85.3	Acquisition of safety and security equipment and the cost-shared portion of security services for the Security Information and Operations Centre
United Nations Regional Office for Central Africa	1 FS, 1 LL	1 FS, 1 LL	195.3	90.3	Contractual security services: the security service provider increased the number of security agents to ensure better security coverage of the premises; and the Mission requested additional security staff at the national level to strengthen the firefighting prevention unit, as well as residential security services
United Nations Support Mission in Libya	3 P-4, 4 P-3, 1 P-2, 101 FS, 47 LL	3 P-4, 4 P-3, 1 P-2, 101 FS, 47 LL	7 081.5	6 974.5	Acquisition of safety and security equipment (\$94,700), contractual security services (\$135,700) and United Nations Guard Unit (\$6,744,100)
United Nations Verification Mission in Colombia	1 P-4, 2 P-3, 21 FS, 5 NPO, 26 LL	1 P-4, 2 P-3, 21 FS, 5 NPO, 26 LL	3 019.1	3 019.1	Includes \$43,900 for the acquisition of safety and security equipment and \$2,975,200 for contractual guard services provided by private security companies, including the local cost-shared security charges
United Nations Mission to Support the Hudaydah Agreement	1 P-4, 1 P-3, 12 FS, 6 LL	1 P-4, 1 P-3, 12 FS, 6 LL	1 754.3	1 667.8	Acquisition of safety and security equipment, supplies and uniforms (\$102,000) and security services, including unarmed guard services provided by private security companies, Department of Safety and Security local cost-shared security budget, and allowance for security escorts and armed guards provided by the host authorities (\$1,565,700)

Mission	Number of posts		Other security-related resources		Remarks
	Approved 2024	Proposed 2025	Approved 2024	Proposed 2025	
United Nations Integrated Office in Haiti	1 P-4, 1 P-3, 25 FS, 1 NPO, 5 LL	1 P-4, 1 P-3, 28 FS, 1 NPO, 5 LL	1 601.0	1 692.9	Acquisition of safety and security equipment, supplies and uniforms, contractual security guard services (provided by private security firms), local cost-shared security budget and residential security measures for United Nations police and Government-provided personnel
UNAMA and UNAMI					
United Nations Assistance Mission in Afghanistan	1 P-5, 2 P-4, 4 P-3, 2 P-2, 58 FS, 2 NPO, 112 LL, 4 UNV	1 P-5, 2 P-4, 4 P-3, 2 P-2, 55 FS, 2 NPO, 109 LL, 6 UNV	9 464.2	9 064.8	Includes acquisition of safety and security equipment (\$600,200) and requirements for security services (\$8,464,600): security guard and canine services provided by private security companies, Department of Safety and Security cost-sharing of local security, and allowances for security escorts and armed guards provided by the host authorities
United Nations Assistance Mission for Iraq	1 P-5, 5 P-4, 5 P-3, 2 P-2, 81 FS, 10 NPO, 116 LL	1 P-5, 5 P-4, 5 P-3, 2 P-2, 81 FS, 10 NPO, 110 LL, 3 UNV	5 773.2	5 509.9	Acquisition of safety and security equipment (\$312,000), contractual security services (\$404,100) and United Nations Guard Unit (\$4,793,800)

Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer.

Annex XIV

Medical services and service providers for special political missions, 2024 and 2025

(Thousands of United States dollars)

<i>Mission</i>	<i>Type of medical services</i>	<i>Service providers</i>	<i>Selection criteria</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>
Office of the Special Envoy of the Secretary-General for Syria	Clinical service	United Nations Office at Geneva	Cost-shared budget with United Nations agencies	7.8	7.8
Office of the Special Envoy of the Secretary-General for the Horn of Africa	Medical clinic	United Nations Office at Nairobi	United Nations service providers	3.8	3.8
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	Joint medical service provided to staff	United Nations Office at Nairobi	United Nations service providers	14.0	19.7
Office of the Special Envoy of the Secretary-General for Yemen	1. Joint medical clinics in Yemen 2. Medical evacuation and mortuary services	1. UNDP 2. Private service provider	1. Cost-shared budget with United Nations country team in Yemen 2. Established contract	198.0	197.0
Office of the Special Envoy of the Secretary-General on Myanmar	ESCAP provides medical services for the mission. The services include consultancy, supplies of medication, vaccines and travel medical clearance	ESCAP	ESCAP provides administrative services to the mission, including medical services	1.0	0.6
Panel of Experts on Yemen	1. Joint medical clinic and response to the COVID-19 pandemic 2. Specialist medical consultations and laboratory services 3. Medical evacuation and mortuary services	1. UNDP 2. Local private hospitals 3. Private service provider	1. All United Nations entities in Yemen share the cost of UNDP-managed medical clinics in Yemen and joint response for COVID-19 2. For specialist services not available at the UNDP clinics 3. Emergency medical requirement	8.0	8.0
Panel of Experts pursuant to resolution 2713 (2023)	Joint medical service	United Nations Office at Nairobi	United Nations service providers	3.8	3.8
United Nations Assistance Mission in Somalia	Clinical, diagnostic, preventive and promotive medical and surgical services, including occupational health and safety, medical and casualty evacuations, hospitalizations and disease outbreak responses	Private service providers and contracted medical facilities	Service providers were chosen following a competitive procurement process, which was advertised locally and internationally	927.4	865.7

<i>Mission</i>	<i>Type of medical services</i>	<i>Service providers</i>	<i>Selection criteria</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>
Office of the United Nations Special Coordinator for Lebanon	The Office receives medical services from UNIFIL on the basis of a memorandum of understanding	UNIFIL	Memorandum of understanding	–	–
United Nations Support Mission in Libya	Aeromedical evacuations, specialist consultation services, specialist x-ray and laboratory	Private service providers and local hospitals	Letter of agreement	396.2	314.6
United Nations Verification Mission in Colombia	<ol style="list-style-type: none"> 1. Medical clinic, specialist medical consultations and laboratory services 2. Hospitalization and surgery 3. Aeromedical evacuation 4. Ambulance services for medical evacuation 	<ol style="list-style-type: none"> 1. Local hospitals 2. Private service providers 3. National Centre for Personnel Rescue of the Colombian Air Force 4. Private service providers 	Quality and availability of services at the local level and emergency medical requirements	532.3	535.2
United Nations Mission to Support the Hudaydah Agreement	<ol style="list-style-type: none"> 1. Forward medical team 2. Joint medical clinics in Yemen 3. Medical evacuation and mortuary services 	<ol style="list-style-type: none"> 1. Private service provider 2. UNDP 3. Private service provider 	<ol style="list-style-type: none"> 1. The Mission is using the services of a contracted medical team and health-care personnel in Hudaydah, provided by private contractors selected using the United Nations solicitation and procurement process, which was open to all international and national eligible vendors. Criteria for the selection of the service provider were developed in coordination with the Division of Health-Care Management and Occupational Safety and Health and the Procurement Division 2. Cost-shared budget with the United Nations country team in Yemen 3. Established contract 	713.3	1 116.0
United Nations Integrated Office in Haiti	Aeromedical evacuations; specialist consultation services; specialist x-ray and laboratory; hospitalization in non-mission hospital; mortuary services	Private service providers	Established contracts	286.1	285.3

<i>Mission</i>	<i>Type of medical services</i>	<i>Service providers</i>	<i>Selection criteria</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>
United Nations Assistance Mission in Afghanistan	1. Forward surgical team and aeromedical evacuation team	Private service providers	1. The contracted surgical facility in Kabul was established to provide emergency trauma care and stabilization before evacuation. The team is made up of a forward surgical team and a team of aeromedical evacuation specialists	595.3	568.5
	2. Joint medical services and medical emergency response team	UNAMA	2. United Nations medical services in Afghanistan comprise a level I clinic in Kabul and forward medical posts in the field offices. No specialist consultations are provided and, although there is some capacity within the Mission, referrals for specialist consultations and evacuations often take place outside of the Mission using its air assets, commercial airlines, or air ambulance services		
	3. Staff counselling services	Contracted to a private service provider	3. The contracted service provider will work in close collaboration with the integrated UNAMA and Department of Safety and Security stress counsellors to provide remote counselling services		
	4. Aeromedical evacuation and specialist consultations	Private service providers	4. Emergency cases that cannot be managed in the Mission are evacuated to neighbouring countries. Staff requiring specialist consultations not available in the Mission are referred out to avail themselves of these services		
United Nations Assistance Mission for Iraq	1. Hospitalization in non-Mission hospital, specialist consultation services, scanning, laboratory and mortuary services, aeromedical evacuations and dental treatment	Private service providers, United States Department of State medical facility	The UNAMI clinic is a level I facility. The service providers are delivering level II, III and IV care to all United Nations personnel that need a higher level of treatment according to international standards. Both national and international medical providers are given consideration for medical	172.5	223.2

<i>Mission</i>	<i>Type of medical services</i>	<i>Service providers</i>	<i>Selection criteria</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>
			services to the Mission. The Mission has two types of medical service providers for casualty/medical evacuation requirements, with criteria focused primarily on accessibility, availability and urgency. Currently, there is one national and one international medical service provider, mainly providing medical evacuation and referral centres		
	2. Staff counselling services	Contracted to a private service provider	Established contract		

Abbreviations: ESCAP, Economic and Social Commission for Asia and the Pacific; UNAMA, United Nations Assistance Mission in Afghanistan; UNAMI, United Nations Assistance Mission for Iraq; UNDP, United Nations Development Programme; UNIFIL, United Nations Interim Force in Lebanon.

Annex XV

Official travel resources for special political missions, 2024 and 2025

(Thousands of United States dollars)

Mission	Approved	Proposed	Variance	Variance	Explanation for variance
	2024	2025	amount	percentage	
	(1)	(2)	(3)=(2)-(1)	(4)=(3)/(1)	
Cluster I: special and personal envoys, advisers and representatives of the Secretary-General					
Office of the Special Adviser to the Secretary-General on Cyprus	90.3	70.0	(20.3)	(22.5)	Reduction in requirements to align with actual pattern of utilization in previous years
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	245.1	211.9	(33.2)	(13.5)	Reduction in requirements to align with actual pattern of utilization in previous years
Personal Envoy of the Secretary-General for Western Sahara	74.7	74.7	–	–	
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	33.2	26.6	(6.6)	(19.9)	Reduction in requirements to align with actual pattern of utilization in previous years
United Nations Representative to the Geneva International Discussions	189.0	125.4	(63.6)	(33.7)	Reduced travel requirements for participants due to only three rounds of the Geneva International Discussions planned for 2025, compared with four rounds planned in 2024
Office of the Special Envoy of the Secretary-General for Syria	824.4	824.4	–	–	
Office of the Special Envoy of the Secretary-General for the Horn of Africa	92.4	92.4	–	–	
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	295.7	296.0	0.3	0.1	The mission has maintained a similar level of resources for 2025 as compared with the approved budget for 2024
Office of the Special Envoy of the Secretary-General for Yemen	407.7	407.7	–	–	
Office of the Special Envoy of the Secretary-General on Myanmar	135.4	135.4	–	–	
Subtotal	2 387.9	2 264.5	(123.4)	(5.2)	
Cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms					
Group of Experts on the Democratic Republic of the Congo	24.0	24.0	–	–	
Panel of Experts on the Sudan	15.9	15.9	–	–	
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	17.3	17.3	–	–	
Panel of Experts on Libya	16.8	16.8	–	–	
Panel of Experts on the Central African Republic	33.2	33.2	–	–	
Panel of Experts on Yemen	65.3	65.3	–	–	

<i>Mission</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>	<i>Variance amount</i>	<i>Variance percentage</i>	<i>Explanation for variance</i>
<i>(1)</i>	<i>(2)</i>	<i>(3)=(2)-(1)</i>	<i>(4)=(3)/(1)</i>		
Panel of Experts on South Sudan	40.2	40.2	–	–	
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	89.2	89.2	–	–	
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	34.3	34.3	–	–	
Implementation of Security Council resolution 2231 (2015)	34.9	15.0	(19.9)	(57.0)	The decrease in requirements for 2025 compared with 2024 is attributable to the anticipated expiration of the mandate in October 2025 and the proposed abolishment of three staff posts by 1 January 2025 and two staff posts by 1 November 2025, leading to reduced requirements for official travel
Panel of Experts pursuant to resolution 2713 (2023)	38.5	38.5	–	–	
Panel of Experts on Haiti	170.9	180.7	9.8	5.7	The increase in requirements for 2025 compared with 2024 is attributable to the expansion of the mandate to cover the territorial arms embargo, which was previously limited to armed groups
Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	131.2	131.2	–	–	
Counter-Terrorism Committee Executive Directorate	742.4	742.4	–	–	
Subtotal	1 454.1	1 444.0	(10.1)	(0.7)	
Cluster III: regional offices, offices in support of political processes and other missions					
United Nations Office for West Africa and the Sahel (UNOWAS)	868.6	868.6	–	–	
United Nations Assistance Mission in Somalia	1 008.5	987.7	(20.8)	(2.1)	The decrease in requirements for 2025 compared with 2024 is attributable to the reduction in the number of days per trip and lower requirements for training travel
United Nations Regional Centre for Preventive Diplomacy for Central Asia	206.6	230.1	23.5	11.4	The increase in the requirements for 2025 compared with 2024 is attributable to higher costs for airfare, and higher terminal expenses and daily subsistence allowance, as well as additional travel requirements with respect to the meeting of deputy foreign ministers
United Nations support for the Cameroon-Nigeria Mixed Commission	236.4	236.4	–	–	
Office of the United Nations Special Coordinator for Lebanon	164.5	167.6	3.1	1.9	The increase is attributable mainly to an increase in terminal expenses in 2025 compared with 2024

<i>Mission</i>	<i>Approved 2024</i>	<i>Proposed 2025</i>	<i>Variance amount</i>	<i>Variance percentage</i>	<i>Explanation for variance</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)=(2)-(1)</i>	<i>(4)=(3)/(1)</i>	
United Nations Regional Office for Central Africa	568.1	535.9	(32.2)	(5.7)	The decrease in requirements for 2025 compared with 2024 is attributable to a reduction in the number of days and the number of staff members per trip and lower requirements for training travel, as some of the training in the field of capacity-building will be offered virtually
United Nations Support Mission in Libya	1 029.6	1 059.5	29.9	2.9	The increase in requirements is due to additional travel for meetings and consultations, as well as internal travels to provide programme oversight, monitoring, coordination, resource mobilization and technical assistance with partners in connection with the Mission's mine action programme, which was previously funded through UNOPS
United Nations Verification Mission in Colombia	2 215.2	2 217.1	1.9	0.1	The Mission has maintained a similar level of resources for 2025 compared with 2024
United Nations Mission to Support the Hudaydah Agreement	534.7	534.7	–	–	
United Nations Integrated Office in Haiti	327.7	374.7	47.0	14.3	The increase in requirements of \$47,000 for 2025 compared with the appropriation for 2024 is attributable mainly to the higher cost of airfare and an increase in provision for security-related training, including mandatory firearms recertification and close protection refresher training
Subtotal	7 159.9	7 212.3	52.4	0.7	
UNAMA and UNAMI					
United Nations Assistance Mission in Afghanistan	994.7	994.5	(0.2)	(0.0)	The Mission has maintained a similar level of resources for 2025 compared with 2024
United Nations Assistance Mission for Iraq	1 014.6	844.4	(170.2)	(16.8)	The decrease is attributable mainly to increased utilization of hybrid videoconferencing services to the extent possible for within-Mission consultations and for training
Subtotal	2 009.3	1 838.9	(170.4)	(8.5)	
Subtotal, continuing missions	13 011.2	12 759.7	(251.5)	(1.9)	
Discontinuing missions	1 097.5	–	–	–	
UNITAD	540.0	–	–	–	
UNITAMS	557.5	–	–	–	
Total	14 108.7	12 759.7	(1 349.0)	(9.6)	

Annex XVI

Compliance of special political missions with the 16-day advance booking policy, 2019–2023

(Percentage)

<i>Mission</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>Improvement over prior year</i>
Cluster I: special and personal envoys, advisers and representatives of the Secretary-General						
Office of the Special Adviser to the Secretary-General on Cyprus	53	57	54	50	39	No
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	25	38	3	6	28	Yes
Personal Envoy of the Secretary-General for Western Sahara	–	–	–	5	29	Yes
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	33	0	0	100	100	–
United Nations Representative to the Geneva International Discussions	73	74	67	20	83	Yes
Office of the Special Envoy of the Secretary-General for Syria	4	1	–	10	20	Yes
Office of the Special Envoy of the Secretary-General for the Horn of Africa	5	3	–	9	16	Yes
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	9	5	3	5	6	Yes
Office of the Special Envoy of the Secretary-General for Yemen	10	8	16	10	7	No
Office of the Special Envoy of the Secretary-General on Myanmar	4	8	44	48	44	No
Cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms						
Group of Experts on the Democratic Republic of the Congo	22	86	48	77	90	Yes
Panel of Experts on the Sudan	10	0	75	77	86	Yes
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	24	100	50	56	74	Yes
Panel of Experts on Libya	32	0	59	96	80	No
Panel of Experts on the Central African Republic	21	33	33	41	85	Yes
Panel of Experts on Yemen	22	13	11	46	60	Yes
Panel of Experts on South Sudan	22	58	33	79	93	Yes
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	50	77	44	82	70	No
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	73	50	75	73	92	Yes
Implementation of Security Council resolution 2231 (2015)	11	–	43	100	83	No
Panel of Experts on Mali	26	34	33	52	66	Yes
Panel of Experts pursuant to resolution 2713 (2023)	58	25	45	89	73	No
Panel of Experts on Haiti	–	–	–	–	37	–
Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	25	60	–	10	35	Yes
Counter-Terrorism Committee Executive Directorate	30	55	22	33	54	Yes
United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant	14	7	15	14	34	Yes

<i>Mission</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>Improvement over prior year</i>
Cluster III: regional offices, offices in support of political processes and other missions						
United Nations Office for West Africa and the Sahel	11	9	8	22	23	Yes
United Nations Assistance Mission in Somalia	28	19	28	33	34	Yes
United Nations Regional Centre for Preventive Diplomacy for Central Asia	46	17	32	27	48	Yes
United Nations support for the Cameroon-Nigeria Mixed Commission	26	27	28	40	11	No
Office of the United Nations Special Coordinator for Lebanon	40	11	37	34	51	Yes
United Nations Regional Office for Central Africa	36	12	12	8	17	Yes
United Nations Support Mission in Libya	22	16	25	25	31	Yes
United Nations Verification Mission in Colombia	12	30	27	32	28	No
United Nations Mission to Support the Hedaydah Agreement	6	7	17	20	28	Yes
United Nations Integrated Office in Haiti	6	41	24	17	18	Yes
United Nations Integrated Transition Assistance Mission in Sudan	–	17	19	32	13	No
UNAMA and UNAMI						
United Nations Assistance Mission in Afghanistan	40	19	11	17	31	Yes
United Nations Assistance Mission for Iraq	22	5	9	22	19	No
Overall average compliance rates for all special political missions	18	22	21	27	28	Yes

Note: A dash indicates that no air travel was undertaken during that period, or that the entity did not exist during that period; a zero indicates that there was no compliance with the 16-day advance booking policy.

Annex XVII

Comparison of vacancy rates of special political missions, 2023–2025

(All numbers are percentage)

A. Cluster I: special and personal envoys, advisers and representatives of the Secretary-General

1. International and national staff

Mission	National staff											
	International staff				National Professional Officer				Local level			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
Office of the Special Adviser to the Secretary-General on Cyprus	12.5	12.5	12.5	12.5	–	–	–	–	20.0	3.3	20.0	20.0
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	10.9	15.4	15.4	10.9	–	–	–	–	–	–	–	–
Personal Envoy of the Secretary-General for Western Sahara	12.5	0.0	50.0	12.5	–	–	–	–	–	–	–	–
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	16.7	0.0	33.3	16.7	–	–	–	–	–	–	–	–
United Nations Representative to the Geneva International Discussions	3.6	0.0	14.3	3.6	–	–	–	–	–	–	–	–
Office of the Special Envoy of the Secretary-General for Syria	38.3	35.1	32.7	32.7	–	–	0.0	0.0	4.0	3.2	12.1	4.0
Office of the Special Envoy of the Secretary-General for the Horn of Africa	16.7	20.0	0.0	0.0	0.0	0.0	0.0	0.0	29.2	0.0	0.0	0.0
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	19.3	18.2	22.7	19.3	100.0	91.7	100.0	50.0	0.0	0.0	0.0	0.0
Office of the Special Envoy of the Secretary-General for Yemen	23.6	21.3	25.4	23.6	42.9	33.4	42.9	42.9	16.7	17.5	21.4	16.7
Office of the Special Envoy of the Secretary-General on Myanmar	25.0	0.0	50.0	25.0	–	–	–	–	–	–	–	–

2. United Nations Volunteers

Mission	United Nations Volunteers			
	National			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	–	–	100.0	50.0

B. Cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms

International and national staff

Mission	National staff											
	International staff				National Professional Officer				Local level			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
Group of Experts on the Democratic Republic of the Congo	16.7	0.0	50.0	16.7	–	–	–	–	–	–	–	–
Panel of Experts on the Sudan	0.0	0.0	0.0	0.0	–	–	–	–	–	–	–	–
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	13.9	0.0	16.7	13.9	–	–	–	–	–	–	–	–
Panel of Experts on Libya	45.8	0.0	100.0	45.8	–	–	–	–	–	–	–	–
Panel of Experts on the Central African Republic	25.0	4.2	0.0	0.0	–	–	–	–	–	–	–	–
Panel of Experts on Yemen	13.9	8.4	16.7	13.9	–	–	–	–	0.0	0.0	0.0	0.0
Panel of Experts on South Sudan	33.3	30.5	0.0	0.0	–	–	–	–	–	–	–	–
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	17.5	1.3	26.3	17.5	–	–	–	–	–	–	–	–

Mission	National staff											
	International staff				National Professional Officer				Local level			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	8.3	0.0	0.0	0.0	-	-	-	-	-	-	-	-
Implementation of Security Council resolution 2231 (2015)	17.9	0.0	0.0	0.0	-	-	-	-	-	-	-	-
Panel of Experts pursuant to resolution 2713 (2023)	0.0	0.0	0.0	0.0	-	-	-	-	0.0	0.0	0.0	0.0
Panel of Experts on Haiti	61.1	25.0	33.3	33.3	-	-	-	-	-	-	-	-
Support to the Security Council Committee established pursuant to resolution 1540 (2004)	6.7	6.7	33.3	6.7	-	-	-	-	-	-	-	-
Counter-Terrorism Committee Executive Directorate	15.5	13.4	9.6	9.6	-	-	-	-	-	-	-	-

C. Cluster III: regional offices, offices in support of political processes and other missions

1. International and national staff

Mission	National staff											
	International staff				National Professional Officer				Local level			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
United Nations Office for West Africa and the Sahel (UNOWAS)	12.3	11.4	16.3	12.3	8.3	11.1	11.1	8.3	8.0	4.5	0.0	0.0
United Nations Assistance Mission in Somalia (UNSOM)	13.1	13.9	15.5	13.1	10.3	11.5	8.0	8.0	15.7	20.0	13.3	13.3
United Nations Regional Centre for Preventive Diplomacy for Central Asia	5.2	12.5	0.0	0.0	0.0	0.0	0.0	0.0	3.2	0.0	0.0	0.0
United Nations support for the Cameroon-Nigeria Mixed Commission	11.1	3.7	0.0	0.0	–	–	–	–	12.5	0.0	50.0	12.5
Office of the United Nations Special Coordinator for Lebanon	10.2	5.6	11.1	10.2	0.0	0.0	0.0	0.0	8.1	6.7	6.7	6.7
United Nations Regional Office for Central Africa (UNOCA)	20.2	18.2	24.2	20.2	22.9	25.0	25.0	22.9	12.5	0.0	16.7	12.5
United Nations Support Mission in Libya (UNSMIL)	25.9	29.6	23.4	23.4	50.5	52.9	47.1	47.1	33.9	35.6	32.2	32.2
United Nations Verification Mission in Colombia	23.1	23.0	20.3	20.3	21.8	20.0	31.0	21.8	13.1	11.5	26.9	13.1
United Nations Mission to Support the Hudaydah Agreement (UNMHA)	27.1	23.9	25.4	25.4	25.8	18.2	50.0	25.8	17.7	13.8	21.3	17.7
United Nations Integrated Office in Haiti (BINUH)	20.7	15.9	28.3	20.7	31.0	14.7	45.8	31.0	13.7	15.5	36.2	13.7

2. United Nations Volunteers and government-provided personnel

Mission	United Nations Volunteers											
	International				National				Government-provided personnel			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
UNOWAS	-	-	-	-	-	-	-	-	-	-	-	-
UNSON	25.0	22.2	27.8	25.0	-	50.0	100.0	50.0	33.1	21.7	30.4	12.0
United Nations Regional Centre for Preventive Diplomacy for Central Asia	-	-	-	-	-	-	-	-	-	-	-	-
United Nations support for the Cameroon-Nigeria Mixed Commission	-	-	-	-	-	-	-	-	-	-	-	-
UNOCA	-	-	-	-	0.0	0.0	0.0	0.0	-	-	-	-
UNSMIL	-	-	-	-	51.9	50.0	16.7	16.7	57.1	57.1	57.1	57.1
United Nations Verification Mission in Colombia	5.0	3.4	11.0	5.0	8.0	8.7	10.0	8.0	-	-	-	-
UNMHA	-	-	-	-	-	-	-	-	100.0	90.0	100.0	90.0
BINUH	-	50.0	-	50.0	-	-	-	-	0.0	0.0	0.0	0.0

3. Military and police personnel

Mission	Military observers/advisers				United Nations Guard Unit				United Nations police			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
	UNOWAS	0.0	0.0	50.0	0.0	-	-	-	-	-	-	-
UNSON	-	-	-	-	0.0	0.0	0.0	0.0	13.7	21.4	21.4	0.0
United Nations Regional Centre for Preventive Diplomacy for Central Asia	-	-	-	-	-	-	-	-	-	-	-	-
United Nations support for the Cameroon-Nigeria Mixed Commission	8.3	0.0	0.0	0.0	-	-	-	-	-	-	-	-
UNOCA	-	-	-	-	-	-	-	-	-	-	-	-

<i>Mission</i>	<i>Military observers/advisers</i>				<i>United Nations Guard Unit</i>				<i>United Nations police</i>			
	<i>Actual average 2023</i>	<i>Budgeted 2024</i>	<i>Actual as at 31 March 2024</i>	<i>Proposed 2025</i>	<i>Actual average 2023</i>	<i>Budgeted 2024</i>	<i>Actual as at 31 March 2024</i>	<i>Proposed 2025</i>	<i>Actual average 2023</i>	<i>Budgeted 2024</i>	<i>Actual as at 31 March 2024</i>	<i>Proposed 2025</i>
UNSMIL	-	-	-	-	0.0	0.0	0.0	0.0	-	-	-	-
United Nations Verification Mission in Colombia	15.0	5.8	10.1	10.1	-	-	-	-	-	-	-	-
UNMHA	87.3	88.0	92.0	87.3	-	-	-	-	-	-	-	-
BINUH	-	-	-	-	-	-	-	-	26.2	15.4	64.6	26.2

D. United Nations Assistance Mission in Afghanistan and United Nations Assistance Mission for Iraq

1. International and national staff

Mission	International staff				National staff							
					National Professional Officer				Local level			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
UNAMA	9.8	9.5	8.3	8.3	15.5	10.5	20.6	15.5	11.2	9.5	15.3	11.2
UNAMI	14.6	13.3	15.8	14.6	9.4	9.8	12.1	9.4	7.9	8.3	8.3	7.9

2. United Nations Volunteers

Mission	International				National			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
UNAMA	9.3	12.0	5.3	5.3	20.0	40.0	5.0	5.0
UNAMI	–	–	–	50.0	0.0	0.0	0.0	0.0

3. Military and police personnel

Mission	Military observers/advisers				United Nations Guard Unit			
	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025	Actual average 2023	Budgeted 2024	Actual as at 31 March 2024	Proposed 2025
UNAMA	0.0	0.0	0.0	0.0	–	–	–	–
UNAMI	–	–	–	–	0.0	0.0	0.0	0.0

Note: A dash (–) in this annex denotes a personnel category that is not applicable for that mission, while a 0.0 means the vacancy rate is 0.0 per cent. The rates contained in this table apply to continuing posts only. For posts proposed to be established, reassigned or converted in 2025 in all missions, a vacancy rate of 50 per cent is applied.

Annex XVIII

Gender distribution of civilian staff and experts in special political missions, as at 31 March 2024

<i>Mission</i>	<i>Number of staff</i>		<i>Percentage</i>	
	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>
Cluster I				
Office of the Special Adviser to the Secretary-General on Cyprus				
<i>Civilian staff</i>	9	4	69	31
D-1 and D-2	–	1	–	100
P-1 to P-5	6	2	75	25
Field Service	3	1	75	25
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide				
<i>Civilian staff</i>	6	3	67	33
USG and ASG	2	–	100	–
P-1 to P-5	4	3	57	43
Personal Envoy of the Secretary-General for Western Sahara				
<i>Civilian staff</i>	1	1	50	50
USG and ASG	–	1	–	100
P-1 to P-5	1	–	100	–
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)				
<i>Civilian staff</i>	–	–	–	–
P-1 to P-5	–	–	–	–
United Nations Representative to the Geneva International Discussions				
<i>Civilian staff</i>	2	3	40	60
USG and ASG	1	–	100	–
P-1 to P-5	1	3	25	75
Office of the Special Envoy of the Secretary-General for Syria				
<i>Civilian staff</i>	9	21	30	70
USG and ASG	1	1	50	50
D-1 and D-2	–	4	–	100
P-1 to P-5	8	11	42	58
Field Service	–	5	–	100
Office of the Special Envoy of the Secretary-General for the Horn of Africa				
<i>Civilian staff</i>	2	3	40	60
USG and ASG	1	–	100	–
D-1 and D-2	–	1	–	100
P-1 to P-5	1	2	33	67
Office of the Special Envoy of the Secretary-General for the Great Lakes Region				
<i>Civilian staff</i>	7	10	41	59
USG and ASG	–	1	–	100
D-1 and D-2	1	1	50	50
P-1 to P-5	5	8	38	62
Field Service	1	–	100	–

<i>Mission</i>	<i>Number of staff</i>		<i>Percentage</i>	
	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>
Office of the Special Envoy of the Secretary-General for Yemen				
<i>Civilian staff</i>	16	28	36	64
USG and ASG	–	1	–	100
D-1 and D-2	1	1	50	50
P-1 to P-5	11	13	46	54
Field Service	4	13	24	76
Office of the Special Envoy of the Secretary-General on Myanmar				
<i>Civilian staff</i>	1	1	50	50
USG and ASG	–	–	–	–
D-1 and D-2	–	1	–	100
P-1 to P-5	1	–	100	–
Cluster II				
Group of Experts on the Democratic Republic of the Congo				
<i>Experts</i>	3	3	50	50
Coordinator	1	–	100	–
Experts	2	3	40	60
<i>Civilian staff</i>	1	–	100	–
P-1 to P-5	1	–	100	–
Field Service	–	–	–	–
Panel of Experts on the Sudan				
<i>Experts</i>	2	3	40	60
Coordinator	1	–	100	–
Experts	1	3	25	75
<i>Civilian staff</i>	–	1	–	100
P-1 to P-5	–	1	–	100
Support to the Security Council Committee established pursuant to resolution 1718 (2006)				
<i>Experts</i>	–	7	–	100
Coordinator	–	1	–	100
Experts	–	6	–	100
<i>Civilian staff</i>	2	–	100	–
P-1 to P-5	2	–	100	–
Panel of Experts on Libya				
<i>Experts</i>	2	4	33	67
Coordinator	1	–	100	–
Experts	1	4	20	80
<i>Civilian staff</i>	–	–	–	–
P-1 to P-5	–	–	–	–
Panel of Experts on the Central African Republic				
<i>Experts</i>	2	2	50	50
Coordinator	1	–	100	–
Experts	1	2	33	67
<i>Civilian staff</i>	–	1	–	100
P-1 to P-5	–	1	–	100

<i>Mission</i>	<i>Number of staff</i>		<i>Percentage</i>	
	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>
Panel of Experts on Yemen				
<i>Experts</i>	–	3	–	100
Coordinator	–	1	–	100
Experts	–	2	–	100
<i>Civilian staff</i>	1	4	20	80
P-1 to P-5	1	–	100	–
Field Service	–	4	–	100
Panel of Experts on South Sudan				
<i>Experts</i>	2	3	40	60
Coordinator	–	1	–	100
Experts	2	2	50	50
<i>Civilian staff</i>	–	1	–	100
P-1 to P-5	–	1	–	100
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (ISIL) (Da'esh), Al-Qaida and the Taliban and associated individuals and entities				
<i>Experts</i>	5	4	56	44
Coordinator	–	1	–	100
Experts	5	3	63	38
<i>Civilian staff</i>	1	8	11	89
P-1 to P-5	1	8	11	89
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)				
<i>Experts</i>	–	1	–	100
Ombudsperson	–	1	–	100
<i>Civilian staff</i>	1	–	100	–
P-1 to P-5	1	–	100	–
Implementation of Security Council resolution 2231 (2015)				
<i>Civilian staff</i>	2	2	50	50
P-1 to P-5	2	2	50	50
Panel of Experts pursuant to resolution 2713 (2023)				
<i>Experts</i>	4	1	80	20
Coordinator	1	–	100	–
Experts	3	1	75	25
<i>Civilian staff</i>	–	1	–	100
P-1 to P-5	–	1	–	100
Panel of Experts on Haiti				
<i>Experts</i>	2	2	50	50
Coordinator	1	–	100	–
Experts	1	2	33	67
<i>Civilian staff</i>	–	2	–	100
P-1 to P-5	–	2	–	100

<i>Mission</i>	<i>Number of staff</i>		<i>Percentage</i>	
	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>
Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction				
<i>Experts</i>	1	2	33	67
Coordinator	–	1	–	100
Experts	1	1	50	50
<i>Civilian staff</i>	1	1	50	50
P-1 to P-5	1	1	50	50
Counter-Terrorism Committee Executive Directorate				
<i>Civilian staff</i>	25	13	66	34
USG and ASG	1	–	100	–
D-1 and D-2	–	3	–	100
P-1 to P-5	24	10	71	29
United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant				
<i>Civilian staff</i>	27	43	39	61
USG and ASG	–	1	–	100
D-1 and D-2	1	–	100	–
P-1 to P-2	15	13	54	46
Field Service	11	29	28	73
Cluster III				
United Nations Office for West Africa and the Sahel				
<i>Civilian staff</i>	16	25	39	61
USG and ASG	–	2	–	100
D-1 and D-2	1	1	50	50
P-1 to P-5	12	19	39	61
Field Service	3	3	50	50
United Nations Assistance Mission in Somalia				
<i>Civilian staff</i>	62	95	39	61
USG and ASG	1	2	33	67
D-1 and D-2	3	4	43	57
P-1 to P-5	39	59	40	60
Field Service	19	30	39	61
United Nations Regional Centre for Preventive Diplomacy for Central Asia				
<i>Civilian staff</i>	2	6	25	75
USG and ASG	–	1	–	100
P-1 to P-5	–	5	–	100
Field Service	2	–	100	–
United Nations support for the Cameroon-Nigeria Mixed Commission				
<i>Civilian staff</i>	3	6	33	67
P-1 to P-5	2	6	25	75
Field Service	1	–	100	–

Mission	Number of staff		Percentage	
	Female	Male	Female	Male
Office of the United Nations Special Coordinator for Lebanon				
<i>Civilian staff</i>	9	7	56	44
USG and ASG	1	1	50	50
D-1 and D-2	–	1	–	100
P-1 to P-5	5	3	63	38
Field Service	3	2	60	40
United Nations Office for Central Africa				
<i>Civilian staff</i>	9	15	38	63
USG and ASG	–	1	–	100
D-1 and D-2	–	2	–	100
P-1 to P-5	7	9	44	56
Field Service	2	3	40	60
United Nations Support Mission in Libya				
<i>Civilian staff</i>	59	148	29	71
USG and ASG	2	1	67	33
D-1 and D-2	2	5	29	71
P-1 to P-5	27	45	38	63
Field Service	28	97	22	78
United Nations Verification Mission in Colombia				
<i>Civilian staff</i>	65	78	45	55
USG and ASG	–	2	–	100
D-1 and D-2	2	3	40	60
P-1 to P-5	47	49	49	51
Field Service	16	24	40	60
United Nations Mission to Support the Hudaydah Agreement				
<i>Civilian staff</i>	20	30	40	60
USG and ASG	–	1	–	100
D-1 and D-2	–	1	–	100
P-1 to P-5	8	14	36	64
Field Service	12	14	46	54
United Nations Integrated Office in Haiti				
<i>Civilian staff</i>	16	55	23	77
USG and ASG	1	–	100	–
D-1 and D-2	2	3	40	60
P-1 to P-5	7	26	21	79
Field Service	6	26	19	81
UNAMA and UNAMI				
United Nations Assistance Mission in Afghanistan				
<i>Civilian staff</i>	91	169	35	65
USG and ASG	1	2	33	67
D-1 and D-2	3	3	50	50
P-1 to P-5	56	66	46	54
Field Service	31	98	24	76

<i>Mission</i>	<i>Number of staff</i>		<i>Percentage</i>	
	<i>Female</i>	<i>Male</i>	<i>Female</i>	<i>Male</i>
United Nations Assistance Mission for Iraq				
<i>Civilian staff</i>	68	166	29	71
USG and ASG	1	2	33	67
D-1 and D-2	–	6	–	100
P-1 to P-5	32	64	33	67
Field Service	35	94	27	73
Summary of all missions				
<i>Civilian staff</i>	534	951	36	64
USG and ASG	13	20	39	61
D-1 and D-2	16	41	28	72
P-1 to P-5	328	447	42	58
Field Service	177	443	29	71
<i>Experts</i>	23	35	40	60
Ombudsperson	–	1	–	100
Coordinator	6	5	55	45
Experts	17	29	37	63
Total	557	986	36	64

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Note:

- (a) Based on encumbered civilian staff posts in the Professional and higher and Field Service categories, as well as experts, as at 31 March 2024.
- (b) Does not include civilian staff posts that were vacant or under recruitment or expert positions that were vacant or pending approval from the Council as at 31 March 2024.

Annex XIX**Geographical representation of international civilian staff
and experts in special political missions, as at 31 March 2024**

<i>Country of nationality</i>	<i>USG and ASG</i>	<i>D-1 and D-2</i>	<i>P-1 to P-5</i>	<i>Field Service</i>	<i>Experts</i>	<i>Total</i>
Afghanistan	1	–	3	5	–	9
Albania	–	–	1	–	–	1
Algeria	–	–	5	–	1	6
Andorra	–	–	1	–	–	1
Angola	–	–	–	1	–	1
Antigua and Barbuda	–	–	–	1	–	1
Argentina	–	–	9	4	–	13
Armenia	–	–	1	1	–	2
Australia	–	5	14	1	–	20
Austria	–	–	6	5	1	12
Azerbaijan	–	–	1	–	–	1
Bangladesh	–	–	9	3	–	12
Belarus	–	–	2	–	–	2
Belgium	–	–	8	2	2	12
Benin	–	1	2	–	1	4
Bhutan	–	–	–	4	–	4
Bolivia (Plurinational State of)	–	–	1	–	–	1
Bosnia and Herzegovina	–	–	4	19	–	23
Botswana	–	–	3	–	–	3
Brazil	–	–	5	2	1	8
Brunei Darussalam	–	–	1	–	–	1
Bulgaria	–	–	2	–	–	2
Burkina Faso	–	–	3	–	–	3
Burundi	–	–	5	2	–	7
Cameroon	–	1	13	–	1	15
Canada	2	1	25	6	–	34
Chad	–	–	1	–	–	1
Chile	–	1	3	1	–	5
China	1	1	6	1	2	11
Colombia	–	–	2	4	2	8
Comoros	–	–	2	–	–	2
Costa Rica	–	–	3	–	–	3
Côte d'Ivoire	–	–	5	6	–	11
Croatia	–	–	1	17	–	18
Czechia	–	–	3	3	–	6
Democratic Republic of the Congo	–	–	1	10	–	11
Denmark	–	–	1	2	–	3
Djibouti	–	–	1	–	–	1
Dominican Republic	–	–	1	3	–	4

<i>Country of nationality</i>	<i>USG and ASG</i>	<i>D-1 and D-2</i>	<i>P-1 to P-5</i>	<i>Field Service</i>	<i>Experts</i>	<i>Total</i>
Ecuador	1	–	1	–	–	2
Egypt	–	–	18	12	2	32
El Salvador	–	–	2	–	–	2
Ethiopia	–	–	6	7	–	13
Fiji	–	–	1	15	–	16
Finland	–	–	4	1	–	5
France	–	–	33	5	5	43
Gabon	–	–	1	–	1	2
Gambia	–	–	–	1	–	1
Georgia	1	–	4	2	–	7
Germany	2	4	22	2	1	31
Ghana	1	–	13	10	2	26
Greece	–	–	3	2	–	5
Grenada	–	–	–	1	–	1
Guatemala	–	–	4	6	–	10
Guinea	–	1	2	–	–	3
Guyana	–	–	1	–	–	1
Haiti	–	–	2	3	–	5
Honduras	–	–	1	–	–	1
Iceland	–	–	1	–	–	1
India	–	3	17	22	4	46
Indonesia	–	–	–	2	–	2
Iran (Islamic Republic of)	–	–	2	–	–	2
Iraq	–	2	7	11	–	20
Ireland	1	–	6	–	–	7
Israel	–	1	2	–	–	3
Italy	2	4	35	4	1	46
Jamaica	–	–	–	4	–	4
Japan	–	–	15	1	1	17
Jordan	–	1	9	14	–	24
Kazakhstan	–	–	1	–	–	1
Kenya	1	–	18	32	3	54
Kyrgyzstan	1	–	2	2	–	5
Latvia	–	–	1	1	–	2
Lebanon	–	–	7	41	1	49
Lesotho	–	–	–	–	1	1
Liberia	–	–	2	3	–	5
Libya	–	–	1	–	–	1
Lithuania	–	–	1	–	–	1
Luxembourg	–	–	1	–	–	1
Madagascar	–	–	1	1	–	2
Malawi	–	–	2	–	–	2
Malaysia	–	–	3	2	1	6

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<i>Country of nationality</i>	<i>USG and ASG</i>	<i>D-1 and D-2</i>	<i>P-1 to P-5</i>	<i>Field Service</i>	<i>Experts</i>	<i>Total</i>
Mali	–	–	–	2	–	2
Mauritania	–	1	1	–	–	2
Mauritius	–	–	1	–	–	1
Mexico	1	–	6	–	2	9
Morocco	1	1	6	12	2	22
Mozambique	1	–	2	–	–	3
Namibia	–	–	2	–	–	2
Nepal	–	–	14	5	–	19
Netherlands (Kingdom of the)	1	1	14	6	–	22
New Zealand	–	1	4	5	–	10
Nicaragua	–	1	–	–	–	1
Niger	1	–	4	3	–	8
Nigeria	–	1	10	8	–	19
North Macedonia	–	–	2	–	–	2
Norway	1	–	2	4	2	9
Pakistan	1	–	9	10	1	21
Paraguay	–	–	1	1	–	2
Peru	–	1	1	1	–	3
Philippines	–	–	15	26	–	41
Poland	1	–	4	1	–	6
Portugal	–	2	11	8	–	21
Republic of Korea	–	–	9	1	1	11
Republic of Moldova	1	–	3	–	–	4
Romania	–	–	5	46	1	52
Russian Federation	–	1	16	4	4	25
Rwanda	–	–	2	4	–	6
Saint Lucia	–	–	1	–	–	1
Samoa	–	–	–	2	–	2
San Marino	–	–	1	–	–	1
Senegal	2	3	5	5	–	15
Serbia	–	1	5	24	1	31
Sierra Leone	–	–	7	8	–	15
Slovakia	–	–	2	–	–	2
South Africa	–	–	5	7	2	14
South Sudan	–	–	1	1	–	2
Spain	–	1	28	13	1	43
Sri Lanka	1	–	1	7	–	9
State of Palestine	–	2	5	6	–	13
Sudan	–	–	10	5	–	15
Suriname	–	–	–	1	–	1
Sweden	1	1	12	–	1	15
Switzerland	1	–	6	–	–	7
Syrian Arab Republic	–	–	1	5	–	6

<i>Country of nationality</i>	<i>USG and ASG</i>	<i>D-1 and D-2</i>	<i>P-1 to P-5</i>	<i>Field Service</i>	<i>Experts</i>	<i>Total</i>
Tajikistan	–	–	–	8	–	8
Thailand	–	–	–	1	–	1
Timor-Leste	–	–	–	1	–	1
Togo	–	–	2	1	–	3
Trinidad and Tobago	–	1	1	5	–	7
Tunisia	–	1	6	2	1	10
Türkiye	1	–	3	1	–	5
Turkmenistan	–	–	–	1	–	1
Uganda	–	–	9	5	–	14
Ukraine	–	1	8	1	–	10
United Arab Emirates	–	–	1	–	–	1
United Kingdom of Great Britain and Northern Ireland	1	7	30	9	2	49
United Republic of Tanzania	–	–	3	11	–	14
United States of America	1	3	49	22	3	78
Uruguay	1	–	4	5	–	10
Uzbekistan	–	–	4	1	–	5
Venezuela (Bolivarian Republic of)	–	–	3	1	–	4
Viet Nam	–	–	1	–	–	1
Yemen	–	–	1	2	–	3
Zambia	–	–	2	1	–	3
Zimbabwe	1	–	8	1	–	10
Total	33	57	775	620	58	1 543

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Note:

- (a) Based on encumbered civilian staff posts in the Professional and higher and Field Service categories, as well as experts, as at 31 March 2024.
- (b) Does not include civilian staff posts that were vacant or under recruitment or expert positions that were vacant or pending approval from the Council as at 31 March 2024.
- (c) A breakdown by nationality for each of the 36 special political missions could not be accommodated within the available length of the present report. Such information will be provided to the legislative bodies as supplementary information.

Annex XX**Changes in civilian posts and positions in special political missions proposed for 2025**

<i>Mission</i>	<i>Number of posts and positions</i>	<i>Summary of proposed changes</i>
Cluster I: special and personal envoys, advisers and representatives of the Secretary-General		
Office of the Special Adviser on the Prevention of Genocide	5	
Establishment	5	2 Associate Political Affairs Officers (P-2) 3 Political Affairs Officers (national UNV)
Office of the Special Envoy of the Secretary-General for Syria	–	
Conversion	–	1 Political Affairs Officer (P-3) to Associate Political Affairs Officer (NPO)
Office of the Special Envoy of the Secretary-General for the Horn of Africa	1	
Establishment	1	1 Climate, Peace and Security Adviser (P-4)
Office of the Special Envoy of the Secretary-General for the Great Lakes	–	
Reassignment	–	1 Human Rights Officer (P-4) as Judicial Affairs Officer (P-4)
Office of the Special Envoy of the Secretary-General for Yemen	–	
Abolishment	(2)	1 Administrative Officer (NPO) 1 Associate Human Resources Officer (NPO)
Establishment	2	1 Associate Human Resources Officer (NPO) 1 Administrative Assistant (LL)
Office of the Special Envoy of the Secretary-General on Myanmar	–	
Abolishment	(1)	1 Administrative Assistant (LL)
Establishment	1	1 Administrative Assistant (LL) general temporary assistance position in Bangkok
Subtotal, cluster I	6	
Cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms		
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	(3)	
Abolishment	(3)	1 Political Affairs Officer (P-3) 2 General Service staff (General Service (OL))
Implementation of Security Council resolution 2231 (2015)	(3)	
Abolishment	(3)	1 Senior Political Affairs Officer (P-5) 1 Political Affairs Officer (P-4) 1 Political Affairs Officer (P-3)

<i>Mission</i>	<i>Number of posts and positions</i>	<i>Summary of proposed changes</i>
Counter-Terrorism Committee Executive Directorate	2	
Establishment	2	1 Information Management Officer (P-3) 1 Legal Officer (P-3)
Subtotal, cluster II	(4)	
Cluster III: regional offices, offices in support of political processes and other missions		
United Nations Assistance Mission in Somalia	10	
Abolishment	(2)	2 Administrative Assistants (FS)
Establishment	12	1 Principal Coordination Officer/Head of Integrated Office (D-1) 1 Public Information Officer (NPO) 1 Associate Political Affairs Officer (NPO) 1 Human Rights Officer (NPO) 1 Judicial Affairs Officer (NPO) 2 Rule of Law Officers (NPO) 1 Security Sector Reform Officer (NPO) 2 Associate Coordination Officers (NPO) 2 Associate Security Coordination Officers (NPO)
United Nations Support Mission in Libya	7	
Establishment	7	3 Programme Management Officers (P-4) (general temporary assistance position) 1 Programme Management Officer (P-3) general temporary assistance position 1 Associate Administrative Officer (NPO) general temporary assistance position 1 Data Analyst (NPO) general temporary assistance position 1 Associate Programme Officer (NPO) general temporary assistance position
United Nations Verification Mission in Colombia	–	
Reassignment	–	1 Administrative Officer (P-4) as Chief of Unit, Logistics (P-4) 1 Assistant Information System Officer (NOA) as Assistant Public Information Officer (NOA)
Redeployment	–	1 Senior Information Analyst, Political Affairs (P-5) from the Reporting and Analysis Unit to the Political Affairs Office 3 Associate Information Analysts, Political Affairs (NOB), from the Reporting and Analysis Unit to the Political Affairs Office 1 Administrative Officer (FS) from the Mission Support Unit to the Office of the Chief of Mission Support
United Nations Mission to Support the Hudaydah Agreement	(1)	
Abolishment	(2)	1 Air Operations Assistant (LL), 1 Data Analyst (NPO)
Establishment	1	1 Data Analyst (P-3)
Reassignment	–	1 Associate Staff Counsellor (NPO) from Office of the Chief Mission Support as Associate Engineer (NPO)
United Nations Integrated Office in Haiti	3	
Establishment	3	3 Close Protection Officers (FS)
Subtotal, cluster III	19	

<i>Mission</i>	<i>Number of posts and positions</i>	<i>Summary of proposed changes</i>
UNAMA and UNAMI		
United Nations Assistance Mission in Afghanistan	(8)	
Establishment	8	<ul style="list-style-type: none"> 1 Economic Affairs Officer (P-4) 1 Public Information Officer (P-3) 2 Assistant Political Affairs Officers (NPO) 1 Assistant Administrative Officer (NPO) 1 Political Affairs Assistant (LL) 1 Associate Programme Management Officer (NPO) general temporary assistance position 1 Data Analysis Assistant (LL) general temporary assistance position
Abolishment	(32)	<ul style="list-style-type: none"> 1 Chief of Section, Supply Chain (P-5) 1 Security Coordination Officer (P-3) 1 Staff Counsellor (P-3) 3 Security Officers (FS) 1 Fuel Assistant (FS) 1 Associate Staff Counsellor (NPO) 1 Associate Movement Control Officer (NPO) 17 Light Vehicle Drivers (LL) 1 Nurse (LL) 2 Movement Control Assistants (LL) 2 Administrative Assistants (LL) 1 Air Operations Assistant (LL)
Reassignment	–	<ul style="list-style-type: none"> 1 Aviation Technical Compliance Officer (P-3) as Data Analyst (P-3) 1 Assistant Electoral Officer (NPO) as Assistant Political Affairs Officer (NPO) 1 Vehicle Technician (FS) as Logistics Assistant (FS) 5 Air Operations Assistants (LL) as Logistics Assistants (LL) 1 Information Systems Assistant (FS) as Administrative Officer (FS) 1 Facilities Management Assistant (LL) as Information Systems Assistant (LL) 1 Air Operations Assistant (LL) as Administrative Assistant (LL) 2 Facilities Management Assistants (LL) as Logistics Assistant (LL)
Redeployment	–	<ul style="list-style-type: none"> 3 Drivers (LL) from Political Affairs Service to Transport Unit 3 Drivers (LL) from Security Section to Transport Unit 1 Driver (LL) from Human Rights Service to Transport Unit 1 Driver (LL) from Strategic Engagement Advisory Unit to Transport Unit 4 Driver (LL) from the Transport Unit to field offices (2 to Bamyán field office, 1 to Kunduz field office and 1 to Kandahar field office)

<i>Mission</i>	<i>Number of posts and positions</i>	<i>Summary of proposed changes</i>
Conversion	16	6 Associate Political Affairs Officers (national UNV) 2 Local Security Assistants (national UNV) 1 Field Coordination Assistant (national UNV) 1 Finance Assistant (national UNV) 2 Associate Information Management Assistants (national UNV) 1 Human Resources Assistant (national UNV) 1 Air Operations Assistant (national UNV) 1 Associate Political Affairs Assistant (national UNV) 1 Gender Affairs Officer (national UNV)
United Nations Assistance Mission for Iraq	(4)	
Establishment	3	2 Security Assistants (international UNV) 1 Security Assistant (national UNV)
Abolishment	(7)	6 Field Security Radio Operators (LL) 1 Movement Control Assistant (LL)
Reclassification	–	1 Coordination Officer (P-4) to Senior Coordination Officer (P-5)
Reassignment	–	1 Political Affairs Officer (P-4) as Climate, Peace and Security Adviser (P-4) 1 Close Protection Officer (FS) as Administrative Assistant (FS)
Subtotal, UNAMA and UNAMI	(12)	
Discontinuing Mission		
UNITAD	(151)	
Abolishment	(151)	
Total	(142)	

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); NO-A, National Professional Officer, level A; NO-B, National Professional Officer, level B; NPO, National Professional Officer; LL, Local level; UNV, United Nations Volunteer.



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Item 139 of the preliminary list*

Proposed programme budget for 2025

Proposed programme budget for 2025

Part II

Political affairs

Section 3

Political affairs

Special political missions

Thematic cluster I: special and personal envoys, advisers and representatives of the Secretary-General

Summary

The present report contains the proposed resource requirements for 2025 for 10 special political missions grouped under the thematic cluster of special and personal envoys, advisers and representatives of the Secretary-General.

The proposed resource requirements for 2025 for special political missions grouped under this cluster amount to \$47,674,700 (net of staff assessment).

* [A/79/50](#).



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** The part consisting of the proposed programme plan for 2025 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution [77/267](#).

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

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I. Resource overview

1. The proposed resources for 2025 for the 10 special political missions grouped under thematic cluster I amount to \$47,674,700 (net of staff assessment). Tables 1 and 2 provide a comparison between the financial and human resources proposed for 2025 and such resources for 2024 as approved by the General Assembly in its resolution [78/253](#).

Table 1
Financial resources

(Thousands of United States dollars)

Mission	2023		2024	2025	Variance
	Appropriation	Expenditure	Appropriation	Estimate	2025 vs. 2024 Increase/ (decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)
Office of the Special Adviser to the Secretary-General on Cyprus	3 036.3	2 840.4	3 056.5	2 998.4	(58.1)
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide	2 816.4	2 888.7	2 815.7	3 257.4	441.7
Personal Envoy of the Secretary-General for Western Sahara	475.2	264.2	561.8	509.6	(52.2)
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)	372.2	299.2	414.2	363.6	(50.6)
Office of the United Nations Representative to the Geneva International Discussions	1 950.0	1 770.4	2 032.1	1 931.6	(100.5)
Office of the Special Envoy of the Secretary-General for Syria	15 001.6	12 817.6	13 660.7	14 194.8	534.1
Office of the Special Envoy of the Secretary-General for the Horn of Africa	1 754.5	1 805.6	1 638.1	2 154.3	516.2
Office of the Special Envoy of the Secretary-General for the Great Lakes Region	5 737.9	4 672.9	4 977.8	4 953.8	(24.0)
Office of the Special Envoy of the Secretary-General for Yemen	17 051.3	16 087.0	16 570.8	16 341.0	(229.8)
Office of the Special Envoy of the Secretary-General on Myanmar	1 408.6	1 084.7	1 365.3	970.2	(395.1)
Total	49 604.0	44 530.7	47 093.0	47 674.7	581.7

Table 2
Human resources

	<i>Military observers/ advisers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Government- provided personnel</i>	<i>International staff^a</i>	<i>National staff^b</i>	<i>United Nations Volunteers^c</i>	<i>Total</i>
Office of the Special Adviser to the Secretary-General on Cyprus								
Approved 2024	–	–	–	–	16	5	–	21
Proposed 2025	–	–	–	–	16	5	–	21
Office of the Special Adviser to the Secretary-General on the Prevention of Genocide								
Approved 2024	–	–	–	–	13	–	2	15
Proposed 2025	–	–	–	–	15	–	5	20
Personal Envoy of the Secretary-General for Western Sahara								
Approved 2024	–	–	–	–	2	–	–	2
Proposed 2025	–	–	–	–	2	–	–	2
Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)								
Approved 2024	–	–	–	–	3	–	–	3
Proposed 2025	–	–	–	–	3	–	–	3
Office of the United Nations Representative to the Geneva International Discussions								
Approved 2024	–	–	–	–	7	–	–	7
Proposed 2025	–	–	–	–	7	–	–	7
Office of the Special Envoy of the Secretary-General for Syria								
Approved 2024	–	–	–	–	52	34	–	86
Proposed 2025	–	–	–	–	51	35	–	86
Office of the Special Envoy of the Secretary-General for the Horn of Africa								
Approved 2024	–	–	–	–	5	4	–	9
Proposed 2025	–	–	–	–	6	4	–	10
Office of the Special Envoy of the Secretary-General for the Great Lakes Region								
Approved 2024	–	–	–	–	22	8	–	30
Proposed 2025	–	–	–	–	22	8	–	30
Office of the Special Envoy of the Secretary-General for Yemen								
Approved 2024	–	–	–	–	59	42	–	101
Proposed 2025	–	–	–	–	59	42	–	101
Office of the Special Envoy of the Secretary-General on Myanmar								
Approved 2024	–	–	–	–	4	1	–	5
Proposed 2025	–	–	–	–	4	1	–	5
Total								
Approved 2024	–	–	–	–	183	94	2	279
Proposed 2025	–	–	–	–	185	95	5	285
Net change								
	–	–	–	–	2	1	3	6

^a Includes staff in the Professional and higher categories and Field Service and General Service staff.

^b Includes National Professional Officers and Local level staff.

^c Includes international and national United Nations Volunteers.

Note: The following abbreviations are used in the tables: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NPO, National Professional Officers; USG, Under-Secretary-General.

2. The proposed vacancy rates applied in the budget take into account the experience to date. The assumptions considered for the proposed vacancy factors include the 12-month average vacancy rate in 2023 and the actual vacancy rate as at 31 March 2024. The lower of the two was used as the budgeted vacancy rate. This is in line with the policy guidance to improve the accuracy and consistency of the vacancy factors applied in the proposed budgets for 2025 and to ensure that the proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions, or posts and positions proposed for reassignment or conversion.
3. For the sake of brevity, the present document will include a section on extrabudgetary resources only for those missions that have projected extrabudgetary resources in 2024 or 2025.

II. Cross-cutting information

Gender perspective

4. Special political missions are guided by Security Council resolutions [1325 \(2000\)](#), [1820 \(2008\)](#), [1888 \(2009\)](#), [1889 \(2009\)](#), [1960 \(2010\)](#), [2106 \(2013\)](#), [2122 \(2013\)](#), [2242 \(2015\)](#), [2467 \(2019\)](#) and [2493 \(2019\)](#), which together constitute the women and peace and security agenda and mandate the incorporation of a gender perspective into the political work of the United Nations, including in special political missions. The missions are also guided by General Assembly resolution [75/100](#) on the comprehensive review of special political missions, in which the Assembly reaffirmed the important role of women in the prevention and resolution of conflicts and in peacebuilding and recognized the importance of the equal and effective participation and the full involvement of women at all levels, at all stages and in all aspects of the peaceful settlement of disputes, conflict prevention and conflict resolution.
5. Specific examples of how special political missions integrate a gender perspective into their operational activities, deliverables and results are given under the individual missions in the present report.

Disability inclusion

6. In line with the United Nations Disability Inclusion Strategy, special political missions review the Strategy with a view to further advancing disability inclusion through inclusive messaging, awareness-raising and promoting the Strategy through their work, including in political and peace processes. The missions also support mitigating measures to overcome accessibility challenges, in addition to the efforts by relevant United Nations entities to ensure the accessibility of facilities, platforms, security and other infrastructure to facilitate easy access and use by persons with disabilities.

Evaluation activities

7. The Department of Political and Peacebuilding Affairs of the Secretariat will support the biennial assessment by the Office of Internal Oversight Services on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives. Mission-specific evaluation activities are described, as applicable, under the specific missions in the present report.

III. Special political missions

1. Office of the Special Adviser to the Secretary-General on Cyprus

(\$2,998,400)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

8. The mandate of the mission derives from the priorities established in relevant Security Council resolutions and decisions and an exchange of letters between the Secretary-General and the President of the Security Council (S/2008/456 and S/2008/457). In resolution 1818 (2008), the Council welcomed the intention of the Secretary-General to appoint a Special Adviser at the appropriate time. In a letter addressed to the President of the Security Council (S/2008/456), the Secretary-General announced his intention to appoint his Special Adviser on Cyprus as from 14 July 2008. Relevant Security Council resolutions from which the mandate derives include resolution 186 (1964) and various subsequent Council resolutions, the latest being resolution 2723 (2024).
9. The Secretary-General, in his latest report (S/2024/13), encouraged the two leaders to be open to mutually acceptable modalities for dialogue at their level and stressed that meaningful initiatives or gestures were also critical for creating momentum towards dialogue and building trust. He underlined the importance of genuine progress towards reaching a consensus starting point for meaningful, results-oriented negotiations leading to a mutually acceptable settlement.
10. In its resolution 2723 (2024), the Security Council noted the need for further progress towards restarting formal negotiations, and fully supported the Secretary-General's ongoing engagement with the sides and encouraged further rounds of informal talks. The Council urged the sides to engage actively and without further delay with the Secretary-General and his team.

Programme of work

Objective

11. The objective, to which this mission contributes, is to achieve a comprehensive settlement of the Cyprus issue.

Strategy and external factors for 2025

12. To contribute to the objective, the mission will:
 - (a) Use its best endeavours with the two leaders and the guarantor powers to promote a peaceful solution and to assist them, should they jointly agree, in the conduct of full-fledged negotiations;
 - (b) Regularly conduct bilateral meetings and facilitate joint meetings between the leaders, negotiators/representatives and their teams, working groups and experts;
 - (c) Intensify support for the implementation of confidence-building measures and the work of the technical committees to help both sides make progress towards promoting just, peaceful and inclusive societies.

13. The above-mentioned work is expected to result in:
 - (a) Continuation of dialogue towards an enduring, comprehensive and just settlement of the Cyprus issue. Should significant progress be achieved, the United Nations may be called upon to intensify its support, possibly also by convening the stakeholders to address substantive issues;
 - (b) Implementation of confidence-building measures;
 - (c) Empowerment and facilitation of the work of the technical committees.
14. With regard to cooperation with other entities, the mission, if so requested by the sides, will continue to coordinate the engagement of international financial institutions in support of the process, in particular, the European Central Bank, the International Monetary Fund and the World Bank. In addition, the mission will cooperate and coordinate activities with the European Commission as relevant to its support for the peace process.
15. With regard to inter-agency coordination and liaison, the mission, the United Nations Peacekeeping Force in Cyprus (UNFICYP) and the United Nations country team will continue to maximize synergies and ensure coherent and effective support for United Nations peace efforts.
16. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
 - (a) Continued and sustained political commitment of the parties to the political process and the implementation of confidence-building measures;
 - (b) Continued and sustained international support for the peace process.
17. The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The mission supports activities by both sides, the work of the Technical Committee on Gender Equality and women's civil society platforms in both communities to advance gender-related issues and provides support for greater civic engagement towards a more inclusive peace process. In accordance with best practice, the mission will support the involvement of underrepresented groups, including women, minorities, youth and persons with disabilities, in discussions pertaining to the Cyprus issue and in the peace process.
18. In line with the United Nations Disability Inclusion Strategy, the mission will further seek to promote disability inclusion internally by creating the space for employment opportunities for qualified candidates. At the political level, it will continue to advocate for inclusion of the views of persons with disabilities in decision-making platforms, including the technical committees, as change agents for peace, security and sustainable development. In order to mainstream disability inclusion into the design, implementation, monitoring and evaluation of their activities, as well as targeted measures where appropriate, UNFICYP and the Office of the Special Adviser to the Secretary-General on Cyprus have been working together to develop a joint action plan for the implementation of the Strategy.

Programme performance in 2023

Consistent engagement, conflict prevention and efforts to reach common ground on the way forward on the Cyprus issue

19. In 2023, the Secretary-General met separately with the two leaders and held meetings with the guarantor powers. The Under-Secretary-General for Political and Peacebuilding Affairs visited Cyprus in March, followed by visits by United Nations officials at the Assistant Secretary-General level to the island and the guarantor powers in August and September. The leaders met three times in 2023, in February, July and December, which sent important positive political signals. The mission continued its engagement with the sides, including by facilitating weekly meetings, supporting the work of the technical committees and interacting with a broad network of interlocutors. While regional dynamics remained complex in 2023, the rapprochement between Türkiye and Greece continued, which helped create a more positive environment among the two guarantor powers.

20. Progress towards the objective is presented in the performance measure below (see table 3).

Table 3
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Continued engagement with the two leaders and their teams and provision of the required support for senior-level engagement, including an informal five-plus-one meeting convened by the Secretary-General in Geneva and an informal lunch for the Greek Cypriot and Turkish Cypriot leaders hosted by the Secretary-General in New York	Engagement with the two leaders and their teams and support for senior-level engagement, including separate meetings between the Greek Cypriot and Turkish Cypriot leaders with the Secretary-General, three visits of the Assistant Secretary-General for Europe, Central Asia and the Americas to Cyprus and one to each of the guarantor powers, and two meetings of the leaders in Cyprus	Engagement with the two leaders and their teams, including separate meetings between the Greek Cypriot and Turkish Cypriot leaders, as well as of the guarantor powers with the Secretary-General, the Under-Secretary-General for Political and Peacebuilding Affairs and the Assistant Secretary-General for Europe, Central Asia and the Americas, respectively; and three meetings of the leaders in Cyprus

Planned result for 2025

Continued dialogue to assist in the search for common ground

Programme performance in 2023 and target for 2025

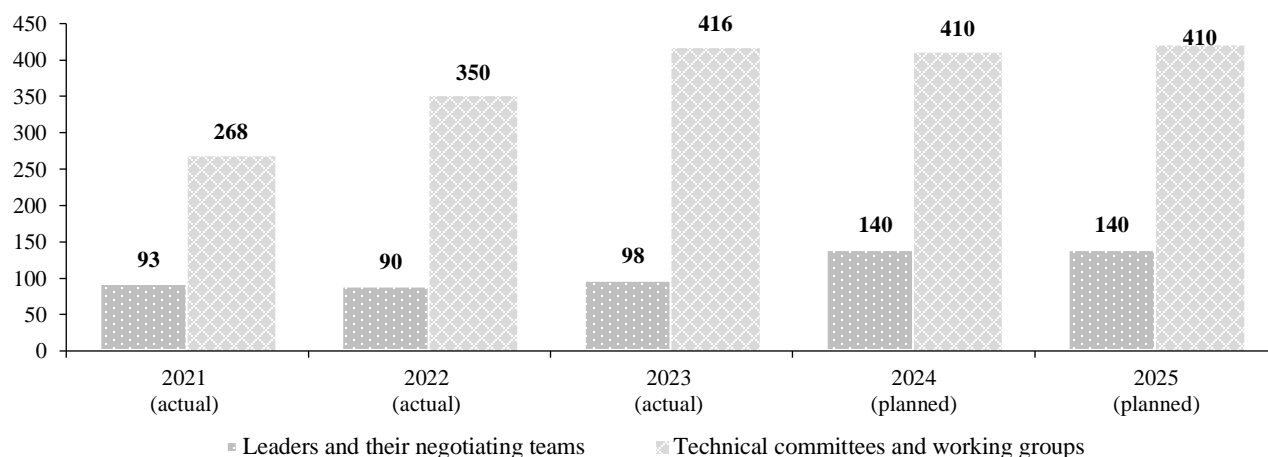
21. In 2023, the mission's work contributed to the holding of 98 bilateral and joint meetings with the leaders and their representatives and 416 meetings of the technical committees and working groups, which partially met the planned target of 140 bilateral meetings and exceeded the target of 410 meetings of the technical committees and working groups, respectively. This was due primarily to the absence of active negotiations. In 2025, the mission will continue its engagement to support efforts to find common ground on the way forward. The mission will continue its support for the implementation of confidence-building measures, the work of the 12 technical committees and greater civic engagement, including with women, minorities, youth and persons with disabilities, to support a more inclusive peace process.

Lessons learned and planned change

22. The lesson for the mission was that the peace process requires continued political commitment and sustained international support, as well as continued engagement with the sides and the guarantor powers. Mutually agreed confidence-building measures and the work of the technical committees remain critical to building trust and reducing tensions across the island. Engagement with civil society representatives, including women's and youth groups, is key to ensuring the inclusivity of the peace process, as requested by the Security Council. In applying the lesson, the mission will continue weekly coordination meetings with the sides to further empower the work of the technical committees, and will organize events to broaden the participation of civil society actors.
23. Expected progress towards the objective is presented in the performance measure below (see figure I).

Figure I

Performance measure: number of bilateral and joint meetings with the leaders and their negotiating teams and number of meetings of working groups and technical committees



Deliverables

24. Table 4 lists all deliverables of the mission.

Table 4

Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports of the Secretary-General to the Security Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
2. Meetings of the Security Council	2	2	2	2
C. Substantive deliverables				
Good offices: provision of good offices through engagement and bilateral and joint meetings with the Greek Cypriot leader and the Turkish Cypriot leader and other stakeholders in both communities as well as the three guarantor powers towards a settlement of the Cyprus issue. Conduct and facilitation of bilateral and joint meetings with the leaders and their teams and facilitation of the technical committees and working groups.				
Consultation, advice and advocacy: provision of advice on procedural, legal, technical and substantive issues towards a settlement of the Cyprus issue; coordination, management and facilitation of advisory meetings on issues related to the peace process; and advocacy on gender equality and encouragement of participation by women, youth and persons with disabilities in the peace process, and public support for the peace process.				
D. Communication deliverables				
External and media relations: interviews and press releases to inform the public about the peace process.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 5

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024	2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)
Military and police personnel costs	–	–	–	–	–
Civilian personnel costs	2 608.1	2 511.1	2 650.9	2 654.8	3.9
Operational costs	428.2	329.3	405.6	343.6	(62.0)
Total (net of staff assessment)	3 036.3	2 840.4	3 056.5	2 998.4	(58.1)

Table 6

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	1 ^a	–	–	1	3	5	1	–	4	1 ^b	16	–	5	5	–	–	
Proposed 2025	1 ^a	–	–	1	3	5	1	–	4	1 ^b	16	–	5	5	–	–	–	21
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a The Under-Secretary-General is on a when-actually-employed contract.

^b Other level, unless otherwise stated.

25. The proposed resource requirements for 2025 for the Office of the Special Adviser to the Secretary-General on Cyprus amount to \$2,998,400 (net of staff assessment) and would provide for salaries and common staff costs (\$2,654,800) for the continuation of 21 posts (1 Under-Secretary-General, 1 D-1, 3 P-5, 5 P-4, 1 P-3, 4 Field Service, 1 General Service (Other level) and 5 Local level), as well as operational costs (\$343,600), comprising costs for consultants and consulting services (\$24,200), official travel (\$70,000), facilities and infrastructure (\$96,000), ground transportation (\$47,800), communications and information technology (\$75,200), medical (\$300) and other supplies, services and equipment (\$30,100).
26. In 2025, no change is proposed to the number and levels of the posts.
27. A vacancy rate of 12.5 per cent has been applied to the estimates for international posts, based on the vacancy rate in March 2024. A vacancy rate of 20.0 per cent has been applied to Local level posts for 2025, based on the vacancy rate in March 2024.
28. The decrease in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable to reduced requirements for travel and other supplies, services and equipment; offset in part by increased requirements for civilian personnel as a result of higher salary costs.

2. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide

(\$3,257,400)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

29. The mission is mandated to collect information on massive and serious violations of human rights and international humanitarian law of ethnic and racial origin that, if not prevented or halted, may lead to genocide; to act as a mechanism of early warning to the Secretary-General and, through him, to the Security Council, by bringing to their attention situations that could potentially result in genocide; to make recommendations to the Council, through the Secretary-General, on action to prevent or halt genocide; and to liaise with the United Nations system on activities for the prevention of genocide and on work to enhance the capacity of the United Nations to analyse and manage information regarding genocide or related crimes.
30. The mandate derives from the invitation of the Security Council to the Secretary-General in its resolution [1366 \(2001\)](#) to refer to the Council information and analysis from within the United Nations system on cases of serious violations of international law, including international humanitarian law and human rights law. The Special Adviser on the Prevention of Genocide was appointed through an exchange of letters between the Secretary-General and the President of the Security Council ([S/2004/567](#) and [S/2004/568](#)). The responsibilities of the Special Adviser were listed in the letter of the Secretary-General ([S/2004/567](#)). The mandate has been reaffirmed through various resolutions of the Security Council, the General Assembly and the Human Rights Council, most recently in General Assembly resolution [77/318](#), in which the Assembly noted the role of the Special Adviser as part of efforts to address and counter hate speech.
31. With regard to the responsibility to protect, the General Assembly, in paragraphs 138 and 139 of its resolution [60/1](#) on the 2005 World Summit Outcome, addressed the responsibility of Member States and the international community to protect populations. The Security Council reaffirmed the provisions of paragraphs 138 and 139 of that resolution in its resolutions [1674 \(2006\)](#) and [1706 \(2006\)](#). Through an exchange of letters ([S/2007/721](#) and [S/2007/722](#)), the Special Adviser to the Secretary-General on the Responsibility to Protect was appointed and charged with the conceptual, institutional and operational development of the principle and with continuing a political dialogue with Member States on its implementation. The Assembly, in resolution [75/277](#), included an item on the responsibility to protect on its agenda and requested the Secretary-General to report annually on that item.
32. In its resolutions [2150 \(2014\)](#) and [2171 \(2014\)](#), the Security Council recalled the important role of the Special Advisers on the Prevention of Genocide and on the Responsibility to Protect, and noted that their functions included acting as an early warning mechanism to prevent situations that could result in genocide, crimes against humanity, war crimes and ethnic cleansing. The prevention of genocide, war crimes, ethnic cleansing and crimes against humanity, together with the realization of the Sustainable Development Goals, remains a key part of the broader prevention strategy of the Secretary-General, as well as of his call to action for human rights on 24 February 2020.

Programme of work

Objective

33. The objective, to which this mission contributes, is to advance national, regional and international efforts to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity and their incitement.

Strategy and external factors for 2025

34. To contribute to the objective, the mission will:
- (a) Raise awareness of the causes and dynamics of genocide through predictive and action-oriented analysis, enhanced by the collection and sharing of information from field missions and regional offices in accordance with the early warning mandate;
 - (b) Alert relevant actors with respect to the risk of genocide, through the implementation of the United Nations Strategy and Plan of Action on Hate Speech, capacity-building and advocacy. This includes implementing other key policy products, including the Plan of Action for Religious Leaders and Actors to Prevent Incitement to Violence that could lead to genocide, war crimes, ethnic cleansing and crimes against humanity; the policy paper entitled “Combating Holocaust and genocide denial: protecting survivors, preserving memory, and promoting prevention”; the plan of action for women in communities to counter hate speech and prevent incitement to violence that could lead to genocide and related atrocity crimes; the “Game Plan” on the role of sports leagues in addressing and countering hate speech; and the policy guide entitled “Countering and addressing online hate speech: a guide for policy makers and practitioners”;
 - (c) Advocate and mobilize for appropriate action to prevent the risk of genocide through engagement within the United Nations and with external partners;
 - (d) Strengthen community-level efforts for prevention, including by assisting locally led initiatives aimed at bringing communities together;
 - (e) Harness technology to enhance prevention and counter its negative impacts, as outlined in Human Rights Council resolution [49/9](#);
 - (f) Increase female participation in decision-making roles and support implementation of the plan of action for women in communities to counter hate speech and prevent incitement to violence that could lead to genocide and related atrocity crimes;
 - (g) Prioritize action against Holocaust and genocide denial and the glorification of war crimes and criminals;
 - (h) Support the universal ratification of the Convention on the Prevention and Punishment of the Crime of Genocide, and support efforts towards its implementation at the national level through legislation and implementation mechanisms.
35. The above-mentioned work is expected to create conditions conducive to increased action by United Nations intergovernmental bodies, Member States and regional and subregional organizations to prevent and mitigate the risk of genocide, war crimes, ethnic cleansing and crimes against humanity, including their incitement.
36. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Continued commitment of Member States, the Security Council and other intergovernmental bodies to engage with the mission to advance the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity and enhance efforts aimed at conceptualizing the principle of the responsibility to protect;

- (b) Active engagement of Member States and regional and other organizations to develop preventive capacity and take appropriate action for the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity, including their incitement.
37. With regard to cooperation with other entities, the mission will continue to work and partner with regional organizations, including the African Union, the International Conference on the Great Lakes Region, the Economic Community of West African States, the Association of Southeast Asian Nations (ASEAN), the Organization of American States and the European Union, as well as with civil society, including religious leaders, traditional leaders, academia and traditional media.
38. With regard to inter-agency coordination and liaison, the mission works with the Department of Peace Operations, the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Office of Legal Affairs, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office of the Special Representative of the Secretary-General on Violence against Children and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, as well as with relevant mechanisms of the Human Rights Council. In addition, the mission works closely with and supports United Nations country teams on the implementation of the United Nations Strategy and Plan of Action on Hate Speech. The mission also works in close collaboration with the United Nations Children's Fund, the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization and the Office of the United Nations High Commissioner for Refugees (UNHCR) in relation to the collection of information for early warning purposes, policy development and activities aimed at the prevention of genocide and related crimes.
39. The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. This includes reflecting the gender dynamics in its monitoring and analysis and striving for the equal participation of women in its capacity-building events and workshops. In 2023, the mission launched a specific plan of action for women in communities to counter hate speech and prevent incitement to violence that could lead to genocide and related atrocity crimes. The plan of action looks at strengthening the role of women as agents of change in the prevention of genocide and related crimes.
40. In line with the United Nations Disability Inclusion Strategy, the mission has developed an internal guidance note on integrating disability inclusion in its programmes and activities, and has drafted a guidance note on persons with disabilities and the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity and on addressing hate speech to support mental health, which will be launched in 2024. Additionally, the mission continues to review and examine the United Nations Strategy and Plan of Action on Hate Speech with a view to further advancing disability inclusion, including in its programmatic and policy activities.

Programme performance in 2023

Collection of information for early warning on and prevention of the risk of genocide and related crimes

41. In May 2023, at the invitation of the Government of Brazil, the Special Adviser conducted a mission to hold consultations with senior government officials, the United Nations country team, civil society representatives, community leaders and other relevant actors on enhancing the protection of the Indigenous Peoples of Brazil, in particular the Yanomami and Guarani Kaiowá communities, Brazilians of African descent, and other groups at risk. The mission contributed to the decision of the Government of Brazil to enhance physical protection of the Yanomami peoples and to remove illegal miners from the area. The mission also contributed to assist government and civil society efforts to reaffirm the inviolability of Indigenous lands and the demarcation of those lands, especially for the Guarani Kaiowá peoples. It also resulted in the raising of awareness in civil society on understanding the risk factors for genocide and related crimes and hate speech. Civil society organizations are in the process of developing a national action plan to address and counter hate speech.

42. The Special Adviser also conducted several other fact-finding missions to assess early warning systems and share prevention recommendations, including a mission to refugee camps in Chad, which led to an assessment of risks against the Masalit population from West Darfur. This mission built on sustained early warning and advocacy engagement by the Special Adviser on the situation in the Sudan, as expressed in successive statements raising international attention on the ongoing crisis.
43. Progress towards the objective is presented in the performance measure below (see table 7).

Table 7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	No comprehensive analysis of risk of genocide, war crimes, crimes against humanity and ethnic cleansing	Consultations with civil society representatives, community leaders, government representatives and other relevant national actors are held; and an analysis of the risk of genocide, war crimes, crimes against humanity and ethnic cleansing is developed, with relevant recommendations shared with the Secretary-General, the Government and civil society

Planned result for 2025

Collecting and processing information, providing early warning, raising awareness, building capacities and making recommendations to Member States and regional and subregional organizations on the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity, as well as their incitement

Programme performance in 2023 and target for 2025

44. The mission's work advanced national, regional and international efforts to protect populations from genocide and related crimes, which exceeded the planned target of 20 follow-up actions taken by Member States and regional organizations to mitigate the risk of such crimes. In 2023, the Special Adviser undertook six official visits, issued 19 public statements and sent 11 internal notes to the Secretary-General. The Special Adviser also briefed the Human Rights Council and the Peace and Security Council of the African Union. The mission conducted 41 workshops and eight technical assistance initiatives, supported the development of context-specific action plans on countering and addressing hate speech for five United Nations country teams and one subregion, and highlighted the voices of community-level actors, including through a "Champions of prevention" initiative. In 2023, the mission also organized a year-long commemoration of the seventy-fifth anniversary of the Convention on the Prevention and Punishment of the Crime of Genocide, which included consultations and side events with Member States, civil society and experts on the legacy of the Convention, as well as outreach campaigns, culminating in a high-level event on 8 December which included the presentation of recommendations for the effective implementation of the Convention.

Lessons learned and planned change

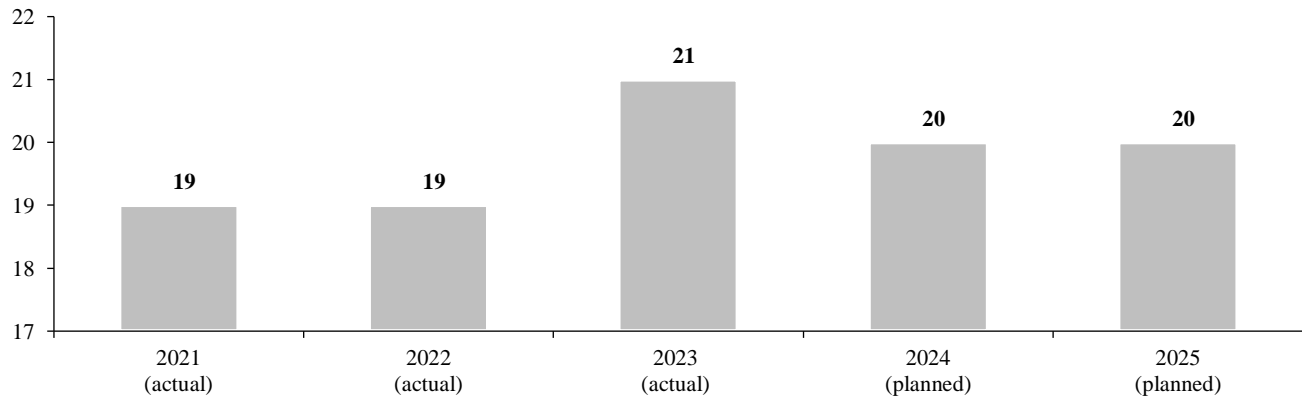
45. A lesson for the mission was the importance of partnerships with United Nations field entities, country teams and peace operations, which are instrumental to strengthening the Office's assessment and response capacity in multiple locations. In applying the lesson, the mission will intensify its

efforts to build the capacity of the United Nations country teams and peace operations on elements relevant to the prevention of genocide and related crimes.

46. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see figure II).

Figure II

Performance measure: number of follow-up actions taken by Member States, regional and subregional organizations and civil society actors to prevent genocide, war crimes, ethnic cleansing and crimes against humanity, as well as their incitement, as a result of early warning and recommendations provided by the Office of the Special Adviser on the Prevention of Genocide



Deliverables

47. Table 8 lists all deliverables of the Office.

Table 8

Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report of the Secretary-General on the responsibility to protect	1	1	1	1
2. Report of the Secretary-General on the prevention of genocide to the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	5	6	5	5
3. Meetings of the General Assembly on the responsibility to protect	3	3	3	3
4. Meetings of the Human Rights Council on the prevention of genocide	2	3	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	8	8	9
5. Projects on national mechanisms, including legislation, for the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity	8	8	8	9
Seminars, workshops and training events (number of days)	45	41	45	48
6. Workshops on the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity, including their incitement, and on the establishment and review of national and regional early warning mechanisms, including coordinated participation with the International Residual Mechanism for Criminal Tribunals in conferences, expert meetings, memorial events and meetings of victims	45	41	45	48

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Publications (number of publications)	2	2	2	2
7. Publications, including media and on electronic platforms, on the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity	2	2	2	2
Technical materials (number of materials)	4	4	4	4
8. Guidance notes and awareness materials on countering and addressing hate speech	2	2	2	2
9. Guidance notes on genocide denial and the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity	2	2	2	2
Fact-finding, monitoring and investigation missions (number of missions)	10	11	10	10
10. High-level and country-specific assessment missions	10	11	10	10

C. Substantive deliverables

Consultation, advice and advocacy: advice on the risk of genocide, war crimes, ethnic cleansing and crimes against humanity and on preventive measures; advocacy and consultations on the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity; briefings on country situations and thematic areas relevant to prevention.

D. Communication deliverables

Outreach programmes, special events and information materials: commemoration of the International Day of Commemoration and Dignity of the Victims of the Crime of Genocide and of the Prevention of This Crime; anniversary of the adoption of the Convention on the Prevention and Punishment of the Crime of Genocide; commemoration of the International Day for Countering Hate Speech.

External and media relations: public statements by the Special Adviser on situations of concern, on commemorative events and upon the conclusion of high-level missions; media briefings; editorial opinions (op-eds).

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 9

Financial resources

(Thousands of United States dollars)

<i>Category of expenditure</i>	<i>2023</i>		<i>2024</i>		<i>2025</i>	<i>Variance</i>
	<i>Appropriation</i>	<i>Expenditure</i>	<i>Appropriation</i>	<i>Requirements</i>	<i>2025 vs. 2024</i>	<i>Increase/(decrease)</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)=(4)-(3)</i>	
Military and police personnel costs	–	–	–	–		–
Civilian personnel costs	2 261.9	2 346.4	2 260.8	2 713.6		452.8
Operational costs	554.4	542.3	554.9	543.8		(11.1)
Total (net of staff assessment)	2 816.4	2 888.7	2 815.7	3 257.4		441.7

Table 10
Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	1	1 ^a	–	–	2	4 ^b	2	1 ^b	–	2 ^c	13	–	–	–	–	2	2	15
Proposed 2025	1	1 ^a	–	–	2	4 ^b	2	3 ^b	–	2 ^c	15	–	–	–	–	5	5	20
Change	–	–	–	–	–	–	–	2	–	–	2	–	–	–	–	3	3	5

^a The Assistant Secretary-General is on a \$1-per-year contract.

^b Includes one P-4 position and one P-2 position approved as general temporary assistance.

^c Other level, unless otherwise stated.

48. The proposed resources for 2025 for the mission amount to \$3,257,400 (net of staff assessment) and would provide for salaries and common staff costs (\$2,713,600) for 15 posts and positions (1 Under-Secretary-General, 1 Assistant Secretary-General, 2 P-5, 4 P-4, 2 P-3, 3 P-2 and 2 General Service (Other level)) and 5 national United Nations Volunteer positions, as well as operational costs (\$543,800), comprising costs for consultants and consulting services (\$10,000), official travel (\$211,900), facilities and infrastructure (\$228,000), ground transportation (\$3,600), communications and information technology (\$41,500) and other supplies, services and equipment (\$46,800).
49. For 2025, the following posts and positions are proposed for establishment:
- Two Associate Political Affairs Officers (P-2) to strengthen the mission's capacity-building and awareness-raising efforts. The Associate Political Affairs Officers will support the programmatic work of the mission by supporting the design and implementation of programmes in support of Member States, regional organizations and civil society on the prevention of genocide, war crimes, ethnic cleansing and crimes against humanity;
 - One Political Affairs Officer (national United Nations Volunteer) in Beirut, which will enable the mission to broaden and scale up its capacity-building and awareness-raising efforts on the prevention of genocide, war crimes, crimes against humanity and ethnic cleansing with partners in the Middle East region, in particular on the role of education in prevention, with and in support of Member States, subregional organizations and other stakeholders. The position will also enable the mission to build and enhance its cooperation with relevant regional organizations, including the League of Arab States;
 - One Political Affairs Officer (national United Nations Volunteer) in Santiago, which will enable the mission to broaden and scale up its capacity-building and awareness-raising efforts on the prevention of genocide, war crimes, crimes against humanity and ethnic cleansing with partners in the Americas region, in particular on the role of education in prevention, with and in support of Member States, subregional organizations and other stakeholders. The position will also enable the mission to build and enhance its cooperation with the Organization of American States and other relevant regional organizations;
 - One Political Affairs Officer (national United Nations Volunteer) in Dakar, which will enable the mission to broaden and scale up its capacity-building and awareness-raising efforts on the prevention of genocide, war crimes, crimes against humanity and ethnic cleansing with partners in Western Africa, in particular on the role of education in prevention, with and in support of Member States, subregional organizations and other stakeholders. The position will also enable the mission to build and enhance its cooperation with relevant regional organizations, in particular the Economic Community of West African States.

50. It is also proposed that two existing general temporary assistance positions be continued in 2025, as follows:
- (a) One Political Affairs Officer (P-4) to enable the mission to continue its support to the implementation of the United Nations Strategy and Plan of Action on Hate Speech in a context where the global rise and spread of hate speech continue to pose a challenge worldwide. The continuation of this position would allow the Office to continue providing sustained assistance in response to requests from Member States, regional organizations and United Nations field presences for technical assistance and capacity-building in the development and implementation of context-specific action plans to address and counter hate speech;
 - (b) One Associate Political Affairs Officer (P-2) to strengthen the analysis capacity of the mission and support campaigns of the Office on Holocaust denial, countering hate speech and ratification of the Convention on the Prevention and Punishment of the Crime of Genocide. The position will continue to focus on data analytics and use new technologies to research and gather information, including online trends of hate speech, as a key indicator of risk and potential trigger of genocide, war crimes, ethnic cleansing and crimes against humanity, which will enable the Office to respond to these new challenges and trends in the prevention of these crimes.
51. A vacancy rate of 10.9 per cent has been applied to international posts based on the actual average vacancy rate in 2023. A vacancy rate of 50 per cent has been applied for the two Associate Political Affairs Officers (P-2) and three national United Nations Volunteers proposed for establishment.
52. The increase in requirements for 2025 compared with the appropriation for 2024 is mainly attributable to increased requirements for civilian personnel costs as a result of the new posts and positions proposed for establishment, as well as a higher post adjustment multiplier. The increase is offset in part by reduced requirements for official travel.

Extrabudgetary resources

53. In 2024, extrabudgetary resources amounting to approximately \$750,500 are to be utilized mainly for the staff costs of two posts (1 P-5 and 1 P-3), the capacity-building and technical assistance programme and the preparation of the 2024 report of the Secretary-General on the responsibility to protect.
54. For 2025, extrabudgetary resources in the estimated amount of \$251,400 would provide for one post (1 P-3) as well as the capacity-building and technical assistance programme.
55. The decrease in the estimated extrabudgetary resources to be utilized in 2025 compared with 2024 is due mainly to the completion of some projects supporting capacity-building and technical assistance work as well as decreased unarmarked contributions.

3. Personal Envoy of the Secretary-General for Western Sahara

(\$509,600)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

56. The Personal Envoy of the Secretary-General for Western Sahara is responsible for assisting the parties, Morocco and the Frente Popular para la Liberación de Saguía el-Hamra y de Río de Oro (Frente POLISARIO), in finding a just, lasting and mutually acceptable political solution, which will provide for the self-determination of the people of Western Sahara in the context of arrangements consistent with the principles and purposes of the Charter of the United Nations.
57. The mandate derives from the communications between the Secretary-General and the President of the Security Council dated 17 March 1997 (S/1997/236), 1 October 2021 (S/2021/851) and 5 October 2021 (S/2021/852), as well as from the priorities established through various Security Council resolutions. Most recently, in its resolution 2703 (2023), the Council expressed its full support for the Personal Envoy and his efforts to advance the political process. The Council called upon the parties to resume negotiations under the auspices of the Secretary-General without preconditions and in good faith, and to demonstrate political will and work in an atmosphere propitious for dialogue. The Council reaffirmed its commitment to assist the parties to achieve a just, lasting and mutually acceptable political solution, based on compromise, which would provide for the self-determination of the people of Western Sahara in the context of arrangements consistent with the principles and purposes of the Charter of the United Nations.

Programme of work

Objective

58. The objective, to which this mission contributes, is to advance the parties' efforts to achieve a just, lasting and mutually acceptable political solution, which will provide for the self-determination of the people of Western Sahara.

Strategy and external factors for 2025

59. To contribute to the objective, the mission will:
 - (a) Encourage the parties to continue the discussion on the question of Western Sahara in order to identify elements of convergence, through bilateral consultations, including with the neighbouring countries of Algeria and Mauritania, conduct visits to the region to meet with key interlocutors and engage in shuttle diplomacy and other activities deemed useful in that regard;
 - (b) Consult with members of the Security Council and the Group of Friends on Western Sahara, both in their capitals and in New York, as well as with regional organizations, towards a solution;
 - (c) Work towards organizing two international meetings on Western Sahara.
60. The above-mentioned work is expected to result in:
 - (a) Building additional trust and strengthening involvement by the parties in the political process;
 - (b) Maintaining support by the international community for the political process.

61. With regard to cooperation with other entities, the mission regularly meets with representatives of regional organizations and other relevant stakeholders to exchange views on the United Nations-led political process.
62. With regard to inter-agency coordination and liaison, the mission receives support for visits and information on developments in Western Sahara from the United Nations Mission for the Referendum in Western Sahara. It also coordinates and liaises with UNHCR with respect to visits to the refugee camps and on confidence-building measures and maintaining close contact with OHCHR in Geneva on issues related to the human rights situation in its area of responsibility.
63. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
 - (a) All concerned show willingness to meet for direct negotiations;
 - (b) The security situation remains conducive to the mission's objective for the region.

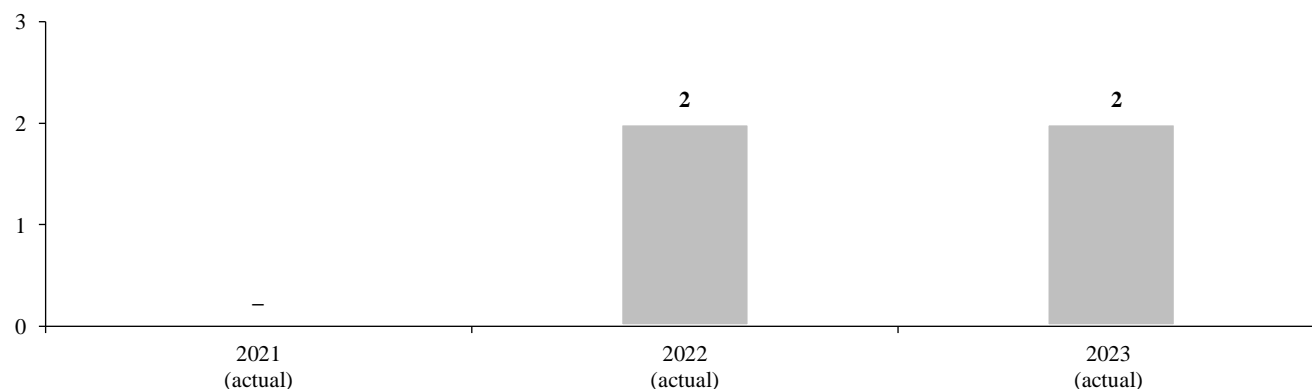
Programme performance in 2023

Resumed engagement with all concerned

64. In 2023, the Personal Envoy continued his efforts to engage all concerned stakeholders. From 27 to 30 March, the Personal Envoy invited the senior representatives of all concerned, as well as members of the Group of Friends on Western Sahara, to informal bilateral consultations in New York. In September, the Personal Envoy travelled to the region for engagements with the President of Mauritania and the Ministers for Foreign Affairs of Morocco, Algeria and Mauritania. The Personal Envoy also engaged with the Frente POLISARIO Secretary-General in New York. From 5 to 7 September, the Personal Envoy undertook his first visit to the Territory of Western Sahara, where he held consultations with Moroccan officials and representatives of women's organizations and civil society.
65. Progress towards the objective is presented in the performance measure below (see figure III).

Figure III

Performance measure: number of rounds of engagement with all concerned



Planned result for 2025

Advancing the process on Western Sahara

Programme performance in 2023 and target for 2025

66. In 2023, the mission's work, including through the informal bilateral consultations and high-level engagement by the Personal Envoy, contributed to meeting the planned target of continued engagement between the parties and neighbours towards advancing the political process.

67. In 2025, the mission will continue to advance the political process through consultations with all concerned, visits to the region to meet key interlocutors, including representatives of civil society and women's organizations, and other measures deemed useful in this regard. It will also continue to hold consultations with Member States in their capitals and in New York, as appropriate. In addition, the mission will continue to liaise with relevant United Nations entities in Geneva and other locations to discuss various aspects related to the conflict. The mission will also meet regularly with representatives of relevant regional organizations to exchange views on the United Nations-led political process.

Lessons learned and planned change

68. The lesson for the mission was the importance of maintaining the momentum in the political process. In applying the lesson, the mission will continue to engage regularly with all concerned to resume the discussion on the question of Western Sahara in order to identify elements of convergence, with a view to achieving a mutually acceptable political solution to the question of Western Sahara.
69. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 11).

Table 11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Resumed engagement between the parties and neighbours	Continued engagement between the parties and the neighbours	Continued engagement between the parties and the neighbours	Two international meetings	Two international meetings

Deliverables

70. Table 12 lists all deliverables of the mission.

Table 12
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report of the Secretary-General to the Security Council	1	1	1	1
2. Report of the Secretary-General to the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
3. Meetings of the Security Council	2	2	2	2
B. Generation and transfer of knowledge				
Fact-finding, monitoring and investigation missions (number of missions)	2	2	2	2
4. Missions undertaken to the region to improve understanding of the situation on the ground and to improve coordination with United Nations partners and other stakeholders	2	2	2	2
C. Substantive deliverables				
Good offices: provision of good offices for high-level dialogue involving the stakeholders concerned; good offices for informal negotiations between concerned stakeholders in the context of the political process on Western Sahara.				
Consultation, advice and advocacy: consultations through bilateral discussions on the political process on Western Sahara; engagement with women's groups and civil society groups.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 13

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024	Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	285.6	143.4	379.6	340.5		(39.1)
Operational costs	189.6	120.8	182.2	169.1		(13.1)
Total (net of staff assessment)	475.2	264.2	561.8	509.6		(52.2)

Table 14

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	1 ^a	–	–	–	–	–	1	–	–	–	2	–	–	–	–	–	
Proposed 2025	1 ^a	–	–	–	–	–	1	–	–	–	2	–	–	–	–	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a The Under-Secretary-General is on a when-actually-employed contract.

71. The proposed resource requirements for 2025 for the Personal Envoy of the Secretary-General for Western Sahara amount to \$509,600 (net of staff assessment) and would provide for salaries and common staff costs (\$340,500) for the continuation of the two posts (1 Under-Secretary-General, on a when-actually-employed contract, and 1 P-3), as well as operational costs (\$169,100), comprising costs for consultants and consulting services (\$8,700), official travel (\$74,700), facilities and infrastructure (\$51,000), communications and information technology (\$11,100) and other supplies, services and equipment (\$23,600).
72. In 2025, no change is proposed to the number and levels of the posts. A vacancy rate of 12.5 per cent has been applied to the posts based on the actual vacancy rate in 2023.
73. The decrease in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable mainly to the reduced requirements for civilian personnel due to the application of a 12.5 per cent vacancy rate compared with the approved rate of zero per cent in 2024, as well as reduced requirements for consultants and consulting services and other supplies, services and equipment.

4. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)

(\$363,600)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

74. On 14 December 2004, the Secretary-General appointed his Special Envoy for the implementation of Security Council resolution 1559 (2004) to enable him to report to the Council every six months on the implementation of Council resolution 1559 (2004), as requested by the Council in its presidential statement of 19 October 2004 (S/PRST/2004/36). In carrying out this mandate, the mission consults with political interlocutors in Lebanon, the Council and other Member States to prepare the semi-annual reports of the Secretary-General. The mandate derives from the priorities established in relevant Council resolutions and decisions, including resolution 1559 (2004), and the statement by the President of the Security Council dated 19 October 2004 (S/PRST/2004/36).
75. In its resolution 1680 (2006), the Council reiterated its call for the full implementation of the provisions of resolution 1559 (2004), and strongly encouraged the Government of the Syrian Arab Republic to respond positively to the request made by the Government of Lebanon, in line with the agreements of the Lebanese national dialogue, to delineate their common border, especially in those areas where the border was uncertain or disputed.
76. In its resolution 1701 (2006), the Council emphasized the importance of the extension of the control of the Government of Lebanon over all Lebanese territory in accordance with the provisions of resolutions 1559 (2004) and 1680 (2006), and of the relevant provisions of the Taif Accords. The Council requested the Secretary-General to develop, in liaison with relevant international actors and the parties concerned, proposals to implement the relevant provisions of the Taif Accords and resolutions 1559 (2004) and 1680 (2006), including with respect to disarmament and the delineation of the international borders of Lebanon. It also requested the Secretary-General to report to the Council on a regular basis on the implementation of resolution 1701 (2006).
77. In subsequent resolutions on Lebanon, including, most recently, resolution 2650 (2022), the Council continued to urge all parties to make tangible progress towards all outstanding issues in the implementation of resolutions 1701 (2006), 1680 (2006) and 1559 (2004), and other relevant Council resolutions. On 25 May 2022, the Council issued a press statement to reaffirm the Council's strong support for the stability, security, territorial integrity, sovereignty and political independence of Lebanon. In 2016, the Under-Secretary-General for Political Affairs was tasked by the Secretary-General with assuming the responsibility of reporting on the implementation of resolution 1559 (2004), an arrangement that has been maintained to date.
78. The outbreak of hostilities between Israel and Hamas and other groups in Gaza in October 2023 has heightened tensions in the region. Daily exchanges of fire between Hizbullah, other non-State armed groups and Israel across the Blue Line since October 2023, including in civilian areas, have led to casualties, displacement and material damage. The exchanges of fire by Lebanese and non-Lebanese militias across the Blue Line have highlighted the continued presence of weapons outside of the Lebanese State's control and affected security and stability. The precarious socioeconomic situation in the country has been compounded by the protracted political crisis, including the continued vacuum in the presidency and caretaker Government since May 2022.

Programme of work

Objective

79. The objective, to which this mission contributes, is to ensure full implementation of Security Council resolution 1559 (2004) and all subsequent related resolutions of the Council.

Strategy and external factors for 2025

80. To contribute to the objective, the mission will:
- (a) Explore ways to foster consensus on a Lebanese-led and Lebanese-owned national dialogue, which is expected to result in progress on addressing the maintenance of weapons outside State authority;
 - (b) Produce two semi-annual reports of the Secretary-General to the Security Council on developments of relevance to the implementation of Security Council resolution 1559 (2004). The reports will address a number of key issues, such as the sovereignty, territorial integrity, unity and political independence of Lebanon; the extension of control of the Government of Lebanon over all Lebanese territory; and the disbanding and disarmament of Lebanese and non-Lebanese militias. Reporting on these categories, the Secretary-General will inform the Council on political and security developments during the reporting period, violations of Lebanese sovereignty and the maintenance of weapons by Lebanese and non-Lebanese militias.
81. The above-mentioned work is expected to result in informed Security Council deliberations on possible opportunities for Lebanon to make progress on the outstanding provisions of Council resolution 1559 (2004).
82. With regard to inter-agency coordination and liaison, the mission coordinates and works closely with the Office of the United Nations Special Coordinator for Lebanon, in particular in the process of developing the reports of the Secretary-General ahead of and during the visits to Lebanon by the staff of the mission.
83. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The tense and volatile regional environment affects Lebanon's stability and security;
 - (b) Presidential election and government formation continue to be challenging and the current economic and financial crisis remains a source of instability and social unrest;
 - (c) There is limited political will on the part of the parties concerned to address the disbanding and disarmament of Lebanese and non-Lebanese militias;
 - (d) The political goodwill of Member States has limited influence on the parties concerned;
 - (e) Tensions between Lebanon and other States in the region are somewhat eased.

Programme performance in 2023

Enhanced understanding of Security Council members on developments of relevance to the implementation of resolution 1559 (2004)

84. The mission undertook one trip to Lebanon in March 2023, which informed the drafting of the April 2023 report of the Secretary-General on the implementation of resolution 1559 (2004). However, a trip to Lebanon planned for September 2023 did not take place due to a vacancy in the core capacity of the mission.

85. The above-mentioned work contributed to the understanding of Security Council members on developments of relevance to the implementation of the outstanding provisions of Security Council resolution [1559 \(2004\)](#).

Planned result for 2025

Informed Security Council deliberations through analytical reports of the Secretary-General Programme performance in 2023 and target for 2025

86. The mission's work contributed to informing Security Council deliberations on developments of relevance to the implementation of the outstanding provisions of Council resolution [1559 \(2004\)](#). It met the planned target of Council discussions on the two semi-annual reports to reflect the outcome of consultations on the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority.
87. In 2025, the mission will continue to report to the Security Council semi-annually on progress in the implementation of the resolution, in particular the disbanding and disarmament of Lebanese and non-Lebanese militias.

Lessons learned and planned change

88. The lesson for the mission is that in-person consultations are necessary to contribute to the achievement of results. In applying the lesson, the mission will further leverage engagement with United Nations entities both at United Nations Headquarters and among the United Nations country team in Lebanon, in addition to maintaining its network of interlocutors in the country.
89. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 15).

Table 15
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Discussions on the two semi-annual reports to reflect the outcome of consultations on the positions of Lebanese actors, which were only partially articulated, vis-à-vis the maintenance of weapons outside State authority	Discussions on the two semi-annual reports, which reflect the outcome of systemic consultations surveying the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority	Discussions on the two semi-annual reports, which reflect the outcome of systemic consultations on the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority	Discussions on the two semi-annual reports, which reflect the outcome of consultations on the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority	Discussions on the two semi-annual reports, which reflect the outcome of consultations on the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority

Deliverables

90. Table 16 lists all deliverables of the mission.

Table 16
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports of the Secretary-General to the Security Council	2	2	2	2
Substantive services for meetings (number of consultations)	2	2	2	2
2. Meetings of the Security Council on resolution 1559 (2004)	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultations to gain an understanding of the political, socioeconomic and humanitarian situation in Lebanon, as well as its regional environment, as it may influence the implementation of resolution 1559 (2004) ; consultations on the positions of Lebanese actors vis-à-vis the maintenance of weapons outside State authority.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 17
Financial resources
 (Thousands of United States dollars)

<i>Category of expenditure</i>	<i>2023</i>		<i>2024</i>	<i>2025</i>	<i>Variance</i>
	<i>Appropriation</i>	<i>Expenditure</i>	<i>Appropriation</i>	<i>Requirements</i>	<i>2025 vs. 2024 Increase/(decrease)</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)=(4)-(3)</i>
Military and police personnel costs	–	–	–	–	–
Civilian personnel costs	287.1	249.5	337.4	299.1	(38.3)
Operational costs	85.1	49.6	76.8	64.5	(12.3)
Total (net of staff assessment)	372.2	299.2	414.2	363.6	(50.6)

Table 18
Human resources

	<i>International staff</i>											<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
Approved 2024	1 ^a	–	–	–	–	1	–	–	–	1 ^b	3	–	–	–	–	–	–	3
Proposed 2025	1 ^a	–	–	–	–	1	–	–	–	1 ^b	3	–	–	–	–	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a The Under-Secretary-General is on a \$1-per-year contract.

^b Other level, unless otherwise stated.

91. The proposed resource requirements for 2025 for the mission amount to \$363,600 (net of staff assessment) and would provide for salaries and common staff costs (\$299,100) for the continuation of three posts (1 Under-Secretary-General, 1 P-4 and 1 General Service (Other level)), as well as

operational costs (\$64,500), comprising costs for official travel (\$26,600), facilities and infrastructure (\$30,500), and communications and information technology (\$7,400).

92. In 2025, no change is proposed to the number and level of posts. A vacancy rate of 16.7 per cent has been applied to posts based on the actual average vacancy rate in 2023.
93. The decrease in requirements proposed for 2025 compared with the appropriation for 2024 is attributable mainly to the application of a higher vacancy rate of 16.7 per cent compared with the budgeted vacancy rate of zero per cent in 2024, as well as reduced requirements for official travel, ground transportation, and other supplies, services and equipment.

5. Office of the United Nations Representative to the Geneva International Discussions

(\$1,931,600)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

94. The mission is mandated to support the Geneva International Discussions and the Incident Prevention and Response Mechanism under United Nations auspices in Gali, Georgia, by facilitating the participation of the United Nations in the international discussions in Geneva and the Gali Incident Prevention and Response Mechanism, and by liaising and coordinating with the relevant actors. The mission is also responsible for preparing, convening and facilitating, in consultation with the other Co-Chairs, the European Union and the Organization for Security and Cooperation in Europe (OSCE), the sessions of the Geneva International Discussions as well as the periodic meetings of the Gali Incident Prevention and Response Mechanism.
95. The United Nations has continued to support the Geneva International Discussions on security and stability and the return of internally displaced persons and refugees, which commenced on 15 October 2008 in Geneva in accordance with the six-point agreement of 12 August 2008 and the implementing measures of 8 September 2008 following the hostilities of August 2008 (S/2009/254). In its resolution 1866 (2009), the Security Council welcomed the beginning of the discussions and requested the Secretary-General, through his Special Representative, to continue to fully support the process.
96. Against the background of the “Proposals for joint incident prevention and response mechanisms”, agreed to in Geneva on 18 February 2009, the Secretary-General, on 28 September 2009, addressed a letter to the President of the Security Council in which he stated that the United Nations would continue to support the Geneva International Discussions and the Mechanism through a limited number of personnel with the task of facilitating the United Nations participation in the international discussions in Geneva and in the Mechanism, and liaising and coordinating with the relevant actors.
97. In a letter dated 28 December 2009 addressed to the President of the Security Council, the Secretary-General noted that the United Nations would continue to provide support for the Geneva International Discussions and the work of the Mechanism. In a letter dated 25 February 2010 addressed to the President of the Security Council (S/2010/103), the Secretary-General conveyed his intention to appoint a United Nations Representative responsible for United Nations support for the Geneva International Discussions and the Mechanism. In 2010, 2011 and 2018, there were additional exchanges of letters between the Secretary-General and the President of the Security Council regarding plans to appoint a United Nations Representative.

Programme of work

Objective

98. The objective, to which this mission contributes, is to advance the main agenda items of the Geneva International Discussions, including the non-use of force/international security arrangements and addressing the issue of internally displaced persons and refugees, in the context of the Discussions and the Gali Incident Prevention and Response Mechanism.

Strategy and external factors for 2025

99. To contribute to the objective, the mission, in close partnership with the offices of the other Co-Chairs, will continue to step up efforts to maintain the Geneva International Discussions and to revitalize them, and to resume the regular meetings as result-oriented platforms for dialogue and conflict prevention.
100. The above-mentioned work is expected to result in:
 - (a) Contributing to the objective of transitioning the Discussions from a conflict management to a conflict transformation and resolution process;
 - (b) Addressing and making progress on central issues, including the non-use of force/international security arrangements and internally displaced persons and refugees.
101. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
 - (a) All stakeholders will continue to support the International Discussions in Geneva and the Gali Incident Prevention and Response Mechanism and the continued engagement of the United Nations;
 - (b) All relevant stakeholders and participants in the Geneva International Discussions will continue to support efforts to help to revitalize the Discussions and enhance their effectiveness;
 - (c) The three organizations that serve as Co-Chairs will continue to collaborate closely to fulfil the mandate of the Discussions.
102. With regard to cooperation with other entities, the mission takes a proactive approach to ensure close and regular coordination and information-sharing with the European Union and OSCE Co-Chairs and their teams. The mission maintains close contact with the European Union Monitoring Mission in Georgia and OSCE, which jointly facilitate the Ergneti Incident Prevention and Response Mechanism. In addition, the mission pursues contacts with international non-governmental organizations (NGOs) and think tanks in the fields of conflict resolution, mediation and women and peace and security.
103. With regard to inter-agency coordination and liaison, the mission cooperates closely with entities within the United Nations system, such as the Resident Coordinator Office in Georgia, UNHCR, UNDP, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), OHCHR and the World Health Organization, and other actors so as to coordinate and strengthen the role and contribution of the United Nations within the framework of the Geneva International Discussions and the Gali Incident Prevention and Response Mechanism.
104. The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including engaging in advocacy for gender equality and promoting the participation of women in the peace process, as well as their direct involvement in development programmes. In close cooperation with the other Co-Chairs and their focal points on women and peace and security, the mission continues to promote the role of women in conflict resolution and peacebuilding, including within the framework of the Co-Chairs' joint strategy and action plan on women and peace and security adopted in 2019.

Programme performance in 2023

Continuation of efforts to achieve concrete results on key issues on the agenda of the Geneva International Discussions

105. Three rounds of the Geneva International Discussions took place in 2023, on 4 and 5 April, 11 and 12 July and 5 and 6 December, respectively, co-chaired by the representatives of the United Nations, the European Union and OSCE, which all participants attended. In 2023, the Co-Chairs organized

three visits to Tbilisi and two visits to Moscow, Sukhumi and Tskhinvali; and held one online meeting for pre-round consultations. In May 2023, the Co-Chairs paid a visit to Washington, D.C., and held discussions with officials of the United States of America. In New York, they met with United Nations officials and other relevant stakeholders. The Co-Chairs made their annual presentation to the OSCE Permanent Council in Vienna on 16 November 2023. Throughout the year, the mission undertook trips to Tbilisi, Zugdidi, Gali and Sukhumi to engage with relevant authorities, civil society actors and international NGOs. In 2023, no meetings of the Gali Incident Prevention and Response Mechanism took place.

106. Progress towards the objective is presented in the performance measure below (see table 19).

Table 19

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Four in-person rounds of the Geneva International Discussions took place	One round of the Geneva International Discussions took place	Three in-person rounds of the Geneva International Discussions took place
Two information sessions on “Comprehensive/human dimension of security”, one technical meeting of medical experts on COVID-19 and a sub-working group on “Freedom of movement and other related aspects” were organized.	No information sessions took place	No information sessions took place

Planned result for 2025**Revitalizing the Geneva International Discussions to achieve practical results****Programme performance in 2023 and target for 2025**

107. In 2023, the mission’s joint work with the European Union and OSCE Co-Chairs contributed to ensuring the commitment of all participants to continue engagement in the Geneva International Discussions and to help prevent the resumption of hostilities. The mission did not meet the target of progress by the stakeholders on the substantive issues of the Geneva International Discussions agenda, owing to a complex geopolitical context and persisting differences among the participants.
108. In 2025, the mission, in cooperation with the other Co-Chairs, will hold the regular rounds of the Geneva International Discussions and continue efforts to achieve progress on substantive agenda items. The mission will also continue its efforts to work with all participants to ensure the resumption of the meetings of the Gali Incident Prevention and Response Mechanism on the basis of the existing principles and practices.

Lessons learned and planned change

109. The lesson for the mission was the need to adapt alternative modes of engagement with the participants of the Geneva International Discussions and the participants of the Gali Incident Prevention and Response Mechanism. In applying the lesson, the mission will continue to use virtual and alternate methods as appropriate.
110. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 20).

Table 20
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Four rounds of the Geneva International Discussions took place. No progress was made on substantive agenda items	One round of the Geneva International Discussions took place. No progress was made on substantive agenda items	Three rounds of the Geneva International Discussions took place	Progress achieved by the stakeholders on the substantive issues of the Geneva International Discussions agenda and in the work of the Gali Incident Prevention and Response Mechanism to promote peace and stability on the ground	Progress achieved by the stakeholders on the substantive issues of the Geneva International Discussions agenda and in the work of the Gali Incident Prevention and Response Mechanism to promote peace and stability on the ground
No meetings of the Gali Incident Prevention and Response Mechanism took place during the period	No meetings of the Gali Incident Prevention and Response Mechanism took place during the period	No progress was achieved by the stakeholders on the substantive issues of the Geneva International Discussions agenda items		
		No meetings of the Gali Incident Prevention and Response Mechanism took place		

Deliverables

111. Table 21 lists all deliverables of the mission.

Table 21
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	10	3	10	9
1. Rounds of the Geneva International Discussions	4	3	4	3
2. Meetings of the Gali Incident Prevention and Response Mechanism	6	–	6	6
B. Generation and transfer of knowledge				
Technical materials (number of materials)	2	–	2	2
3. Thematic non-papers prepared by the Co-Chairs on non-use of force, freedom of movement, internally displaced persons and other issues related to the Geneva International Discussions agenda	2	–	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultations on thematic issues on the Geneva International Discussions agenda related to peace and security and humanitarian issues; advice through information sessions on specific thematic issues on the agenda for participants in the Geneva International Discussions; advocacy through information sessions on areas of interest to the participants related to the Geneva International Discussions agenda.				
D. Communication deliverables				
External and media relations: three press communiqués of the Co-Chairs after the three Geneva International Discussions rounds and six press releases after each meeting of the Gali Incident Prevention and Response Mechanism.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 22

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)	
	(1)	(2)	(3)	(4)		(5)=(4)-(3)
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	1 488.4	1 519.1	1 589.7	1 605.9		16.2
Operational costs	461.6	251.3	442.4	325.7		(116.7)
Total (net of staff assessment)	1 950.0	1 770.4	2 032.1	1 931.6		(100.5)

Table 23

Human resources

	International staff											National staff			United Nations Volunteers			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal		
	Approved 2024	–	1	–	–	1	2	2	–	–	1 ^a	7	–	–	–	–	–		–
Proposed 2025	–	1	–	–	1	2	2	–	–	1 ^a	7	–	–	–	–	–	–	–	7
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a Other level, unless otherwise stated.

112. The proposed resource requirements for 2025 for the mission amount to \$1,931,600 (net of staff assessment) and would provide for salaries and common staff costs (\$1,605,900) for the continuation of six posts based in Geneva (1 Assistant Secretary-General, 1 P-5, 2 P-4, 1 P-3 and 1 General Service (Other level)) and one post based in Zugdidi, Georgia (P-3), as well as for operational costs (\$325,700), comprising costs for consultants and consulting services (\$4,400), official travel (\$125,400), facilities and infrastructure (\$134,700), ground transportation (\$23,400), communications and information technology (\$21,300) and other supplies, services and equipment (\$16,500).
113. In 2025, no change is proposed to the number and levels of the posts. A vacancy rate of 3.6 per cent has been applied based on the actual average vacancy rate in 2023.
114. The decrease in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable to reduced requirements for official travel, communications and information technology and other supplies, services and equipment. The decrease in operational costs is offset in part by the increased requirements for civilian personnel costs, owing to higher common staff costs based on recent expenditure.

6. Office of the Special Envoy of the Secretary-General for Syria

(\$14,194,800)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

115. On 16 February 2012, the General Assembly, in its resolution [66/253 A](#), requested the Secretary-General and all relevant United Nations bodies to support the efforts of the League of Arab States aimed at promoting a peaceful solution to the conflict in the Syrian Arab Republic, including through the appointment of a special envoy.
116. The mission is responsible for facilitating an inclusive, comprehensive and credible Syrian-owned and -led political solution to the conflict in the Syrian Arab Republic that will meet the legitimate aspirations of the Syrian people for dignity, freedom and justice based on the principles of equality and non-discrimination. The mandate derives from the priorities established by the Security Council in resolutions [2118 \(2013\)](#), [2254 \(2015\)](#), [2268 \(2016\)](#) and [2336 \(2016\)](#), as well as by the General Assembly in resolution [66/253 A](#).
117. The conflict in the Syrian Arab Republic, now in its fourteenth year, has caused enormous humanitarian suffering, a record number of refugees and internally displaced persons and vast destruction in the country. Amid the continued presence of foreign armies in the Syrian Arab Republic and Security Council-listed terrorist groups, the conflict continues to pose significant risks to regional and international security. Accordingly, it is critical to continue to work towards an inclusive, credible and comprehensive political solution to the conflict that sees the full implementation of Security Council resolution [2254 \(2015\)](#).

Programme of work

Objective

118. The objective, to which this mission contributes, is to advance the full implementation of all the relevant General Assembly and Security Council resolutions towards an inclusive, credible, comprehensive Syrian-owned and -led political solution to the conflict in the Syrian Arab Republic that meets the legitimate aspirations of the Syrian people for dignity, freedom and justice, based on the principles of equality and non-discrimination and with the full and meaningful participation of women.

Strategy and external factors for 2025

119. To contribute to the objective, the mission will:
 - (a) Engage with the Government of the Syrian Arab Republic and the opposition Syrian Negotiation Commission, as well as all key regional and international stakeholders, on all aspects of the political process;
 - (b) Continue efforts to resume meetings of the Syrian-led, Syrian-owned, United Nations-facilitated Constitutional Committee at the earliest possible date, and work with the parties to improve the substance and working methods of the Committee and to catalyse a wider positive dynamic to move the political process forward, including working to create the conditions for inclusive, free and fair elections administered under United Nations supervision, with all Syrians, including members of the diaspora, eligible to participate;

- (c) Continue efforts to advance a step-for-step confidence-building process via coordinated, reciprocal and verifiable actions, based on proposals already aired and any further ideas in that regard; seek to maximize coherence, coordination and complementarity among diplomatic efforts under way; and lay the ground for a realistic and comprehensive multilateral approach inclusive of all actors and all issues of concern to relevant parties;
 - (d) Advocate for progress addressing ongoing protection concerns and the creation of conditions for a safe, calm and neutral environment conducive to advancing an inclusive, comprehensive and credible political settlement, first and foremost by seeking progress on the file of the detained, the disappeared and the missing at a scale commensurate with the problem;
 - (e) Engage with the members of the Task Force on the Ceasefire of the International Syria Support Group to try to advance the long-standing goal of a nationwide ceasefire and find a cooperative approach towards countering terrorist groups listed by the Security Council, in line with international law;
 - (f) Engage with the members of the Task Force on Humanitarian Access to address urgent humanitarian priorities throughout the country;
 - (g) Promote inclusive Syrian-Syrian dialogue and the exchange of knowledge, expertise and ideas by regularly engaging with the widest spectrum of Syrian civil society representatives and Syrian women, including through the Syrian Civil Society Support Room and the Syrian Women's Advisory Board.
120. The above-mentioned work is expected to result in:
- (a) Sustained, regular and substantive negotiations and discussions among relevant stakeholders on all issues outlined in Security Council resolution [2254 \(2015\)](#);
 - (b) Enhanced trust and confidence among the Syrian parties as well as regional and international stakeholders;
 - (c) Strengthened international consensus to advance the political process across all elements of Security Council resolution [2254 \(2015\)](#), notably the establishment of a credible, inclusive and non-sectarian governance, the setting of a schedule and process for drafting a new constitution, as well as free and fair elections, pursuant to the new constitution, to be administered under United Nations supervision and to the highest international standards of transparency and accountability, with all Syrians, including members of the diaspora, eligible to participate.
121. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) All national, regional and international stakeholders will cooperate with the Special Envoy;
 - (b) International consensus with regard to the Syrian Arab Republic will continue to be difficult to achieve and sustain;
 - (c) The security situation will remain volatile in 2025, posing a threat to regional and international peace and security;
 - (d) The conflict will continue to severely affect civilians, especially women and children, risking more civilian casualties and further destruction of civilian infrastructure as well as human rights violations. Lack of accountability for grave human rights violations will hamper genuine reconciliation among the parties.
122. With regard to cooperation with other entities, in line with its mandate, the mission partners with the international community and international NGOs to facilitate and support the work of the Syrian Civil Society Support Room and the Syrian Women's Advisory Board. In the context of its work on the file of the detained, the disappeared and the missing, the mission liaises with specialized international organizations and institutions, such as the International Committee of the Red Cross and the Independent Institution on Missing Persons in the Syrian Arab Republic.

123. With regard to inter-agency coordination and liaison, the mission cooperates with the resident coordinators and the agencies, funds and programmes of the United Nations operating in the Syrian Arab Republic and the region. In addition, agencies working in the Syrian Arab Republic are represented within the Inter-Agency Task Force on the country, which ensures the coordination and coherence of United Nations political, humanitarian, human rights and other efforts in the country.
124. The mission integrates gender perspectives in its operational activities, deliverables and results, as appropriate, including by consulting regularly with the Syrian Women’s Advisory Board and diverse women representatives from civil society to hear their perspectives on a sustainable and inclusive political solution.

Programme performance in 2023

Advancement of a credible, inclusive and comprehensive political process consistent with Security Council resolution 2254 (2015)

125. The Special Envoy continued to carry out the Secretary-General’s good offices, prioritizing engagement with the Government of the Syrian Arab Republic and the opposition Syrian Negotiation Commission on various aspects of the political process, including on proposals for step-for-step confidence-building measures and possible ways to unblock the work of the Constitutional Committee. The Special Envoy also continued to consult broadly with regional and international stakeholders to seek to maximize coherence, coordination and complementarity among diplomatic efforts under way and to foster a constructive multilateral approach to a political solution in line with resolution 2254 (2015).
126. In 2023, the mission convened 11 plenary meetings of the Task Force on Humanitarian Access of the International Syria Support Group and one ad hoc meeting to address pressing humanitarian issues, including in the aftermath of the devastating earthquakes that struck the northern Syrian Arab Republic on 6 February 2023. In addition, one plenary meeting of the Task Force on the Ceasefire and five ad hoc meetings were convened to discuss worrisome security-related developments on the ground, including spillover effects from the developments elsewhere in the region.
127. Progress towards the objective is presented in the performance measure below (see table 24).

Table 24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Constitutional Committee started discussions, based on its terms of reference, to find agreement on basic constitutional principles, while international engagements on other elements of the political process, in accordance with Security Council resolution 2254 (2015), were deepened	Constitutional Committee discussed draft constitutional texts. The Office shared ideas with the Committee’s Co-Chairs on ways to expedite the work and produce results and continued progress. Opportunities to advance a step-for-step confidence-building process in line with Security Council resolution 2254 (2015) were explored with national, regional and international stakeholders	No consensus was found on a venue for resuming the Constitutional Committee or on ways to address substantive challenges facing the Committee. Proposals to advance step-for-step confidence-building measures in line with Security Council resolution 2254 (2015) were tabled, and consultations on the matter continued with national, regional and international stakeholders

Planned result for 2025

Promoting a constructive, coherent and comprehensive multilateral approach and continuous progress towards an inclusive, sustainable political solution in line with Security Council resolution 2254 (2015)

Programme performance in 2023 and target for 2025

128. The mission continued efforts to unblock obstacles to convening a ninth session of the small body of the Constitutional Committee, including seeking regional alternatives. In the absence of a consensus on a venue in the region, the Special Envoy appealed to all stakeholders to find a pragmatic way forward. Against this backdrop, the target for 2025 is to have regular meetings of the Committee, to improve its working methods and to produce results and continuous substantive progress. A broader aim is to engage across a comprehensive set of issues of concern to relevant parties and to lay the ground for a realistic and comprehensive multilateral approach inclusive of all actors and all the issues.

Lessons learned and planned change

129. The lesson for the mission was the need to continue to expand its engagement beyond the traditional interlocutors, including international stakeholders, firstly to broaden national ownership over the political process, and secondly to expand the scope of issues that are addressed in the political process. In applying the lesson, the mission will work with a wider range of stakeholders to ensure a comprehensive and holistic approach towards the implementation of Security Council resolution 2254 (2015).
130. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 25).

Table 25
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Constitutional Committee made progress in its discussions, based on its terms of reference, in tandem with progress on the broader political process in accordance with Council resolution 2254 (2015)	Constitutional Committee discussed draft constitutional texts. The Office shared ideas with the Committee's Co-Chairs on ways to expedite the work for continued progress. Opportunities to advance a step-for-step confidence-building process in line with Security Council resolution 2254 (2015) were explored with national, regional and international stakeholders	No consensus was found on a venue for resuming the Constitutional Committee or on ways to address substantive challenges facing the Committee. Proposals to advance step-for-step confidence-building measures in line with Security Council resolution 2254 (2015) were tabled and consultations on the matter continued with national, regional and international stakeholders	Constitutional Committee resumes and produces results and continued progress in tandem with further progress on the broader political process in accordance with Security Council resolution 2254 (2015)	Constitutional Committee meets regularly and produces results and continued progress in tandem with the implementation of step-for-step confidence-building measures and constructive engagement by all stakeholders across a comprehensive set of issues of concern to relevant parties in accordance with Security Council resolution 2254 (2015)

Deliverables

131. Table 26 lists all deliverables of the mission.

Table 26

Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	144	30	140	142
1. Meetings of the Security Council	12	12	12	12
2. Meetings of the Task Force on the Ceasefire of the International Syria Support Group	–	6	4	6
3. Meetings of the Task Force on Humanitarian Access of the International Syria Support Group	20	12	12	12
4. Meetings of the large body of the Constitutional Committee	12	–	12	12
5. Meetings of the small body of the Constitutional Committee	100	–	100	100
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	8	27	8	28
6. Workshops for all Syrian stakeholders on topics relating to the peace talks, such as governance, constitution, elections, security governance/counter-terrorism and confidence-building measures	8	27	8	28
C. Substantive deliverables				
Good offices: provision of good offices to facilitate an inclusive Syrian-led and -owned political solution to the Syrian conflict, in line with Security Council resolution 2254 (2015) , which will meet the legitimate aspirations of the Syrian people to dignity, freedom and justice based on the principles of equality and non-discrimination.				
Consultation, advice and advocacy: consultation, advice and advocacy in support of the political process with Member States and regional and international organizations; consultations and advice in support of the activities of the Independent Institution on Missing Persons in the Syrian Arab Republic, once the latter is established, and as a member of the Working Group on the release of detainees/abductees, the handover of bodies and the identification of missing persons; consultations in support of the political process with representatives of civil society organizations; consultations in support of the political process with women's representatives and women's organizations.				
D. Communication deliverables				
External and media relations: press statements, interviews, video messages and briefings stressing the importance of political dialogue, the end of violence, human rights violations, humanitarian access and the role of women in the peace process.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 27

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025		Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024		Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)		
Military and police personnel costs	–	–	–	–			–
Civilian personnel costs	8 327.1	8 781.7	8 249.6	8 783.7			534.1

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)	(5)=(4)-(3)
Operational costs	6 674.5	4 035.9	5 411.1	5 411.1		–
Total (net of staff assessment)	15 001.6	12 817.6	13 660.7	14 194.8		534.1

Table 28
Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	1	1	1	3	7	13	10	–	8	8 ^a	52	1	33	34	–	–	–	86
Proposed 2025	1	1	1	3	7	13	9	–	8	8 ^a	51	2	33	35	–	–	–	86
Change	–	–	–	–	–	–	(1)	–	–	–	(1)	1	–	1	–	–	–	–

^a Other level, unless otherwise stated.

132. The proposed resource requirements for 2025 for the mission amount to \$14,194,800 (net of staff assessment) and would provide for salaries and common staff costs (\$8,783,700) for 86 posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 1 D-2, 3 D-1, 7 P-5, 13 P-4, 9 P-3, 8 Field Service, 8 General Service (Other level), 2 National Professional Officer and 33 Local level), inclusive of the proposed nationalization of one post, explained in paragraph 133 below, as well as operational costs (\$5,411,100), comprising costs for consultants and consulting services (\$109,000), official travel (\$824,400), facilities and infrastructure (\$2,542,000), ground transportation (\$268,200), air transportation (\$356,000), communications and information technology (\$396,400), medical (\$18,000) and other supplies, services and equipment (\$897,100).
133. For 2025, the conversion of a Political Affairs Officer (P-3) to Associate Political Affairs Officer (National Professional Officer) in the Damascus Office is proposed, with the aim of further strengthening the liaison and outreach with all national stakeholders in the Syrian Arab Republic and developing a deeper understanding of conflict dynamics, which will be better served by a National Professional Officer.
134. A vacancy rate of 32.7 per cent has been applied to estimates for international posts based on the actual vacancy rate in March 2024. A vacancy rate of 50 per cent has been applied to the post proposed for conversion. A vacancy rate of 4.0 per cent has been applied to Local level posts on the basis of the actual average vacancy rate in 2023.
135. The increase in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable mainly to increased requirements for civilian personnel costs, due to higher salary and common staff costs on the basis of recent expenditure.

Extrabudgetary resources

136. In 2024, extrabudgetary resources of \$279,000 are projected to fund a Senior Human Rights Officer (P-5) and support the mission in its role of facilitating the Constitutional Committee through the provision of substantive, logistical, security and support arrangements, including liaison with interlocutors of the Government of the Syrian Arab Republic and the opposition, civil society, including women's groups, and regional and international stakeholders, as well as other activities.
137. For 2025, extrabudgetary resources of \$279,000 are projected to fund a Senior Human Rights Officer (P-5) and continue to support the mission in its role of facilitating the Constitutional Committee.

7. Office of the Special Envoy of the Secretary-General for the Horn of Africa

(\$2,154,300)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

138. The mandate of the mission derives from an exchange of letters between the Secretary-General and the President of the Security Council ([S/2018/955](#) and [S/2018/979](#)), when the remit of the mandate of the former Special Envoy of the Secretary-General for the Sudan and South Sudan was expanded to cover the entire Horn of Africa region, following previous exchanges of letters (including [S/2016/258](#) and [S/2016/259](#)). In line with the letters of 2018, the mission also continues to carry out the functions previously performed by the Special Envoy for the Sudan and South Sudan relating to the maintenance of good and peaceful neighbourly relations between the Sudan and South Sudan, established pursuant to the exchange of letters between the Secretary-General and the President of the Security Council in 2011 ([S/2011/474](#) and [S/2011/475](#)). The mandate includes cooperation with the African Union High-level Implementation Panel in efforts to implement Security Council resolution [2046 \(2012\)](#), in which the Council called upon the Sudan and South Sudan to reach an agreement on critical issues, including: (a) the full and urgent advancement of all outstanding issues from the Comprehensive Peace Agreement; and (b) the easing of tensions and the facilitation of the resumption of negotiations on post-secession relations and the normalization of their relations.
139. The mission works closely with and supports member States of the Intergovernmental Authority on Development (IGAD), in line with the Joint Framework for Cooperation between the United Nations and IGAD signed in Djibouti on 17 November 2015, and other regional organizations in promoting peace and security across the Horn of Africa. The region faces major challenges, including long-standing civil conflicts and unrest, poverty and vulnerability to climate change. The region also possesses significant opportunities, however, including rapid economic growth in several countries, a young and dynamic population and new momentum for regional cooperation. Realizing the region's enormous potential requires a collective approach, tackling shared challenges in a coordinated manner. The task of the mission is to support the region at this critical juncture and ensure that it benefits from the full range of the expertise and capacities of the United Nations.

Programme of work

Objective

140. The objective, to which this mission contributes, is to establish and maintain good and peaceful neighbourly relations between the countries of the Horn of Africa region, encompassing Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, the Sudan and Uganda, with a view to consolidating and sustaining gains in peace and security and enhancing regional conflict prevention.

Strategy and external factors for 2025

141. To contribute to the objective, the mission will:
- (a) Promote regional peace and security, socioeconomic development and integration, inclusive and responsive governance, and awareness of linkages between climate and peace and security. This will be done by providing political leadership for the United Nations engagement in these

areas and ensure joined-up action and system-wide ownership of outcomes through the regional prevention and integration strategy for the Horn of Africa;

- (b) Support IGAD in strengthening the link between early warning and early response, increasing its capacity to respond to and resolve conflicts, including through mediation and improving information-sharing and knowledge management by learning from good practices in the region and beyond. This will be done by deploying the Secretary-General's good offices and leveraging the collective influence of IGAD member States to support dialogue and joint initiatives among the countries;
 - (c) Work closely with and support the African Union and other relevant regional organizations in addressing recent and emerging security threats. This will be done through information-sharing, the convening of regular meetings with relevant partners and other special envoys in the Horn of Africa region and the development of appropriate messages and approaches for supporting regional peace and security. This will also include working with the African Union, IGAD and other partners in supporting efforts to address issues related to the Sudan conflict and in supporting the Ethiopian peace process, in particular, the implementation of the Cessation of Hostilities Agreement.
142. The above-mentioned work is expected to result in:
- (a) Strengthened subregional capacities, improved relations and enhanced mutual trust and confidence between countries of the region to address the root causes of conflicts;
 - (b) Strengthened synergies between partners in the region and the alignment of interventions and responses with the respective strategic frameworks of the United Nations, IGAD and the African Union;
 - (c) Reviewing and operationalizing the implementation plan of the regional prevention and integration strategy.
143. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Opportunities exist to address long-standing sources of tension, particularly through shuttle diplomacy;
 - (b) IGAD and the African Union continue to be fully engaged in the maintenance of peace and security in the region, paying particular attention to Ethiopia, Somalia, the Sudan and South Sudan;
 - (c) States in the region continue to engage constructively with the Special Envoy and continue to work with the United Nations in the area of capacity-building, in particular in the area of mediation and conflict prevention and resolution;
 - (d) South Sudanese parties, with support from the region, progressively show commitment to the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan and are prepared to consolidate gains;
 - (e) The relationship between the Sudan and South Sudan remains constructive despite the war in the Sudan, enabling direct negotiations between the two countries on outstanding bilateral issues, including the situation of Abyei and its final status.
144. With regard to cooperation with other entities, the mission works closely with IGAD and its member States, as well as other organizations such as the African Union and the European Union, to address the regional dimensions of crises and conflicts in the Horn of Africa, focusing on their cross-border and regional implications. The mission cooperates with the African Union High-level Implementation Panel to support the bilateral negotiations between the Sudan and South Sudan to resolve outstanding issues, including finding a settlement to the issue of the final status of Abyei. The mission works closely with the African Union, IGAD, the troika and other Member States supporting political cooperation and regional integration. The mission works with other United Nations entities to provide technical and advisory support to the IGAD secretariat.

145. With regard to inter-agency coordination and liaison, the mission engages with special representatives of the Secretary-General, resident coordinators and peace and development advisers in the countries of the region, and with United Nations agencies, funds and programmes that are active in the areas identified as collective priorities by the United Nations system.
146. The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate, in its good offices and planned missions, including seminars and workshops, through the inclusion of gender-sensitive and focused activities. Much of the Horn of Africa region's potential hinges on the meaningful involvement of women and youth in its efforts to promote stability and prosperity. The mission works with relevant stakeholders to promote inclusive messaging to enhance the participation of women in all political and peace processes, and actively engages in regional and global meetings to lobby for the acceleration of the implementation of the women and peace and security agenda.

Programme performance in 2023

Enhanced collective action in implementing the prevention agenda in the Horn of Africa and deepened partnership in the region through collaboration with the Intergovernmental Authority on Development

147. In 2023, to enhance regional prevention, the mission led the review of the comprehensive regional prevention strategy, leading to a new prevention and integration strategy informed by the priorities of IGAD and reflecting current challenges. The mission continued to coordinate the implementation of the strategy with joint activities, including the publication of three joint regional analysis reports, the establishment of a climate, peace and security hub and the finalization of a policy on countering hate speech. The Special Envoy carried out good offices, including continuing to focus on the peace process in Ethiopia, engaging with stakeholders on the crisis in the Sudan and engaging with relevant officials on relations between the Sudan and South Sudan, including on the issue of Abyei.
148. Progress towards the objective is presented in the performance measure below (see table 29).

Table 29

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
IGAD capacity to address cross-border and cross-cutting issues was strengthened, creating the conditions for joint action taken by IGAD member States on the prevention of conflict and on regional initiatives to reduce vulnerability and address the root causes of crises	IGAD-United Nations partnership strengthened and IGAD capacity to address issues related to climate, peace and security and women and peace and security enhanced through the development of the regional action plan for women and peace and security and a regional climate security coordination mechanism	Revision of regional prevention and integration strategy completed and endorsed, leading to more focused priorities for engagement of the United Nations system in the Horn of Africa, informed by IGAD priorities, and increased collaboration and cooperation among United Nations entities

Planned result for 2025

Enhanced collective action in implementing the prevention agenda in the Horn of Africa

Programme performance in 2023 and target for 2025

149. In 2023, the mission's work contributed to deepened collaboration in addressing peace and security issues between IGAD, the African Union and the United Nations, including through the revision of the regional prevention and integration strategy, which met the planned target.

150. In 2025, the mission will continue to carry out the good offices, including supporting ongoing peace processes and political transitions within the Horn of Africa region, by working with the African Union, IGAD and respective member States, as well as other regional actors. This will result in improved regional approaches to the prevention of crises and conflict by enhancing support to and strengthening the capacity of IGAD to address emerging security threats. The mission will continue to coordinate the implementation of the revised regional prevention and integration strategy.

Lessons learned and planned change

151. The lesson for the mission was the need to review and adjust the action plans to include emerging threats as well as to enhance implementation. In applying the lesson, the mission will continue to engage IGAD, the African Union and United Nations agencies, funds and programmes to ensure that the priorities are still relevant in the current context and that the comprehensive regional prevention and integration strategy reflects an all-of-United Nations approach.
152. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 30).

Table 30
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Regional capacity to address and prevent conflict and crisis in the region enhanced	Implementation of the action plan through partnerships and collaboration with other United Nations entities, as well as IGAD and the African Union	Revision and implementation of the prevention and integration strategy through partnerships and collaboration with other United Nations entities, as well as IGAD and the African Union	Implementation of the prevention strategy through partnerships and strengthened collaboration with other United Nations entities, as well as IGAD and the African Union, within the revised framework	Coordination of the prevention strategy, focusing on outcomes and impact on the ground, through closer collaboration with United Nations entities, IGAD and other relevant stakeholders

Deliverables

153. Table 31 lists all deliverables of the mission.

Table 31
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
Meetings of the Security Council	2	2	2	2
C. Substantive deliverables				

Good offices: provision of good offices through engagement on issues related to peace consolidation and conflict prevention, including the implementation of bilateral agreements and negotiations on outstanding bilateral issues; engagements with the authorities in the Sudan and South Sudan on their bilateral relations, as well as other leaders, officials and stakeholders in the region regarding regional peace and security issues.

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Consultation, advice and advocacy: consultations and advice on consolidating recent gains in peace and security in the Horn of Africa region; advice on enhancing subregional capacities to address cross-border and cross-cutting issues.				
D. Communication deliverables				
External and media relations: social media outreach and briefings to raise awareness of key developments and promote support for addressing challenges to peace and security in the region.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 32

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)		(5)=(4)-(3)
Military and police personnel costs	–	–	–	–		–
Civilian personnel costs	1 583.7	1 639.4	1 444.7	1 960.9		516.2
Operational costs	170.8	166.2	193.4	193.4		–
Total (net of staff assessment)	1 754.5	1 805.6	1 638.1	2 154.3		516.2

Table 33

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	1	–	–	1	–	2	1	–	–	–	5	2	2	4	–	–	–	9
Proposed 2025	1	–	–	1	–	3	1	–	–	–	6	2	2	4	–	–	–	10
Change	–	–	–	–	–	1	–	–	–	–	1	–	–	–	–	–	–	1

154. The proposed resource requirements for 2025 for the mission amount to \$2,154,300 (net of staff assessment) and would provide for salaries and common staff costs (\$1,960,900) for the continuation of nine posts (1 Under-Secretary-General, 1 D-1, 2 P-4, 1 P-3, 2 National Professional Officer and 2 Local level) and one new post (P-4) proposed for establishment; as well as operational costs (\$193,400), comprising costs for official travel (\$92,400), facilities and infrastructure (\$32,000), ground transportation (\$9,700), communications and information technology (\$40,100), medical (\$3,800) and other supplies, services and equipment (\$15,400).
155. For 2025, a post of Climate, Peace and Security Adviser (P-4) is proposed for establishment. Climate, peace and security-related issues constitute one of the pillars of the comprehensive regional prevention and integration strategy for the Horn of Africa for the period 2024–2029. As a result, and in collaboration with the United Nations Environment Programme and the Department of Political and Peacebuilding Affairs, the mission has established the first regional United Nations climate, peace and security hub for the Horn of Africa. To maximize the opportunities that the hub presents,

the establishment of the Climate, Peace and Security Adviser (P-4) is proposed for 2025, as a dedicated resource and capacity responsible for the implementation of relevant tasks.

156. A vacancy rate of zero per cent has been applied to estimates for continuing international posts based on the actual vacancy rate in March 2024. A vacancy rate of 50 per cent has been applied to the P-4 post proposed for establishment. For National Professional Officer and Local level posts, a vacancy rate of zero per cent has been applied based on the actual vacancy rate in March 2024.
157. The increase in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable mainly to the application of a zero per cent vacancy rate for international staff compared with the budgeted vacancy rate of 20.0 per cent in 2024, as well as the increased cost for the one post proposed for establishment.

Extrabudgetary resources

158. In 2024, extrabudgetary resources amounting to approximately \$1,284,200 are being utilized to provide for five posts (1 P-5, 1 P-4, 1 P-3, 1 P-2 and 1 Local level), and for operational costs.
159. In 2025, extrabudgetary resources in the estimated amount of \$1,284,200 will continue to provide for the continuation of five posts (1 P-5, 1 P-4, 1 P-3, 1 P-2 and 1 Local level) and one United Nations Volunteer, as well as for operational costs.

8. Office of the Special Envoy of the Secretary-General for the Great Lakes Region

(\$4,953,800)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

160. The mandate of the mission derives from Security Council resolution [2098 \(2013\)](#) and various subsequent Council resolutions, the latest being resolution [2717 \(2023\)](#). Established in 2013, the mission is responsible for supporting the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, which was signed on 24 February 2013 by Angola, Burundi, the Central African Republic, the Congo, the Democratic Republic of the Congo, Rwanda, South Africa, South Sudan, Uganda, the United Republic of Tanzania and Zambia, as well as representatives of the United Nations, the African Union, the International Conference on the Great Lakes Region and the Southern African Development Community, acting as guarantor institutions. On 31 January 2014, Kenya and the Sudan also signed the Framework. The Framework outlines national, regional and international commitments required to end the recurring cycles of violence in eastern Democratic Republic of the Congo and address the root causes of conflict in the region.
161. In relevant press statements issued in 2022 and 2023, the Council emphasized the importance of commitments undertaken by the region under the Peace, Security and Cooperation Framework, reiterated its support for the regional efforts under way with regard to the East African Community-led Nairobi process and the African Union-mandated Luanda process, and encouraged the Special Envoy to pursue engagements with regional leaders in support of those peace initiatives.
162. The United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region, developed by the mission following extensive consultations and published on 4 December 2020, is designed to provide the political and operational framework for United Nations action to support the implementation of the commitments under the Peace, Security and Cooperation Framework. It is structured around three pillars: peace, security and justice; sustainable development and shared prosperity; and resilience to long-standing and emerging challenges. The action plan to implement the Strategy, covering the period from 2024 onwards (as a follow-up to the action plan for the period 2021–2023), is under development.
163. In 2025, the mission will continue supporting the implementation of the Strategy and its action plan as well as the region's efforts to implement the revitalized Peace, Security and Cooperation Framework, including on security, economic and judicial cooperation and the rule of law. The mission will continue its efforts to support the women and peace and security agenda, as well as promote the economic empowerment and inclusion and political participation of youth in matters of regional relevance.
164. The gradual, responsible and sustainable withdrawal of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), initiated in line with Security Council resolution [2717 \(2023\)](#), is expected to have an impact on the implementation of the mandate of the mission, particularly with a view to the mission's initiatives that rely on the implementation capacities of MONUSCO. The mission will therefore step up its strategic engagements with regional and international partners to sustain the momentum on regional confidence-building efforts.

Programme of work

Objective and external factors for 2025

165. The objective, to which this mission contributes, is to advance the effective implementation of the Peace, Security and Cooperation Framework by supporting and facilitating political, security and economic engagements among and between the signatory countries, while ensuring coherent and coordinated support from regional and international organizations and other partners, in line with the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region and its action plan.
166. To contribute to the objective, the mission will:
- (a) Provide the Secretary-General's good offices, including discreet and shuttle diplomacy, support regional dialogue and peace efforts, collaborate closely with the guarantor institutions of the Peace, Security and Cooperation Framework and other subregional organizations involved in the ongoing diplomatic and military efforts, and reinforce coordination with international partners, including the International Contact Group for the Great Lakes Region and international financial institutions;
 - (b) Support signatory countries in efforts to implement the recommendations emanating from the revitalization process of the Peace, Security and Cooperation Framework;
 - (c) Support the implementation of a regional non-military approach against armed groups; facilitate confidence-building consultations between the chiefs of military and civilian intelligence and security services from concerned countries; help strengthen existing security cooperation mechanisms, taking into account the decisions taken under the Nairobi and Luanda peace processes and related follow-up efforts by countries in the region, as applicable; and promote the repatriation and reintegration of former combatants, in line with international standards;
 - (d) Advocate for and support the effective participation of civil society organizations, women and youth in political and peace processes;
 - (e) Promote regional economic integration through cross-border investments and responsible trade projects, including by furthering the implementation of the recommendations and decisions of the high-level workshop on natural resources held in 2021 in Khartoum;
 - (f) Promote the rule of law and regional judicial cooperation, as well as the protection of human rights, including by supporting targeted initiatives towards supporting Member States in implementing the 2019 Nairobi Declaration on Justice and Good Governance and the 2022 Kinshasa Declaration on Enhancing Judicial Cooperation in the Great Lakes Region.
167. The above-mentioned work is expected to result in:
- (a) Effective implementation of the recommendations emanating from the revitalization process of the Peace, Security and Cooperation Framework as endorsed by the Heads of State of signatory countries;
 - (b) Progress in resolving the current security crisis, including concrete steps taken by concerned stakeholders to address issues of contention, as outlined in the decisions of the Luanda and Nairobi peace processes;
 - (c) Restoration of trust and improved relations between countries of the region;
 - (d) Enhanced cooperation among concerned countries to neutralize armed groups and increased support for regional disarmament, demobilization, repatriation, resettlement and reintegration initiatives through the activities of the Contact and Coordination Group on non-military measures and its operational cell;
 - (e) Joint initiatives on comprehensive regional non-military measures against armed groups, including the role of civil society organizations, women and youth in peacebuilding processes;
 - (f) Increased number of civil society organizations, women and youth participating in and contributing to regional peace and political processes;

- (g) Strengthened regional judicial cooperation through the Great Lakes Judicial Cooperation Network, as evidenced by an increase in the number of mutual legal assistance and extradition requests;
 - (h) Increased bilateral and multilateral economic cooperation and support for concrete initiatives to curb the illicit exploitation of and trade in natural resources, with a focus on artisanal gold;
 - (i) Increased mobilization and harmonization of support from the Peace, Security and Cooperation Framework guarantor institutions, international partners and other stakeholders.
168. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The signatory countries of the revitalized Peace, Security and Cooperation Framework will demonstrate increased political will to implement national and regional commitments, including commitments made as part of the revitalization process of the Framework and in ongoing regional processes, to better address the root causes of instability in the eastern Democratic Republic of the Congo and tensions among neighbouring countries, as well as to strengthen regional cooperation;
 - (b) Continued security challenges in the eastern Democratic Republic of the Congo will remain linked to the activities of local and foreign armed groups;
 - (c) Regional political processes, supported by the United Nations in collaboration with relevant regional organizations, will contribute to promoting dialogue among all stakeholders on a political settlement in the eastern Democratic Republic of the Congo;
 - (d) In line with the joint disengagement plan of MONUSCO, which was launched in December 2023, the gradual, responsible and sustainable withdrawal of the Mission will have progressed, resulting in a gradual handover of core mandated tasks to the Government of the Democratic Republic of the Congo and a reconfigured United Nations country presence, which will have implications for the delivery of the mandate of the mission;
 - (e) There will be continued support for and focus on the Great Lakes region by Member States and international partners, including coordinated action and support for signatory countries.
169. With regard to cooperation with other entities, the mission cooperates with and supports signatory countries of the Peace, Security and Cooperation Framework and regional organizations on the revitalization of the Framework and on priority political, security and socioeconomic initiatives aimed at ensuring the implementation of national and regional commitments under the Framework and promoting peace in the region. This will include enhanced coordination with the International Conference on the Great Lakes Region to support the complementarity of approaches under the Framework and the Pact on Security, Stability and Development in the Great Lakes Region. To further align approaches and strengthen partnerships as outlined in the United Nations Strategy for the Great Lakes Region, the Special Envoy participates in the International Contact Group and engages in regular exchanges with other special envoys for the Great Lakes region. In support of the Framework's economic focus, the Special Envoy cooperates with financial institutions, including the World Bank Group, the African Development Bank and other relevant partners. The mission will advance efforts to create a group of friends among Member States to enhance political momentum towards the establishment of a dedicated Great Lakes donor group in support of the implementation of the Strategy.
170. With regard to inter-agency coordination and liaison, the mission works closely with MONUSCO, including in the context of the joint disengagement plan agreed on by MONUSCO and the Government of the Democratic Republic of the Congo, in support of efforts by the Government to achieve its national commitments under the Peace, Security and Cooperation Framework. The senior policy group, which is chaired by the Special Envoy, along with its implementation support mechanism, both established to facilitate the implementation of the United Nations Strategy for the Great Lakes Region, will continue to ensure alignment among United Nations entities in the region, including, among others, the United Nations Regional Office for Central Africa, MONUSCO and the United Nations Office to the African Union, in addition to regional coordinators and representatives of the Office for the Coordination of Humanitarian Affairs, OHCHR, UNHCR, the Economic Commission for Africa and other United Nations agencies, funds and programmes.

171. The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In addition to high-level advocacy meetings and missions by women leaders throughout the region, the mission supports the Advisory Board for Women, Peace and Security in the Great Lakes Region in its efforts to advocate for women's participation and representation in peacebuilding, political and electoral processes, to strengthen the monitoring and evaluation capacities of the mechanisms on sexual and gender-based violence of the International Conference on the Great Lakes Region and to support cross-border communities in the prevention and resolution of conflict and election-related violence.

Programme performance in 2023

Ten-year assessment of the impact of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, and recommendations for revitalization efforts

172. In 2023, following the request by the Regional Oversight Mechanism of the Peace, Security and Cooperation Framework, the mission commissioned an in-depth evaluation in consultation with all concerned stakeholders to take stock of the progress achieved, identifying the remaining key challenges, and to develop recommendations to strengthen the Framework's effectiveness. The mission, in cooperation with the African Union, convened representatives from guarantor institutions, the Technical Support Committee, MONUSCO, regional civil society organizations and regional experts in Durban, South Africa, on 31 October and 1 November 2023. The assessment report, together with the recommendations from the meeting, provided the basis for discussions around the development of a road map for the revitalization of the Peace, Security and Cooperation Framework, to be presented at the next high-level meeting of the Regional Oversight Mechanism in 2024 for endorsement by Heads of State of the region.
173. Progress towards the objective is presented in the performance measure below (see table 34).

Table 34
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
<p>Following the endorsement of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region by the Secretary-General in 2020, the senior policy group for the Strategy adopted its action plan in July 2021</p> <p>The mission supported the organization of the high-level regional workshop on natural resources in the Great Lakes region, which resulted in 31 recommendations geared towards disrupting the link between the smuggling of high-value minerals and the financing of armed groups</p>	<p>Political engagement of the Special Envoy on the need for a renewed consensus among signatory countries on the pertinence of the Framework and ways to address the political and security crisis in the region</p> <p>Joint high-level advocacy efforts led by the mission and the International Conference on the Great Lakes Region towards partners in Europe and the United Arab Emirates to support the accelerated implementation of the recommendations of the Khartoum workshop on natural resources</p> <p>Advocacy efforts for national and regional ownership of the Regional Initiative against the Illegal Exploitation of Natural Resources</p>	<p>An independent assessment on the Framework's impact was conducted on the basis of in-depth consultations with regional and international stakeholders and presented to the signatory countries and guarantor institutions</p> <p>Recommendations for the revitalization of the Framework were developed</p> <p>Support was provided for the organization in September 2023 in Kinshasa of the regional forum on artisanal and small-scale gold mining in the region, which recommended the swift implementation of the regional artisanal and small-scale gold mining strategy and the roll-out of a chain of custody tracking system in all member States of the International Conference on the Great Lakes Region</p>

Planned result for 2025

A revitalized Peace, Security and Cooperation Framework contributes to a resolution of the recurrent crises in the Great Lakes region

Programme performance in 2023 and target for 2025

174. In 2023, the mission provided political and technical support to both the Nairobi and Luanda peace processes, spearheaded by the continuous good offices efforts of the Special Envoy throughout the region. This engagement contributed to efforts to ensure greater coordination among the regional processes, led by the African Union. The mission further supported a mission of the operational cell of the Contact and Coordination Group to Burundi, Rwanda and Uganda to assess requirements and needs related to the reception and reintegration of foreign armed group members to be repatriated. The mission also continued to cooperate with the International Conference on the Great Lakes Region in support of the transparent management of natural resources in the region. The mission supported the holding of joint engagements and several workshops aimed at strengthening the capacities of women and youth in the mining sector and ongoing peace efforts.

Lessons learned and planned change

175. A lesson for the mission was the need for sustained political will by signatory countries and guarantor institutions to fully implement the Peace, Security and Framework. In applying the lesson, the mission will strengthen its interactions with stakeholders from the region at all levels, including civil society, women and youth, to further bolster the Special Envoy's engagement at the political level.
176. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 35).

Table 35
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Enhanced consultations, coordination and joint action among the guarantor institutions in support of the Peace, Security and Cooperation Framework	Enhanced consultations, coordination and joint action among the guarantor institutions in support of the Peace, Security and Cooperation Framework Initiatives taken by regional and subregional organizations and signatory countries of the Peace, Security and Cooperation Framework to support peaceful, inclusive and credible political and electoral processes	Initiatives under the second and third phases of the action plan of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region were implemented, including flagship initiative 2, providing an assessment of the impact and future path of the Peace, Security and Cooperation Framework	Implementation of the road map for the revitalization of the Peace, Security and Cooperation Framework is launched Initiatives under the second and third phases of the action plan of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region are implemented	Implementation of the road map for the revitalization of the Peace, Security and Cooperation Framework A revitalized Peace, Security and Cooperation Framework effectively supports well-coordinated regional political and diplomatic engagement towards a durable political settlement of tensions and instability in the Great Lakes region

Deliverables

177. Table 36 lists all deliverables of the mission.

Table 36

Deliverables for the period 2023–2025 by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports of the Secretary-General to the Security Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	5	3	5	5
2. Meetings of the Security Council, the Security Council Committee established pursuant to resolution 1533 (2004) concerning the Democratic Republic of the Congo and the Peacebuilding Commission	5	3	5	5
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	2	3	3
3. Projects on economic cooperation, land and conflict	2	1	2	2
4. Projects to promote cross-border trade and investment	1	1	1	1
Seminars, workshops and training events (number of days)	9	11	8	11
5. Workshop on exchange of lessons learned from elections and political processes	1	4	1	4
6. Workshop on economic cooperation, natural resources and conflict	3	2	2	2
7. Workshops on resolving existing challenges in the implementation of the Peace, Security and Cooperation Framework	2	3	2	2
8. Workshop on youth employment and engagement on peace and security	1	1	1	1
9. Advisory Board for Women, Peace and Security in the Great Lakes Region annual meetings to support national/regional-level initiatives to empower women and achieve 30 per cent women's representation	2	1	2	2
Fact-finding, monitoring and investigation missions (number of missions)	6	2	8	8
10. Missions of the operational cell of the Contact and Coordination Group on non-military measures	6	2	8	8
C. Substantive deliverables				
Good offices: provision of good offices through engagement, including shuttle and discreet diplomacy, as well as through the facilitation of direct exchanges with regional leaders and senior representatives of signatory countries and co-guarantors of the Framework; support to regional peace efforts, notably the Nairobi and Luanda processes; provision of good offices to the efforts of the Contact and Coordination Group on non-military measures for the repatriation of foreign armed groups operating in the eastern Democratic Republic of the Congo; good offices to enhance coordination and cooperation against the armed groups in the eastern Democratic Republic of the Congo; good offices to sustain international support for the implementation of the United Nations Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes Region and its action plan.				
Consultation, advice and advocacy: consultations on the situation in the region; consultations and advice on regional human rights and humanitarian trends in the Great Lakes region; consultation and advice on delinking armed groups from natural resources revenues; advocacy to facilitate political conversation and agreement on regional integration with natural resources; advocacy to advance gender equality in the region; advocacy to promote a concerted approach on the way forward in the region.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 37

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	4 838.3	3 802.1	4 133.0	4 129.6		(3.4)
Operational costs	899.6	870.8	844.8	824.2		(20.6)
Total (net of staff assessment)	5 737.9	4 672.9	4 977.8	4 953.8		(24.0)

Table 38

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	1	–	1	1	5	7	5	–	1	1 ^a	22	1	7	8	–	–	
Proposed 2025	1	–	1	1	5	7	5	–	1	1 ^a	22	1	7	8	–	–	–	30
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a Other level, unless otherwise stated.

178. The proposed resource requirements for 2025 for the mission amount to \$4,953,800 (net of staff assessment) and would provide for salaries and common staff costs (\$4,129,600) for the continuation of 30 posts (1 Under-Secretary-General, 1 D-2, 1 D-1, 5 P-5, 7 P-4, 5 P-3, 1 Field Service, 1 General Service (Other level), 1 National Professional Officer and 7 Local level), as well as operational costs (\$824,200), comprising costs for consultants and consulting services (\$29,300), official travel (\$296,000), facilities and infrastructure (\$29,400), ground transportation (\$22,700), air operations (\$48,400), communications and information technology (\$135,100), medical (\$19,700) and other supplies, services and equipment (\$243,600).
179. For 2025, the one post of Human Rights Officer (P-4) is proposed for reassignment as a Judicial Affairs Officer (P-4). This reassignment would allow the mission to better support the implementation of the commitments under the Peace, Security and Cooperation Framework related to the fight against impunity and to judicial cooperation through the Great Lakes Judicial Cooperation Network. The proposed reassignment would better align the profile of prospective candidates with the actual work to be performed.
180. A vacancy rate of 19.3 per cent has been applied to estimates for international posts on the basis of the actual average vacancy rate in 2023. A vacancy rate of 50.0 per cent has been applied to the estimates for the National Professional Officer post on the basis of the expected recruitment timeline for the post, and a vacancy rate of zero per cent has been applied to the Local level posts on the basis of the actual vacancy rate in March 2024.
181. The decrease in requirements proposed for 2025 compared with the appropriation for 2024 is attributable mainly to reduced requirements for air operations, due to increased availability of

commercial flights, as well as to reduced requirements under civilian personnel costs, resulting from lower common staff costs for international posts and lower costs for local staff as a result of the application of the latest salary scales.

Extrabudgetary resources

182. In 2024, extrabudgetary resources in the amount of \$2,050,000 are estimated to support the implementation of the Peace, Security and Cooperation Framework through various projects under different thematic areas.
183. In 2025, extrabudgetary resources in the amount of \$1,800,000 are estimated to support the implementation of the Peace, Security and Cooperation Framework through various projects under different thematic areas.
184. The decrease in the estimated extrabudgetary resources to be utilized in 2025 as compared with 2024 is due to lower projected contributions.

9. Office of the Special Envoy of the Secretary-General for Yemen

(\$16,341,000)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

185. The mission is responsible for carrying out the good offices of the Secretary-General to enable the resumption of a peaceful, inclusive, orderly and Yemeni-led political transition process that meets the legitimate demands and aspirations of the Yemeni people, including women and youth, for peaceful change and meaningful political, economic and social reform, as set out in the Initiative of the Gulf Cooperation Council and its implementation mechanism and the outcomes of the comprehensive National Dialogue Conference. The mandate derives from Security Council resolution [2014 \(2011\)](#) and from subsequent Council resolutions, the latest being resolution [2691 \(2023\)](#).
186. To ensure the full and effective implementation of Security Council resolutions [2014 \(2011\)](#) and [2051 \(2012\)](#), together with the political transition agreed in November 2011 under the Initiative of the Gulf Cooperation Council and its implementation mechanism for the political transition process in Yemen, the Secretary-General established the Office of the Special Adviser to the Secretary-General on Yemen, in accordance with an exchange of letters with the President of the Security Council in June 2012, which was then subsumed into the Office of the Special Envoy ([S/2012/469](#) and [S/2012/470](#)).
187. In line with Council resolution [2216 \(2015\)](#), as well as other Council resolutions on Yemen, including resolutions [2014 \(2011\)](#), [2051 \(2012\)](#), [2140 \(2014\)](#), [2201 \(2015\)](#), [2451 \(2018\)](#), [2452 \(2019\)](#) and [2722 \(2024\)](#), and the letter from the Secretary-General addressed to the President of the Security Council ([S/2016/488](#)), the Special Envoy of the Secretary-General for Yemen will continue to mediate between the parties with a view to ending the conflict. The mission will provide facilitation and technical advice on the negotiation and design of interim political, economic and security arrangements, including towards the resumption of an inclusive, intra-Yemeni political process, under United Nations auspices, and enable the resumption of a peaceful, inclusive, orderly and Yemeni-led political transition process.
188. The mission's efforts are geared towards reaching an agreement between the Government of Yemen and the Houthis that would initiate a phased multitrack process, with political, economic and military/security tracks, aimed at resuming the political transition, which began in 2011 and was interrupted by the current conflict. The 2022 United Nations-mediated truce ushered in a step change. For the first time in years, large-scale violence drastically decreased, providing an environment conducive to the holding of constructive discussions, even beyond the formal expiry of the truce. Following the parties' agreement to a set of commitments in December 2023, the Special Envoy is continuing to engage the parties to establish a road map under United Nations auspices that will operationalize these commitments and support their implementation.

Programme of work

Objective

189. The objective, to which this mission contributes, is to achieve a negotiated political settlement between the parties to end the conflict in Yemen and enable the resumption of a peaceful, inclusive, orderly and Yemeni-led political transition that will lead Yemenis towards a path of sustainable peace.

Strategy and external factors for 2025

190. To contribute to the objective, the mission will:
- (a) Utilize negotiations, consultations and shuttle diplomacy to achieve an agreement between the parties to end the conflict in Yemen and resume the political transition;
 - (b) Support the Yemen peace process by providing political, technical and logistical support, including in supporting the parties to identify long-term measures and immediate priorities related to political, security and economic issues to resume the political process, implement the Stockholm Agreement and de-escalate the conflict at the local, national and regional levels;
 - (c) Work on a consultative process, which will include, among others, women, civil society and youth, including assessing the sentiments, views and recommendations of Yemenis and integrating gender-responsiveness and youth engagement in its multitrack diplomacy and peace negotiations on the peace agreement and post-transition process;
 - (d) Foster continued regional and international support for resolving the conflict in Yemen, notably through awareness-building and frequent dialogue and information exchange;
 - (e) Continue to adapt its posture and positioning to respond to the changing and evolving political context and operational environment in order to strengthen mandate implementation, with a focus on the mission's balanced representation and capacity in the territories controlled by each side.
191. The above-mentioned work is expected to result in:
- (a) A peace agreement between the parties that includes political, economic and military/security measures that will improve the living conditions in Yemen and usher in a sustainable, peaceful and inclusive transitional period;
 - (b) Enhanced engagement of diverse political and social Yemeni stakeholders, including women and youth, to inform the track 1 United Nations-facilitated political process;
 - (c) Increased confidence of the parties and engagement in the United Nations-facilitated peace process towards a resumption of political negotiations;
 - (d) Increased confidence of the parties towards a resumption of political talks, including through focusing on political, security and economic elements;
 - (e) Refined security governance options at both the national and local level;
 - (f) Effective and transparent implementation of negotiated transitional security arrangements;
 - (g) Development of an inclusive transitional agenda that will be informed by women's and gender perspectives and will include implementation mechanisms and bodies;
 - (h) Continued implementation of the Stockholm Agreement, including the uninterrupted flow of commercial imports, including fuel, into the Hudaydah ports, and further prisoner exchanges;
 - (i) Women's and gender perspectives informing all substantive areas, agreements, arrangements and implementation mechanisms, when relevant.
192. With regard to cooperation with other entities, the mission engages closely with international and regional organizations, including the League of Arab States, the Gulf Cooperation Council, the European Union and other international partners. Furthermore, the mission pursues joint efforts with international financial institutions to facilitate joint response strategies for post-agreement planning, including recovery and peacebuilding activities.
193. With regard to inter-agency coordination and liaison, the mission cooperates with the Resident/Humanitarian Coordinator and the United Nations country team in Yemen. The mission consults and coordinates closely with the Department of Political and Peacebuilding Affairs and special political missions in the region, as appropriate. In line with Security Council resolution [2452 \(2019\)](#), the mission closely coordinates with the United Nations Mission to Support the Hudaydah Agreement

- (UNMHA), which reports to the Secretary-General through the Special Envoy and the Under-Secretary-General for Political and Peacebuilding Affairs, and shares an integrated support structure with UNMHA.
194. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Despite a more complex mediation environment due to the dynamics in the region, the parties to the conflict will continue to engage in discussions on the way forward with the Special Envoy, with the aim of reaching a comprehensive negotiated political settlement;
 - (b) The mission will have greater access to key Yemeni stakeholders, albeit with some restrictions imposed by the parties and the security situation on the ground;
 - (c) The mission will strengthen its presence inside Yemen, including through consultations with women and youth, and will expand its outreach to Yemeni constituencies inside and outside the country through digital tools and specific outreach missions and visits.
195. The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The mission engages with initiatives at the national and local levels that promote women's political participation and representation, their full citizenship rights and the incorporation of women's human rights, security needs and concerns in the planning and preparation for the transition and early recovery, conflict resolution and peacebuilding processes. The Mission also addresses the shrinking civic space and the climate emergency to ensure inclusion and environmental issues in political, economic and security consultations.

Programme performance in 2023

Continuation of decreased hostilities in the absence of a formal truce

196. The United Nations-mediated truce ushered in a period of decreased hostilities that continued despite the formal expiration of the truce in October 2022 and was in place for most of 2023. The relative calm allowed for the continuation of arrangements effective under the truce, including the continued flow of fuel into Hudaydah port and commercial flights between Sana'a, Yemen, and Amman. The mission utilized this favourable environment to intensify discussions with the parties, as well as regional and international stakeholders, on the way forward. In December 2023, these efforts culminated in the parties' agreement to a set of commitments that aimed to improve living conditions in Yemen, establish a nationwide ceasefire and resume the political process. The mission continued to work towards a road map under United Nations auspices to operationalize and implement the commitments. The mission engaged with the Government of Yemen and military coordination committees, having held three meetings of the Military Coordination Committee in 2023, to introduce the ceasefire concept, foster dialogue with the Government of Yemen and plan the implementation of a ceasefire, including technical discussions on the ceasefire mechanism.
197. Progress towards the objective is presented in the performance measure below (see table 39).

Table 39

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	The United Nations-mediated truce lasted from 2 April to 2 October 2022, and represented the longest period of calm in the eight-year conflict. The truce contributed to a significant reduction of violence and civilian casualties. It started	Despite the formal expiry of the 2022 truce, hostilities remained limited. Throughout 2023, flights between Sana'a and Amman continued, and the continued opening of Sana'a airport facilitated the mobility of Yemenis, including for

2021 (actual)	2022 (actual)	2023 (actual)
	providing relief to Yemenis as a result of regular commercial flights between Amman and Sana'a and an increase in fuel imports through Hudaydah port	humanitarian and medical reasons. Fuel shipments and deliveries of non-food/non-medicine cargo and construction materials into the ports of Hudaydah also continued after the expiry of the truce

Planned results for 2025

Result 1: mobilize the international community in support of implementing a Yemeni-led, inclusive peace process

Programme performance in 2023 and target for 2025

198. In 2023, the mission continued its emphasis on updating the international community on its ongoing efforts on the ground and in interactions with Yemeni interlocutors in the region aimed at encouraging exchanges with Member States on ways to support a Yemeni-led political process that focuses on inclusivity, with a wide range of Yemeni partners. The mission continued to work with a variety of track 2 (economic track) organizations to broaden its outreach and develop options on different political, economic and military/security issues of relevance to the peace process.
199. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 40).

Table 40
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Implementation of joint outcome documents, including specific mechanisms that involve diverse Yemeni perspectives	Expansion of the mission's political engagement and consultations to better include diverse Yemeni perspectives and enhance impetus towards a Yemeni-owned and sustainable peace	Mobilization of the international community to identify ways to engage with Yemenis and move towards a sustainable peace process	Increased focus of the international community in seeking the views of diverse groups of Yemenis across various geographical locations in Yemen and within the diaspora	Continued engagement of the international community to ensure consistent support and accompaniment of the Yemeni peace process. Regular consultations with a diverse range of Yemeni stakeholders to ensure the inclusion of their priorities in the peace process

Result 2: expanding political engagement and consultations to better include diverse Yemeni perspectives and enhance impetus towards a Yemeni-owned and sustainable peace

Proposed programme plan for 2025

200. The mission will continue efforts to expand political consultations to integrate diverse perspectives with the objective of supporting a Yemeni-led political process leading to a peaceful resolution. The

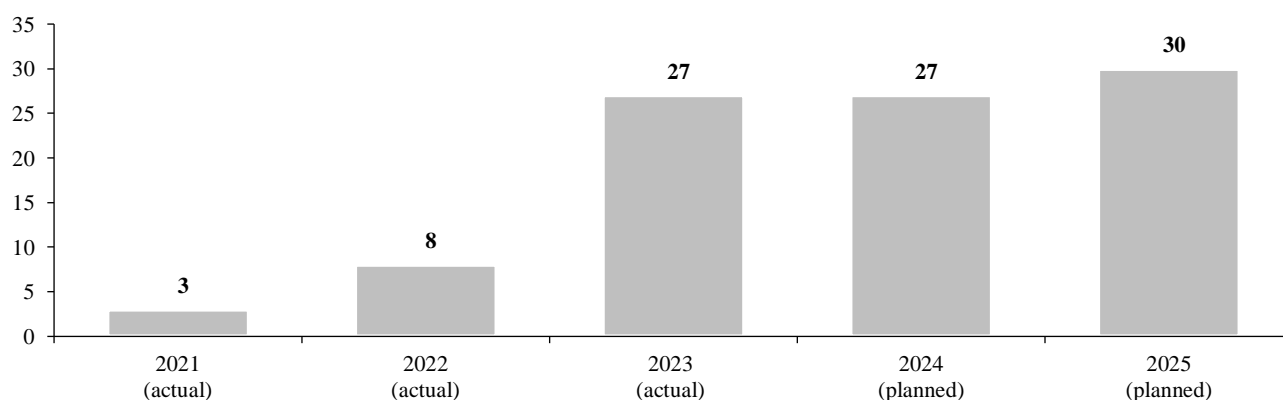
mission's work is expected to contribute to efforts to broaden inclusion in the peace process, including through greater and more diversified outreach to civil society and consultations with Yemeni women and youth and different Yemeni political actors through the mission's offices in Aden, Amman and Sana'a. The mission will continue its engagement with a broad range of Yemeni stakeholders in Yemen and the region, including through field visits.

Lessons learned and planned change

201. The lesson for the mission was the need to leverage its presence in Yemen more effectively to engage with stakeholders in building a more inclusive peace process. In applying the lesson, the mission will seek additional opportunities to engage directly with diverse Yemeni representatives. The mission will also continue to engage with Yemeni and international interlocutors through the use of information technology whenever required.
202. Expected progress towards the objective is presented in the performance measure below (see figure IV).

Figure IV

Performance measure: number of formal consultations with Yemeni interlocutors



Deliverables

203. Table 41 lists all deliverables of the mission.

Table 41

Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
Meetings of the Security Council	12	12	12	12
C. Substantive deliverables				
Good offices: provision of good offices to end the conflict.				
Consultation, advice and advocacy: consultations and advice on political and security proposals aimed at mediating an agreement to end the conflict and enable the completion of the political transition.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 42

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	11 491.2	10 636.0	11 025.7	10 598.8		(426.9)
Operational costs	5 560.1	5 451.0	5 545.1	5 742.2		197.1
Total (net of staff assessment)	17 051.3	16 087.0	16 570.8	16 341.0		(229.8)

Table 43

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	1	–	1	1	6	15	10	–	24	1 ^a	59	14	28	42	–	–	
Proposed 2025	1	–	1	1	6	15	10	–	24	1 ^a	59	13	29	42	–	–	–	101
Change	–	–	–	–	–	–	–	–	–	–	–	(1)	1	–	–	–	–	–

^a Other level, unless otherwise stated.

204. The proposed resource requirements for 2025 for the mission amount to \$16,341,000 (net of staff assessment) and would provide for salaries and common staff costs (\$10,598,800) for 101 continuing posts (1 Under-Secretary-General, 1 D-2, 1 D-1, 6 P-5, 15 P-4, 10 P-3, 24 Field Service, 1 General Service (Other level), 13 National Professional Officer and 29 Local level), including the proposed staff changes below, as well as operational costs (\$5,742,200), comprising costs for official travel (\$407,700), facilities and infrastructure (\$3,084,800), ground transportation (\$399,200), air operations (\$578,700), communications and information technology (\$786,000), medical (\$203,300) and other supplies, services and equipment (\$282,500).
205. In 2025, the following changes are proposed for staffing:
- Abolishment of one Associate Human Resources Officer (National Professional Officer) in Sana'a, considering that the nature of the functions requires the post to be physically located in the Amman office as a duty station to work closely with the rest of the human resources team and hiring managers;
 - Establishment of one Associate Human Resources Officer (National Professional Officer) in Amman, jointly with the abolishment proposed above. The Associate Human Resources Officer will support the Chief of Unit with the full range of workforce planning activities. Since most of the hiring managers are located in the mission headquarters in Amman, this proposal will enable liaison by the Associate Human Resources Officer directly with and in support of hiring managers;
 - Abolishment of one Administrative Officer (National Professional Officer) in Aden, to achieve a more balanced structure in the current mission support team in Aden. The team currently has

three National Professional Officers but does not have any support staff; therefore, the proposal is to replace one National Professional Officer with a support staff post to allow for a more efficient structure;

- (d) Establishment of one Administrative Assistant (Local level). Jointly with the abolishment proposed above, the proposed establishment of one Administrative Assistant (Local level) will provide the necessary administrative, logistical and operational support to the existing team in order to meet the increasing demands but also to enhance operational agility.
206. Vacancy rates of 23.6 per cent, 42.9 per cent and 16.7 per cent have been applied to the estimates for international, National Professional Officer and Local level posts, respectively, based on the actual average vacancy rates in 2023.
207. The decrease in requirements proposed for 2025 compared with the appropriation for 2024 is attributable mainly to reduced requirements for civilian personnel, resulting from the application of higher vacancy rates of 23.6 per cent for international staff and 42.9 per cent for National Professional Officers, respectively, compared with the budgeted rates of 21.3 per cent and 33.4 per cent, respectively, in 2024. The decreased requirements under civilian personnel costs are offset in part by increased requirements for facilities and infrastructure and ground transportation due to a new contract for storage and distribution points for the mission's fuel reserve in Yemen; increased requirements for communications and information technology due to an increase in contract prices for maintenance and support services; and increased requirements for other supplies, services and equipment due to increased requirements for contract services.

Extrabudgetary resources

208. In 2024, extrabudgetary resources in the amount of \$94,000 will be used to support activities and relevant initiatives focused on women's inclusion in the political process, including consultations and capacity-building workshops.
209. In 2025, extrabudgetary resources in the estimated amount of \$94,000 are projected to support the continuation of these projects.

10. Office of the Special Envoy of the Secretary-General on Myanmar

(\$970,200)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

210. The mission is responsible for the provision of the Secretary-General's good offices through discussions involving all relevant stakeholders and assistance to Myanmar. The mandate was defined by the General Assembly in its resolution [72/248](#) and renewed on a yearly basis since, most recently in resolution [78/219](#). In its first resolution on Myanmar, resolution [2669 \(2022\)](#), the Security Council reinforced the urgent need to end the human suffering, provided further guidance on the scope of work of the Special Envoy, and called for, inter alia, close coordination between the Special Envoy of the Secretary-General and the Special Envoy of the ASEAN Chair on Myanmar. The Special Envoy will continue to listen carefully to and engage with all stakeholders and communities on the ground to support durable peace and national reconciliation and build regional and international coherence based on an accurate assessment of the situation.
211. The mission continues to provide the good offices of the Secretary-General in a conflict environment that has expanded since the military takeover on 1 February 2021, and which has compounded pre-existing challenges facing vulnerable communities such as the Rohingya. The mission will focus on supporting a Myanmar-led process reflective of the will of the people to find a political solution to the conflict, advocating for the rights and voices of the Rohingya as integral to an inclusive and stable future for Myanmar and addressing those systemic inequalities affecting all marginalized people. Accountability for those responsible for mass atrocities and human rights violations and abuses, the promotion of human rights more broadly and the meaningful participation of women in all decision-making processes will remain key cross-cutting priorities. This will require the Special Envoy to work in close and trusted partnership with all stakeholders, local communities and civil society, and regional partners, notably the Government of Bangladesh, ASEAN and neighbouring countries, while keeping the broader membership of the United Nations informed of the Special Envoy's activities and their impact.

Programme of work

Objective

212. The objective, to which the mission contributes, is to support a Myanmar-led democratic and peaceful nation-building process and to support the creation of the conditions necessary for the voluntary, safe, dignified and sustainable return and reintegration of Rohingya in Myanmar.

Strategy and external factors for 2025

213. To contribute to the objective and address the deterioration of the situation in Myanmar, the mission will:
- (a) Implement a multitrack approach, including strengthening cooperation between the United Nations and ASEAN to address humanitarian and other critical needs on the ground without discrimination. In close partnership with the ASEAN Special Envoy, the Special Envoy of the Secretary-General, in close coordination with relevant United Nations partners, will seek to facilitate the delivery of assistance to affected communities through all existing channels and address the multiple priority needs of the people across the country, including civilian

protection, food security, socioeconomic resilience and humanitarian assistance. The Special Envoy will complement regional efforts to support effective implementation of the five-point consensus of the ASEAN Leaders' Meeting in alignment with the will of the people of Myanmar, and coordinate a coherent system-wide support that will help strengthen application of the norms and values of the United Nations to this process;

- (b) Advocate for a Myanmar-led process towards a peaceful, democratic and inclusive future. In support of this, the Special Envoy will help promote a coherent international approach based on regional unity. The mission will facilitate initiatives in support of a process led by Myanmar to end the violence and return to the path of democracy. The mission will continue to initiate inclusive and participatory approaches with minorities, youth and women, whose voices and empowerment are critical to fostering social cohesion and developing a viable way out of the current political crisis and in line with the will of the people;
 - (c) Continue efforts to create a conducive environment for the voluntary, safe, dignified and sustainable return to Rakhine State of the forcibly displaced Rohingya in the region, including in Bangladesh. To that end, the Special Envoy will continue to promote a political solution in consultation with the Rohingya to help ensure that solutions are aligned with their needs, and with other key stakeholders, so as to improve the conditions of Rohingyas on the ground, in line with the recommendations of the Advisory Commission on Rakhine State. The Special Envoy will also continue to amplify the voices of the Rohingya and support ongoing dialogue with leaders of regional countries and the international community to promote burden-sharing, including scaling up humanitarian assistance, educational and skill development opportunities and durable solutions for refugees.
214. The above-mentioned work is expected to result in:
- (a) Improved conditions for the safe, voluntary, dignified and sustainable return of forcibly displaced populations;
 - (b) Creation of conducive conditions for a de-escalation of violence and an increase in trust among communities;
 - (c) Greater international and regional political support towards improved humanitarian assistance for populations in need, whose conditions have dramatically worsened countrywide since the military takeover;
 - (d) Contribution to the establishment of a Myanmar-led process with key stakeholders to advance discussions on restoring democratic and human rights norms as part of a negotiated political solution.
215. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The grave impact on civilians and communities across Myanmar from the continued intensification of violence and repression since the military takeover, serious human rights violations and the need for civilian protection will remain a significant challenge in securing a coherent policy, notably for narrowing the trust deficit towards national reconciliation;
 - (b) The plight of Rohingya refugees will continue to require concrete actions for their safe, dignified, voluntary and sustainable return and reintegration in Myanmar. The rights and security of the Rohingya people need to be guaranteed and embedded in Myanmar-led solutions towards a peaceful, democratic and inclusive future;
 - (c) Illicit activities and related financial flows, closely linked to the conflict in Myanmar and the downfall of the formal economy, will continue to hamper conflict resolution and impede the strengthening of rule of law, institution-building, socioeconomic and development efforts.
216. With regard to cooperation with other entities, the mission works in partnership with ASEAN, especially the ASEAN Special Envoy, other key regional organizations, such as the Organization of

Islamic Cooperation (OIC) and the European Union, neighbouring countries and international donors to mobilize constructive support to facilitate the delivery of humanitarian assistance through all available channels, support dialogue among all concerned parties and facilitate refugee returns.

217. With regard to inter-agency coordination and liaison, the mission coordinates closely with the United Nations system through established inter-agency channels, in close consultation with the Resident Coordinators in Myanmar and Bangladesh. The Special Envoy of the Secretary-General continues to carry out the good offices mandate in close cooperation with the United Nations country team and Headquarters, as well as various human rights mechanisms on Myanmar mandated by the Human Rights Council.
218. The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate, and will support efforts to strengthen the capacity of Myanmar women leaders to participate regionally and globally in women and peace and security engagements and to amplify the voices of the most marginalized women and advance their protection agenda.

Programme performance in 2023

Safe, dignified and voluntary repatriation

219. The previous Special Envoy maintained close contact with all stakeholders, including local communities in Rakhine, until the end of her mandate in June 2023. The Special Envoy regularly engaged with civil society, community leaders, women's groups, human rights activists and other key stakeholders in Myanmar, including in Rakhine. She mobilized support from international and regional partners towards addressing the root causes of conflict in Rakhine State to enable returns when the conditions are conducive. The ongoing conflict and broad humanitarian crisis complicated the prospects for the return of Rohingya refugees. The mission continued its engagement with key ethnic armed organizations and other stakeholders with a view to promoting an inclusive Myanmar-led process. As the widening conflict continued to displace communities across the country, driving many to seek refuge in the region, the Special Envoy actively advocated for their protection and assistance.
220. Progress towards the objective is presented in the performance measure below (see table 44).

Table 44

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Preparation for repatriation was disrupted by the military takeover and the interventions had to be reformulated taking into consideration the changing political dynamics	Repatriation was further delayed by the escalating violence throughout Myanmar, including in Rakhine State	Repatriation was further delayed due to the devastation caused by Cyclone Mocha in May 2023 and the escalating violence throughout Myanmar, including in Rakhine State, where fighting between the Arakan Army and the Myanmar armed forces resumed in November 2023

Planned result for 2025

Progress towards improved humanitarian conditions and a Myanmar-led inclusive, democratic and peaceful nation-building process

Programme performance in 2023 and target for 2025

221. In 2023, the mission's work contributed to advocacy efforts towards sustainable solutions for the Rohingya, but the planned target of facilitating local initiatives in support of social cohesion was not

met, due to the deterioration of security conditions in Myanmar, including in Rakhine State, where fighting between the Arakan Army and the Myanmar armed forces resumed in November 2023. The mission continues to focus on improving the conditions of Rohingya remaining in Rakhine State by engaging key stakeholders to build confidence and improve the reintegration prospects of the returning refugees. In 2025, the mission, in close cooperation with ASEAN, will concentrate its efforts on improving the security and humanitarian situation in Myanmar in line with the ASEAN five-point consensus.

Lessons learned and planned change

222. A lesson learned for the mission was the importance of close cooperation and engagement with key regional organizations, namely ASEAN and OIC. To this end, the mission will strengthen cooperation with ASEAN and the ASEAN Special Envoy to garner regional support for concrete initiatives that support Myanmar-led solutions towards a peaceful, democratic and inclusive future for the country.
223. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 45).

Table 45
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
The military takeover and ensuing broader conflict and humanitarian crisis forced the Special Envoy to reformulate her strategy on Rohingya repatriation	The Special Envoy elevated international engagement on the Rohingya through a visit to Bangladesh and by reinforcing cooperation with OIC	The Special Envoy deepened coordination with ASEAN and OIC, including on addressing the situation of the Rohingya, and engaged neighbouring States during visits to India and China	The Special Envoy moves forward with concrete initiatives on the inclusive humanitarian forum, women and peace and security, education for Rohingya refugees and host communities and regional refugee protection mechanisms	The Special Envoy engages key actors advocating for a cessation of violence and improved humanitarian access and conditions, including in Rakhine State, to support conditions conducive to the return of refugees

Deliverables

224. Table 46 lists all deliverables of the mission.

Table 46
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Reports of the Secretary-General for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
2. Meetings of the Security Council	2	2	2	2
3. Meetings of the General Assembly	2	2	2	2

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	5	6	6
4. Workshops supported by the mission on social cohesion and anti-discrimination; women's political empowerment; strengthening of the rule of law and accountability for serious human rights violations; fundamental freedoms; and implementation of the recommendations of the Advisory Commission on Rakhine State	6	5	6	6
C. Substantive deliverables				
Good offices: good offices engagements with Myanmar stakeholders, civil society, ethnic armed organizations and countries in the region in support of: a return to democratic reforms, peace and stability at the national, subnational and local levels, and humanitarian access to help support the more than 18 million people in need of assistance in Myanmar; and the voluntary, safe, dignified and sustainable repatriation of the Rohingya and durable solutions and reintegration of forcibly displaced persons.				
Consultation, advice and advocacy: consultations with Myanmar stakeholders, civil society, key regional organizations, including ASEAN and OIC, and the international community, including all ASEAN member States, on electoral and constitutional issues; accountability for serious human rights violations and cooperation with international accountability mechanisms; good governance and the strengthening of the rule of law; human rights issues, including fundamental freedoms, civilian protection, child rights, the elimination of discrimination and violence against minorities; the promotion of gender equality; and the involvement of women and youth in peace initiatives.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach activities with local communities, government partners, opinion leaders, the media, civil society and other agents of change to support the implementation of the Office's mandate.				
External and media relations: press conferences, statements, advisories, backgrounders, interviews and other media engagements related to the Office's objective, and the development of additional communication capacities, including a dedicated website.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 47

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	Requirements	2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(4)	(5)=(4)-(3)
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	1 116.6	794.4	1 089.4	694.3	694.3	(395.1)
Operational costs	292.0	290.3	275.9	275.9	275.9	–
Total (net of staff assessment)	1 408.6	1 084.7	1 365.3	970.2	970.2	(395.1)

Table 48
Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	1	-	-	1	1	1	-	-	-	-	4	-	1	1	-	-	-	5
Proposed 2025	1	-	-	1	1	1	-	-	-	-	4	-	1 ^a	1	-	-	-	5
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

^a Includes one Local level position proposed to be established as a general temporary assistance position in 2025.

225. The proposed resource requirements for 2025 for the mission amount to \$970,200 (net of staff assessment) and would provide for salaries and common staff costs (\$694,300) for the continuation of four posts (1 Under-Secretary-General, 1 D-1, 1 P-5 and 1 P-4) and the proposed abolishment of one Local level post and establishment of one Local level general temporary assistance position, set out below, as well as operational costs (\$275,900), comprising costs for official travel (\$135,400), facilities and infrastructure (\$20,700), ground transportation (\$7,000), communications and information technology (\$25,500), medical (\$600) and other supplies, services and equipment (\$86,700).
226. After a security assessment conducted by the Department of Safety and Security of the Secretariat in early 2022, all international staff were temporarily relocated from Nay Pyi Taw to Bangkok and are currently sharing office space with the regional office of the Department of Political and Peacebuilding Affairs hosted in the compound of the Economic and Social Commission for Asia and the Pacific.
227. In 2025, the following changes are proposed for staffing:
- Abolishment of one post of Administrative Assistant (Local level) in Nay Pyi Taw, since the post cannot be filled in Myanmar in view of the current security and operational situation;
 - Establishment of one general temporary assistance position of Administrative Assistant (Local level) in Bangkok. The establishment of the general temporary assistance position in Bangkok would provide necessary administrative support to the mission's international staff, who are temporarily relocated to Bangkok.
228. Vacancy rates of 25.0 per cent have been applied to the estimates for international posts on the basis of the actual average vacancy rates in 2023. A vacancy rate of 50.0 per cent has been applied to the one Local level general temporary assistance position proposed for establishment.
229. The decrease in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable mainly to decreased requirements for civilian personnel costs owing to lower common staff costs and the application of a vacancy rate of 25.0 per cent compared with the budgeted rate of zero per cent in 2024.

Extrabudgetary resources

230. In 2024, extrabudgetary resources in the amount of \$527,400 will be used to support activities and relevant initiatives aimed at promoting the implementation of General Assembly resolution 76/180 and would provide for one P-5 post and one P-4 post. These activities and initiatives include: (a) coordinating a system-wide response in addressing the vulnerabilities of those affected by the ongoing multifaceted crisis and working closely with ASEAN in supporting efforts to de-escalate the situation towards an inclusive political solution; (b) support towards the return of Rohingya refugees and internally displaced persons; (c) intercommunal dialogues; (d) anti-discrimination and countering hate speech; and (e) national reconciliation.

231. In 2025, extrabudgetary resources in the estimated amount of \$346,000 are projected to support the mission's efforts to further the consolidation of democracy and to advance justice, peace and human rights in Myanmar.
232. The projected decrease in extrabudgetary resources in 2025 is due to the outstanding donor agreements that would be solidified in the fourth quarter of 2024 in line with the mission's single-year donor agreements practice.

Annex I

Summary of follow-up action taken to implement decisions and requests of the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/78/7/Add.2](#)

The Advisory Committee trusts that the vacant positions, including long-vacant ones, will be filled expeditiously and that an update on the recruitment status of all vacant positions will be provided to the General Assembly at the time of its consideration of the present report and in the next budget submission. The Committee also trusts that the Secretary-General will propose appropriate budgetary actions in the next budget submission for any long-vacant positions that have not been recruited (para. 13).

The Committee also trusts that an update on the lease of premises of the Office of the Special Envoy of the Secretary-General for Yemen will be provided to the General Assembly at the time of the consideration of the present report and in the next budget submission (para. 18).

The Advisory Committee trusts that the Secretary-General will provide, in the next budget submission, a full accounting of the resources dedicated to hate speech across the United Nations, along with a description of the respective areas of responsibility, as well as cooperation mechanisms among different entities (para. 22).

Information on the status of recruitment of long-vacant posts is presented in annex I of the supplementary information for each thematic cluster.

The missions under cluster I make strong efforts to recruit and fill vacant posts in accordance with staff selection policy. Recruitment exercises, however, may be affected and inadvertently delayed due to external factors, including visa restrictions; availability of qualified candidates in the duty stations; and temporary restrictions on hiring in efforts to mitigate financial challenges facing the Organization (i.e. liquidity pressure), which adversely impacts the missions' ability to fill vacant posts. Despite these challenges, missions will continue to make every effort to fill all current and future vacancies as expeditiously as possible.

The previous plans of the Office of the Special Envoy of the Secretary-General for Yemen to move to new premises in Amman did not materialize. Therefore, there was no change in the budgeted amount for rental of premises in the proposed budget for 2025 for the mission.

The Office of the Special Adviser to the Secretary-General on the Prevention of Genocide is the United Nations system-wide focal point on hate speech and coordinates the implementation of the United Nations Strategy and Plan of Action on Hate Speech, launched by the Secretary-General in 2019. The Office also leads policy and guidance development related to countering and addressing hate speech and relevant topics.

Another key function of the Office as focal point is providing technical assistance and capacity-building support to United Nations field presences, in particular United Nations country teams and peace operations, to develop context-specific action plans to implement the Strategy. This is done through the deployment of Office staff to the relevant United Nations field presences to work with the teams to develop such action plans. The Office has three staff to support its efforts to counter and address hate

*Brief description of the recommendation**Action taken to implement the recommendation*

speech. This includes a Senior Political Affairs Officer (P-5), who coordinates the Office's work on countering hate speech, and two general temporary assistance positions (one Political Affairs Officer (P-4) and one Associate Political Affairs Officer (P-2), who support the Office's efforts to implement the Strategy, in particular by providing technical assistance and support to United Nations field entities and Member States. These positions also enable knowledge management and the sharing of good practices on tackling hate speech across the United Nations system.

The Office's role as global focal point includes coordinating the Working Group on Hate Speech, which comprises some 20 United Nations entities and is led at the principal level by the Special Adviser on the Prevention of Genocide. While there is no dedicated funding within the United Nations system towards countering and addressing hate speech, different United Nations entities also implement initiatives in line with their specific mandates linked to countering and addressing hate speech, the coordination of which is under the auspices of the Working Group on Hate Speech led by the Office.

As part of the Secretariat, other departments, such as the Department of Political and Peacebuilding Affairs, the Department of Peace Operations and the Department of Global Communications, have focal points working on topics linked to countering and addressing hate speech, but overall do not have teams dedicated exclusively to addressing this issue. The Department of Political and Peacebuilding Affairs, for example, addresses hate speech and disinformation as part of its core conflict prevention and peacebuilding mandates, including by taking into account how hate speech affects different issues under the Department's purview, such as electoral assistance, preventive diplomacy and mediation. The focal point of the Department of Global Communications for the Working Group on Hate Speech helps to lead the "#NoToHate" campaign in cooperation with other members. Furthermore, other United Nations entities, such as the United Nations Development Programme and the United Nations Educational, Scientific and Cultural Organization, implement specific interventions, as part of their mandates, to counter hate speech through the development of media and information materials, advocacy and technical support to Member States.

Further details on the resources addressing hate speech, areas of responsibility and cooperation mechanisms are presented in the supplementary information for cluster I.

Brief description of the recommendation

The Advisory Committee trusts that updated information on cost-sharing arrangements will be included in all future budget submissions (para. 24).

The Advisory Committee trusts that special political missions under cluster I will take into consideration lessons learned and best practices for proven fundraising strategies, including those of other United Nations entities, with a view to strengthening their efforts to obtain sufficient, predictable and sustained levels of voluntary contributions, including unearmarked funding, as necessary. The Committee looks forward to an update thereon in the next budget submission (para. 25).

The Advisory Committee trusts that efforts will be intensified to achieve a more equitable geographical representation of Member States and gender balance among the staff of the special political missions under thematic cluster I and that an update will be provided in future programme budget submissions (para. 26).

Action taken to implement the recommendation

The cost-recovery and cost-sharing arrangements of all special political missions will be centrally presented in annexes VI and VII to the report on estimates in respect of special political missions (A/79/6 (Sect. 3)/Add.1) to facilitate a consolidated review.

The missions under cluster I engage in different fundraising efforts to encourage donors to finance flagship initiatives to accelerate the implementation of their respective mandates. Despite these efforts, achieving significant success in this regard remains a challenge.

For example, the Office of the Special Adviser on the Prevention of Genocide has over the past several years issued regular global appeals for voluntary contributions, outlining its priorities and needs. The most recent global appeal was published in January 2024. The mission will continue this practice and continue its regular engagement with Member States on priorities and needs related to voluntary contributions.

The Office of the Special Envoy of the Secretary-General for the Great Lakes Region diligently engages with its primary donors to secure voluntary contributions in support of the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region. Among its donors are the United Nations peace and development trust fund, Norway, Switzerland, Belgium, France, China and the Kingdom of the Netherlands. These committed partners play a crucial role in advancing peace and stability in the Great Lakes region.

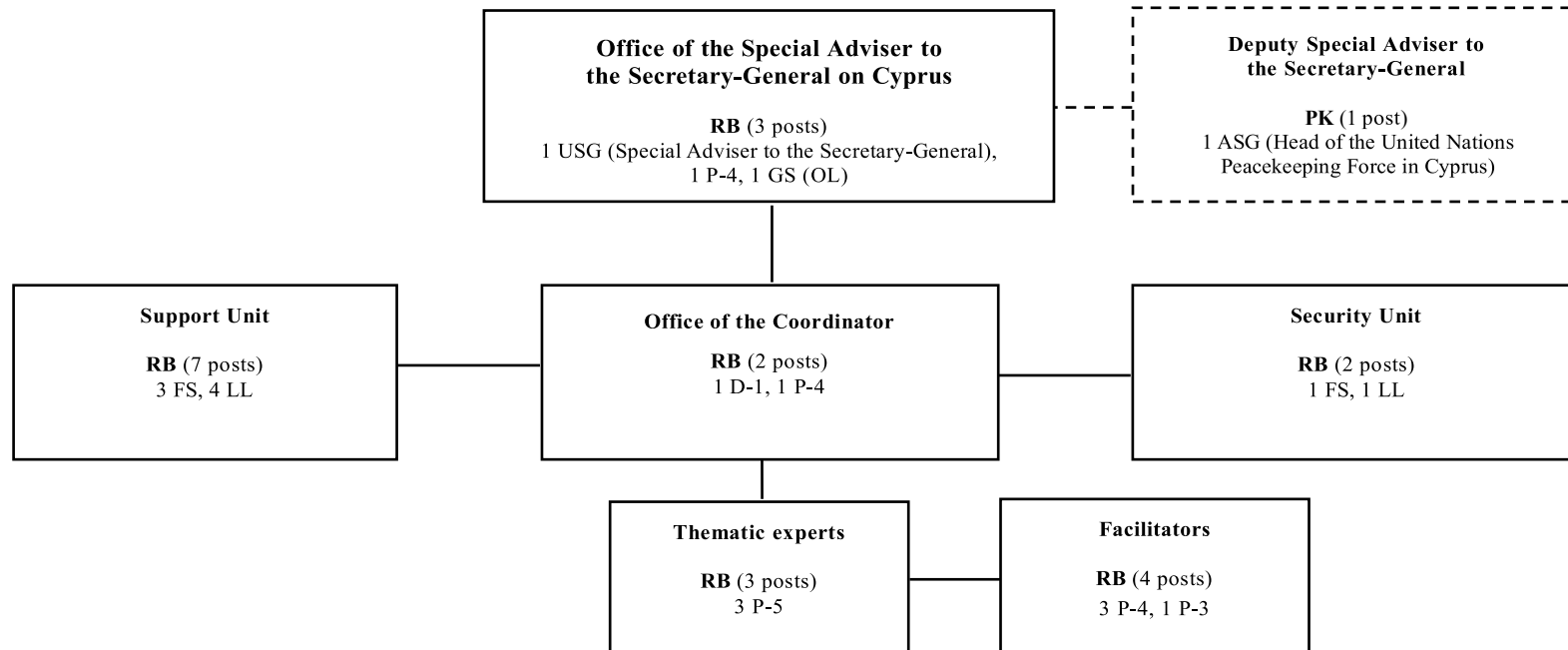
Special political missions have taken measures to strengthen efforts to achieve equitable geographical representation in their workforce. In many missions, hiring managers are required to demonstrate, using the current data on geographical representation, the impact of such recommendations. The revised template of the selection memorandums now allows hiring managers to review, before a candidate is selected, whether the proposed selection improves the geographical representation of the mission. The data are also monitored on a quarterly basis through the management dashboard to guide the course of recruitment actions.

The geographical representation, by country, of the international staff posts in all special political missions is provided centrally in annex XIX to document A/79/6 (Sect. 3)/Add.1.

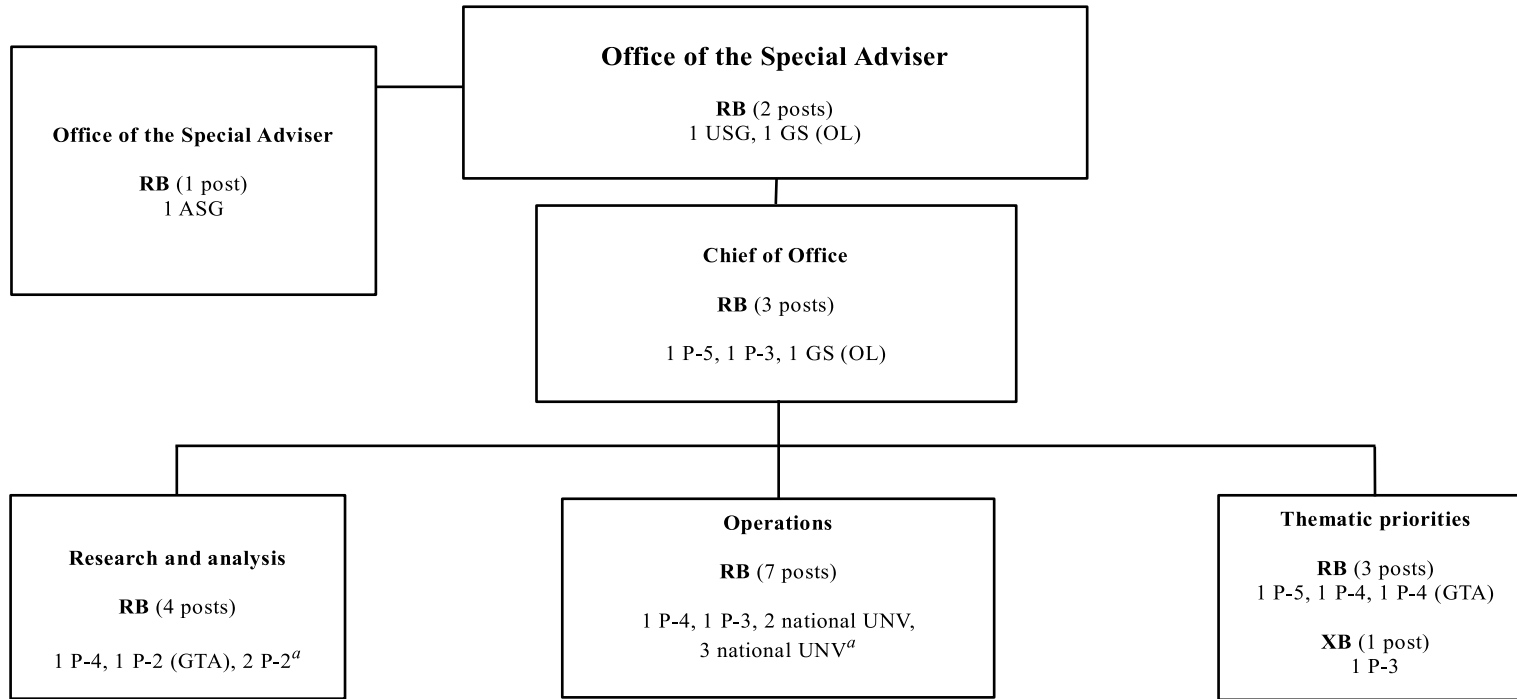
Annex II

Organizational structure and post distribution for 2025

A. Office of the Special Adviser to the Secretary-General on Cyprus



B. Office of the Special Adviser to the Secretary-General on the Prevention of Genocide



C. Personal Envoy of the Secretary-General for Western Sahara

Office of the Personal Envoy
RB (2 posts)
1 USG, 1 P-3

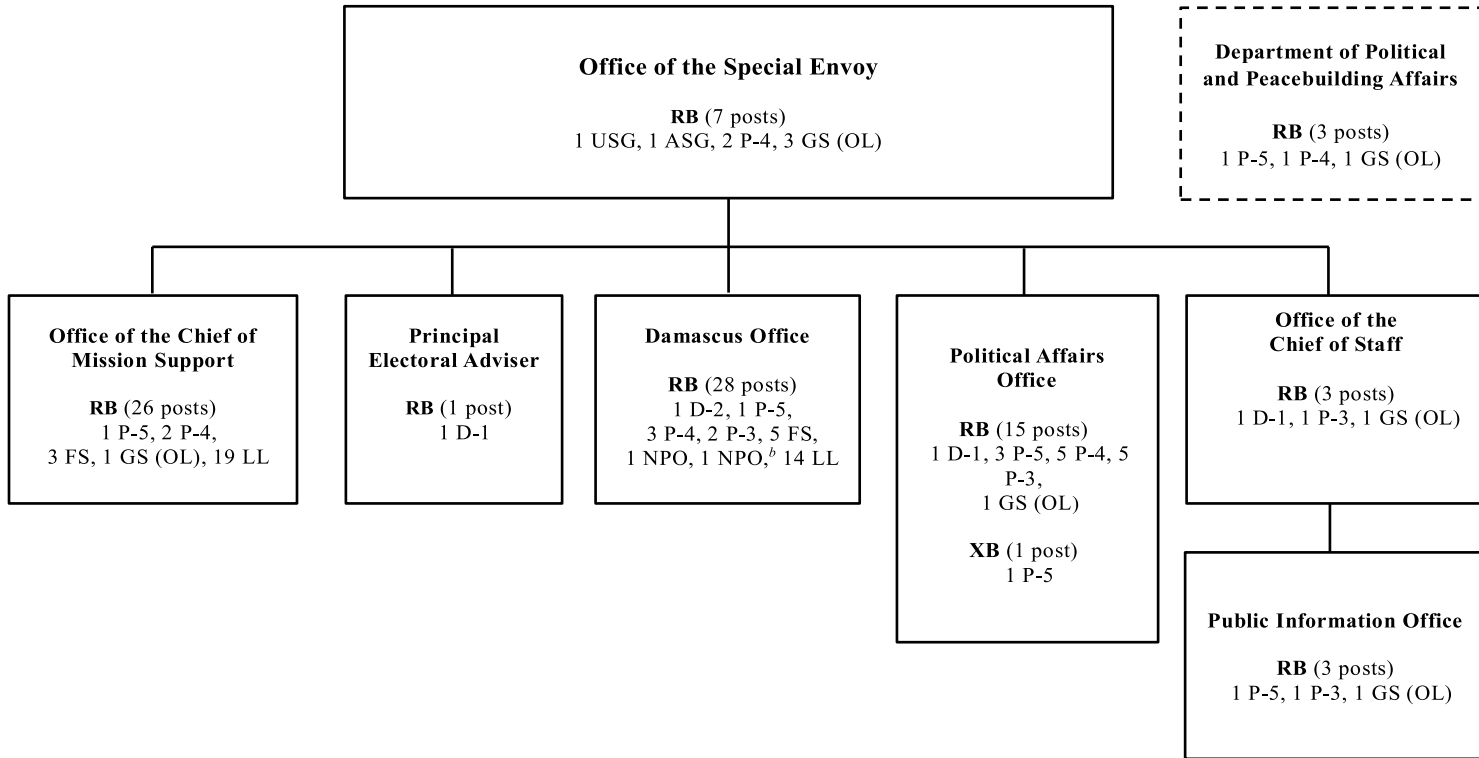
D. Office of the Special Envoy of the Secretary-General for the implementation of Security Council resolution 1559 (2004)

Office of the Special Envoy
RB (3 posts)
1 USG, 1 P-4, 1 GS (OL)

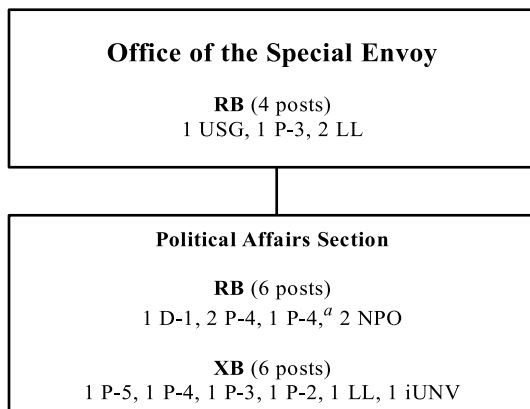
E. Office of the United Nations Representative to the Geneva International Discussions

Office of the United Nations Representative
RB (7 posts)
1 ASG, 1 P-5, 2 P-4, 2 P-3, 1 GS (OL)

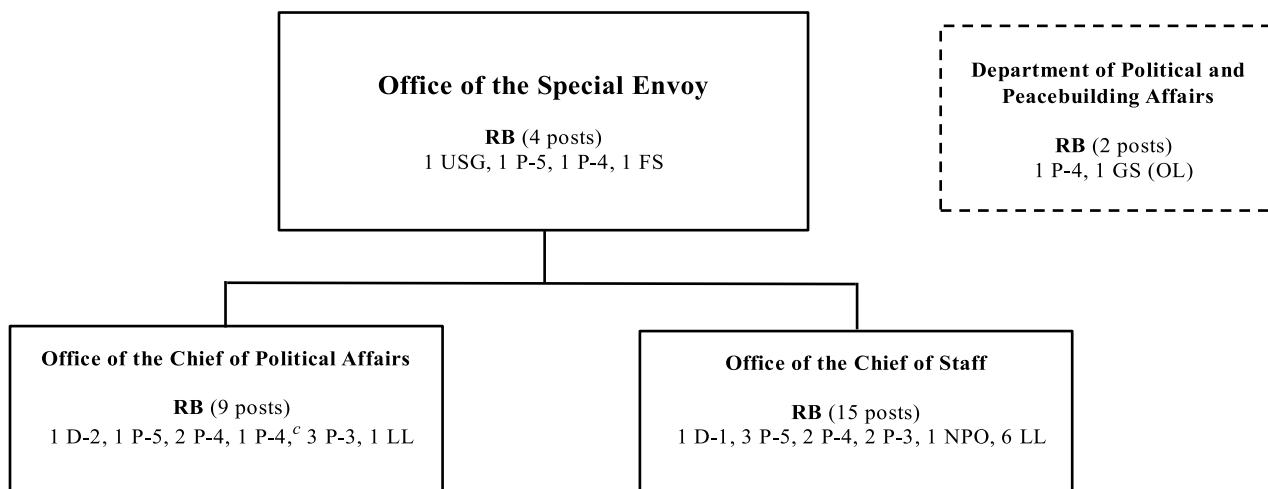
F. Office of the Special Envoy of the Secretary-General for Syria



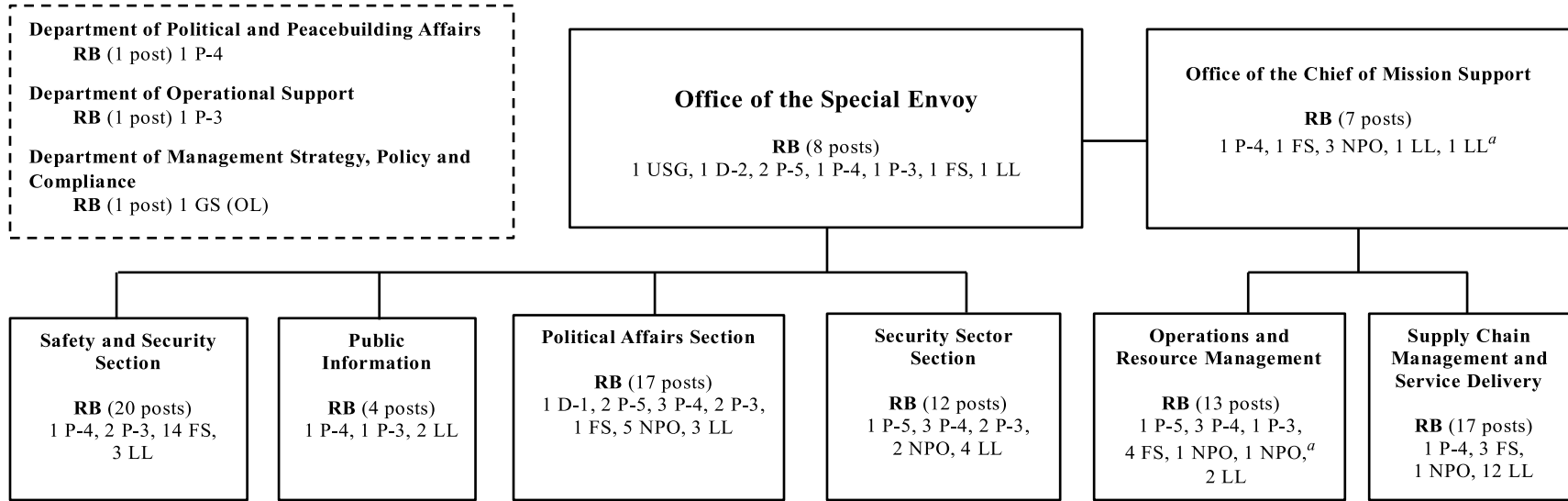
G. Office of the Special Envoy of the Secretary-General for the Horn of Africa



H. Office of the Special Envoy of the Secretary-General for the Great Lakes Region



I. Office of the Special Envoy of the Secretary-General for Yemen



J. Office of the Special Envoy of the Secretary-General on Myanmar

Office of the Special Envoy

RB (5 posts)

1 USG, 1 D-1, 1 P-5, 1 P-4, 1 LL (GTA)^a

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GTA, general temporary assistance; LL, Local level; NPO, National Professional Officer; PK, peacekeeping; RB, regular budget; UNV, United Nations Volunteer; USG, Under-Secretary-General; XB, extrabudgetary. These abbreviations apply to all organizational charts in annex II.

^a Establishment.

^b Conversion.

^c Reassignment.



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Item 139 of the preliminary list*

Proposed programme budget for 2025

Proposed programme budget for 2025

Part II

Political affairs

Section 3

Political affairs

Special political missions

Thematic cluster II: sanctions monitoring teams, groups and panels, and other entities and mechanisms

Summary

The present report contains the proposed resource requirements for 2025 for 14 special political missions grouped under the thematic cluster of sanctions monitoring teams, groups and panels, and other entities and mechanisms.

The proposed resource requirements for 2025 for special political missions grouped under this cluster amount to \$36,842,900 (net of staff assessment).

* A/79/50.



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** The part consisting of the proposed programme plan for 2025 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution [77/267](#).

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

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I. Resource overview

1. The proposed resources for 2025 for the 14 special political missions grouped under thematic cluster II amount to \$36,842,900 (net of staff assessment). Tables 1 and 2 provide a comparison between the financial and human resources proposed for 2025 and such resources for 2024 as approved by the General Assembly in its resolution [78/253 A](#).

Table 1

Financial resources

(Thousands of United States dollars)

Mission	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Estimate		2025 vs. 2024
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	Increase/(decrease)
Group of Experts on the Democratic Republic of the Congo	1 524.2	1 366.8	1 556.7	1 549.7		(7.0)
Panel of Experts on the Sudan	1 120.4	1 012.0	1 151.5	1 132.6		(18.9)
Support to the Security Council Committee established pursuant to resolution 1718 (2006)	3 110.6	3 065.8	3 407.9	591.3		(2 816.6)
Panel of Experts on Libya	1 410.4	1 178.3	1 456.2	1 376.4		(79.8)
Panel of Experts on the Central African Republic	1 193.2	890.6	1 281.6	1 300.7		19.1
Panel of Experts on Yemen	2 210.0	2 106.1	2 307.7	2 389.0		81.3
Panel of Experts on South Sudan	1 257.6	1 024.6	1 246.0	1 435.4		189.4
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities	5 854.9	6 091.6	6 516.9	6 162.8		(354.1)
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)	617.3	778.3	711.1	729.8		18.7
Implementation of Security Council resolution 2231 (2015)	1 533.5	1 397.4	1 190.4	355.4		(835.0)
Panel of Experts pursuant to resolution 2713 (2023)	1 839.4	1 632.4	1 963.2	1 960.2		(3.0)
Panel of Experts on Haiti	1 405.7	1 402.6	1 548.5	1 571.4		22.9
Support to the Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction	3 135.5	2 280.1	3 415.1	3 472.5		57.4
Counter-Terrorism Committee Executive Directorate	11 424.8	10 815.4	11 669.1	12 815.7		1 146.6
Total	37 637.5	35 042.1	39 421.9	36 842.9		(2 579.0)

Table 2
Human resources

	<i>Military observers/ advisers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Government- provided personnel</i>	<i>International staff^a</i>	<i>National staff^b</i>	<i>United Nations Volunteers^c</i>	<i>Total</i>
Group of Experts on the Democratic Republic of the Congo								
Approved 2024	–	–	–	–	2	–	–	2
Proposed 2025	–	–	–	–	2	–	–	2
Panel of Experts on the Sudan								
Approved 2024	–	–	–	–	1	–	–	1
Proposed 2025	–	–	–	–	1	–	–	1
Support to the Security Council Committee established pursuant to resolution 1718 (2006)								
Approved 2024	–	–	–	–	6	–	–	6
Proposed 2025	–	–	–	–	3	–	–	3
Panel of Experts on Libya								
Approved 2024	–	–	–	–	2	–	–	2
Proposed 2025	–	–	–	–	2	–	–	2
Panel of Experts on the Central African Republic								
Approved 2024	–	–	–	–	2	–	–	2
Proposed 2025	–	–	–	–	2	–	–	2
Panel of Experts on Yemen								
Approved 2024	–	–	–	–	6	2	–	8
Proposed 2025	–	–	–	–	6	2	–	8
Panel of Experts on South Sudan								
Approved 2024	–	–	–	–	3	–	–	3
Proposed 2025	–	–	–	–	3	–	–	3
Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities								
Approved 2024	–	–	–	–	19	–	–	19
Proposed 2025	–	–	–	–	19	–	–	19
Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)								
Approved 2024	–	–	–	–	2	–	–	2
Proposed 2025	–	–	–	–	2	–	–	2
Implementation of Security Council resolution 2231 (2015)								
Approved 2024	–	–	–	–	5	–	–	5
Proposed 2025	–	–	–	–	2	–	–	2
Panel of Experts pursuant to resolution 2713 (2023)								
Approved 2024	–	–	–	–	2	4	–	6
Proposed 2025	–	–	–	–	2	4	–	6
Panel of Experts on Haiti								
Approved 2024	–	–	–	–	3	–	–	3
Proposed 2025	–	–	–	–	3	–	–	3
Support to the Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction								
Approved 2024	–	–	–	–	6	–	–	6
Proposed 2025	–	–	–	–	6	–	–	6

	<i>Military observers/ advisers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Government- provided personnel</i>	<i>International staff^a</i>	<i>National staff^b</i>	<i>United Nations Volunteers^c</i>	<i>Total</i>
Counter-Terrorism Committee Executive Directorate								
Approved 2024	–	–	–	–	52	–	–	52
Proposed 2025	–	–	–	–	54	–	–	54
Total								
Approved 2024	–	–	–	–	111	6	–	117
Proposed 2025	–	–	–	–	107	6	–	113
Net change	–	–	–	–	(4)	–	–	(4)

^a Includes staff in the Professional and higher categories and Field Service and General Service staff.

^b Includes National Professional Officers and Local level staff.

^c Includes international and national United Nations Volunteers.

- The proposed vacancy rates applied in the budget take into account the experience to date. The assumptions considered for the proposed vacancy factors include the 12-month average vacancy rate in 2023 and the actual vacancy rate as at 31 March 2024. The lower of the two was used as the budgeted vacancy rate. This is in line with the policy guidance to improve the accuracy and consistency of the vacancy factors applied in the proposed budgets for 2025 and to ensure that the proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions, or posts and positions proposed for reassignment or conversion.
- For the sake of brevity, the present document will include a section on extrabudgetary resources only for those missions that have projected extrabudgetary resources in 2024 or 2025.

II. Cross-cutting information

Gender perspective

- Special political missions are guided by Security Council resolutions [1325 \(2000\)](#), [1820 \(2008\)](#), [1888 \(2009\)](#), [1889 \(2009\)](#), [1960 \(2010\)](#), [2106 \(2013\)](#), [2122 \(2013\)](#), [2242 \(2015\)](#), [2467 \(2019\)](#) and [2493 \(2019\)](#), which, together, constitute the women and peace and security agenda and mandate the incorporation of a gender perspective into the political work of the United Nations, including in special political missions. The missions are also guided by General Assembly resolution [75/100](#) on the comprehensive review of special political missions, in which the Assembly reaffirmed the important role of women in the prevention and resolution of conflicts and in peacebuilding and recognized the importance of the equal and effective participation and the full involvement of women at all levels, at all stages and in all aspects of the peaceful settlement of disputes, conflict prevention and conflict resolution.
- The sanctions monitoring teams, groups and panels, the missions for the implementation of Security Council resolution [2231 \(2015\)](#) and the support to the Security Council Committee established pursuant to resolution [1718 \(2006\)](#) integrate a gender perspective into their operational activities, deliverables and results, as appropriate, and as guided by the relevant Council resolutions. Gender balance is taken into consideration in the recruitment and rostering of experts and the Ombudsperson, as well in the recruitment of related staff. It is requested in the terms of reference for experts in sanctions monitoring teams, groups and panels that experts incorporate gender perspectives into their substantive areas of responsibility. These missions are also guided by the gender strategy of the Department of Political and Peacebuilding Affairs, including in the provision of available gender training to staff and sanctions-specific gender training to all experts. To further diversify the geographical and gender composition of sanctions monitoring teams, groups and panels, the Department participated, in June 2023, in a virtual career fair for nationals from the

Middle East and North Africa region and, in October 2023, in a virtual career fair for women in senior positions, hosted by a career web platform specializing in humanitarian and international jobs. A total of 355 women registered for the career fair, of whom 58 (from 20 countries across all regional groups) visited the Department's virtual booth containing presentations, fact sheets, videos and information on job openings. In addition, in July 2023 the Department briefed representatives of the African Group on the recruitment process of members of sanctions monitoring teams, groups and panels.

Disability inclusion

6. In line with the United Nations Disability Inclusion Strategy, special political missions review the Strategy with a view to further advancing disability inclusion through inclusive messaging, awareness-raising and promoting the Strategy through their work, including in political and peace processes. The missions also support mitigating measures to overcome accessibility challenges, in addition to the efforts by relevant United Nations entities to ensure the accessibility of facilities, platforms, security and other infrastructure to facilitate easy access and use by persons with disabilities.

Evaluation activities

7. The Department of Political and Peacebuilding Affairs will support the biennial assessment by the Office of Internal Oversight Services on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives. Mission-specific evaluation activities are described, as applicable, under the specific missions in the present report.

III. Special political missions

1. Group of Experts on the Democratic Republic of the Congo

(\$1,549,700)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

8. The Group of Experts on the Democratic Republic of the Congo is responsible for monitoring the implementation of the arms embargo, asset freeze, travel ban and transport and customs measures, as well as for providing information relevant to the potential designation of individuals and entities. The mandate derives from the priorities established in relevant Security Council resolutions, including resolution [1533 \(2004\)](#), and renewed in its subsequent resolutions, including, most recently, [2688 \(2023\)](#). The sanctions regime is aimed at preventing individuals and entities from undermining the peace, stability or security of the Democratic Republic of the Congo.

Programme of work

Objective

9. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning the Democratic Republic of the Congo, which includes an arms embargo on all non-governmental entities and individuals operating in the territory of the Democratic Republic of the Congo, an asset freeze and a travel ban.

Strategy and external factors for 2025

10. To contribute to the objective, the Group of Experts will provide updated information to the Security Council and the Security Council Committee established pursuant to resolution [1533 \(2004\)](#) concerning the Democratic Republic of the Congo.
11. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.
12. With regard to cooperation with other entities, the mission cooperates with, among others, Member States and the International Conference on the Great Lakes Region to request information relevant to its investigations into the implementation and/or violations of the sanctions regime concerning the Democratic Republic of the Congo.
13. With regard to inter-agency coordination and liaison, the Group of Experts cooperates with, among others, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Group of Experts cooperates with the Mission, the Department of Safety and Security and the United Nations Development Programme (UNDP).

14. With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Group of Experts;
 - (b) The security situation allows the Group of Experts to conduct missions, as needed.

Programme performance in 2023

Enhanced understanding by the Security Council of the illegal exploitation of natural resources in the Democratic Republic of the Congo

15. The Group of Experts reported on the involvement of armed groups and criminal networks in destabilizing activities in the Democratic Republic of the Congo in the form of the illegal exploitation of or trade in natural resources. The mission stressed the need to counter the smuggling of natural resources from the Democratic Republic of the Congo, including in transit and destination countries. It recommended that the Government of the Democratic Republic of the Congo ensure that the supply chain of minerals originating from North Kivu adhere to the due diligence guidelines set forth in 2010.
16. The above-mentioned work contributed to the Security Council and the Committee receiving updated information on armed groups and criminal networks' involvement in the illicit exploitation of and trade in natural resources.
17. Progress towards the objective is presented in the performance measure below (see table 3).

Table 3
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Security Council and the Committee received updated information on the illicit exploitation of natural resources, recruitment by armed groups and sexual violence	Security Council and the Committee continued to receive updated information on the illicit exploitation of or trafficking in natural resources and considered adjusting the designations of individuals and/or entities	Security Council and the Committee received updated information on the illicit exploitation of or trafficking in natural resources and considered amendments to the list entries, as well as new designations

Planned result for 2025

Enhanced understanding by the Security Council and the Committee of the illegal activities of armed groups in the Democratic Republic of the Congo

Programme performance in 2023 and target for 2025

18. In 2023, the work of the Group of Experts contributed to the full implementation of the sanctions regime, which met the planned target. The Group of Experts documented multiple violations of international humanitarian law and human rights abuses by several armed groups, as well as cases of violations of the arms embargo. In that regard, the Committee added two individuals to the Committee's sanctions list for having engaged in or provided support for acts that undermined the peace, stability or security of the Democratic Republic of the Congo.

Lessons learned and planned change

19. In view of the volatile security situation, the lesson for the Group of Experts was the need to further strengthen the preparation of security aspects of its field missions to the eastern Democratic Republic of the Congo. In applying the lesson, the mission will continue to contribute to the preparation of

mission-specific programme assessments and implement mitigation measures recommended by the Department of Safety and Security.

20. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 4).

Table 4
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Security Council and the Committee continued to receive updated sanctions-related information on the illicit exploitation of natural resources	Security Council and the Committee considered information on individuals who had supported armed groups or criminal networks involved in destabilizing activities in the Democratic Republic of the Congo through the illicit exploitation of or trafficking in natural resources	Committee considered adjusting list entries of individuals and/or entities in connection with illicit exploitation of or trafficking in natural resources	Committee considers adjusting the designations of individuals and/or entities in connection with human rights violations and other illegal activities committed by armed groups	Committee considers new designations and adjusts the designations of individuals and/or entities in connection with human rights violations and other illegal activities committed by armed groups

Deliverables

21. Table 5 lists all deliverables of the mission.

Table 5
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	5	7	5
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	7	5	7	5
Substantive services for meetings (number of three-hour meetings)	9	10	9	10
2. Meetings of sanctions committee	7	8	7	8
3. Chair's briefings to Member States	2	2	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	9	10	9	10
4. Meetings of sanctions committee	7	8	7	8
5. Chair's briefings to Member States	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	13	7	13
6. Induction seminar for new members of the Group of Experts and other training sessions	5	13	7	13

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Fact-finding, monitoring and investigation missions (number of missions)	15	14	15	14
7. Missions to gather information relating to compliance with the sanctions regime	15	14	15	14

C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning adjustments to individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.

Databases and substantive digital materials: archives of documents collected by the Group of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Group of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Group of Experts.

External and media relations: press releases on the activities of the sanctions committee/Group of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Group of Experts through its website.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 6

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)	(5)=(4)-(3)
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	388.7	338.4	415.2	391.7	–	(23.5)
Operational costs	1 135.5	1 028.4	1 141.5	1 158.0	–	16.5
Total (net of staff assessment)	1 524.2	1 366.9	1 556.7	1 549.7	–	(7.0)

Table 7

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	–	–	–	–	–	–	2	–	–	–	2	–	–	–	–	–	
Proposed 2025	–	–	–	–	–	–	2	–	–	–	2	–	–	–	–	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Note: The following abbreviations are used in the tables: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NPO, National Professional Officers; USG, Under-Secretary-General.

22. The proposed resource requirements for the Group of Expert for 2025 amount to \$1,549,700 (net of staff assessment) and would provide for the salaries and common staff costs (\$391,700) for the continuation of two posts (P-3) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs (\$1,158,000) comprising expert fees (\$730,500) and travel (\$264,600) of the six experts, official travel of staff (\$24,000) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment (\$138,900).
23. For 2025, no change is proposed to the number and level of posts for the Group of Experts. A vacancy rate of 16.7 per cent has been applied to the staff costs on the basis of the average vacancy rate in 2023.
24. The decrease in the requirements for 2025 compared with the appropriation for 2024 is attributable primarily to lower requirements under civilian personnel costs, owing to the application of a higher vacancy rate compared with the rate applied in 2024, lower requirements for the experts' fees owing to a lower average monthly rate based on changes in the composition of the Group of Experts, and the removal of provision for satellite imagery because the required images will be obtained through a geospatial database subscription. The decrease is offset in part by a higher percentage of common staff costs based on recent expenditure patterns and a new requirement for a subscription to the geospatial database, allowing experts to gain access to near real-time, high-resolution temporal and spatial satellite imagery and related services.

2. Panel of Experts on the Sudan

(\$1,132,600)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

25. The Panel of Experts on the Sudan is responsible for monitoring the implementation of the arms embargo, asset freeze and travel ban, as well as for providing information relevant to the potential designation of individuals and entities. The mandate is defined in Security Council resolution [1591 \(2005\)](#). The sanctions regime is one of the tools used by the Council to address the conflict in Darfur and is aimed at preventing threats to the stability in Darfur and the region, towards a peaceful settlement of the conflict in Darfur. In its resolution [2725 \(2024\)](#), the Council extended the mandate of the Mission until 12 March 2025.

Programme of work

Objective

26. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning the Sudan, which includes an arms embargo, an asset freeze and a travel ban, as well as to report on the possible threats to the peace and stability of Darfur, including the current conflict.

Strategy and external factors for 2025

27. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and the Security Council Committee established pursuant to resolution [1591 \(2005\)](#) concerning the Sudan.
28. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the Sudan sanctions regime.
29. With regard to cooperation with other entities, the Panel of Experts cooperates with, among others, Member States and the African Union.
30. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with, among others, the Office for the Coordination of Humanitarian Affairs, the United Nations Children's Fund and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Panel cooperates with the Department of Safety and Security, UNDP and the World Food Programme (WFP).
31. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;
 - (b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2023

Committee received updated information on Darfuri armed groups in Darfur and Libya and their integration into security forces in accordance with the Juba Peace Agreement

32. In 2023, the Panel of Experts reported on the positioning of the Darfurian armed groups in the current conflict, identified new arms supply routes of those groups running through Chad, Libya and South Sudan, and analysed financing of the conflict. The Panel also monitored the military operations and activities of the Sudanese Armed Forces and the Rapid Support Forces and determined that, in 2023, Darfur experienced its worst violence since 2005.
33. Progress towards the objective is presented in the performance measure below (see table 8).

Table 8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Security Council and the Committee received updated information regarding the peace process and Darfuri armed groups, their financing and their role in destabilizing the country and the region	Security Council and the Committee received updated information on Darfuri armed groups in Darfur and Libya, their financing and their integration in accordance with the Juba Peace Agreement	Security Council and the Committee received updated information on the Darfuri armed groups in Darfur and Libya, their financing and their integration in accordance with the Juba Peace Agreement
With that information, the Committee issued guidance to Member States on the implementation of the sanctions regime and convened a meeting with the Sudan and regional States on the implementation of the sanctions measures		

Planned result for 2025

Updated information on the ongoing conflict in Darfur and its impact on the wider region

Programme performance in 2023 and target for 2025

34. In 2023, the work of the Panel of Experts contributed to enhancing the Committee's and the Security Council's understanding of the Darfuri armed groups' activities in Darfur and Libya, of possible threats to peace and stability of Darfur and of the impact of the wider conflict in the Sudan.

Lessons learned and planned change

35. The lesson for the Panel of Experts was the need to adapt its investigations owing to the security situation relating to the outbreak of violence in the Sudan in April 2023. In applying the lesson, the Panel will report on the conflict, on peace initiatives to stop the ongoing conflict in Darfur and on possible outcomes within the parameters of the sanctions regime on Darfur.
36. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9).

Table 9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Security Council and the Committee received reporting from the Panel of Experts on activities of Darfuri armed groups in Libya and the Sudan	Security Council and the Committee received reporting from the Panel of Experts on activities of Darfuri armed groups in Libya and the Sudan	Security Council and the Committee received updated information on the Darfuri armed groups in Darfur and Libya and their integration	Security Council and the Committee receive updated information on the Darfuri armed groups in Darfur and Libya and their integration following the signing of the Juba Peace Agreement, and information on the impact of the wider conflict in the Sudan on Darfur	Security Council and the Committee receive updated information on the situation in Darfur, on Darfuri armed groups and on implementation of possible peace initiatives to address the current conflict in the Sudan

Deliverables

37. Table 10 lists all deliverables of the mission.

Table 10
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	6	4	6	5
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	6	4	6	5
Substantive services for meetings (number of three-hour meetings)	7	4	7	4
2. Meetings of sanctions committee	6	4	6	4
3. Chair's briefings to Member States	1	–	1	–
Conference and secretariat services for meetings (number of three-hour meetings)	7	4	8	5
4. Meetings of sanctions committee	6	4	6	4
5. Special meetings on thematic and regional topics and capacity challenges of Member State	1	–	2	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	3	7	3
6. Induction seminar for new members of the Panel of Experts and other training sessions	5	3	7	3
Publications (number of publications)	–	–	1	–
7. Implementation assistance notice and guidance document	–	–	1	–
Fact-finding, monitoring and investigation missions (number of missions)	12	20	12	20
8. Missions to gather information relating to compliance with the sanctions regime	12	20	12	20

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
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C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning new individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.

Databases and substantive digital materials: archives of documents collected by the Panel of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 11

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024	2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)
Military and police personnel costs	–	–	–	–	–
Civilian personnel costs	147.8	172.2	203.2	212.9	9.7
Operational costs	972.6	839.8	948.3	919.7	(28.6)
Total (net of staff assessment)	1 120.4	1 012.0	1 151.5	1 132.6	(18.9)

Table 12

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	–	–	–	–	–	–	1	–	–	–	1	–	–	–	–	–	–	1
Proposed 2025	–	–	–	–	–	–	1	–	–	–	1	–	–	–	–	–	–	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

38. The proposed resource requirements for the Panel of Experts for 2025 amount to \$1,132,600 (net of staff assessment) and would provide for the salaries and common staff costs (\$212,900) for the continuation of one post (P-3) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs (\$919,700) comprising expert fees (\$589,300) and travel (\$235,000) of the five experts, official travel of staff (\$15,900) and other operational and

logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment (\$79,500).

39. For 2025, no change is proposed to the number and level of posts for the Panel of Experts. A vacancy rate of zero per cent has been applied to the staff costs on the basis of the average vacancy rate in 2023 and the actual vacancy rate in March 2024.
40. The decrease in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable primarily to lower requirements for experts' fees owing to a change in the composition of the Panel of Experts, reduced requirement for rental of premises based on the application of the most recent standard rate, and the removal of provision for satellite imagery because the required images will be obtained through a geospatial database subscription. The decrease is offset in part by higher requirements under civilian personnel costs, attributable mainly to a higher post adjustment multiplier and the application of a higher percentage of common staff costs based on recent expenditure patterns and a new requirement for the subscription to the geospatial database, allowing experts to gain access to near real-time, high-resolution temporal and spatial satellite imagery and related services.

3. Support to the Security Council Committee established pursuant to resolution 1718 (2006)

(\$591,300)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

41. While the Security Council did not renew the mandate of the Panel of Experts on the Democratic People's Republic of Korea beyond 30 April 2024, the sanctions regime concerning the country remains in place. Its aim is to ensure that the Democratic People's Republic of Korea abandons all nuclear weapons and its existing nuclear programme, as well as any other existing weapons of mass destruction and ballistic missile programmes, in a complete, verifiable and irreversible manner.
42. The sanctions regime concerning the Democratic People's Republic of Korea is the most comprehensive and complex of all United Nations sanctions regimes in effect. It includes 26 sanctions measures. In addition to an arms embargo and an embargo relating to nuclear, ballistic missile and other weapons of mass destruction programmes, a travel ban and/or asset freeze on designated individuals and entities, it includes a range of maritime provisions for designating vessels for involvement in prohibited activities and restrictions on various commodity transfers, such as refined petroleum products, minerals, metals, heavy machinery, transportation vehicles, luxury goods, seafood, textiles and more. It also includes restrictions on transportation and on financial services, as well as on overseas workers. Furthermore, to ensure that the measures that it imposed do not have adverse humanitarian consequences for the civilian population, the Security Council adopted a wide range of humanitarian and other exemptions.
43. The Security Council Committee established pursuant to resolution 1718 (2006) will continue to oversee the implementation of the sanctions regime. The mandate of the Committee includes:
 - (a) Examining and taking appropriate action on information regarding alleged violations of sanctions measures;
 - (b) Seeking from all States information regarding the actions taken by them to implement effectively the sanctions measures and whatever further information it may consider useful;
 - (c) Considering and deciding on notifications and requests for exemptions from the sanctions measures;
 - (d) Reviewing reported violations and taking action, as appropriate, including through designating individuals and entities meeting the listing criteria as contained in the relevant resolutions;
 - (e) Promulgating guidelines, as may be necessary, to facilitate the implementation of the measures imposed pursuant to resolution 1718 (2006);
 - (f) Intensifying efforts to promote the full implementation of the relevant resolutions and presidential statements;
 - (g) Examining the Member States' reports submitted pursuant to relevant resolutions;
 - (h) Reporting every 90 days to the Security Council;
 - (i) Conducting outreach activities.
44. The support of the Secretariat will continue to be required in all areas of the Committee's mandate, including in specific areas in which the Secretariat has been mandated by the Security Council.

Moreover, the significant workload of the Committee is expected to increase in 2025, including as a result of the Chair's intention to increase the number of meetings to be organized. Without a Panel of Experts, more Member States are expected to liaise directly with the Committee for guidance on or assistance in implementing provisions of relevant resolutions. The Committee is expected to receive a greater volume of information on alleged violations of the sanctions measures, which was previously communicated to the Panel of Experts. In addition, the Chair and its Committee may undertake increased outreach activities to promote better understanding and implementation of the relevant resolutions, including of the various exemptions processes. Moreover, the anticipated reopening of the borders of the Democratic People's Republic of Korea, closed since the beginning of the coronavirus disease (COVID-19) pandemic, is expected to lead to a significant increase in humanitarian and other exemption requests being submitted to the Committee.

45. The increased workload for the Chair and the Committee will require the Secretariat to possess sufficient capacity to provide timely substantive and administrative support to the Committee and its Chair. In general, this support encompasses organizing and staffing the meetings of the Committee, managing all incoming and outgoing communications of the Committee and assisting the Chair in corresponding with Member States on behalf of the Committee. It will also include supporting the Committee's awareness-raising activities, which may necessitate the travel of the Chair and Committee members. Moreover, it involves assisting in the preparation of proposed designations, delisting or amendments to the Committee sanctions lists; updating and maintaining the website of the Committee and the Committee sanctions lists, including its vessels list, in the six official languages; maintaining the informal Korean-language version of the list of designated entities and individuals; assisting the Committee with respect to specific measures on designated vessels; and updating and maintaining information on the supply, sale or transfer of all refined petroleum products on the Committee website on a real-time basis.
46. Furthermore, the Secretariat may be tasked by the Committee with specific responsibilities previously entrusted to the Panel of Experts through the Committee's annual programme of work. For example, the Committee may decide to call upon the Secretariat to assist in responding to information requests from Member States on the various sanctions measures and their exemptions, which had previously been handled by the Panel.

Programme of work

Objective

47. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning the Democratic People's Republic of Korea, which includes an arms embargo, an embargo relating to nuclear, ballistic missile and other weapons of mass destruction programmes, an asset freeze, a travel ban, maritime and financial measures, a ban on petroleum products and crude oil, a coal ban and sanctions measures in other sectoral areas.

Strategy and external factors for 2025

48. To contribute to the objective, the mission will continue to support the work of the Security Council and the Committee in relation to the implementation of the sanctions regime with regard to the Democratic People's Republic of Korea.
49. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee conducive to overseeing and promoting the full implementation of the Council sanctions measures concerning the Democratic People's Republic of Korea.
50. With regard to inter-agency coordination and liaison, the mission will continue to cooperate with the resident coordinator's office and the Office for the Coordination of Humanitarian Affairs and other United Nations agencies carrying out humanitarian assistance and relief activities in the Democratic

People's Republic of Korea, including the Food and Agriculture Organization of the United Nations, the United Nations Population fund, the United Nations Children's Fund, WFP and the World Health Organization, as well as other non-United Nations agencies carrying out such activities. The mission will also continue to cooperate with other United Nations and non-United Nations entities carrying out activities involving the Democratic People's Republic of Korea in guiding them through the intricate sanctions measures and exemption procedures in place to ensure sanctions compliance. In the context of safety and security, information technology security and logistics, the mission cooperates with the Department of Safety and Security and the Office of Information and Communications Technology.

51. With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States will comply with the resolutions of the Security Council and continue to cooperate with the sanctions committee;
 - (b) The Chair and the Committee are adequately supported to perform their functions as mandated by the Security Council.

Programme performance in 2023

Committee continues to receive assistance to improve sanctions implementation

52. In 2023, the mission provided administrative, procedural and substantive support to the Security Council, the Committee, Member States, United Nations entities and other international, regional, subregional and non-governmental organizations on various sanctions measures in place in relation to the Democratic People's Republic of Korea, and exemption and notification procedures.
53. The above-mentioned work contributed to the Committee's and Member States' and other relevant actors' enhanced understanding of the sanctions regime and enabled appropriate action, including the Committee informing Member States of existing humanitarian exemptions.
54. Progress towards the objective is presented in the performance measure below (see table 13).

Table 13

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Security Council, the Committee and Member States received from the mission administrative, procedural and substantial support on sanctions implementation through the mission's guidance, Committee meetings, the Chair's periodic reports to Security Council and the Committee's open briefings to Member States	Security Council, the Committee and Member States received from the mission administrative, procedural and substantial support on sanctions implementation through the mission's guidance, Committee meetings, the Chair's periodic reports to Security Council and the Committee's open briefings to Member States	Security Council, the Committee and Member States received from the mission administrative, procedural and substantial support on sanctions implementation, including exemption and notification procedures, through the mission's guidance, Committee meetings, the Chair's periodic reports to Security Council and the Committee's open briefings to Member States

Planned result for 2025

Maintaining the continuous support to the Security Council Committee established pursuant to resolution 1718 (2006)

Programme performance in 2023 and target for 2025

55. In 2023, the mission's work contributed to the effectiveness of the work of the Committee that oversees the implementation of the most complex United Nations sanctions regime. The Committee met the planned target of improved implementation and compliance at the international and national levels, and enhanced understanding of the complex sanctions measures and the procedures in place for exemption requests and notifications to the Committee.

Lessons learned and planned change

56. The lesson for the mission was the need to raise awareness of sanctions measures and encourage reporting by Member States on the implementation of the sanctions regime, which includes 26 sanctions measures, for example, its restrictions on a large range of commodity transfers, on transportation services, on various areas within the financial sector, on overseas workers and on other proscribed activities. In applying the lesson, the mission will reach out to Member States and other stakeholders through open and regional group briefings, special meetings on important thematic and regional topics and on Member States' implementation challenges, and other outreach activities to enable effective implementation by Member States and to enhance their understanding of the sanctions measures and the Committee's procedures relating to exemption requests and notifications.
57. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 14).

Table 14

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Enhanced understanding of the complex sanctions regime and improved implementation at the international and other levels and thorough national implementation reports	Enhanced understanding of the complex sanctions regime and improved implementation at the international and other levels	Enhanced understanding of the complex sanctions regime and improved implementation at the international and other levels	Security Council and the Committee are supported in carrying out their mandate in overseeing the implementation of sanctions by providing guidance to Member States and other relevant actors within and outside United Nations system	Continuous support provided to the Security Council and the Committee to oversee the implementation of resolution 1718 (2006) and subsequent resolutions, through provision of guidance to Member States and other relevant actors within and outside United Nations system

Deliverables

58. Table 15 lists all deliverables of the mission.

Table 15
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	30	24	25	4
1. Reports to the Security Council and updates, and/or reports on outreach activities of the sanctions committee	30	24	25	4
Substantive services for meetings (number of three-hour meetings)	10	6	7	12
2. Meetings of sanctions committee	6	4	4	6
3. Chair's briefings to Member States	2	2	2	4
4. Special meetings on important thematic and regional topics and capacity challenges of Member States	2	–	1	2
Conference and secretariat services for meetings (number of three-hour meetings)	10	6	6	12
5. Meetings of sanctions committee	6	4	4	6
6. Chair's briefings to Member States	2	2	2	4
7. Special meetings on important thematic and regional topics and capacity challenges of Member States	2	–	–	2
B. Generation and transfer of knowledge				
Fact-finding and monitoring missions (number of missions)	–	–	–	1
8. Chair or the sanctions committee's missions and requests for information relating to compliance with the sanctions regime	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: consideration of individuals, entities and vessels to be listed; consultations with and advice to Member States on the implementation of the sanctions regime; and consultations and advice to broaden engagement with the sanctions regime with international, regional, subregional and other organizations.				
Databases and substantive digital materials: archives of documents collected by the sanctions committee.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes to report on the work of the sanctions committee; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee.				
External and media relations: press releases on the activities of the sanctions committee.				
Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee through its website.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 16

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)	(5)=(4)-(3)
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	775.0	779.9	960.1	507.4		(452.7)
Operational costs	2 335.6	2 285.9	2 447.8	83.9		(2 363.9)
Total (net of staff assessment)	3 110.6	3 065.8	3 407.9	591.3		(2 816.6)

Table 17

Human resources

	International staff										National staff			United Nations Volunteers			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National		Subtotal
Approved 2024	–	–	–	–	–	1	2	–	–	3 ^a	6	–	–	–	–	–	–	6
Proposed 2025	–	–	–	–	–	1	1	–	–	1 ^a	3	–	–	–	–	–	–	3
Change	–	–	–	–	–	(1)	–	–	(2)	(3)	(3)	–	–	–	–	–	–	(3)

^a Comprising one Principal level.

59. The proposed resource requirements for the mission for 2025 amount to \$591,300 (net of staff assessment) and would provide for salaries and common staff costs (\$507,400) for the continuation of three posts (1 P-4, 1 P-3 and 1 General Service (Principal level)) to provide substantive and administrative support to the sanctions committee in relation to the sanctions regime, and operational costs (\$83,900) comprising official travel of staff (\$17,300) and other operational and logistical support requirements, including the rental of premises, communications and information technology services and other supplies, services and equipment (\$66,600).
60. Following the non-renewal of the Panel of Experts and in the light of the revised planning assumptions regarding the work of the Committee and the Secretariat, it is proposed that the following three posts be maintained:
- One Political Affairs Officer (P-4) to provide substantive support to the Chair, members of the Committee and other Member States, United Nations senior leadership and the United Nations system at large on all matters relating to the implementation of the 26 sanctions measures, including the various exemption and notification processes. In this regard, s/he will assist the Chair and the Committee in:
 - Managing the implementation of the sanctions measures. This includes reviewing and preparing draft response to Member States and providing information on alleged violations of the sanctions measures or on their implementation of and compliance with the sanctions measures;
 - Managing all the exemption provisions of the regime. This includes providing substantive guidance to Member States, international and non-governmental organizations carrying out humanitarian assistance and relief activities, as well as to organizations conducting

activities in or with the participation of the Democratic People's Republic of Korea; reviewing their requests for exemptions and notifications to the Committee to ensure compliance with the existing Committee procedures, and providing substantive advice to the Chair and the Committee regarding the approval of such exemption requests; and providing substantive guidance regarding the use of correspondent accounts for the transfer of funds to the Democratic People's Republic of Korea and the sale or transfer of all of refined petroleum products to the country;

- (iii) Its outreach activities or in undertaking such activities on behalf of the Chair and the Committee, when requested. This may include drafting substantive briefings, presentations and reports of the Chair; assisting the Chair in corresponding with Member States concerning the provision of general guidance regarding sanctions compliance; and the preparation and updating of all implementation assistance notices and other guidance materials posted on the Committee's website;
- (b) One Political Affairs Officer (P-3) to provide procedural and administrative support to the sanctions committee and its Chair. In this regard, s/he will support the Chair and the Committee in:
 - (i) Providing procedural guidance and substantive support in formal and informal meetings of the Committee;
 - (ii) Drafting speaking notes of the Chair for Committee meetings and meetings of the Security Council;
 - (iii) Receiving and processing all incoming and draft outgoing communications of the Committee;
 - (iv) Managing the list established and maintained by the Security Council established pursuant to resolution [1718 \(2006\)](#) with respect to individuals, entities, groups or undertakings. This work includes the preparation of designation and delisting proposals submitted by Member States to the Committee or amendments proposed to the Committee's lists of designated individuals and entities and lists of vessels; updating and keeping the Committee sanctions lists, including its vessels list, up to date at all times in the six official languages, as well as maintaining up to date the informal Korean-language version of the list of designated entities and individuals; and supporting the annual review of the Committee's sanctions lists;
 - (v) Keeping the website of the Committee up to date in the six official languages. This includes all relevant material on the website of the Committee, in particular regarding the applicable exemptions in effect and specific time-sensitive information that has to be available in real-time, such as the information on the supply, sale or transfer of all refined petroleum products (as directed by the Council in paragraph 5 of its resolution [2397 \(2017\)](#)¹ or the Committee exemption approval letters for assistance or relief activities in the Democratic People's Republic of Korea, which are central to the ability of Member States to effectively implement the sanctions regime;
- (c) One General Service (Principal Level) staff member to provide the following substantive research and administrative support to the Chair and the Committee in the following areas:

¹ The Security Council, in paragraph 5 of its resolution [2397 \(2017\)](#), directed the Committee Secretary to notify all Member States when the aggregate amount of refined petroleum products sold, supplied or transferred to the Democratic People's Republic of Korea reached 75, 90 or 95 per cent of the yearly aggregate amount of 500,000 barrels during a period of 12 months. This work includes the conversion of information received from Member States using the Committee-approved conversion rate, to the extent necessary, and ensures that the total amount of refined petroleum products sold, supplied or transferred to the Democratic People's Republic of Korea by month and by source country is updated on a real-time basis on the Committee website. The Council, in directing the performance of this function, also, in paragraph 5 of its resolution, requested the Secretary-General to make the arrangements necessary to that effect and provide additional resources for that work.

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- (i) Catalogue, digitize and securely archive all the research and investigative material, unpublished reports and documents relating to the substantive work of the former Panel of Experts, which spans 15 years, to ensure that this material is available to the Chair and Committee members, upon request, to support their work;
 - (ii) Provide research support to the Chair and the Committee, as well as Member States, requesting support on any issue specific to the 1718 sanctions regime that had been previously worked on by the Panel of Experts. This is necessary, given the abrupt nature of the non-renewal of the Panel's mandate;
 - (iii) Design and generate reports, statistical tables, charts, graphs and other background materials and notes for the Chair and the Committee in furtherance of their work;
 - (iv) Provide administrative support (e.g., conference organization, circulation of documents and note-taking) in the organization of Committee meetings, briefings by the Chair and other outreach activities, including providing administrative support to the travel of the Chair and Committee members, as required;
 - (v) Track all activities and documents of the Committee to ensure that they are managed, stored and archived, and draft the annual report on the work of the Committee to the Security Council.
61. Owing to the mandate expiration of the Panel of Experts on 30 April 2024, the following changes are proposed to the staffing for the mission for 2025:
 - (a) Abolishment of one Political Affairs Officer (P-3) in New York;
 - (b) Abolishment of two General Service staff (Other level) staff in New York.
 62. A vacancy rate of 13.9 per cent has been applied to the staff costs on the basis of the average vacancy rate in 2023.
 63. The decrease in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable to lower requirements under civilian personnel costs, resulting from the proposed abolishment of three posts, the application of a lower percentage of common staff costs and a higher vacancy rate, as well as lower requirements under operational costs due to the expiration of the mandate of the Panel of Experts, resulting in the discontinuation of related provisions.

4. Panel of Experts on Libya

(\$1,376,400)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

64. The Panel of Experts on Libya is responsible for monitoring the implementation of the arms embargo, asset freeze, travel ban and measures in relation to attempts to illicitly export petroleum, and for providing information relevant to the potential designation of individuals and entities. The mandate derives from the priorities established in relevant Security Council resolutions, including resolutions [1973 \(2011\)](#), [2009 \(2011\)](#) and [2017 \(2011\)](#), and renewed by its subsequent resolutions, including, most recently, [2701 \(2023\)](#). The sanctions regime is aimed at preventing and containing threats to the peace, security and stability of Libya, including obstructing or undermining the successful completion of the political transition. In its resolution [2684 \(2023\)](#), the Council requested the Secretary-General to report on the implementation of the arms embargo on the high seas off the coast of Libya within 6 months and 11 months after the adoption of the resolution. The Secretary-General submitted his first report on 30 November 2023 ([S/2023/936](#)) and the second on 30 April 2024 ([S/2024/352](#)).

Programme of work

Objective

65. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning Libya, which includes an arms embargo, an asset freeze, a travel ban and measures in relation to attempts to illicitly export petroleum.

Strategy and external factors for 2025

66. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and to the Security Council Committee established pursuant to resolution [1970 \(2011\)](#) concerning Libya.
67. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.
68. With regard to cooperation with other entities, in the context of information-sharing, the Panel of Experts cooperates with, among others, Member States and the European Union, in particular its military operation in the Mediterranean.
69. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with the United Nations Support Mission in Libya and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Panel cooperates with the Department of Safety and Security, the Mission and UNDP.
70. With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;

- (b) The security situation allows the Panel of Experts to conduct missions in the field.

Programme performance in 2023

Enhanced capacity of the Security Council and the Committee to address violations of the arms embargo

71. In its final report (S/2023/673), the Panel of Experts highlighted that armed groups had an impact on the security situation, influenced national politics, controlled aspects of socioeconomic life, conducted criminal activities, violated international humanitarian and human rights laws and committed human rights abuses. It provided a detailed analysis of maritime, air and ground violations of the arms embargo, along with findings on the implementation of the targeted sanctions measures imposed on entities and individuals. The Panel also recommended that the Committee update the list entries of several individuals on its sanctions list and consider the listing of additional individuals meeting the designation criteria.
72. Progress towards the objective is presented in the performance measure below (see table 18).

Table 18

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Security Council and the Committee continued to receive information on instances of non-compliance with the arms embargo, and the mission provided further information on individuals and entities acting in violation of the arms embargo	Security Council and the Committee continued to receive information on instances of non-compliance with the arms embargo and considered follow-up action to address violations of the arms embargo	Security Council and the Committee received information on instances of non-compliance with the arms embargo and considered follow-up action on reported arms embargo violations, and possible listings of individuals and entities

Planned result for 2025

Enhanced capacity of the Security Council and the Committee to address violations of the arms embargo and human rights abuses

Programme performance in 2023 and target for 2025

73. In 2023, the work of the Panel of Experts contributed to the implementation of this sanctions regime, meeting the planned target of provision of information on individuals and entities acting in violation of the arms embargo. This enabled the Security Council and the Committee to consider follow-up action in response to such violations, including the possible listing of additional individuals and entities.

Lessons learned and planned change

74. The lesson for the Panel of Experts was the need for improved coordination and information-sharing among the Panel, the Government of Libya, relevant international bodies and regional actors. In applying the lesson, the Panel will continue to use relevant communication technologies to enhance information exchange and improve cooperation among all relevant stakeholders.
75. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19).

Table 19
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Security Council and the Committee continued to receive information on instances of non-compliance with the arms embargo from the Panel of Experts	Security Council and the Committee received information on instances of non-compliance with the arms embargo from the Panel of Experts and considered follow-up action	On the basis of information provided by the Panel of Experts, the Security Council and the Committee took follow-up action on reported arms embargo violations, including considering listings	On the basis of information provided by the Panel of Experts, the Security Council and the Committee take follow-up action on reported violations of the arms embargo, international humanitarian and human rights laws, and human rights abuses, including considering listings	On the basis of information provided by the Panel of Experts, the Security Council and the Committee take follow-up action on reported violations of the arms embargo, international humanitarian and human rights laws, and human rights abuses, including considering listings

Deliverables

76. Table 20 lists all deliverables of the mission.

Table 20
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	3	7	7
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	7	3	7	7
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
2. Meetings of the sanctions committee	3	3	3	3
Conference and secretariat services for meetings (number of three-hour meetings)	3	3	3	3
3. Meetings of the sanctions committee	3	3	3	3
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	3	7	7
4. Induction seminar for new members of the Panel of Experts and other training sessions	5	3	7	7
Publications (number of publications)	1	1	1	1
5. Implementation assistance notice and guidance document	1	1	1	1
Fact-finding, monitoring and investigation missions (number of missions)	15	24	15	15
6. Missions to gather information relating to compliance with the sanctions regime	15	24	15	15

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
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C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning new individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.

Databases and substantive digital materials: archives of documents collected by the Panel of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 21

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance 2025 vs. 2024 Increase/(decrease)
	Appropriation	Expenditure	Appropriation	Requirements		
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	234.0	157.3	302.7	174.7		(128.0)
Operational costs	1 176.4	1 021.0	1 153.5	1 201.7		48.2
Total (net of staff assessment)	1 410.4	1 178.3	1 456.2	1 376.4		(79.8)

Table 22

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	–	–	–	–	–	–	1	–	–	1 ^a	2	–	–	–	–	–	–	2
Proposed 2025	–	–	–	–	–	–	1	–	–	1 ^a	2	–	–	–	–	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a Other level, unless otherwise stated.

77. The proposed resource requirements for the Panel of Experts for 2025 amount to \$1,376,400 (net of staff assessment) and would provide for salaries and common staff costs (\$174,700) for the continuation of two posts (1 P-3 and 1 General Service (Other level)) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs (\$1,201,700) comprising expert fees (\$724,000) and travel (\$333,800) of the six experts, official

travel of staff (\$16,800) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment (\$127,100).

78. For 2025, no change is proposed to the number and level of posts for the Panel of Experts. A vacancy rate of 45.8 per cent has been applied to the staff costs on the basis of the average vacancy rate in 2023.
79. The decrease in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable to lower requirements under civilian personnel costs, resulting from the application of a higher vacancy rate based on the actual average vacancy rate of 2020, compared with that applied in the 2024 budget, as well as lower requirements for the expert fees owing to a change in the composition of the Panel of Experts, and the removal of the provision for satellite imagery because the required images will be obtained through a geospatial database subscription. The decrease is offset in part by higher common staff costs based on recent expenditure patterns and a new requirement for the subscription to the geospatial database, allowing experts to gain access to near real-time, high-resolution temporal and spatial satellite imagery and related services.

5. Panel of Experts on the Central African Republic

(\$1,300,700)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

80. The Panel of Experts on the Central African Republic is responsible for monitoring the implementation of the arms embargo, asset freeze and travel ban, as well as for providing information relevant to the potential designation of individuals and entities. The mandate derives from the priorities established in relevant Security Council resolutions, including resolution [2127 \(2013\)](#), and renewed in its subsequent resolutions, including, most recently, [2693 \(2023\)](#). The sanctions regime is aimed at preventing individuals and entities from undermining the peace, stability or security of the Central African Republic. On 15 May 2023, following a request by the Council in its resolution [2648 \(2022\)](#), the Secretary-General provided an update ([S/2023/356](#)) on progress achieved by the authorities of the Central African Republic on key benchmarks established in the statement of the President of the Council dated 9 April 2019 ([S/PRST/2019/3](#)). On 27 July 2023, by its resolution [2693 \(2023\)](#), the Council requested the Secretary-General to conduct, no later than 15 May 2024, a further assessment of the progress achieved by the authorities of the Central African Republic on the key benchmarks mentioned above.

Programme of work

Objective

81. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning the Central African Republic, which includes a territorial arms embargo that no longer applies to the security forces of the Central African Republic, as well as an asset freeze and a travel ban.

Strategy and external factors for 2025

82. To contribute to the objective, the Panel of Experts will continue to provide updated information to the Security Council and the Security Council Committee established pursuant to resolution [2127 \(2013\)](#) concerning the Central African Republic.
83. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime, in particular by non-governmental entities and individuals providing support to armed groups or criminal networks through the illicit exploitation of or trade in natural resources, including diamonds, gold, wildlife and wildlife products in or from the Central African Republic.
84. With regard to cooperation with other entities, in the context of information-sharing the Panel of Experts cooperates with, among others, Member States, the African Union, the European Union Common Security and Defence Policy Advisory Mission in the Central African Republic, the Economic Community of Central African States, the International Conference on the Great Lakes Region and the Central African Economic and Monetary Community.
85. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with, among others, the United Nations Multidimensional Integrated Stabilization Mission in the Central African

Republic, the United Nations Institute for Disarmament Research, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Panel cooperates with the Department of Safety and Security, the Mission and UNDP.

86. With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;
 - (b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2023

Better understanding by the Security Council and the Committee of the illicit exploitation of and trafficking in natural resources

87. In accordance with its mandate, the Panel of Experts reported on the support provided to armed groups or criminal networks through the illicit exploitation of and trafficking in natural resources, which continue to fuel the conflict in the Central African Republic. In particular, gold mining sites have become targets of attacks by armed groups. The Panel noted that the gold trade from the Central African Republic was increasing and had surpassed the diamond trade in value. The Panel delivered on its objective, although delays in the appointment of experts narrowed the comprehensiveness of its reporting.
88. Progress towards the objective is presented in the performance measure below (see table 23).

Table 23

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Security Council and the Committee received evidence on violations of the sanctions measures and considered designating individuals and entities for natural resources trafficking	Security Council and the Committee had relevant information on the illicit exploitation of and trafficking in natural resources and arms embargo violations, and acted on Panel of Experts recommendations	Security Council and the Committee had relevant information on the illicit exploitation of and trafficking in natural resources and arms embargo violations

Planned result for 2025

Better understanding by the Security Council and the Committee of the illicit exploitation of and trafficking in natural resources and sexual violence in conflict

Programme performance in 2023 and target for 2025

89. The work of the Panel of Experts contributed to the full implementation of the sanctions regime concerning the Central African Republic, which met the planned target. The Panel called upon the Committee to consider designating individuals involved in sexual and gender-based violence, arms trafficking and incitement to violence on the basis of previous statements of case provided by the Panel. The Panel also documented arms embargo violations involving the transfer of military aircraft and vehicles to the Central African Republic, as well as acts of sexual violence.

Lessons learned and planned change

90. The lesson for the Panel of Experts was the need to further adapt its information-gathering and working methods in an increasingly challenging security environment. In applying this lesson, the Panel will continue to utilize relevant communication technologies to conduct research, including the use of databases and subscriptions procured by the United Nations, and work closely with relevant United Nations bodies.
91. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 24).

Table 24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Security Council and the Committee received more detailed information on the illicit exploitation of natural resources in the Central African Republic by armed groups	Security Council and the Committee received comprehensive information on the illicit exploitation of and trafficking in natural resources, with recommendations for action	Security Council and the Committee had relevant information on the illicit exploitation of and trafficking in natural resources and acted on the Panel's recommendations	Security Council and the Committee receive further updated relevant information on the illicit exploitation of and trafficking in natural resources and sexual violence in conflict and consider designating individuals and entities	Security Council and the Committee receive further updated relevant information on the illicit exploitation of and trafficking in natural resources and sexual violence in conflict, and consider designating individuals and entities

Deliverables

92. Table 25 lists all deliverables of the mission.

Table 25
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	3	8	4
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	8	3	8	4
Substantive services for meetings (number of three-hour meetings)	10	8	10	10
2. Meetings of sanctions committee	8	6	8	8
3. Chair's briefings to Member States	2	2	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	10	8	10	10
4. Meetings of sanctions committee	8	6	8	8
5. Chair's briefings to Member States	2	2	2	2

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	5	7	7
6. Induction seminar for new members of the Panel of Experts and other training sessions	5	2	7	7
Publications (number of publications)	1	–	1	1
7. Implementation assistance notice and guidance document	1	–	1	1
Fact-finding, monitoring and investigation missions (number of missions)	10	10	10	10
8. Missions to gather information relating to compliance with the sanctions regime	10	10	10	10
C. Substantive deliverables				
Consultation, advice and advocacy: recommendations concerning new individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.				
Databases and substantive digital materials: archives of documents collected by the Panel of Experts.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbale on the activities of the sanctions committee/Panel of Experts.				
External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.				
Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 26

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)	
	(1)	(2)	(3)	(4)		(5)=(4)-(3)
Military and police personnel costs	–	–	–	–		–
Civilian personnel costs	241.0	232.0	290.0	322.4		32.4
Operational costs	952.2	658.6	991.6	978.3		(13.3)
Total (net of staff assessment)	1 193.2	890.6	1 281.6	1 300.7		19.1

Table 27
Human resources

	<i>International staff</i>											<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
Approved 2024	-	-	-	-	-	-	1	-	-	1 ^a	2	-	-	-	-	-	-	2
Proposed 2025	-	-	-	-	-	-	1	-	-	1 ^a	2	-	-	-	-	-	-	2
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

^a Other level, unless otherwise stated.

93. The proposed resource requirements for the Panel of Experts for 2025 amount to \$1,300,700 (net of staff assessment) and would provide for salaries and common staff costs (\$322,400) for the continuation of two posts (1 P-3 and 1 General Service (Other level)) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs (\$978,300) comprising expert fees (\$592,500) and travel (\$248,500) of the five experts, official travel of staff (\$33,200) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment (\$104,100).
94. For 2025, no change is proposed to the number and level of posts. A vacancy rate of zero per cent has been applied to the posts on the basis of the actual vacancy rate in March 2024.
95. The increase in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable primarily to higher requirements under civilian personnel costs, resulting from a higher post adjustment multiplier and the application of a lower percentage of vacancy rate compared with 2024, the application of a higher percentage of common staff costs based on expenditure patterns, and a new requirement for the subscription to the geospatial database, allowing experts to gain access to near real-time, high-resolution temporal and spatial satellite imagery and related services. The increase is offset in part by lower requirements for experts' fees resulting from a change in the composition of the Panel of Experts and the removal of provision for satellite imagery because the required images will be obtained through the geospatial database subscription.

6. Panel of Experts on Yemen

(\$2,389,000)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

96. The Panel of Experts on Yemen is responsible for monitoring the implementation of the asset freeze, travel ban and targeted arms embargo on designated individuals and entities, as well as for providing information relevant to the potential designation of such individuals and entities. The mandate is defined in Security Council resolution [2140 \(2014\)](#), as modified in resolution [2216 \(2015\)](#) and extended, most recently, in resolution [2707 \(2023\)](#). The sanctions regime is aimed at preventing and containing threats to the peace, security and stability of Yemen.

Programme of work

Objective

97. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning Yemen, which includes a targeted arms embargo, an asset freeze and a travel ban.

Strategy and external factors for 2025

98. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and the Security Council Committee established pursuant to resolution [2140 \(2014\)](#).
99. The above-mentioned work is expected to result in the enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.
100. With regard to cooperation with other entities, in the context of information-sharing the Panel of Experts cooperates with, among others, Member States, the Combined Maritime Forces and the International Criminal Police Organization (INTERPOL).
101. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with, among others, the World Bank, the International Monetary Fund, WFP, the International Organization for Migration, the United Nations Verification and Inspection Mechanism for Yemen and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Panel cooperates with the Office of the Special Envoy of the Secretary-General for Yemen, the Department of Safety and Security and UNDP.
102. With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;
 - (b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2023

Further enhanced awareness of the trafficking in arms and components

103. In 2023, the Panel of Experts reported on large-scale violations of the targeted arms embargo, involving heavy weaponry, improvised explosive devices, small arms and vehicles converted for military use. The materiel analysed by the Panel showed a reinforcement of the Houthis' military capacity. The Panel also noted the flourishing of black-market sales of small arms and light weapons in Houthi-controlled areas, including man-portable air-defence systems. The Panel continued to raise awareness of the continuous flow of arms and related materiel, including through black-market activities, in the country.
104. Progress towards the objective is presented in the performance measure below (see table 28).

Table 28

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Security Council and the Committee received detailed information from the Panel of Experts on the commercially available components used to assemble weapons systems and on violations of human rights and international humanitarian law	Security Council and the Committee awareness of the use of commercially available civilian components in some military applications in Yemen resulted in enhanced vigilance with regard to the export of such items	Security Council and the Committee received comprehensive information from the Panel of Experts on the trafficking of arms and related material

Planned result for 2025

Further enhanced awareness of the trafficking in arms and commercial components for use in certain military applications

Programme performance in 2023 and target for 2025

105. In 2023, the work of the Panel of Experts contributed to the full implementation of the sanctions regime concerning Yemen, which met the planned target. The Panel will continue to provide information on the trafficking in arms and commercially available components used in certain military applications.

Lessons learned and planned change

106. The lesson for the Panel of Experts was the need to further enhance information collection on weapons and materiel used by the Houthis. In applying the lesson, the Panel will continue to engage with all relevant stakeholders to conduct inspections, collect data and use databases and subscriptions procured by the United Nations to strengthen analysis.
107. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29).

Table 29
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Security Council and the Committee received detailed information on the trafficking in arms and commercially available components used in certain military applications in Yemen	Security Council and the Committee awareness of the use of commercially available civilian components in certain military applications in Yemen resulted in enhanced vigilance with regard to the export of such items	Security Council and the Committee received comprehensive information from the Panel of Experts on the trafficking in arms and related materiel	Security Council and the Committee receive comprehensive information from the Panel of Experts on the trafficking in arms and related materiel	Security Council and the Committee receive comprehensive information from the Panel of Experts on the trafficking in arms and related materiel

Deliverables

108. Table 30 lists all deliverables of the mission.

Table 30
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	3	2	2
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	2	3	2	2
Substantive services for meetings (number of three-hour meetings)	4	6	4	4
2. Meetings of sanctions committee	4	6	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	4	6	4	4
3. Meetings of sanctions committee	4	6	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	5	7	7
4. Induction seminar for new members of the Panel of Experts and other training sessions	5	5	7	7
Publications (number of publications)	1	–	1	1
5. Implementation assistance notice and guidance document	1	–	1	1
Fact-finding, monitoring and investigation missions (number of missions)	20	16	20	20
6. Missions to gather information relating to compliance with the sanctions regime	20	16	20	20
C. Substantive deliverables				
Consultation, advice and advocacy: recommendations concerning new individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.				
Databases and substantive digital materials: archives of documents collected by the Panel of Experts.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2025**Resource requirements (regular budget)**

Table 31

Financial resources

(Thousands of United States dollars)

<i>Category of expenditure</i>	<i>2023</i>		<i>2024</i>		<i>2025</i>	<i>Variance</i>
	<i>Appropriation</i>	<i>Expenditure</i>	<i>Appropriation</i>	<i>Requirements</i>		<i>2025 vs. 2024 Increase/(decrease)</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>		<i>(5)=(4)-(3)</i>
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	956.9	960.6	1 011.8	1 045.0	1 045.0	33.2
Operational costs	1 253.1	1 145.4	1 295.9	1 344.0	1 344.0	48.1
Total (net of staff assessment)	2 210.0	2 106.0	2 307.7	2 389.0	2 389.0	81.3

Table 32

Human resources

	<i>International staff</i>											<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
Approved 2024	–	–	–	–	–	–	1	–	5	–	6	–	2	2	–	–	–	8
Proposed 2025	–	–	–	–	–	–	1	–	5	–	6	–	2	2	–	–	–	8
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

109. The proposed resource requirements for the Panel of Experts for 2025 amount to \$2,389,000 (net of staff assessment) and would provide for the salaries and common staff costs (\$1,045,000) for the continuation of eight posts (1 P-3, 5 Field Service and 2 Local level) to provide substantive, administrative and security support in relation to the sanctions regime, and operational costs (\$1,344,000) comprising expert fees (\$705,900) and travel (\$232,500) of the five experts, official travel of staff (\$65,300) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services, medical services and other supplies, services and equipment (\$340,300).

110. For 2025, no change is proposed to the total number of posts for the Panel of Experts. A vacancy rate of 13.9 per cent has been applied to international staff costs, while national staff costs are based on the assumption of full incumbency, both based on the average vacancy rates in 2023.

111. The increase in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable primarily to higher requirements under civilian personnel costs, resulting from a higher post adjustment multiplier and the application of a higher percentage of common staff costs for international staff posts based on recent expenditure patterns, as well as the increased requirements for experts' fees resulting from higher average monthly fees owing to a change in the composition of the Panel of Experts, and a new requirement for the subscription to the geospatial database, allowing experts to gain access to near real-time, high-resolution temporal and spatial satellite imagery and related services. The increase is offset in part by the lower salaries for international staff owing to the application of a higher vacancy rate of 13.9 per cent compared with the 8.4 per cent applied in 2024 and removal of the provision for satellite imagery because the required images will be obtained through the geospatial database subscription.

7. Panel of Experts on South Sudan

(\$1,435,400)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

112. The Panel of Experts on South Sudan is responsible for monitoring the implementation of the arms embargo, asset freeze and travel ban, as well as for providing information relevant to the potential designation of individuals and entities. The mandate derives from the priorities established in relevant Security Council resolutions, including resolution [2206 \(2015\)](#), and renewed in its subsequent resolutions, including, most recently, [2683 \(2023\)](#). The sanctions regime is aimed at, but not limited to, targeting spoilers of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan, which was signed on 12 September 2018. On 15 April 2024, following a request by the Council in its resolution [2683 \(2023\)](#), the Secretary-General provided the Council with an assessment of the progress achieved on the key benchmarks established in resolution [2577 \(2021\)](#) (S/2024/309).

Programme of work

Objective

113. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning South Sudan, which includes a territorial arms embargo, an asset freeze and a travel ban.

Strategy and external factors for 2025

114. To contribute to the objective, the Panel of Experts will provide updated information, including on the potential impacts of elections currently scheduled in December 2024 on the overall situation in South Sudan, to the Security Council and the Security Council Committee established pursuant to resolution [2206 \(2015\)](#) concerning South Sudan.
115. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.
116. With regard to cooperation with other entities, in the context of information-sharing the Panel of Experts cooperates with, among others, Member States, the African Union and the Intergovernmental Authority on Development.
117. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with the United Nations Mission in South Sudan, the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety and security, information technology security and logistics, the Panel cooperates with the Mission, the Department of Safety and Security and UNDP.

118. With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;
 - (b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2023

Committee members receive an update on progress achieved in the implementation of the Revitalized Agreement and on actions that threaten the peace, security and/or stability of South Sudan

119. The Panel of Experts provided the Security Council and the Committee with information and strategic analysis. The Panel reported on the slow pace of progress in the implementation of the Revitalized Agreement, especially its chapter II, on transitional security arrangements, as well as on the continued political, security and humanitarian challenges threatening the peace, security and/or stability of South Sudan. The Panel submitted for the Committee's consideration two statements of case regarding two individuals who had committed serious abuses of human rights and violations of applicable international human rights law or international humanitarian law.
120. Progress towards the objective is presented in the performance measure below (see table 33).

Table 33

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Security Council received updated information on the progress achieved in implementing the Revitalized Agreement and established benchmarks to review the arms embargo	Security Council and the Committee received updated information on the progress of implementation of the Revitalized Agreement and the benchmarks for the adjustment of the arms embargo	Security Council and the Committee received updated information on the progress of implementation of the Revitalized Agreement and reviewed the arms embargo on the basis of the progress achieved on the key benchmarks

Planned result for 2025

Update on the implementation of the Revitalized Agreement and on the progress of implementation of the arms embargo key benchmarks

Programme performance in 2023 and target for 2025

121. In 2023, the work of the Panel of Experts contributed to the full implementation of the sanctions regime concerning South Sudan, which met the planned target. This work contributed to the decision of the Security Council to ease the arms embargo through its resolution [2683 \(2023\)](#) by exempting the supply, sale or transfer of non-lethal military equipment for the security forces of the South Sudan. In the same resolution, the Council reiterated its readiness to further review the arms embargo measures on the basis of the progress achieved on the key benchmarks.

Lessons learned and planned change

122. The lesson for the Panel of Experts was the continued need to collect and validate information for the preparation of its reports, given the difficulty in gaining access to some individuals, facilities and areas in South Sudan owing to the security situation. In applying the lesson, the Panel continued

to use relevant communication technologies, databases and subscriptions provided by the United Nations, as well as confidential sources in locations accessible to the Panel, including outside of South Sudan.

123. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34).

Table 34
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Security Council and the Committee received updated information on the progress achieved in implementing the Revitalized Agreement and established benchmarks to review the arms embargo	Security Council and the Committee received information on the progress achieved on the established key benchmarks and considered the review of the arms embargo	Security Council and the Committee reviewed the arms embargo on the basis of updated information regarding progress achieved on the established key benchmarks	Security Council and the Committee further review the arms embargo based on updated information regarding progress in implementing the Revitalized Agreement as well as on the established key benchmarks	Security Council and the Committee further review the arms embargo on the basis of updated information regarding progress in implementing the Revitalized Agreement and on the established key benchmarks

Deliverables

124. Table 35 lists all deliverables of the Panel of Experts.

Table 35
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	18	12	15	15
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	18	12	15	15
Substantive services for meetings (number of three-hour meetings)	7	8	7	7
2. Meetings of sanctions committee	5	6	5	5
3. Chair's briefings to Member States	2	2	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	7	8	7	7
4. Meetings of sanctions committee	5	6	5	5
5. Chair's briefings to Member States	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	11	7	13
6. Induction seminar for new members of the Panel of Experts and other training sessions	5	11	7	13
Publications (number of publications)	1	–	1	1
7. Implementation assistance notice and guidance document	1	–	1	1

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Fact-finding, monitoring and investigation missions (number of missions)	10	9	10	10
8. Missions to gather information relating to compliance with the sanctions regime	10	9	10	10

C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning new individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.

Databases and substantive digital materials: archives of documents collected by the Panel of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 36

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)	
	(1)	(2)	(3)	(4)		(5)=(4)-(3)
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	308.7	253.0	279.6	431.9		152.3
Operational costs	948.9	771.6	966.4	1 003.5		37.1
Total (net of staff assessment)	1 257.6	1 024.6	1 246.0	1 435.4		189.4

Table 37

Human resources

Category of expenditure	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	
Approved 2024	–	–	–	–	–	–	1	–	–	2 ^a	3	–	–	–	–	–	–	3
Proposed 2025	–	–	–	–	–	–	1	–	–	2 ^a	3	–	–	–	–	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a Other level, unless otherwise stated.

125. The proposed resource requirements for the Panel of Experts for 2025 amount to \$1,435,400 (net of staff assessment) and would provide for salaries and common staff costs (\$431,900) for the continuation of three posts (1 P-3 and 2 General Service (Other level)) to provide substantive,

administrative and security support in relation to the sanctions regime, and operational costs (\$1,003,500) comprising expert fees (\$583,200) and travel (\$267,400) of the five experts, official travel of staff (\$40,200) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment (\$112,700).

126. For 2025, no change is proposed to the number and level of posts for the Panel of Experts. A vacancy rate of zero per cent has been applied to the staff costs on the basis of the actual vacancy rate in March 2024.
127. The increase in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable primarily to higher requirements under civilian personnel costs resulting from a higher post adjustment multiplier and the application of a lower vacancy rate of zero per cent compared with 30.5 per cent applied in 2024, higher requirements for the experts' fees resulting from a change in the composition of the Panel of Experts and a new requirement for the subscription to the geospatial database, allowing experts to gain access to near real-time, high-resolution temporal and spatial satellite imagery and related services.

8. Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities

(\$6,162,800)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

128. The Analytical Support and Sanctions Monitoring Team, which supports the work of both the Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities, and the Security Council Committee established pursuant to resolution 1988 (2011), is responsible for assisting in and reporting on the implementation of the asset freezes, travel bans and targeted arms embargoes on designated individuals and entities. The mandate is derived from the priorities established in the relevant Council resolutions, including resolution 1267 (1999), and renewed in its subsequent resolutions, including, most recently, 2716 (2023). The sanctions regimes are aimed at strengthening the Council's response to threats to international peace and security caused by terrorist acts and at contributing to the peace, stability and security of Afghanistan.

Programme of work

Objective

129. The objective, to which this mission contributes, is to ensure the full implementation of sanctions regimes concerning Da'esh, Al-Qaida and the Taliban, which include targeted arms embargoes, asset freezes and travel bans.

Strategy and external factors for 2025

130. To contribute to the objective, the Monitoring Team will provide updated information to the Security Council, the Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities, and the Security Council Committee established pursuant to resolution 1988 (2011).
131. The above-mentioned work is expected to result in an enhanced capacity of the Council and the Committees to take follow-up action on alleged violations of the sanctions regimes.
132. With regard to cooperation with other entities, in the context of information-sharing the Monitoring Team cooperates with, among others, Member States, the International Air Transport Association, the International Civil Aviation Organization, the World Customs Organization the Financial Action Task Force and INTERPOL.
133. With regard to inter-agency coordination and liaison, the Monitoring Team cooperates with, among others, the Counter-Terrorism Committee Executive Directorate, the Office of Counter-Terrorism, the mission assisting the Security Council Committee established pursuant to resolution 1540 (2004), the

Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009), the United Nations Office on Drugs and Crime (UNODC), the United Nations Assistance Mission in Afghanistan, the United Nations Assistance Mission for Iraq and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety and security, information technology security and logistics, the Monitoring Team cooperates with the Department of Safety and Security, the Office of Information and Communications Technology, United Nations field missions and UNDP, as appropriate.

134. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Monitoring Team;
 - (b) The security situation allows the Monitoring Team to conduct missions, as needed.

Programme performance in 2023

Strengthening analysis capacities to follow an evolving threat

135. To assist in addressing the global terrorism threat posed by Da'esh and Al-Qaida and the threat posed by the Taliban to the peace, stability and security of Afghanistan, and to fully implement sanctions measures, the Monitoring Team submitted seven reports to the Security Council or the Committees in 2023 providing analysis of global terrorism threat and one report on the situation in Afghanistan. The Monitoring Team collected information through its engagement with Member States, regional organizations and other stakeholders and used databases and subscriptions procured by the United Nations to conduct research.
136. Progress towards the objective is presented in the performance measure below (see table 38).

Table 38

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Committees had comprehensive information on the terrorist threat and adjusted the sanctions regime, and the Committees considered exemptions, amendments to listings and new designations	Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban, and the Committees considered exemptions, amendments to listings and new designations	Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban, and the Committees considered exemptions, amendments to listings and new designations

Planned result for 2025

Enhanced analysis to follow an evolving threat

Programme performance in 2023 and target for 2025

137. Through its engagement with Member States and with other stakeholders, the Monitoring Team met the planned target. In 2023, three individuals and one entity were added to the Islamic State of Iraq and the Levant (Da'esh) and Al-Qaida sanctions list and two individuals were removed from that list. The Committees approved amendments to the existing entries of 157 individuals and 12 entities on their sanctions lists. In 2023, the Committees also approved exemptions from existing sanctions measures.

Lessons learned and planned change

138. The lesson for the Monitoring Team was the need to sustain in-person engagements, in addition to virtual meetings using relevant communication technology, with national authorities and regional organizations to gather sensitive and confidential information. In applying the lesson, the Monitoring Team will continue to plan its country visits, regional meetings and participation in multilateral meetings to sustain in-person discussions on sensitive and confidential issues with national authorities and regional organizations. In addition, the Monitoring Team will continue to use relevant databases and subscriptions procured by the United Nations to conduct research.
139. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 39).

Table 39
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Security Council and the Committees had comprehensive information on the terrorist threat and adjusted the sanctions regime; and the Committees considered exemptions, amendments to listings and new designations	Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban; and the Committees considered exemptions, amendments to listings and new designations	Security Council and the Committees had comprehensive information on the terrorist threat and the Taliban, the Committees considered exemptions and amendments to listings, and the Council and the Committees considered new designations	Security Council and the Committees have comprehensive information on the terrorist threat and the Taliban; the Committees consider exemptions and amendments to listings; and the Council and the Committees consider new designations	Security Council and the Committees have comprehensive information on the terrorist threat and the Taliban; the Committees consider exemptions and amendments to listings; and the Council and the Committees consider new designations

Deliverables

140. Table 40 lists all deliverables of the mission.

Table 40
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	13	12	14
1. Reports to the Security Council and updates, monthly reports, country visit reports and/or reports on outreach activities to the sanctions committees	12	13	12	14
Substantive services for meetings (number of three-hour meetings)	32	21	33	25
2. Meetings of sanctions committees	25	12	20	12
3. Chair's briefings to Member States	2	3	3	3
4. Regional meetings for security and intelligence services on the threat posed by Da'esh and Al-Qaida and the implementation of the sanctions regime	5	6	10	10

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Conference and secretariat services for meetings (number of three-hour meetings)	32	21	33	25
5. Meetings of sanctions committees	25	12	20	12
6. Chair's briefings to Member States	2	3	3	3
7. Regional meetings for security and intelligence services on the threat posed by Da'esh and Al-Qaida and the implementation of the sanctions regime	5	6	10	10
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	145	99	97	95
8. Regional workshops on the implementation of relevant resolutions	140	94	90	90
9. Induction seminar for new members of the Monitoring Team and other training sessions	5	5	7	5
Fact-finding and monitoring missions (number of missions)	35	52	35	40
10. Missions to gather information relating to compliance with the sanctions regime	35	52	35	40
C. Substantive deliverables				
Consultation, advice and advocacy: recommendations concerning new individuals and entities to be listed; consultations with Member States on the implementation of sanctions regimes; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.				
Databases and substantive digital materials: implementation, dissemination and maintenance of the enhanced data model and archives of documents collected by the Monitoring Team.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes to report on the work of the Monitoring Team; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committees/Monitoring Team.				
External and media relations: press releases on the activities of the sanctions committees/Monitoring Team.				
Digital platforms and multimedia content: dissemination of information on the activities and mandates of the sanctions committees/Monitoring Team through their websites.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 41

Financial resources

(Thousands of United States dollars)

<i>Category of expenditure</i>	<i>2023</i>		<i>2024</i>		<i>2025</i>	<i>Variance</i>
	<i>Appropriation</i>	<i>Expenditure</i>	<i>Appropriation</i>	<i>Requirements</i>	<i>2025 vs. 2024 Increase/(decrease)</i>	
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>		
Military and police personnel costs	–	–	–	–		–
Civilian personnel costs	2 638.5	2 915.5	3 193.8	2 832.8		(361.0)
Operational costs	3 216.4	3 176.2	3 323.1	3 330.0		6.9
Total (net of staff assessment)	5 854.9	6 091.6	6 516.9	6 162.8		(354.1)

Table 42
Human resources

	<i>International staff</i>											<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
Approved 2024	-	-	-	-	1	4	6	-	-	8 ^a	19	-	-	-	-	-	-	19
Proposed 2025	-	-	-	-	1	4	6	-	-	8 ^a	19	-	-	-	-	-	-	19
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

^a Other level, unless otherwise stated.

141. The proposed resource requirements for the Monitoring Team for 2025 amount to \$6,162,800 (net of staff assessment) and would provide for salaries and common staff costs (\$2,832,800) for the continuation of 19 posts (1 P-5, 4 P-4, 6 P-3 and 8 General Service (Other level)) to provide substantive and administrative support to the sanctions regimes, and operational costs (\$3,330,000) comprising expert fees (\$2,076,700) and travel of experts (\$401,700), official travel of staff (\$89,200) and other operational and logistical support requirements, including the rental of premises, communications and information technology services and other supplies, services and equipment (\$762,400).
142. For 2025, no change is proposed to the number and level of posts for the Monitoring Team. A vacancy rate of 17.5 per cent has been applied to the staff costs on the basis of the actual vacancy rate in March 2024.
143. The decrease in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable to lower requirements under civilian personnel costs owing primarily to the application of a higher vacancy rate of 17.5 per cent compared with the 1.3 per cent applied in 2024 and reduced requirement for rental of premises based on the application of the most recent standard rate. The decrease is offset in part by higher requirements for the fees of the experts owing to a change in the composition of the Monitoring Team and a new requirement for the subscription to a new monitoring service that will enable experts to gain access to an extensive and complete database covering listed entities and individuals in local languages.

9. Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)

(\$729,800)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

144. The Office of the Ombudsperson to the Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities is responsible for reviewing delisting requests from individuals or entities inscribed on the related sanctions list. The mandate is defined in Council resolution 1904 (2009), and it was renewed in its subsequent resolutions, including, most recently, 2610 (2021).

Programme of work

Objective

145. The objective, to which this mission contributes, is to provide an independent review of delisting requests of individuals, entities and undertakings on the Islamic State in Iraq and the Levant (Da'esh) and Al-Qaida sanctions list. In doing so, it ensures that listed individuals, entities and undertakings have access to fair and clear procedures for the administration of requests for removal (delisting) from the sanctions list.

Strategy and external factors for 2025

146. To contribute to the objective, the Office will fairly and expeditiously consider and process all requests for delisting and travel to interview each petitioner in person in the petitioner's country of residence, whenever possible.
147. The above-mentioned work is expected to result in informed decision-making by the Committee on the Ombudsperson's analysis and recommendation on the delisting request contained in a comprehensive report on each case.
148. With regard to cooperation with other entities, including in the context of information-sharing, the Office cooperates with, among others, Member States, the European Union, academic institutions, think tanks and international law associations.
149. With regard to inter-agency coordination and liaison, the Office cooperates with, among others, UNDP, OHCHR, the Counter-Terrorism Committee Executive Directorate, the Office of Counter-Terrorism, the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism, and the Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities. In the context of safety and security, information technology security and logistics, the Office cooperates with the Department of Safety and Security, the Office of Information and Communications Technology and UNDP.

150. With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Office;
 - (b) The security situation allows the Office to conduct missions, as needed.

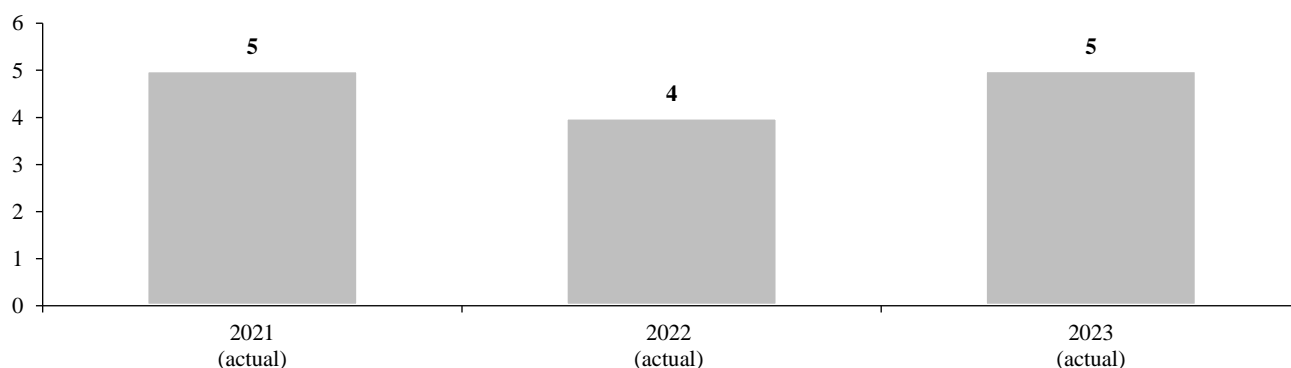
Programme performance in 2023

Fair and expeditious review of delisting requests

151. In 2023, the Ombudsperson advanced the consideration of all petitions before the Office, which included the presentation of six cases to the Committee, the submission of five comprehensive reports and two interviews with petitioners. The Ombudsperson also undertook extensive inquiries and independent research to gather information on each petition, including among Member States and the Monitoring Team. A total of 4 new petitions were accepted by the Office in 2023, bringing the total number of petitions accepted by it since its inception to 109. The above-mentioned work contributed to the Committee receiving comprehensive reports from the Office in a timely manner.
152. Progress towards the objective is presented in the performance measure below (see figure I).

Figure I

Performance measure: number of comprehensive reports submitted by the Ombudsperson to the Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities



Planned result for 2025

Ensuring fair and expeditious review of delisting requests

Programme performance in 2023 and target for 2025

153. In 2023, the Ombudsperson independently reviewed delisting requests of individuals, entities and undertakings on the Islamic State in Iraq and the Levant (Da'esh) and Al-Qaida sanctions list, which met the planned target of five comprehensive reports on the delisting request submitted to the Islamic State in Iraq and the Levant (Da'esh) and the Al-Qaida sanctions committee.

Lessons learned and planned change

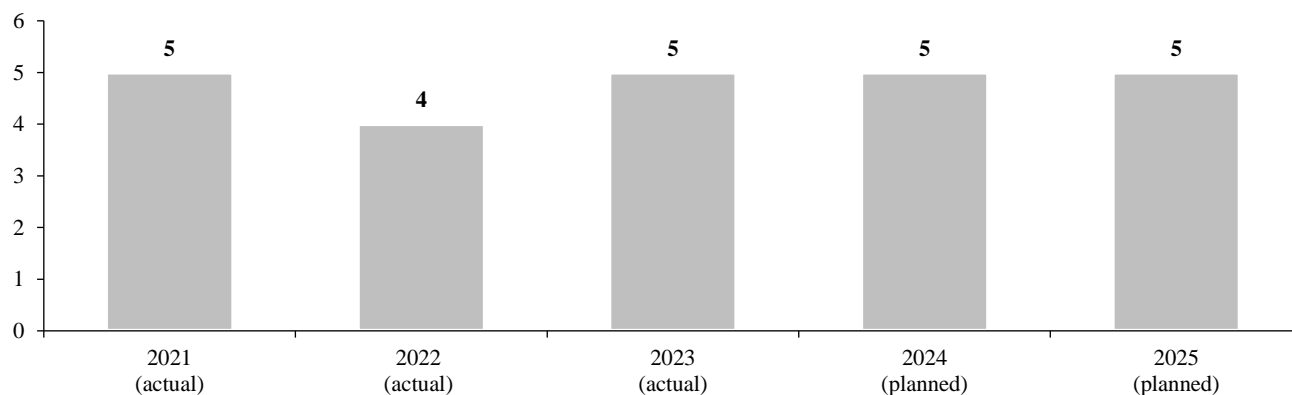
154. The lesson for the Office was the need to adapt its investigative and research methods to take into account the increased complexity of information-gathering, in particular in the light of greater interconnections between completed and new cases and an increased number of repeated requests. In applying the lesson, the Office will continue to diversify its research methods, including using

relevant communications technologies to conduct research, including by using databases and subscriptions procured by the United Nations, as well as developing a database search tool.

155. Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure II).

Figure II

Performance measure: number of comprehensive reports submitted by the Ombudsman to the Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities by the Ombudsperson



Deliverables

156. Table 43 lists all deliverables of the mission.

Table 43

Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	7	7	7
1. Biannual report of the Office of the Ombudsman to the Security Council	2	2	2	2
2. Comprehensive reports by the Ombudsman to the sanctions committee ^a	5	5	5	5
Substantive services for meetings (number of three-hour meetings)	6	7	6	6
3. Presentations of comprehensive reports by the Ombudsman to the sanctions committee	5	6	5	5
4. Ombudsman's briefings to Member States	1	1	1	1
Conference and secretariat services for meetings (number of three-hour meetings)	6	7	6	6
5. Presentations of comprehensive reports by the Ombudsman to the sanctions committee	5	6	5	5
6. Ombudsman's briefings to Member States	1	1	1	1
B. Generation and transfer of knowledge				
Fact-finding missions (number of missions)	5	3	5	5
7. Missions to gather information relating to delisting requests	5	3	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with Member States and petitioners on delisting requests; advice on delisting procedures; and advocacy on due process.				

Category and subcategory	2023	2023	2024	2025
	planned	actual	planned	planned

Databases and substantive digital materials: archives of documents collected by the Ombudsperson; and development of database search tool.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Ombudsperson; fact sheets and information booklet on the work and mandate of the special political mission; and periodic updates to the Historical Guide of the Ombudsperson Process.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the Ombudsperson through the Office's website.

^a The reports are strictly confidential and never published.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 44

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024
	(1)	(2)	(3)	(4)	(5)	Increase/(decrease)
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	261.5	431.6	337.4	359.0	359.0	21.6
Operational costs	355.8	346.7	373.7	370.8	370.8	(2.9)
Total (net of staff assessment)	617.3	778.3	711.1	729.8	729.8	18.7

Table 45

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	–	–	–	–	–	1	–	–	–	1 ^a	2	–	–	–	–	–	
Proposed 2025	–	–	–	–	–	1	–	–	–	1 ^a	2	–	–	–	–	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a Other level, unless otherwise stated.

157. The proposed resource requirements for the Office for 2025 amount to \$729,800 (net of staff assessment) and would provide for salaries and common staff costs (\$359,000) for the continuation of two posts (1 P-4 and 1 General Service (Other level)) to provide substantive and administrative support to the Office, and operational costs (\$370,800) comprising fees (\$229,600) and travel (\$28,400) of the Ombudsperson, official travel of staff (\$34,300) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology and other supplies, services and equipment (\$78,500).

158. For 2025, no change is proposed to the number and level of posts for the Office. A vacancy rate of zero per cent has been applied to staff costs on the basis of the actual vacancy rate in March 2024.
159. The increase in requirements proposed for 2025 compared with the appropriation for 2024 is attributable to increased requirements under civilian personnel costs resulting from a higher post adjustment multiplier and the application of a higher percentage of common staff costs, based on recent expenditure patterns. The increase is offset in part by reduced requirement for rental of premises based on the application of the most recent standard rate.

10. Implementation of Security Council resolution 2231 (2015)

(\$355,400)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

160. The mission is responsible for supporting the work of the Security Council and its Facilitator in relation to the implementation of resolution 2231 (2015) and as set forth in the note by the President of the Security Council of 16 January 2016 (S/2016/44). In its resolution 2231 (2015), the Council endorsed the Joint Comprehensive Plan of Action, urged its full implementation and called upon all Member States and regional and international organizations to support its implementation.
161. In addition, the restrictive measures established in annex B to resolution 2231 (2015) are aimed at improving transparency and creating an atmosphere conducive to the full implementation of the Joint Comprehensive Plan of Action. The last of these restrictive measures (nuclear-related transfers and activities (through the procurement channel)) will expire in October 2025. Also foreseen in October 2025, provided that the provisions of the previous Security Council resolutions on the Iranian nuclear issue have not been reinstated in the interim, all the provisions of resolution 2231 (2015) shall be terminated and the Council will have concluded its consideration of the Iranian nuclear issue.

Programme of work

Objective

162. The objective, to which this mission contributes, is to ensure the full implementation by all Member States and regional and international organizations of resolution 2231 (2015), including the restrictive measures established in annex B to the resolution.

Strategy and external factors for 2025

163. To contribute to the objective, the mission will continue to support the work of the Security Council and its appointed Facilitator and to report regularly, as mandated, to the Council on the implementation of the resolution until the end of the mandate in October 2025.
164. The above-mentioned work is expected to result in improved transparency, an atmosphere conducive to the full implementation of the Joint Comprehensive Plan of Action and an increase in cooperation on alleged actions inconsistent with the remaining annex B restrictive measures.
165. With regard to cooperation with other entities, the mission liaises and cooperates with, among others, Member States and the Procurement Working Group of the Joint Commission established in the Joint Comprehensive Plan of Action for the processing of nuclear and nuclear-related dual-use proposals through the procurement channel. The mission also cooperates with Member States on various issues relating to the implementation of resolution 2231 (2015), including alleged actions inconsistent with its remaining annex B restriction. In addition, the mission liaises and cooperates with the International Atomic Energy Agency.

166. With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Continued diplomatic efforts by participants in the Joint Comprehensive Plan of Action to ensure that all participants remain committed to its full and effective implementation;
 - (b) The Joint Comprehensive Plan of Action, its implementation and that of resolution [2231 \(2015\)](#) continue to enjoy the full support of the broader international community.

Programme performance in 2023

Maintaining the continuous implementation of resolution [2231 \(2015\)](#)

167. The mission continued to provide information relating to resolution [2231 \(2015\)](#), including the restrictive measures established in its annex B, through the reports of the Secretary-General and briefings to the Security Council. It raised awareness among relevant stakeholders of the restrictive measures contained in annex B to the resolution, in particular because some of those measures (missile-related, asset freeze) expired in October 2023. With respect to monitoring and reporting on the implementation of resolution [2231 \(2015\)](#), the mission continued in-person consultations with Member States and continued to utilize some of the practices established during the COVID-19 pandemic, such as virtual consultations.
168. The above-mentioned work contributed to the Security Council, Member States and international organizations being informed of the status of implementation of resolution [2231 \(2015\)](#), as well as to the preparation of reports of the Secretary-General and briefings to the Council.
169. Progress towards the objective is presented in the performance measure below (see table 46).

Table 46
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Continuous implementation of resolution 2231 (2015) , including through reporting to the Security Council and the use of the procurement channel	Continuous implementation of resolution 2231 (2015) , including through reporting to the Security Council and the use of the procurement channel	Continuous implementation of resolution 2231 (2015) , including through reporting to the Security Council and support for the work of the Facilitator

Planned result for 2025

Maintaining the continuous implementation of resolution [2231 \(2015\)](#)

Programme performance in 2023 and target for 2025

170. In 2023, the mission met the planned target of regular reporting by the Secretary-General and support for the work of the Facilitator. The mission's work raised awareness of resolution [2231 \(2015\)](#), including the restrictive measures established in its annex B.

Lessons learned and planned change

171. The lesson for the mission was the need to provide continuous updates to Member States on the applicable restrictive measures of annex B to resolution [2231 \(2015\)](#). In applying the lesson, the mission will continue to consult early and regularly with Member States.
172. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 47).

Table 47
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Continuous implementation of resolution 2231 (2015), through reporting to the Security Council and support for the work of the Facilitator	Continuous implementation of resolution 2231 (2015), through reporting to the Security Council and support for the work of the Facilitator	Continuous implementation of resolution 2231 (2015), through reporting to the Security Council and support for the work of the Facilitator	Continuous implementation of resolution 2231 (2015), through reporting to the Security Council and support for the work of the Facilitator	Continuous implementation of resolution 2231 (2015), through reporting to the Security Council and support for the work of the Facilitator

Deliverables

173. Table 48 lists all deliverables of the mission.

Table 48
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports of the Secretary-General to the Security Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	3	4	5	5
2. Meetings of the Security Council	2	4	4	4
3. Facilitator's briefings to Member States	1	–	1	1
Conference and secretariat services for meetings (number of three-hour meetings)	3	4	5	5
4. Meetings of the Security Council	2	4	4	4
5. Facilitator's briefings to Member States	1	–	1	1
B. Generation and transfer of knowledge				
Fact-finding, monitoring and investigation missions (number of missions)	4	2	4	2
6. Missions to gather information relating to compliance with resolution 2231 (2015)	4	2	4	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultations and advice on the implementation of the restrictive measures contained in annex B to resolution 2231 (2015).				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes to report on the work of the special political mission; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the Security Council in the context of resolution 2231 (2015).				
External and media relations: press releases on the activities of the Security Council in the context of resolution 2231 (2015).				
Digital platforms and multimedia content: dissemination of information on the activities and mandate of the special political mission through its website.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 49

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024
	(1)	(2)	(3)	(4)	(5)	Increase/(decrease)
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	1 339.8	1 232.6	1 047.4	299.0		(748.4)
Operational costs	193.7	164.8	143.0	56.4		(86.6)
Total (net of staff assessment)	1 533.5	1 397.4	1 190.4	355.4		(835.0)

Table 50

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS ^a	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	–	–	–	–	1	2	1	–	–	1	5	–	–	–	–	–	–	5
Proposed 2025 (1 January 2025)	–	–	–	–	–	1	–	–	–	1	2	–	–	–	–	–	–	2
Change	–	–	–	–	(1)	(1)	(1)	–	–	–	(3)	–	–	–	–	–	–	(3)
Proposed 2025 (1 November 2025)	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Change	–	–	–	–	(1)	(2)	(1)	–	–	(1)	(5)	–	–	–	–	–	–	(5)

^a Other level, unless otherwise stated.

174. The proposed resource requirements for the implementation of Security Council resolution [2231 \(2015\)](#) for 2025 amount to \$355,400 (net of staff assessment) and would provide for salaries and common staff costs (\$299,000) for the continuation of two posts (1 P-4 and 1 General Service (Other level)) for a 10-month period, until 31 October 2025, and operational costs (\$56,400), which includes official travel of staff (\$15,000), and other operational and logistical support requirements, such as the rental of premises, communications and information technology and other supplies, services and equipment (\$41,400).
175. The mission has undertaken another review of its staffing structure and resource requirements and, in this regard, it is proposed that the following three posts be abolished effective 1 January 2025: Senior Political Affairs Officer (P-5); Political Affairs Officer (P-4); and Political Affairs Officer (P-3).
176. Following the expiration on 18 October 2025 of the remaining restrictive measures established in annex B to resolution [2231 \(2015\)](#), as specified in paragraph 8 of the same resolution, all the provisions of that resolution shall be terminated on the date 10 years after Adoption Day (18 October 2015) of the Joint Comprehensive Plan of Action, provided that the provisions of the previous Security Council resolutions on the Iranian nuclear issue have not been reinstated in the interim. The Council will then have concluded its consideration of the Iranian nuclear issue and the item

“Non-proliferation” will be removed from the list of matters of which the Council is seized. The remaining two posts are proposed to be abolished effective 1 November 2025: Political Affairs Officer (P-4); and Meeting Services Assistant (General Service (Other level)).

177. A vacancy rate of zero per cent has been applied to the staff costs on the basis of the actual vacancy rate in March 2024.
178. The decrease in requirements for 2025 is attributable to reduced requirement under civilian personnel costs and operating expenses, resulting from the proposed abolishment of three posts effective 1 January 2025 and the remaining two posts effective 1 November 2025, in respect of the anticipated expiration of mandate in October 2025, offset in part by the application of a higher common staff cost of 43.9 per cent compared with 42.2 per cent applied in 2024 based on expenditure patterns.

11. Panel of Experts pursuant to resolution 2713 (2023)

(\$1,960,200)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

179. The Panel of Experts pursuant to resolution 2713 (2023) is responsible for monitoring the implementation of the asset freeze, the travel ban, the targeted arms embargo and the territorial arms embargo focused on Al-Shabaab, the charcoal ban and the improvised explosive device components ban, as well as for providing information relevant to the designation of individuals and entities. Its mandate is referenced in Security Council resolution 2444 (2018), renewed in subsequent resolutions, including, most recently, 2713 (2023), in which the Council changed the name of the Panel of Experts on Somalia to the Panel of Experts pursuant to resolution 2713 (2023). The sanctions regime is aimed at supporting the efforts of the Somali authorities to deliver stability and security in Somalia, to prevent any flows of weapons and ammunition to Somalia in violation of the arms embargo and to disrupt the activities of Al-Shabaab, including its finances.
180. On 15 September 2023, following the request by the Security Council in its resolution 2662 (2022), the Secretary-General provided an update (S/2023/676) on progress against each indicator set out in the benchmarks contained in the technical assessment report (S/2022/698). On 1 December 2023, by its resolution 2713 (2023), the Council requested the Secretary-General to provide an update by 15 October 2024 on progress against each indicator set out in the benchmarks contained in the technical assessment report.

Programme of work

Objective

181. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning Al-Shabaab, which includes an asset freeze, a travel ban, targeted and territorial arms embargoes, a charcoal ban and an improvised explosive device components ban.

Strategy and external factors for 2025

182. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and the Security Council Committee pursuant to resolution 2713 (2023) concerning Al-Shabaab.
183. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.
184. With regard to cooperation with other entities, in the context of information-sharing the Panel of Experts cooperates with, among others, Member States, INTERPOL, the African Union and the European Union. It also cooperates with the African Union Transition Mission in Somalia.
185. With regard to inter-agency coordination and liaison, the Panel of Experts cooperates with, among others, the World Bank, the International Monetary Fund, the International Civil Aviation Organization, the United Nations Assistance Mission in Somalia, the United Nations Support Office in Somalia, the United Nations Office at Nairobi, UNODC and other sanctions monitoring teams,

groups and panels, as appropriate. In the context of safety, security and logistics, the Panel cooperates with the Department of Safety and Security and security teams of the United Nations Office at Nairobi, the United Nations Assistance Mission in Somalia, the United Nations Support Office in Somalia and UNDP.

186. With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;
 - (b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2023

Enhanced capacity of the Security Council, the sanctions committee and Member States to counter Al-Shabaab financing

187. In 2023, the Panel of Experts continued to investigate the financing of Al-Shabaab and its military operations and capacity. In its final report (S/2023/724), the Panel assessed the financial disruption strategy of the Federal Government of Somalia to counter the financing of Al-Shabaab and reported that Al-Shabaab had continued to raise funds through various extortion mechanisms and illicit or parallel taxation systems, including the extortion of businesses and the illicit taxation of livestock and agricultural products.
188. Progress towards the objective is presented in the performance measure below (see table 51).

Table 51

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Security Council and the Committee refined the sanctions regime, with a specific focus on degrading Al-Shabaab, including by targeting its illicit finances	Security Council and the Committee received information from the Panel of Experts on the finances of Al-Shabaab, as well as recommendations on how to disrupt them	Security Council and the Committee received information from the Panel of Experts on Al-Shabaab's financing and efforts to disrupt it

Planned result for 2025

Enhanced capacity of the Security Council, the Committee and Member States to degrade the threat posed by Al-Shabaab

Programme performance in 2023 and target for 2025

189. In 2023, the work of the Panel of Experts contributed to the implementation of the sanctions regime concerning Al-Shabaab, which met the planned target. The Panel also contributed to an assessment provided to the Security Council and the Committee on compliance by the Federal Government of Somalia with the arms embargo. The Panel's work and the assessment of progress against the arms embargo benchmarks are expected to contribute to the full implementation of the sanctions regime concerning Al-Shabaab.

Lessons learned and planned change

190. The lesson for the Panel of Experts was the need to gain access to and document in a timely manner weapons captured from Al-Shabaab and in the possession of the Federal Government of Somalia and

neighbouring countries. In applying the lesson, the Panel will continue to engage and cooperate with the Federal Government of Somalia and the relevant national, regional and international stakeholders and use databases and subscriptions procured by the United Nations.

191. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 52).

Table 52
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Security Council and the Committee received a detailed analysis of Al-Shabaab's revenue sources and specific recommendations on how to reduce the revenues of Al-Shabaab, as part of a "disruption plan" developed with the Federal Government of Somalia and UNODC; and the Council received the information needed to adjust the sanctions regime	Security Council and the Committee received a detailed analysis of Al-Shabaab's revenue sources, as well as specific recommendations on how to reduce the group's finances	Panel of Experts focused on Al-Shabaab's use of the banking system of Somalia and the Security Council or the Committee considered designating individuals involved in the financing of the group	Security Council and the Committee continue to receive from the Panel of Experts information on exploitation by Al-Shabaab of the banking system of Somalia, and the Council and the Committee continue to consider designating individuals involved in the financing of the group	Security Council and the Committee continue to receive from the Panel of Experts information on exploitation of the banking system of Somalia, on violations of the arms embargo and human rights by Al-Shabaab, and the Council and the Committee continue to consider new designations

Deliverables

192. Table 53 lists all deliverables of the mission.

Table 53
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	8	8	8
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	8	8	8	8
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
2. Meetings of sanctions committee	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	4	4	4	4
3. Meetings of sanctions committee	4	4	4	4

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	27	7	7
4. Induction seminar for new members of the Panel of Experts and other training sessions	5	27	7	7
Publications (number of publications)	1	2	1	1
5. Implementation assistance notice and guidance document	1	2	1	1
Fact-finding, monitoring and investigation missions (number of missions)	33	33	33	33
6. Missions and requests for information relating to compliance with the sanctions regime	33	33	33	33
C. Substantive deliverables				
Consultation, advice and advocacy: recommendations concerning new individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; consultations and advice to broaden engagement with international, regional, subregional and other organizations; and advice on the implementation of relevant resolutions.				
Databases and substantive digital materials: archives of documents collected by the Panel of Experts.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.				
External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.				
Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 54

Financial resources

(Thousands of United States dollars)

<i>Category of expenditure</i>	<i>2023</i>		<i>2024</i>	<i>2025</i>	<i>Variance</i>
	<i>Appropriation</i>	<i>Expenditure</i>	<i>Appropriation</i>	<i>Requirements</i>	<i>2025 vs. 2024 Increase/(decrease)</i>
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>	<i>(5)=(4)-(3)</i>
Military and police personnel costs	–	–	–	–	–
Civilian personnel costs	400.6	420.6	453.5	446.8	(6.7)
Operational costs	1 438.8	1 211.8	1 509.7	1 513.4	3.7
Total (net of staff assessment)	1 839.4	1 632.4	1 963.2	1 960.2	(3.0)

Table 55
Human resources

	<i>International staff</i>											<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
Approved 2024	-	-	-	-	-	-	1	-	-	1 ^a	2	-	4	4	-	-	-	6
Proposed 2025	-	-	-	-	-	-	1	-	-	1 ^a	2	-	4	4	-	-	-	6
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

^a Other level, unless otherwise stated.

193. The proposed resource requirements for the Panel of Experts for 2025 amount to \$1,960,200 (net of staff assessment) and would provide for salaries and common staff costs (\$446,800) for the continuation of six posts (1 P-3, 1 General Service (Other level) and 4 Local level) to provide substantive, administrative, security and logistical support in relation to the sanctions regime, and operational costs (\$1,513,400) comprising expert fees (\$1,058,800) and travel (\$208,900) of the six experts, official travel of staff (\$38,500) and other operational and logistical support requirements, including the rental of premises, rental of vehicles, communications and information technology services, medical and other supplies, services and equipment (\$207,200).
194. For 2025, no change is proposed to the number and level of posts for the Panel of Experts. A vacancy rate of zero per cent has been applied to international and national staff costs, both on the basis of the actual vacancy rates in March 2024.
195. The decrease in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable primarily to lower requirements under civilian personnel costs due to the application of updated salary rates for general service staff, lower requirements for experts' fees owing to a change in the composition of the Panel of Experts, reduced requirement for rental of premises based on the application of the most recent standard rate, lower requirement under other services and supplies based on expenditure pattern from past years, and removal of the provision for satellite imagery because the required images will be obtained through a geospatial database subscription. The decrease is offset in part by the application of higher common staff costs based on expenditure patterns and a new requirement covering the satellite imagery needs under the subscription to the geospatial database, allowing experts to gain access to near real-time, high-resolution temporal and spatial satellite imagery and related services.

12. Panel of Experts on Haiti

(\$1,571,400)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

196. The mandate of the Panel of Expert on Haiti derives from Security Council resolution [2653 \(2022\)](#) of 21 October 2022, in which the Council decided to establish a Committee of the Council concerning Haiti and requested the Secretary-General to create a group of four experts (the Panel). The mandate of the Panel was extended in resolution [2700 \(2023\)](#) of 19 October 2023 for a period of 13 months from the adoption of the resolution.
197. In accordance with paragraph 21 of resolution [2653 \(2022\)](#), as amended pursuant to resolution [2699 \(2023\)](#), the Panel of Experts is mandated to monitor the implementation of the travel ban, asset freeze and territorial arms embargo, in particular incidents regarding the source and routes of arms and other trafficking to Haiti and incidents of undermining peace, security and stability in Haiti, as well as for providing information relevant to the potential designation of individuals and entities to the Security Council. By its resolution [2700 \(2023\)](#), the Council requested the Secretary-General to conduct, no later than 1 October 2024, an assessment of progress achieved on the key benchmarks established in the resolution.

Programme of work

Objective

198. The objective, to which this mission contributes, is to ensure the full implementation of the sanctions regime concerning Haiti, which includes a travel ban, an asset freeze and a territorial arms embargo.

Strategy and external factors for 2025

199. To contribute to the objective, the Panel of Experts will provide updated information to the Security Council and the Security Council Committee established pursuant to resolution [2653 \(2022\)](#) concerning Haiti.
200. The above-mentioned work is expected to result in an enhanced capacity of the Security Council and the Committee to take follow-up action on alleged violations of the sanctions regime.
201. With regard to cooperation with other entities, in line with paragraph 22 of resolution [2653 \(2022\)](#), the Panel of Experts will cooperate with, among others, Member States, in particular neighbouring countries, and regional and subregional organizations, such as the Caribbean Community, including the Eminent Persons Group appointed by the Caribbean Community, the Organization of American States and the multinational security support mission in Haiti.
202. With regard to inter-agency coordination and liaison, the Panel of Experts will cooperate with, among others, the United Nations Integrated Office in Haiti, UNODC and other sanctions monitoring teams, groups and panels, as appropriate. In the context of safety, security and logistics, the Panel will cooperate with the Department of Safety and Security, the Integrated Office and UNDP.

203. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States comply with the resolutions of the Security Council and cooperate with the Panel of Experts;
 - (b) The security situation allows the Panel of Experts to conduct missions, as needed.

Programme performance in 2023

Full implementation of the sanctions regime concerning Haiti

204. In 2023, the Panel of Experts provided interim and final reports to the Security Council, in which the Panel recommended that the Council replace the targeted arms embargo with a territorial arms embargo. The Panel also submitted periodic updates in between the reports and provided the Committee with information on individuals and entities that met the designation criteria. On the basis of the Panel's recommendations, the Council imposed a territorial arms embargo through its resolution 2699 (2023) and the Committee added four individuals to its sanctions list.
205. Progress towards the objective is presented in the performance measure below (see table 56).

Table 56

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Establishment of a group of 4 experts, which will assist the Committee in carrying out its mandate, gather, examine and analyse relevant information, provide an interim and a final report to the Council, and assist the Committee in refining and updating information on listed individuals and entities	Security Council and the Committee received the mandated reports and information on individuals and/or entities meeting the designation criteria; Council adjusted sanctions measures on the basis of the recommendation of the Panel of Experts and the Committee designated additional individuals

Planned result for 2025

Full implementation of the sanctions regime concerning Haiti

Programme performance in 2023 and target for 2025

206. The Panel of Experts contributed to the full implementation of the sanctions regime, which met the planned target. The Panel's work contributed to the Security Council and the Committee receiving reports and providing the Committee with information on individuals and entities meeting the designation criteria, which resulted in the Council imposing a territorial arms embargo on Haiti and the Committee updating and designating new individuals to its sanctions list.

Lessons learned and planned change

207. The lesson for the Panel of Experts was that, owing to the volatile security environment in Haiti, the Panel faced risks that needed to be mitigated through several security measures recommended by the Department of Safety and Security. In applying the lesson, the Panel will work to ensure the implementation of all necessary security risks mitigation measures.
208. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 57).

Table 57
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Establishment of a group of 4 experts (Panel of Experts), which will assist the Committee in carrying out its mandate, gather, examine and analyse relevant information, provide an interim and a final report to the Security Council, and assist the Committee in refining and updating information on listed individuals and entities	Security Council and the Committee receive the mandated reports and information on individuals and/or entities meeting the designation criteria	Security Council and the Committee continue to receive information on individuals and/or entities threatening the peace, security or stability of Haiti and consider designating additional individuals and entities	Security Council and the Committee continue to receive information on individuals and/or entities threatening the peace, security or stability of Haiti and consider designating additional individuals and entities

Deliverables

209. Table 58 lists all deliverables of the mission.

Table 58
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	5	5	5
1. Reports to the Security Council and updates, monthly reports, country visit reports, investigative reports and/or reports on outreach activities to the sanctions committee	3	5	5	5
Substantive services for meetings (number of three-hour meetings)	9	7	7	7
2. Meetings of sanctions committee	7	6	5	5
3. Chair's briefings to Member States	2	1	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	9	7	7	7
4. Meetings of sanctions committee	7	6	5	5
5. Chair's briefings to Member States	2	1	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	5	12	7	7
6. Induction seminar for new members of the Panel of Experts and other training sessions	5	12	7	7
Fact-finding, monitoring and investigation missions (number of missions)	10	11	10	10
7. Missions to gather information relating to compliance with the sanctions regime	10	11	10	10

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
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C. Substantive deliverables

Consultation, advice and advocacy: recommendations concerning adjustments to individuals and entities to be listed; consultations with Member States on the implementation of the sanctions regime; and consultations and advice to broaden engagement with international, regional, subregional and other organizations.

Databases and substantive digital materials: archives of documents collected by the Panel of Experts.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes to report on the work of the Panel of Experts; fact sheets on the work and mandate of the special political mission; and notes verbales on the activities of the sanctions committee/Panel of Experts.

External and media relations: press releases on the activities of the sanctions committee/Panel of Experts.

Digital platforms and multimedia content: dissemination of information on the activities and mandate of the sanctions committee/Panel of Experts through its website.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 59

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)		(5)=(4)-(3)
Military and police personnel costs	–	–	–	–		–
Civilian personnel costs	300.3	329.6	428.8	403.3		(25.5)
Operational costs	1 105.4	1 073.0	1 119.7	1 168.1		48.4
Total (net of staff assessment)	1 405.7	1 402.6	1 548.5	1 571.4		22.9

Table 60

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	–	–	–	–	1	–	1	–	–	1 ^a	3	–	–	–	–	–	–	3
Proposed 2025	–	–	–	–	1	–	1	–	–	1 ^a	3	–	–	–	–	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a Other level unless otherwise stated.

210. The proposed resource requirements for the Panel of Experts for 2025 amount to \$1,571,400 (net of staff assessment) and would provide for the salaries and common staff costs (\$403,300) for the continuation of three posts (1 P-5, 1 P-3 and 1 General Service (Other level)), and operational costs (\$1,168,100) comprising expert fees (\$502,200) and travel (\$225,200) of the four experts, official travel of staff (\$28,300) and travel of Close Protection Officers (\$152,400) from various United Nations entities to support the experts while travelling in Haiti, and other operational and logistical

support requirements, including the rental of premises, rental of vehicles, communications and information technology services and other supplies, services and equipment (\$260,000).

211. For 2025, no change is proposed to the number and level of posts for the Panel of Experts. A vacancy rate of 33.3 per cent has been applied to the staff costs on the basis of the actual vacancy rate in March 2024.
212. The increase in the requirements for 2025 compared with the appropriation for 2024 is attributable primarily to the higher requirements for experts' fees resulting from a change in the composition of the Panel of Experts, the additional requirements under official travel owing to the expanded mandate to cover the territorial arms embargo that was previously limited to arms groups, and a new requirement for the subscription to the geospatial database, allowing experts to gain access to near real-time, high-resolution temporal and spatial satellite imagery and related services. The increase is offset in part by lower requirements under civilian personnel costs owing to the application of a higher vacancy rate of 33.3 per cent compared with the 25.0 per cent applied in the 2024 budget, reduced requirements for rental of premises based on the application of the most recent standard rate, reduced requirements under ground transport based on expenditure pattern, and removal of the provision for satellite imagery because the required images will be obtained through the geospatial database subscription.

13. Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction

(\$3,472,500)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

213. The mission in support of the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction is responsible for the provision of substantive, administrative and logistical support to assist the Committee in achieving the aims of the resolution. The mandate derives from Council resolution 1540 (2004) and from its subsequent resolutions, including, most recently, 2663 (2022).
214. By its resolution 2663 (2022), the Security Council extended the Committee's mandate until 30 November 2032. The Council reiterated its decisions in resolution 1540 (2004) and re-emphasized the importance of all Member States fully implementing that resolution. In line with its renewed mandate, the mission assists interested Member States in their national implementation efforts through country-specific visits and dialogues, national round tables, workshops and peer reviews, with the objective of building capacity, facilitating technical assistance and identifying and disseminating effective practices for the implementation of resolution 1540 (2004). The mission further supports the activities of the Committee through the organization of regional and subregional workshops on the implementation of the resolution and through country-specific missions and activities, cooperation between international and regional bodies, and the facilitation of outreach and effective partnerships with civil society and the private sector.

Programme of work

Objective

215. The objective, to which this mission contributes, is to prevent non-State actors from developing, acquiring, manufacturing, possessing, transporting, transferring or using nuclear, chemical or biological weapons and their means of delivery.

Strategy and external factors for 2025

216. To contribute to the objective, the mission will:
- (a) Facilitate assistance to Member States, upon their request, which includes support for national reviews of the status of implementation of resolution 1540 (2004), support for the development of national implementation action plans, and capacity-building of government officials and national outreach activities to raise the awareness of key stakeholders relevant to the implementation of resolution 1540 (2004);
 - (b) Promote regional cooperation on the implementation of resolution 1540 (2004) by conducting regional and subregional activities, including regional training, for points of contact for resolution 1540 (2004), peer review exercises relating to the resolution, and regional outreach workshops for Governments and civil society;

- (c) Follow up on the result of the 2022 comprehensive review of the status of implementation of resolution 1540 (2004), conduct outreach activities to raise awareness of the outcome of the review, develop projects to support the implementation of the recommendations of the review and mobilize resources to effectively support the renewed mandate of the Committee.
217. The above-mentioned work is expected to result in:
- (a) Enhanced national capacity to implement the obligations under resolution 1540 (2004);
 - (b) An increased number of reports and national implementation action plans submitted to the Committee;
 - (c) Increased awareness and visibility of resolution 1540 (2004) and the risks posed by non-State actors acquiring access to weapons of mass destruction and their means of delivery;
 - (d) Increased cooperation among regional peers in implementing resolution 1540 (2004);
 - (e) Successful implementation of the recommendations as contained in the Committee's report on its 2022 comprehensive review of the status of implementation of resolution 1540 (2004).
218. With regard to cooperation with other entities, the mission cooperates with various Governments, international, regional and subregional organizations and civil society organizations on organizing outreach activities, including to industry and academia, to raise awareness of the requirements of resolution 1540 (2004) and to facilitate assistance to Member States, upon their request, to build capacity and draft legislation to enhance the implementation of the resolution.
219. With regard to inter-agency coordination and liaison, the mission works closely with other relevant United Nations entities, such as UNODC, the Office of Counter-Terrorism, the United Nations Interregional Crime and Justice Research Institute and the International Atomic Energy Agency. The mission also cooperates with the Security Council Committee established pursuant to resolution 1373 (2001) concerning counter-terrorism and its Executive Directorate, as well as the Security Council Committee pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities, as well as the Analytical Support and Sanctions Monitoring Team supporting that Committee.
220. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The proliferation of weapons of mass destruction and their means of delivery to non-State actors remains a threat to international peace and security;
 - (b) The political environment in the Security Council continues to enable the Committee to reach consensus on the implementation of planned activities;
 - (c) Member States continue to cooperate with the Committee;
 - (d) Member States will have the need for assistance to comply with their obligations under resolution 1540 (2004).
221. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate, and is guided by the gender policy of the Office for Disarmament Affairs. It recognizes that various segments of the population are affected differently by weapons, including weapons of mass destruction.
222. In line with the United Nations Disability Inclusion Strategy and guided by the disability inclusion action plan of the Office for Disarmament Affairs, the mission, in support of the Committee, promotes diversity and inclusion and ensures inclusive programming throughout its work, including the inclusion of disability perspectives. The mission promotes an inclusive work environment that enables all stakeholders to participate fully and effectively in disarmament forums and processes. The mission takes an intersectional approach to disability inclusion that considers other related and reinforcing factors, such as gender and age.

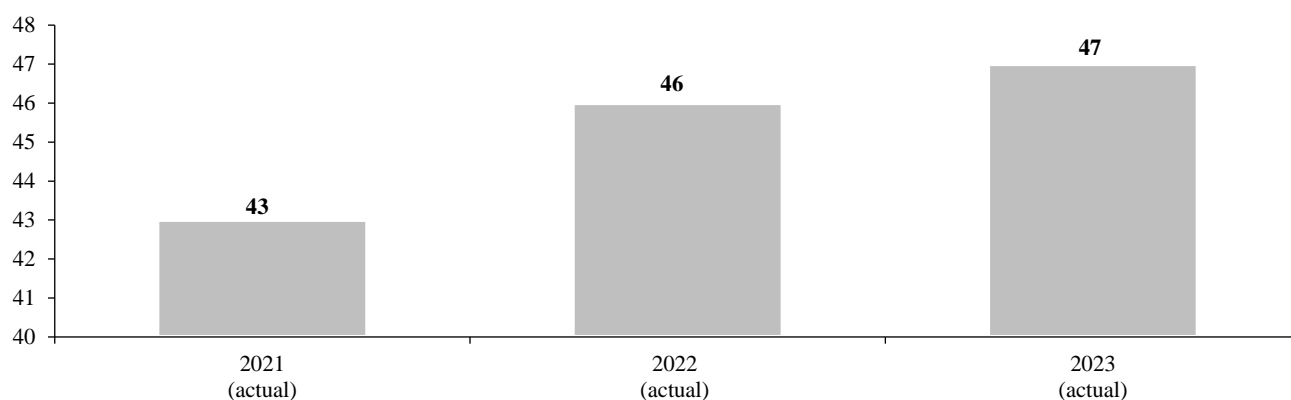
Programme performance in 2023

Technical cooperation to enhance the capacity of States to fully implement resolution 1540 (2004)

223. In 2023, the mission continued to support Member States in implementing the resolution by facilitating technical assistance, capacity-building and outreach activities. It also organized national capacity-building events and workshops in support of the development of voluntary national implementation action plans. Outreach was undertaken and included efforts to disseminate information on the successful conclusion of the 2022 comprehensive review. This work contributed to the submission of three additional national reports to the Committee. At the end of 2023, 185 of 193 Member States had submitted at least one national report, as required pursuant to resolution 1540 (2004).
224. Progress towards the objective is presented in the performance measure below (see figure III).

Figure III

Performance measure: submission of voluntary national implementation action plans by Member States to the Committee



Planned result for 2025

Enhanced regional cooperation on implementing resolution 1540 (2004)

Programme performance in 2023 and target for 2025

225. In 2023, the mission contributed to the successful conduct of 19 regional workshops that promoted a regional approach towards the full implementation of resolution 1540 (2004). This exceeded the planned target of two regional workshops, originally planned for 2023, attributable to the renewed momentum following the successful conclusion of the comprehensive review and increased outreach by the regional coordinators to support States in the implementation of resolution 1540 (2004).

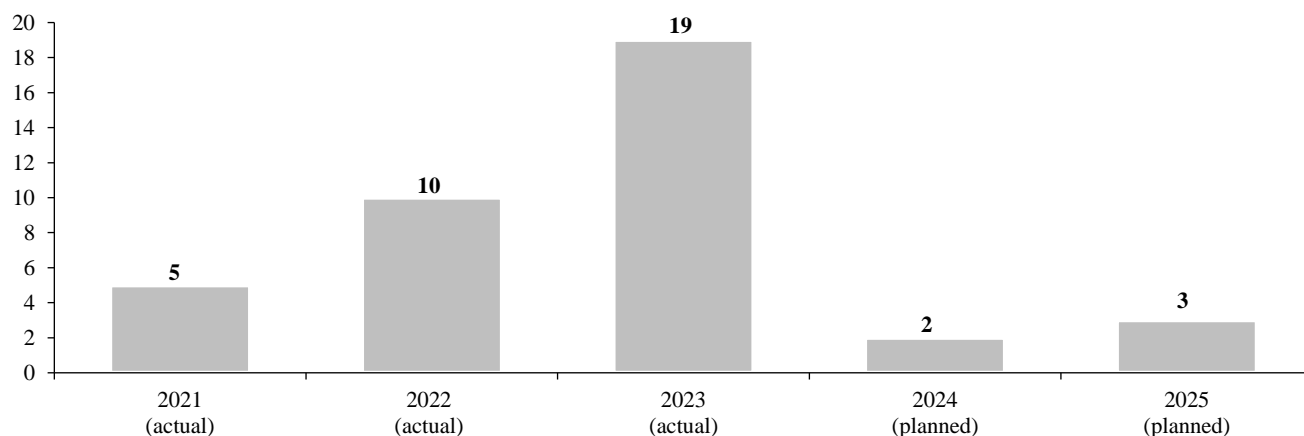
Lessons learned and planned change

226. The lesson for the mission was the importance of ensuring adequate and tailored support and follow-up to all efforts by Member States, which is pivotal in sustaining the political will and interest required for the long-term task of implementation. In applying the lesson, the mission will focus on strengthening cooperation with its partners and organizing joint activities that allow for comprehensive and quality deliverables for Member States and the Committee, while maximizing resources to enhance the effectiveness of regional cooperation. The mission will also continue to strengthen its provision of support by leveraging its regional coordinators to oversee and facilitate regional cooperation in the implementation of resolution 1540 (2004). This will include establishing regular feedback loops with Member States to foster improved responsiveness and support.

227. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see figure IV).

Figure IV

Performance measure: number of regional workshops supporting the implementation of resolution 1540 (2004)



Deliverables

228. Table 61 below lists all deliverables of the mission.

Table 61

Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
Security Council:				
1. Annual programme of work of the Committee	1	1	1	1
2. Annual review of the implementation of resolution 1540 (2004)	1	1	1	1
3. Final document on the comprehensive review of the status of implementation of resolution 1540 (2004)	–	–	–	–
Substantive services for meetings (number of meetings)	8	7	8	8
4. Meetings of the Committee	4	7	4	4
5. Meetings of the working groups of the Committee	4	–	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	13	26	8	9
6. National workshops	10	6	5	5
7. Regional workshops	2	19	2	3
8. Civil society outreach and engagement	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: full-membership open consultations of the Security Council on resolution 1540 (2004); full-membership open briefings; and advice on the implementation of resolution 1540 (2004) upon request by Member States.				
Databases and substantive digital materials: maintenance of database containing a list of points of contact, assistance requests received by the Committee, submitted national reports, national implementation action plans and other documentation.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: organization of and presentations at outreach events on preventing non-State actors from acquiring weapons of mass destruction in the context of resolution 1540 (2004), including addressing civil society, such as academia and industry.

Digital platforms and multimedia content: updates to and maintenance of the website of the Committee.

B. Proposed post and non-post resource requirements for 2025**Resource requirements (regular budget)**

Table 62

Financial resources

(Thousands of United States dollars)

<i>Category of expenditure</i>	<i>2023</i>		<i>2024</i>		<i>2025</i>	<i>Variance</i>
	<i>Appropriation</i>	<i>Expenditure</i>	<i>Appropriation</i>	<i>Requirements</i>	<i>2025 vs. 2024 Increase/(decrease)</i>	
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>		
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	765.8	872.5	865.7	966.8	966.8	101.1
Operational costs	2 369.7	1 407.6	2 549.4	2 505.7	2 505.7	(43.7)
Total (net of staff assessment)	3 135.5	2 280.1	3 415.1	3 472.5	3 472.5	57.4

Table 63

Human resources

	<i>International staff</i>											<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS^a</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
	Approved 2024	–	–	–	–	1	–	2	–	–	3	6	–	–	–	–	–	
Proposed 2025	–	–	–	–	1	–	2	–	–	3	6	–	–	–	–	–	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a Other level, unless otherwise stated.

229. The proposed resource requirements for the mission for 2025 amount to \$3,472,500 (net of staff assessment) and would provide for salaries and common staff costs (\$966,800) for the continuation of six posts (1 P-5, 2 P-3 and 3 General Service (Other level)), and operational costs (\$2,505,700) comprising expert fees (\$1,899,000) and travel (\$158,600) of the nine experts of the Committee, official travel of the members of the Committee and staff (\$131,200), facilities and infrastructure (\$228,200) and communications and information technology (\$88,700).

230. For 2025, no change is proposed to the number and levels of the posts for the mission. A vacancy rate of 6.7 per cent has been applied to the staff costs on the basis of the average vacancy rate in 2023.

231. The increase in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable mainly to higher requirements under civilian personnel costs, resulting from the

application of a higher post adjustment multiplier and a higher percentage of common staff costs based on recent expenditure patterns. Operational costs for 2025 will be lower than those of 2024 owing primarily to reduced requirements for communications and information technology due to lower estimates based on previous expenditure, offset in part by the increased requirement for experts' fees due to higher monthly rate based on changes in the composition of the experts.

Extrabudgetary resources

232. In 2024, extrabudgetary resources in the amount of \$1,000,000 will be used to organize or support a number of activities in support of resolution [1540 \(2004\)](#), including country visits, facilitation of the participation of Member States in events relating to the resolution, and other country-specific activities. The resources will also cover the continuous work of two Regional Coordinators (P-4) stationed in Africa and Asia, along with a Political Affairs Officer (P-3) responsible for project implementation globally. The Regional Coordinators and the Political Affairs Officer are responsible for communicating and organizing regional events in support of the resolution [1540 \(2004\)](#) mandate.
233. In 2025, extrabudgetary resources in the amount of \$1,000,000 are projected to be used to organize or support a number of activities relating to resolution [1540 \(2004\)](#), including country visits, facilitation of the participation of Member States in events relating to the resolution and other country-specific activities. The resources will also cover the continuous work of the two Regional Coordinators (P-4) stationed in Africa and Asia, along with the Political Affairs Officer (P-3) responsible for project implementation globally.

14. Counter-Terrorism Committee Executive Directorate

(\$12,815,700)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

234. The Counter-Terrorism Committee Executive Directorate is mandated to support the Counter-Terrorism Committee in its work to monitor, promote and facilitate the implementation by Member States of the relevant Security Council resolutions on terrorism. The mandate derives from Council resolution [1373 \(2001\)](#) and was renewed in its subsequent resolutions, including, most recently, [2617 \(2021\)](#), which extended the mandate until 31 December 2025. In addition, the United Nations Global Counter-Terrorism Strategy and the 2022 Delhi Declaration on countering the use of new and emerging technologies for terrorist purposes set forth several tasks for the Executive Directorate with respect to facilitating the delivery of technical assistance, assessing the capacities of Member States to counter the use of new and emerging technologies for terrorist purposes, including by developing a set of non-binding guiding principles, compiling good practices on the opportunities offered by the same set of technologies to counter the threat, producing a gaps analysis, and promoting good counter-terrorism practices.

Programme of work

Objective

235. The objective, to which this mission contributes, is to enhance and consolidate Member States' counter-terrorism legislation and policies, institutions and operations by ensuring the full and effective implementation by Member States of Security Council resolution [1373 \(2001\)](#) and other relevant Council resolutions, to inform the efforts of United Nations entities and other implementing agencies to provide related capacity-building and technical assistance and to analyse new and emerging terrorism threats, trends and challenges.

Strategy and external factors for 2025

236. To contribute to the objective, the Executive Directorate will:
- (a) Assist Member States in identifying and addressing implementation and capacity gaps in accordance with the requirements of resolution [1373 \(2001\)](#) and subsequent Security Council resolutions on terrorism, through assessment visits and stocktaking assessment tools such as the electronic detailed implementation survey (e-DIS) and the overview of implementation assessment, and make technical recommendations to Member States on ways to strengthen their implementation of the relevant resolutions;
 - (b) Strengthen its assessment process relating to countering the financing of terrorism, including through targeted and focused follow-up visits as complements to its comprehensive assessments, as well as to annual assessments of gaps and areas requiring more action to implement key provisions of the relevant Security Council resolutions relating to countering the financing of terrorism for the purpose of designing targeted technical assistance and capacity-building efforts by relevant partners;

- (c) Organize follow-up meetings at the Committee level to highlight priority technical assistance needs of visited Member States, with a view to encouraging and facilitating the delivery of related technical assistance activities, with the participation of relevant international partners and the donor community;
 - (d) Contribute to identifying and assessing emerging issues, trends and developments relating to relevant resolutions. In this respect, it will prepare and publish analytical materials, reference tools and guidelines and promote Security Council and Committee policy papers, relevant international standards, codes and effective practices.
237. The above-mentioned work is expected to result in the strengthening of Member States' capacities to:
- (a) Combat terrorism and achieve the full and effective implementation of resolution 1373 (2001) and other relevant resolutions;
 - (b) Build resilience among all sectors of society to terrorism and violent extremism that is conducive to terrorism;
 - (c) Operationalize their obligations pursuant to resolution 1373 (2001) and other relevant resolutions by facilitating acceptance and understanding of the international effective practices, techniques and tools available to combat terrorism.
238. With respect to cooperation with other entities, the Executive Directorate cooperates with a wide range of international, regional and subregional organizations such as the Organization of Islamic Cooperation, the Council of Europe, the European Union, the Regional Anti-Terrorist Structure of the Shanghai Cooperation Organization and the Organization for Security and Cooperation of Europe to raise awareness of international requirements on counter-terrorism at the national and regional levels. It leverages and diversifies its Global Counter-Terrorism Research Network to bring together policymakers and researchers from around the world, and engages and enhances its partnerships with international, regional and subregional organizations, civil society organizations, think tanks and academic organizations and the private sector in order to assist the Committee in identifying national, regional and thematic challenges, developments and trends.
239. With respect to inter-agency coordination and liaison, the Executive Directorate works closely with other United Nations entities, within the framework of the United Nations Global Counter-Terrorism Coordination Compact, and by chairing or co-chairing the relevant Global Compact working groups. The Executive Directorate will continue to collaborate with the Office of Counter-Terrorism and UNODC on relevant issues. It works closely with other subsidiary bodies of the Security Council and their expert groups to enhance information-sharing. It maintains strong cooperation with OHCHR and the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism.
240. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Consent of Member States to receive assessment visits and subsequently brief the Committee on progress made in implementing Committee recommendations;
 - (b) Ability to organize and conduct visits in accordance with United Nations safety and security measures;
 - (c) Participation of technical experts from international and regional organizations in country visit assessments conducted by the Executive Directorate on behalf of the Committee;
 - (d) Commitment of implementing partners to deliver technical assistance pursuant to Committee findings.
241. The Executive Directorate integrates a gender perspective into its operational activities, deliverables and results, as appropriate, and works with the United Nations Global Counter-Terrorism Coordination Compact Working Group on Adopting a Gender-Sensitive Approach to Preventing and Countering Terrorism.

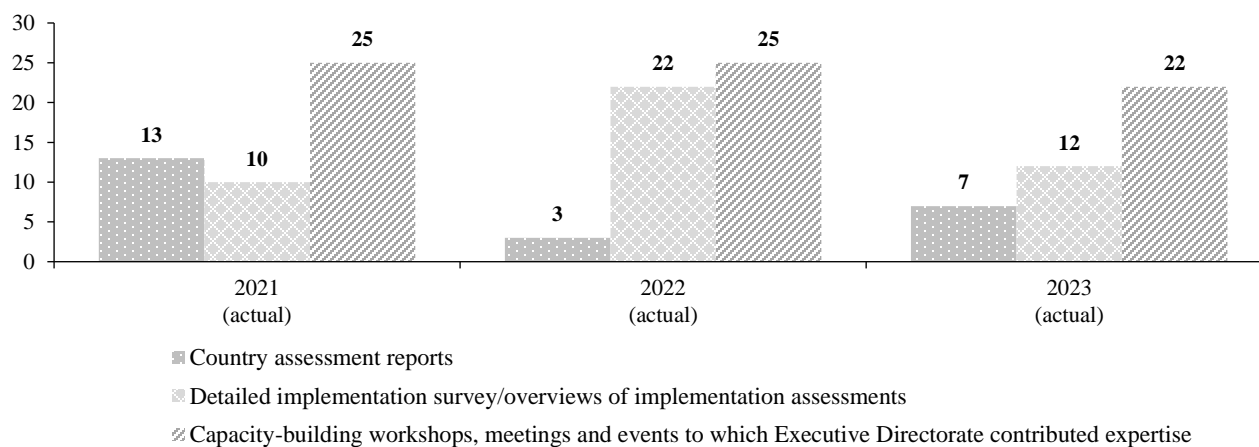
Programme performance in 2023

Better alignment of United Nations technical assistance with gaps identified by the Counter-Terrorism Committee

242. In 2023, the work of the Executive Directorate contributed to the identification of the capacity gaps in the implementation of Security Council resolution 1373 (2001) and subsequent resolutions by the nine Member States that hosted on-site assessment visits. The Executive Directorate also completed the filing of 12 Member States' overviews of implementation assessment and e-DIS. A total of 8 of the planned 10 technical materials providing guidance to Member States on the implementation of relevant Security Council resolutions were produced. The Executive Directorate contributed to 22 planned capacity-building workshops, meetings, consultations and activities, which did not meet the planned target of 25 workshops.
243. Progress towards the objective is presented in the performance measure below (see figure V).

Figure V

Performance measure: country assessment reports, surveys and overviews of implementation assessment and capacity-building workshops, meetings, consultations and activities



Planned results for 2025

Result 1: improving effectiveness, timeliness and impact of country visits, assessments and recommendations on the counter-terrorism policies and practices of Member States

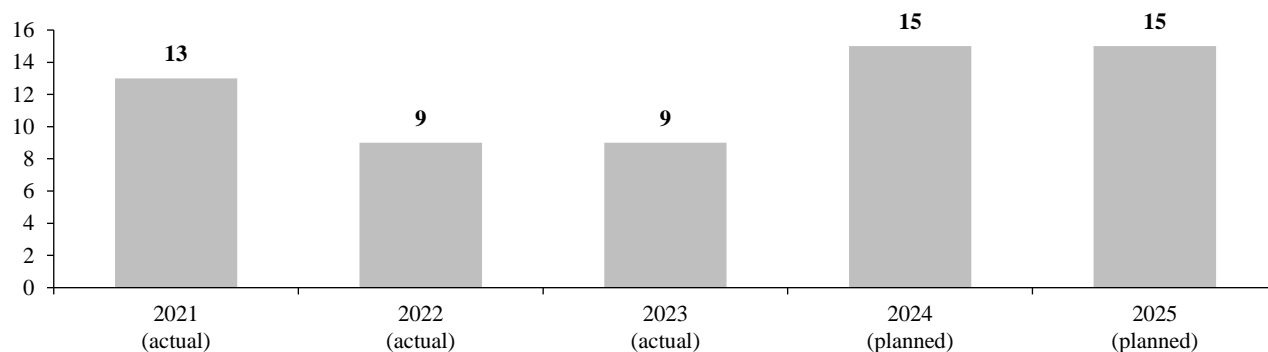
Programme performance in 2023 and target for 2025

244. In 2023, the Executive Directorate facilitated constructive dialogue between the Committee and Member States by enabling States' representatives to attend relevant Committee meetings and provide briefings on implementing the recommendations of the assessment. Three Member States briefed the Committee in that respect. In 2025, it is anticipated that six Member States will engage in briefing the Committee.
245. The Committee visit is one component of the monitoring mandate, which also includes a stocktaking assessment exercise (overview of implementation assessment and e-DIS). Although it did not meet the 2023 planned target of 15 visits owing to requests for postponement by several host States due to domestic political considerations and exigencies such as election preparations and the need for additional preparatory work by relevant government officials, the Executive Directorate will facilitate further follow-up by Member States on measures taken to implement the relevant resolutions and recommendations contained in the overviews of implementation assessment.

246. Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure VI).

Figure VI

Performance measure: number of Member States receiving assessment visits



Result 2: identification of trends and provision of advice on practical ways for Member States to implement resolution 1373 (2001) and subsequent Security Council resolutions

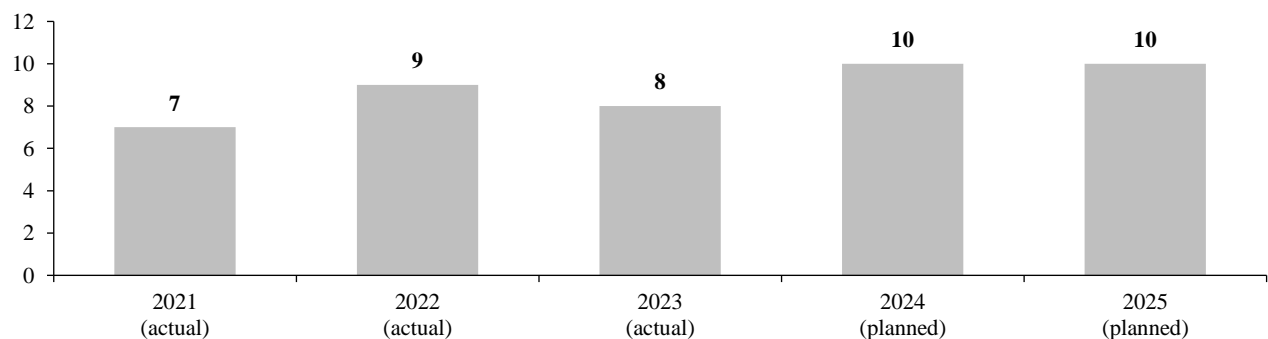
247. The Executive Directorate generates trend analysis, in part on the basis of data contained in the overviews of implementation assessment and e-DIS, to raise awareness of technical standards, codes and good practices in implementing relevant Security Council resolutions on counter-terrorism. It also produces analytical reports, with qualitative and quantitative data, on the compliance of Member States with Council resolutions on counter-terrorism.

Lessons learned and planned change

248. The lesson for the Executive Directorate was the need to enhance its role at identifying and assessing emerging issues, trends and developments relating to relevant resolutions and promoting Security Council policies by broadening and deepening its partnerships. In applying the lesson, and in accordance with relevant Security Council resolutions and the Delhi Declaration on countering the use of new and emerging technologies for terrorist purposes, the Executive Directorate developed, on behalf of the Committee, the Abu Dhabi Guiding Principles and will draft non-binding guiding principles on countering the use of information and communications technology (ICT) and related new and emerging technologies for terrorist purposes.
249. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see figure VII).

Figure VII

Performance measure: number of technical materials providing guidance to Member States on the implementation of relevant Security Council resolutions



Deliverables

250. Table 64 below lists all deliverables of the mission.

Table 64

Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	17	17	18	18
1. Meetings of the Counter-Terrorism Committee	11	11	11	11
2. Briefings to Member States	6	6	7	7
B. Generation and transfer of knowledge				
Technical materials (number of materials)	10	6	10	10
3. Reports on trends and developments relating to the implementation of Security Council resolutions on counter-terrorism	6	4	5	5
4. Guidance, compendiums and good practice documents	4	2	5	5
Fact-finding, monitoring and investigation missions (number of missions)	15	9	15	15
5. Assessment visits relating to the implementation of Security Council resolutions on counter-terrorism	15	9	15	15
C. Substantive deliverables				
Consultation, advice and advocacy: facilitation of technical assistance delivery and capacity-building activities (approximately 25 per year) relating to the implementation of all relevant United Nations counter-terrorism resolutions and development of guidelines for Member States to assist them in responding to new and emerging challenges.				
Databases and substantive digital materials: database on stocktaking of Member States' implementation of Security Council resolutions on counter-terrorism.				
D. Communication deliverables				
External and media relations: fact sheets, folders, publications and flash drives to be distributed to Member States, the media, civil society and non-governmental organizations to promote the work of the Committee and the Executive Directorate.				
Digital platforms and multimedia content: maintenance and updating of the Committee's website, newsletter and all social media platforms.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 65

Financial resources

(Thousands of United States dollars)

<i>Category of expenditure</i>	<i>2023</i>		<i>2024</i>		<i>2025</i>	<i>Variance</i>
	<i>Appropriation</i>	<i>Expenditure</i>	<i>Appropriation</i>	<i>Requirements</i>	<i>2025 vs. 2024 Increase/(decrease)</i>	
	<i>(1)</i>	<i>(2)</i>	<i>(3)</i>	<i>(4)</i>		
Military and police personnel costs	–	–	–	–		–
Civilian personnel costs	9 613.1	9 061.4	9 857.4	11 041.6		1 184.2
Operational costs	1 811.7	1 754.0	1 811.7	1 774.1		(37.6)
Total (net of staff assessment)	11 424.8	10 815.4	11 669.1	12 815.7		1 146.6

Table 66
Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	–	1	1	2	9	20	8	3	–	8 ^a	52	–	–	–	–	–	–	52
Proposed 2025	–	1	1	2	9	20	10	3	–	8 ^a	54	–	–	–	–	–	–	54
Change	–	–	–	–	–	–	2	–	–	–	2	–	–	–	–	–	–	2

^a Comprising one Principal level and seven Other level.

251. The proposed resource requirements for the Executive Directorate for 2025 amount to \$12,815,700 (net of staff assessment) and would provide for salaries and common staff costs (\$11,041,600) for the continuation of 52 posts (1 Assistant Secretary-General, 1 D-2, 2 D-1, 9 P-5, 20 P-4, 8 P-3, 3 P-2 and 8 General Service) and the establishment of 2 new posts (P-3), and operational costs (\$1,774,100) comprising official travel of mission staff (\$742,400), facilities and infrastructure (\$830,600), communication and information technology (\$190,100) and other supplies, services and equipment (\$11,000).
252. For 2025, it is proposed that the following posts be established:
- Establishment of one Information Management Officer (P-3): the Executive Directorate's information management mandates and needs have evolved significantly. In its resolution [2395 \(2017\)](#), the Security Council directed the Executive Directorate to produce an updated version of the global implementation survey and to provide the Counter-Terrorism Committee with a report to improve its utility. In its resolution [2617 \(2021\)](#), the Council requested the Executive Directorate to review and provide recommendations on the effectiveness, timeliness and impact of its country visits. The proposed post will provide the strengthened technical expertise that is currently inadequate to develop data strategies for the most effective use of qualitative and quantitative data, develop new software and use internal and external data for analysis to fulfil the Executive Directorate's mandate, improve record-keeping and enhance document management systems;
 - Establishment of one Legal Officer (P-3): the Security Council has mandated the Executive Directorate to work on a growing list of increasingly complex and technologically advanced issues relating to terrorists' exploitation of ICT and has broadened the Executive Directorate's scope through the Delhi Declaration on countering the use of new and emerging technologies for terrorist purposes and resolution [2713 \(2023\)](#). Pursuant to these, the Executive Directorate is tasked with addressing emerging technologies, building new partnerships and providing new levels of support to Member States. The proposed establishment of a Legal Officer will bolster the ability of the Executive Directorate to deliver on these expanded and increasingly high-level and public-facing ICT mandates. The additional post would fulfil the additional obligations placed upon the Executive Directorate pursuant to resolution [2713 \(2023\)](#) and the Delhi Declaration by supporting the Counter-Terrorism Committee on matters regarding ICT and emerging technologies, with a specific focus on artificial intelligence. Responsibilities include providing analysis and reporting on the misuse of ICT by Al-Shabaab and other terrorist organizations, assessing Member States' abilities to counter terrorists' use of ICT in compliance with Council resolutions and producing assessment reports, facilitating capacity-building, fostering new partnerships and engaging with the private sector, furthering the mainstreaming of ICT across the Executive Directorate's workstreams, and participating in the Executive Directorate's special projects relating to ICT and emerging technologies in collaboration with key partners.

253. A vacancy rate of 9.6 per cent has been applied to the estimates for the 52 continuing posts on the basis of the average vacancy rate in 2023. A vacancy rate of 50 per cent has been applied to the estimates for the two new posts proposed for establishment.
254. The increase in the requirements proposed for 2025 compared with the appropriation for 2024 is attributable primarily to higher requirements under civilian personnel costs due to the application of a lower vacancy rate of 9.6 per cent for 2025 compared with 13.6 per cent applied for 2024, a higher post adjustment multiplier and the proposed establishment of two new posts.

Extrabudgetary resources

255. In 2024, extrabudgetary resources in the amount of \$385,000 are projected to be used to support the activities and relevant initiatives aimed at promoting the implementation of resolutions [1373 \(2001\)](#), [1624 \(2005\)](#), [2178 \(2014\)](#), [2396 \(2017\)](#), [2462 \(2019\)](#), [2482 \(2019\)](#) and [2617 \(2021\)](#), including a project on strengthening counter-terrorism and forensic science capacities and the United Nations Countering Terrorist Travel Programme.
256. In 2025, extrabudgetary resources in the amount of \$300,000 are projected to be used to organize meetings in accordance with the programme of work approved by the Committee and support international cooperation in counter-terrorism.
257. The decrease in the estimates projected for 2025 compared with the estimates for 2024 is attributable primarily to the anticipated completion of the project on strengthening counter-terrorism and forensic science capacities and the United Nations Countering Terrorist Travel Programme.

Annex I

Summary of follow-up action taken to implement the decisions and requests made by the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/78/7/Add.3)

The Advisory Committee takes note of the transitional nature of the Implementation of Security Council resolution 2231 (2015) mission's mandate and is of the view that resource levels should be commensurate. The Committee trusts that the 2025 budget proposal will reflect the anticipated mission closure. The Committee further recommends that detailed justification of all five remaining positions, including workload statistics, be provided to the General Assembly in the next budget submission (para. 10).

The Advisory Committee trusts that updated information on the recruitment status of vacant positions will be provided to the General Assembly during the consideration of the present report and in the next budget submission (para. 14).

The mission will need to continue to deliver on its core activities^a as defined in Security Council resolution 2231 (2015) and the note by the President of the Security Council dated 16 January 2016 (S/2016/44) until the Council has concluded its consideration of the Iranian nuclear issue on 18 October 2025.^b Taking into account the continuing mandated responsibilities and drawdown activities relating to the mission's closure, the mission has undertaken another review of its staffing structure and resource requirements and, for 2025, proposes the abolishment of three posts (1 P-5, 1 P-4 and 1 P-3) as from 1 January 2025. As regards the workload statistics, the workload relating to the core tasks of the mission has remained consistent since 2016, while the processing of proposals through the procurement channel has decreased gradually. In preparation for the mission's closure in October 2025, staffing resources will be dedicated to the following activities: assisting the Facilitator, including in preparing for meetings in the 2231 format and corresponding with Member States; consultations and coordination with all relevant stakeholders, including the Procurement Working Group of the Joint Comprehensive Plan of Action Joint Commission; providing advice to Member States in response to their queries; developing and promoting publicly available information relating to the termination of the resolution; and the archiving of all information and documents relating to the implementation of the resolution, including the Council's website.

There were no long-vacant posts for missions under cluster II at the time of drafting of the present report.

The missions under cluster II make strong efforts to recruit and fill vacant posts in accordance with the staff selection policy. Recruitment exercises, however, may be affected and inadvertently delayed owing to external factors, including visa restrictions, availability of qualified candidates in the duty stations and temporary restrictions on hiring in efforts to mitigate financial challenges facing the Organization (i.e., liquidity pressure) that have an adverse impact on the missions' ability to fill vacant posts. These

*Brief description of the recommendation**Action taken to implement the recommendation*

The Advisory Committee trusts that efforts will continue to be made to improve the gender balance of thematic cluster II entities and that updated information regarding gender representation and the related recruitment efforts will be provided in the context of all future budget submissions (para. 25).

The Advisory Committee trusts that efforts will be made to achieve equitable geographical representation of Member States among the staff and experts in thematic cluster II and that updated information thereon will be included in all future budget submissions (para. 26).

challenges notwithstanding, missions will continue to make every effort to fill all current and future vacancies as expeditiously as possible.

To enhance gender balance, missions within cluster II have taken steps to integrate gender perspectives into their operational activities and have actively engaged in virtual career fairs aimed at specific regions and demographic groups. The deliberate consideration of gender balance in recruiting and rostering experts and staff, along with the integration of gender perspectives into their substantive responsibilities, showcases a proactive commitment towards fostering gender equity and inclusivity. This commitment is further underscored by the statistical analysis of gender balance within civilian staff posts. As of April 2024, among the 14 continuing missions under cluster II, the ratio of female to male staff stood at an equitable 50:50, compared with 47:53 in April 2023. This tangible progress reflects efforts to promote gender representation.

The missions have taken measures to strengthen efforts to achieve equitable geographical representation in their workforce. In many missions, hiring managers are required to demonstrate, using the current data on geographical representation, the impact of such recommendations. The revised template of the selection memorandums now allows hiring managers to review, before a candidate is selected, whether the proposed selection improves the geographical representation of the mission. The data are also monitored on a quarterly basis through the management dashboard to guide the course of recruitment actions.

The geographical representation, by country, of the international staff posts in all special political missions is provided centrally in annex XIX of the main report (A/79/6 (Sect. 3)/Add.1).

^a These include: (a) monitoring and reporting to the Security Council every six months on the implementation of the resolution; and (b) supporting the work of the Council and its Facilitator by (i) assisting the Facilitator in the organization and staffing of informal meetings of the Council relating to the implementation of the resolution; (ii) managing all incoming and outgoing communications relating to implementation of the resolution and assisting the Facilitator in corresponding with Member States on behalf of the Council; (iii) drafting correspondence, speaking notes and briefings of the Facilitator relating to the implementation of the resolution; (iv) maintaining and archiving all information and documents relating to the Council's work relating to the implementation of the resolution; (v) maintaining and promoting publicly available information on the restrictions from the Council, including through the Council's website and outreach; (vi) providing administrative support for the Council's review of Joint Commission recommendations; and (vii) performing any other task, upon request from the Council, to support the implementation of resolution 2231 (2015).

^b As specified in resolution 2231 (2015), 10 years from Adoption Day of the Joint Comprehensive Plan of Action, provided that the provisions of the previous Security Council resolutions have not been reinstated in the interim, that all the provisions of resolution 2231 (2015) shall be terminated and that the Council will have concluded its consideration of the Iranian nuclear issue and the item "Non-proliferation" will be removed from the list of matters of which the Council is seized. Adoption Day of the Plan of Action occurred on 18 October 2015.

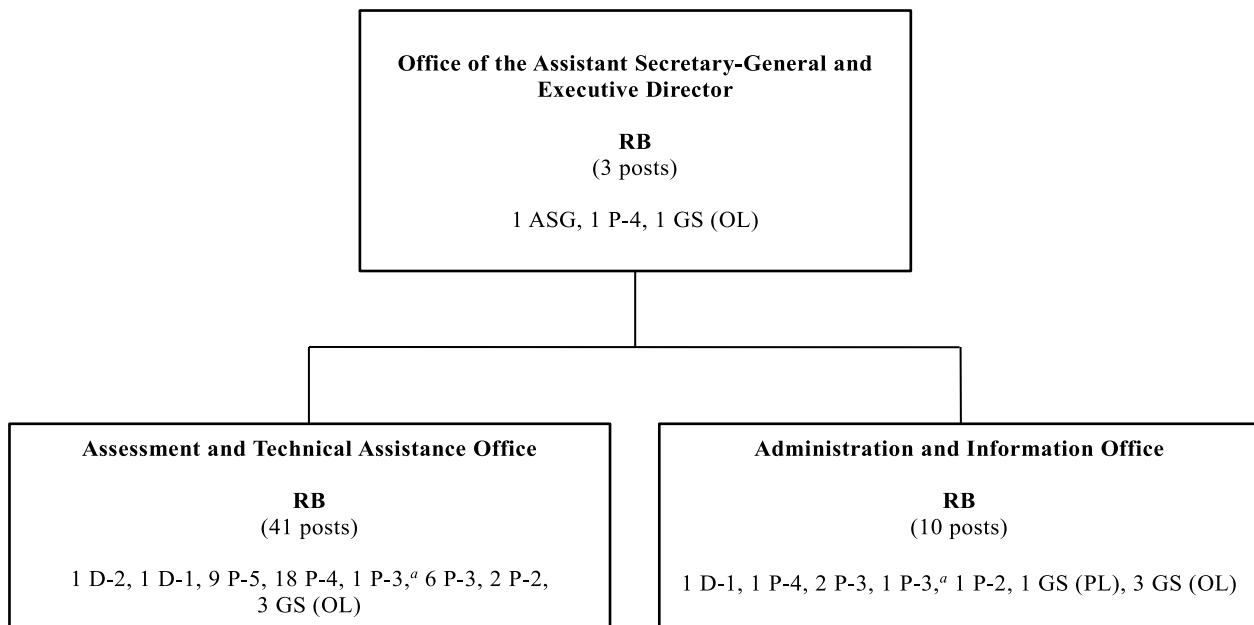
Annex II

Organizational structure and post distribution for 2025

A. Group/Panels of Experts, Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities, Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009) and other support mechanisms of Security Council committees

<p>Group of Experts on the Democratic Republic of the Congo</p> <p>RB (2 posts)</p> <p>2 P-3</p>	<p>Panel of Experts on the Sudan</p> <p>RB (1 post)</p> <p>1 P-3</p>	<p>Support to the Security Council Committee established pursuant to resolution 1718 (2006)</p> <p>RB (3 posts)</p> <p>1 P-4, 1 P-3, 1 GS (PL)</p>	<p>Panel of Experts on Libya</p> <p>RB (2 posts)</p> <p>1 P-3, 1 GS (OL)</p>	<p>Panel of Experts on the Central African Republic</p> <p>RB (2 posts)</p> <p>1 P-3, 1 GS (OL)</p>
<p>Panel of Experts on Yemen</p> <p>RB (8 posts)</p> <p>1 P-3, 5 FS, 2 LL</p>	<p>Panel of Experts on South Sudan</p> <p>RB (3 posts)</p> <p>1 P-3, 2 GS (OL)</p>	<p>Analytical Support and Sanctions Monitoring Team pursuant to resolutions 1526 (2004) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and the Taliban and associated individuals and entities</p> <p>RB (19 posts)</p> <p>1 P-5, 4 P-4, 6 P-3, 8 GS (OL)</p>	<p>Office of the Ombudsperson established pursuant to Security Council resolution 1904 (2009)</p> <p>RB (2 posts)</p> <p>1 P-4, 1 GS (OL)</p>	
<p>Implementation of Security Council resolution 2231 (2015)</p> <p>RB (2 posts)</p> <p>1 P-4, 1 GS (OL)</p>	<p>Panel of Experts pursuant to resolution 2713 (2023)</p> <p>RB (6 posts)</p> <p>1 P-3, 1 GS (OL), 4 LL</p>	<p>Panel of Experts on Haiti</p> <p>RB (3 posts)</p> <p>1 P-5, 1 P-3, 1 GS (OL)</p>	<p>Support to the Security Council Committee established pursuant to resolution 1540 (2004) on the non-proliferation of all weapons of mass destruction</p> <p>RB (6 posts) 1 P-5, 2 P-3, 3 GS (OL)</p> <p>XB (3 posts): 2 P-4, 1 P-3</p>	

B. Counter-Terrorism Committee Executive Directorate



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; RB, regular budget; XB, extrabudgetary.

^a Establishment.



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Item 139 of the preliminary list*

Proposed programme budget for 2025

Proposed programme budget for 2025

Part II Political affairs

Section 3 Political affairs

Special political missions

Thematic cluster III: regional offices, offices in support of political processes and other missions

Summary

The present report contains the proposed resource requirements for 2025 for 10 special political missions grouped under the thematic cluster of regional offices, offices in support of political processes and other missions.

The proposed resource requirements for 2025 for special political missions grouped under this cluster amount to \$395,132,700 (net of staff assessment).

* A/79/50.



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** The part consisting of the proposed programme plan for 2025 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution [77/267](#).

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

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I. Resource overview

1. The proposed resource requirements for 2025 for the 10 special political missions grouped under thematic cluster III amount to \$394,976,300 (net of staff assessment). Tables 1 and 2 provide a comparison between the financial and human resources proposed for 2025 and such resources for 2024 as approved by the General Assembly in its resolution 78/253.

Table 1
Financial resources

(Thousands of United States dollars)

Mission	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Estimate		2025 vs. 2024 Increase/ (decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(2)	
UNOWAS	14 835.2	14 806.1	15 900.1	15 822.9		(77.2)
UNSOM	96 571.3	95 986.5	101 136.8	104 646.3		3 509.5
United Nations Regional Centre for Preventive Diplomacy for Central Asia	3 292.7	3 244.1	3 233.2	3 555.9		322.7
United Nations support for the Cameroon-Nigeria Mixed Commission	3 781.3	3 542.3	3 821.7	3 742.7		(79.0)
Office of the United Nations Special Coordinator for Lebanon	10 183.1	10 924.0	11 303.4	11 122.6		(180.8)
UNOCA	9 074.1	8 158.5	8 410.5	7 875.9		(534.6)
UNSMIL	88 046.5	86 197.7	87 763.6	94 141.5		6 377.9
United Nations Verification Mission in Colombia	67 244.3	68 380.1	78 336.7	86 855.1		8 518.4
United Nations Mission to Support the Hudaydah Agreement	36 071.6	32 870.7	33 640.2	31 606.8		(2 033.4)
BINUH	27 902.1	28 560.9	36 540.1	35 763.0		(777.1)
Total	357 002.2	352 671.0	380 086.3	395 132.7		15 046.4

Abbreviations: BINUH, United Nations Integrated Office in Haiti; UNOCA, United Nations Regional Office for Central Africa; UNOWAS, United Nations Office for West Africa and the Sahel; UNSMIL, United Nations Support Mission in Libya; UNSOM, United Nations Assistance Mission in Somalia.

Table 2
Human resources

	Military observer/ advisers	Military contingents	United Nations police	Government- provided personnel	International staff ^a	National staff ^b	United Nations Volunteers ^c	Total
UNOWAS								
Approved 2024	1	–	1	–	49	31	–	82
Proposed 2025	1	–	1	–	49	31	–	82
UNSOM								
Approved 2024	–	625	14	23	187	132	19	1 000
Proposed 2025	–	625	9	17	186	143	19	999
United Nations Regional Centre for Preventive Diplomacy for Central Asia								
Approved 2024	–	–	–	–	8	22	–	30
Proposed 2025	–	–	–	–	8	22	–	30

	Military observer/ advisers	Military contingents	United Nations police	Government- provided personnel	International staff ^a	National staff ^b	United Nations Volunteers ^c	Total
United Nations support for the Cameroon-Nigeria Mixed Commission								
Approved 2024	1	–	–	–	9	2	–	12
Proposed 2025	1	–	–	–	9	2	–	12
Office of the United Nations Special Coordinator for Lebanon								
Approved 2024	–	–	–	–	18	65	–	83
Proposed 2025	–	–	–	–	18	65	–	83
UNOCA								
Approved 2024	–	–	–	–	33	16	1	50
Proposed 2025	–	–	–	–	33	16	1	50
UNSMIL								
Approved 2024	–	234	–	7	274	135	6	656
Proposed 2025	–	234	–	7	278	138	6	663
United Nations Verification Mission in Colombia								
Approved 2024	188	–	–	–	182	217	183	770
Proposed 2025	188	–	–	–	182	217	183	770
United Nations Mission to Support the Hdaydah Agreement								
Approved 2024	75	–	–	5	71	94	–	245
Proposed 2025	75	–	–	5	72	92	–	244
BINUH								
Approved 2024	–	–	48	3	106	71	4	232
Proposed 2025	–	–	48	3	109	71	4	235
Total								
Approved 2024	265	859	63	38	937	785	213	3 160
Proposed 2025	265	859	58	32	944	797	213	3 168
Net change	–	–	(5)	(6)	7	12	–	8

Abbreviations: BINUH, United Nations Integrated Office in Haiti; UNOCA, United Nations Regional Office for Central Africa; UNOWAS, United Nations Office for West Africa and the Sahel; UNSMIL, United Nations Support Mission in Libya; UNSOM, United Nations Assistance Mission in Somalia.

^a Includes staff in the Professional and higher categories and Field Service and General Service staff.

^b Includes National Professional Officers and Local level staff.

^c Includes international and national United Nations Volunteers.

2. The proposed vacancy rates applied in the budget take into account the experience to date. The assumptions considered for the proposed vacancy factors include the 12-month average vacancy rate in 2023 and the actual vacancy rate as at 31 March 2024. The lower of the two was used as the budgeted vacancy rate. This is in line with the policy guidance to improve the accuracy and consistency of the vacancy factors applied in the proposed budgets for 2025 and to ensure that proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions, or posts and positions proposed for reassignment or conversion.
3. For the sake of brevity, the present document will include a section on extrabudgetary resources only for those missions that have projected extrabudgetary resources in 2024 or 2025.

II. Cross-cutting information

Gender perspective

4. Special political missions are guided by Security Council resolutions [1325 \(2000\)](#), [1820 \(2008\)](#), [1888 \(2009\)](#), [1889 \(2009\)](#), [2122 \(2013\)](#), [2242 \(2015\)](#), [1960 \(2010\)](#), [2106 \(2013\)](#), [2467 \(2019\)](#) and [2493 \(2019\)](#), which, together, constitute the women and peace and security agenda and mandate the incorporation of a gender perspective into the political work of the United Nations, including in special political missions. The missions are also guided by General Assembly resolution [75/100](#) on the comprehensive review of special political missions, in which the Assembly reaffirmed the important role of women in the prevention and resolution of conflicts and in peacebuilding and recognized the importance of the equal and effective participation and the full involvement of women at all levels, at all stages and in all aspects of the peaceful settlement of disputes, conflict prevention and conflict resolution.
5. Specific examples of how special political missions integrate a gender perspective into their operational activities, deliverables and results are given under the individual missions in the present report.

Disability inclusion

6. In line with the United Nations Disability Inclusion Strategy, special political missions review the Strategy with a view to further advancing disability inclusion through inclusive messaging, awareness-raising and promoting the Strategy through their work, including in political and peace processes. The missions also support mitigating measures to overcome accessibility challenges, in addition to the efforts undertaken by relevant United Nations entities to ensure the accessibility of facilities, platforms, security and other infrastructure to facilitate easy access and use by persons with disabilities.

Evaluation activities

7. The Department of Political and Peacebuilding Affairs will support the biennial assessment by the Office of Internal Oversight Services on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives. Mission-specific evaluation activities are described, as applicable, under the specific missions in the present report.

III. Special political missions

1. United Nations Office for West Africa and the Sahel

(\$15,822,900)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

8. The United Nations Office for West Africa and the Sahel (UNOWAS) is responsible for conflict prevention and ensuring sustainable peace and security in West Africa and the Sahel. Its mandate derives from the exchanges of letters between the Secretary-General and the President of the Security Council ([S/2016/88](#) and [S/2016/89](#), [S/2016/1128](#) and [S/2016/1129](#), [S/2019/1009](#) and [S/2020/85](#) and [S/2023/70](#) and [S/2023/71](#)), as well as Council resolution [2349 \(2017\)](#). The mission's current mandate will expire on 31 January 2026.
9. UNOWAS will continue to monitor political, socioeconomic and security developments, identify emerging peace and security threats and provide good offices to prevent conflict, sustain peace and consolidate peacebuilding and political stability in West African and Sahelian countries; enhance regional and subregional partnerships to address cross-border and cross-cutting peace and security threats; support, through political advocacy and convening, implementation of the United Nations integrated strategy for the Sahel; and promote good governance, respect for the rule of law, human rights and gender mainstreaming in conflict prevention, management and resolution. In doing so, it will work closely with regional and subregional entities and enhance its collaboration across the United Nations system.
10. Following the termination of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), UNOWAS assumed the country-specific and regional aspects of its good offices mandate in Mali. The withdrawal of MINUSMA, the political transitions in Burkina Faso, Guinea, Mali and the Niger and the announcement by Burkina Faso, Mali and the Niger of their withdrawal from the Economic Community of West African States (ECOWAS), compounded by the fast-evolving regional security context, will require intensive UNOWAS monitoring and good offices engagement to promote inclusive dialogue, the restoration of constitutional order and the re-establishment of good relations between those countries and ECOWAS.

Programme of work

Objective

11. The objective, to which this mission contributes, is to achieve peace and security in West Africa and the Sahel.

Strategy and external factors for 2025

12. To contribute to the objective, the mission will:
 - (a) Strengthen its early warning and conflict prevention and resolution and management action with relevant partners, with a focus on countries undergoing political transitions (Burkina Faso, Guinea, Mali and the Niger) and those scheduled to hold elections in 2025 (Côte d'Ivoire,

- Guinea-Bissau and Togo); de-escalate crises relating to social cohesion and political reforms and address governance-related challenges; lead regional and international diplomatic engagements to build consensus on regional responses; support regional solutions to cross-cutting threats to peace and security; and monitor and assess political developments in the region;
- (b) Enhance partnerships with regional institutions to address regional peace and security challenges, together with civil society organizations and United Nations entities, with a focus on the root causes of instability and insecurity in the region, while reinforcing the peace-security-development nexus; and conduct high-level advocacy to facilitate humanitarian assistance and emergency education to affected populations;
 - (c) Accelerate the implementation of the women and peace and security and youth, peace and security agendas through the promotion of meaningful involvement of women and young people in political and decision-making processes and mediation initiatives; and advance the promotion of good governance and respect for human rights and the rule of law;
 - (d) Intensify its analytical work, such as on the adverse implications of climate change, energy poverty, ecological change and natural disasters.
13. The above-mentioned work is expected to result in:
- (a) Prevention and mitigation of conflicts, consensual political processes, the consolidation of democracy and political stability, including restoration efforts in the countries undergoing political transitions, peaceful and inclusive electoral processes, and conflict prevention mechanisms;
 - (b) Strengthened subregional cross-border responses and coherent, comprehensive and integrated approaches to challenges relating to climate change, transnational organized crime, illicit trafficking, farmer and herder dynamics, intercommunal violence, terrorism and violent extremism;
 - (c) Mainstreaming of gender into conflict prevention, management and resolution activities in West Africa and the Sahel;
 - (d) Curbing of the trend of serious violations of human rights and of international humanitarian law during counter-terrorism military operations and electoral crises, reducing the instances of manipulation of the justice system, and improving security sector governance and humanitarian assistance to vulnerable groups.
14. With regard to cooperation with other entities, UNOWAS partners with the African Union, ECOWAS, the Mano River Union, the Lake Chad Basin Commission, the Accra Initiative, the Liptako-Gourma Authority, the Gulf of Guinea Commission, the African Development Bank, national human rights institutions and other human rights groups in the region to strengthen and harmonize regional capacities for conflict prevention and resolution, peacebuilding and sustaining peace; advance good governance and respect for human rights and the rule of law and the participation of women and young people in political and decision-making processes; and support regional responses to address cross-border threats to peace and security.
15. With regard to inter-agency coordination and liaison, UNOWAS works with the Development Coordination Office and resident coordinators, humanitarian coordinators, United Nations country teams, United Nations agencies, funds and programmes based in Dakar and other United Nations partners to address the multifaceted challenges facing the region. Coordination with United Nations entities, including with the Special Coordinator for Development in the Sahel, continues within the United Nations integrated strategy for the Sahel framework and in line with the mission's convening and political advocacy role. The engagement of UNOWAS is aligned with the priorities of the integrated strategy, with a focus on cross-border threats to peace and security and efforts to counter radicalization. UNOWAS works closely with the Peacebuilding Support Office of the Department of Political and Peacebuilding Affairs in relation to joint interventions. It coordinates with the United Nations Regional Office for Central Africa (UNOCA) on transregional issues affecting West and Central Africa, including the threats posed by terrorist factions in the Lake Chad Basin and conflicts relating to farmer-herder dynamics, climate security, piracy and maritime security in the Gulf of Guinea.

16. In relation to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) There is a high demand for UNOWAS good offices to facilitate political dialogue and ease political tensions and to support countries undergoing political transitions, institutional reforms, elections and peacebuilding;
 - (b) The Heads of State and Governments of West Africa, ECOWAS, the Lake Chad Basin Commission, the Mano River Union, the African Union, the Gulf of Guinea Commission and the Accra Initiative demonstrate their commitment to mobilizing resources to address challenges to peace and stability, as well as the political will to sustain regional peace and security mechanisms; And the ECOWAS early warning and response mechanism and other regional conflict prevention instruments are operationalized in full at the regional, national and local levels;
 - (c) The international community remains committed to supporting the countries of the region and regional and subregional organizations in addressing governance and security challenges; and peacebuilding and peace consolidation efforts by regional and subregional organizations and other partners continue;
 - (d) There is strong political commitment on the part of Member States, regional organizations and civil society organizations to work with the United Nations in the context of the United Nations integrated strategy for the Sahel;
 - (e) Political and technical level engagements with UNOCA in support of the Gulf of Guinea Commission and the Interregional Coordination Centre for Maritime Safety and Security in the Gulf of Guinea continue;
 - (f) Governments in the region remain open to engage with UNOWAS and other partners to improve the human rights and rule of law situation.

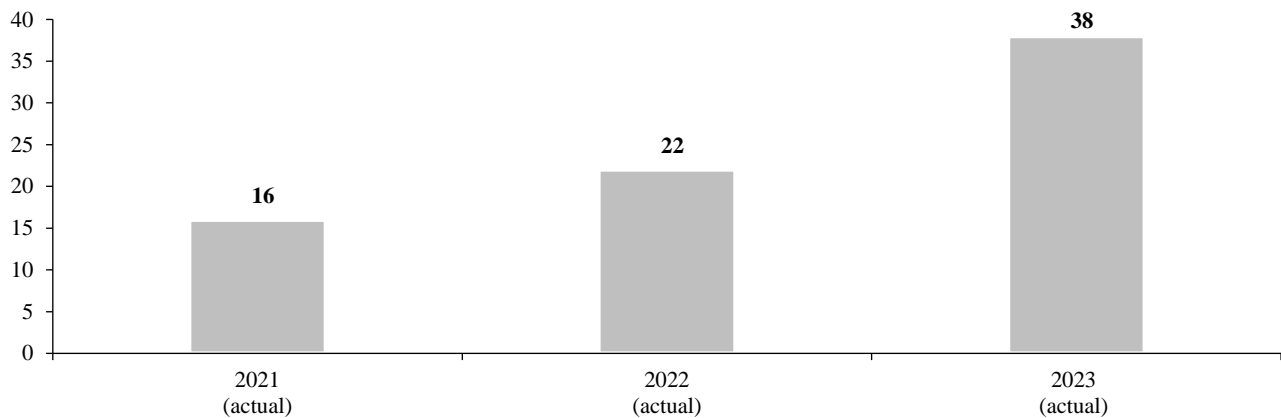
Programme performance in 2023

Reduction in electoral-related tensions and resumption of dialogue in transition countries throughout West Africa and the Sahel

17. In 2023, UNOWAS led 38 good offices and mediation interventions in the region to create favourable conditions for peaceful and inclusive presidential polls and accompany regional leaders in implementing political reforms and addressing security challenges. In the countries undergoing political transitions, the mission maintained close contact with host authorities, advocating for inclusive transition processes and, in the case of the Niger following the 26 July military takeover, advocating for a political solution to the crisis. The mission's engagements with regional and international partners to build consensus and break the political deadlock culminated in a decision by ECOWAS to lift travel bans and other targeted sanctions. Following the decision of the Security Council, at the request of the Malian transition authorities, to terminate the mandate of MINUSMA, the mission actively engaged the Malian authorities and regional partners to explore the role of the United Nations in supporting implementation of the Agreement on Peace and Reconciliation in Mali and pursued regional diplomacy to stabilize the situation and prevent the spillover of insecurity across the region.
18. In the context of the presidential elections held in 2023, UNOWAS led good offices and preventive diplomacy initiatives, including jointly with ECOWAS, to ease tensions, facilitate dialogue and instil public trust in electoral management bodies. In Liberia, the mission intensified diplomatic engagement with presidential candidates amid heightened tensions, while, in Sierra Leone, it played an instrumental role in creating conditions for the signing of an agreement that ended the post-electoral stalemate. UNOWAS also engaged with national stakeholders in Guinea-Bissau to encourage peaceful cohabitation and the advancement of key national reforms.
19. Progress towards the objective is presented in the performance measure below (see figure I).

Figure I

Performance measure: number of high-level good offices and mediation missions carried out to prevent election-related tensions and consolidate political stability



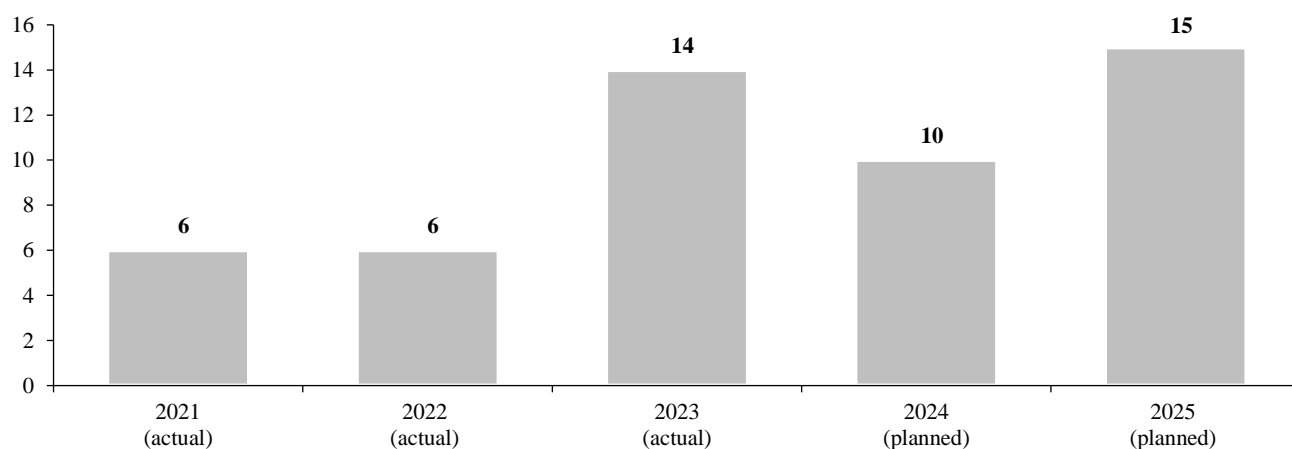
Planned results for 2025

Result 1: strengthened regional partnership and leadership role in support of the implementation of the United Nations integrated strategy for the Sahel

Programme performance in 2023 and target for 2025

20. In 2023, the UNOWAS work contributed to reinforcing existing partnerships to advance the implementation of the United Nations integrated strategy for the Sahel. Its engagement with international partners in support of sustained attention on the Sahel led to crucial policy changes relating to aid delivery and dialogue with the authorities of transition countries. UNOWAS also organized a regional conference on education in situations of conflict and participated in high-level events on transnational organized crime and migration. The mission maintained strong ties with the Special Coordinator for Development in the Sahel, providing strategic leadership support to guide United Nations interventions amid regional political shifts. In that regard, the mission was able to undertake 14 high-level meetings, exceeding the planned target of 10.
21. For 2025, UNOWAS will intensify its engagement with existing and new regional partners, when opportunities arise. It will aim to address governance deficits and enable more effective political, humanitarian, development and peacebuilding interventions, prioritizing national ownership. It will step up efforts to generate and sustain political will and build national capacities of key regional and national institutions and actors that are critical for addressing the growing governance and rule of law deficit, including institutions responsible for the electoral systems and security sector reform.
22. Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure II).

Figure II
Performance measure: number of briefings, high-level meetings and advocacy engagements between leadership of the mission and regional partners in the Sahel



Result 2: reduction in electoral-related tensions and resumption of dialogue on transition countries throughout West Africa and the Sahel

Programme performance in 2023 and target for 2025

23. For 2025, UNOWAS will conduct high-level good offices and political advocacy in countries that are scheduled to hold elections to help to create the conditions for peaceful, inclusive and credible electoral processes, reinforcing collaboration with regional partners and resident coordinators and United Nations country teams. It will also accompany countries in undertaking critical institutional reforms to consolidate democratic governance and political stability.

Lessons learned and planned change

24. The lesson for UNOWAS was that, to ensure sustainable outcomes, investment in inclusive and nationally owned mediation and conflict prevention processes must be made, anchoring United Nations efforts in the aspirations of people across the region. To this end, the mission will prioritize national and regional dialogue and mediation and facilitation initiatives while also pursuing collaboration with a broad range of stakeholders to address governance deficits and address security challenges.
25. Expected progress towards the objective is presented in the performance measure below (see table 3).

Table 3

Performance measure: number of high-level good offices and mediation missions carried out to prevent election-related tensions and consolidate political stability

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased good offices and mediation efforts to address election related tensions/ disagreements throughout West Africa and the Sahel	Enhanced good offices and mediation efforts to address election related tensions/ disagreements throughout West Africa and the Sahel	Increased high-level good offices and mediation missions carried out to prevent election-related tensions and consolidate political stability	Peaceful electoral processes and political reforms throughout West Africa and the Sahel	Continued high-level good offices and mediation missions carried out to prevent election-related tensions and consolidate political stability

Deliverables

26. Table 4 lists all deliverables of the mission.

Table 4

Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports of the Secretary-General to the Security Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
2. Meetings of the Security Council	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	15	18	17	17
3. Workshops on peace and security, including terrorism, violent extremism conducive to terrorism, transnational organized crime, human rights and the implementation of Security Council resolution 1325 (2000) and subsequent resolutions on women's rights	15	18	17	17
Technical materials (number of materials)	4	7	6	6
4. Issue papers on peace and security, human rights, gender and young people	4	7	6	6
Fact-finding, monitoring and investigation missions (number of missions)	15	16	27	27
5. Advocacy and support for integrated subregional and cross-border responses on cross-cutting threats to peace and security, in particular election-related instability and challenges related to governance deficits, security sector reform, transnational organized crime, illicit trafficking, terrorism and violent extremism conducive to terrorism; consultations on human rights during political and electoral processes; and advocacy for the effective implementation of the United Nations integrated strategy for the Sahel and advocacy for enhanced strategic cooperation and coordination in the Sahel in fulfilment of the objectives of the integrated strategy	15	16	27	27
C. Substantive deliverables				
Good offices: provision of good offices, including jointly with ECOWAS and the African Union, on conflict prevention across countries of West Africa and the Sahel in consideration of human rights and gender aspects.				
Consultation, advice and advocacy: monitoring missions to countries of West Africa and the Sahel to analyse developments and emerging threats and identify entry points for early warning and conflict prevention activities; monitoring missions to Burkina Faso and the Gambia to support United Nations initiatives to sustain peace; and pre- and post-electoral missions to countries conducting elections in West Africa and the Sahel to monitor tensions related to the electoral process.				
D. Communication deliverables				
Outreach programmes, special events and information materials: digital and print, information campaigns, brochures, flyers, and information notes to promote the good offices and the mission's activities while enhancing the visibility of the mission.				
External and media relations: media encounters, briefings, press conferences, press releases, statements and op-eds.				
Digital platforms and multimedia content: dissemination of information and promotion of the good offices and the activities of the mission through its website and social media.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 5

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	113.5	105.7	113.5	108.9		(4.6)
Civilian personnel costs	9 292.6	9 373.2	10 229.3	10 505.3		276.0
Operational costs	5 429.1	5 327.2	5 557.3	5 208.7		(348.6)
Total (net of staff assessment)	14 835.2	14 806.1	15 900.1	15 822.9		(77.2)

Table 6

Human resources

	International staff										National staff			United Nations Volunteers			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National		Subtotal
	Approved 2024	1	1	–	2	9	16	13	1	6	–	49	9	22 ^a	31	–		–
Proposed 2025	1	1	–	2	9	16	13	1	6	–	49	9	22 ^a	31	–	–	–	80
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a Includes one general temporary assistance position.

27. The proposed resource requirements for 2025 for UNOWAS amount to \$15,822,900 (net of staff assessment) and would provide for the deployment of one military adviser and one police adviser (\$108,900), salaries and common staff costs (\$10,505,300) for 49 international posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 2 D-1, 9 P-5, 16 P-4, 13 P-3, 1 P-2 and 6 Field Service), 30 national posts (9 National Professional Officer and 21 Local level), and 1 Local level position (general temporary assistance), as well as operational costs (\$5,208,700), comprising the costs for consultants and consulting services (\$131,800), official travel (\$868,600), facilities and infrastructure (\$241,800), ground transportation (\$83,600), air operations (\$2,405,700), communications and information technology (\$649,400) and other supplies, services and equipment (\$827,800).
28. In 2025, no change is proposed to the number and levels of the posts.
29. The mission's approved 2024 staffing table includes one general temporary assistance position. It is proposed that this position, Finance and Budget Assistant (Local level), be continued in 2025, to support and maintain internal control over the financial transactions of the mission.
30. Vacancy rates of 12.3 per cent for international posts and 8.3 per cent for National Professional Officer posts, based on the actual average vacancy rates in 2023, and a vacancy rate of zero per cent for Local level posts and position, based on the actual vacancy rate in March 2024, have been applied

The following abbreviations are used in the tables: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; NPO, National Professional Officer; USG; Under-Secretary-General.

to the estimates. A vacancy rate of zero per cent has been applied to the estimates for military and police advisers on the basis of the actual vacancy rate in March 2024.

31. The decrease in requirements for 2025 compared with the appropriation for 2024 is attributable mainly to: (a) decreased requirements for international staff attributable to the application of a higher vacancy rate of 12.3 per cent compared with the approved rate of 11.4 per cent for 2024, and the application of a lower percentage of common staff costs of 63.3 per cent compared with 71.5 per cent applied in 2024, offset in part by an increase in the post adjustment multiplier for Senegal from 38.6 in April 2023 to 44.3 in April 2024; (b) lower requirements for emplacement, rotation and repatriation travel for military and police advisers, offset in part by higher requirements for the mission subsistence allowance; (c) lower requirements for consultants and consulting services due to the provisioning of fewer consultants than in 2024; (d) decreased requirements for facilities and infrastructure attributable primarily to lower requirements for security services due to actual lower costs of security guards and lower requirements for utilities and waste disposal services and for petrol, oil and lubricants; (e) lower requirements for aviation fuel, offset in part by the higher requirements for the rental and operations of the fixed-wing aircraft based on a new contract awarded in April 2024; (f) lower requirements for communications and information technology due to less acquisition of communications and information technology equipment, rate adjustments for satellite transponder charges, and lower requirements for public information and publication services due to less printing and fewer reproductions and magazine subscriptions; and (g) lower requirements for other supplies, services and equipment due mainly to the non-provisioning of training fees, lower freight costs and decreased requirements for other services. The decrease in requirements is offset in part by: (a) higher requirements for National Professional Officer and Local level posts attributable to the updated salary rates and lower vacancy rates of 8.3 per cent for National Professional Officers and zero per cent for Local level posts, compared with 11.1 and 4.5 per cent, respectively, applied in 2024, offset in part by the application of a lower percentage of common staff costs of 30.5 and 31.8 per cent compared with 35.1 and 33.6 per cent, respectively, applied in 2024; and (b) higher requirements for petrol, oil and lubricants for vehicles due to the expected distance to the new United Nations House in Diambiadio (45 km from Dakar) requiring increased fuel consumption and toll gates charges to support movement between the office and Dakar.

Extrabudgetary resources

32. In 2024, extrabudgetary resources in the amount of \$565,700 are estimated, comprising the following:
 - (a) Voluntary contributions of \$493,700, which are projected to be used to support preventive diplomacy efforts and enhance partnerships at the local, national, subregional and international levels (including with women and young people) to promote peace and stability in West Africa, and to support early conflict and crisis prevention action, notably in countries undertaking crucial political reforms and those gearing up for elections. Furthermore, these funds also be intended to enhance the mission's prevention, mediation and sustaining peace engagements to accompany Burkina Faso, Guinea, and Mali towards a timely and inclusive return to constitutional order and to rapidly address the situation in the Niger;
 - (b) Cost-recovery resources of \$72,000, which are projected to be used to cover the costs of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Dakar for utilities and maintenance services and the United Nations Office on Drugs and Crime (UNODC) for rental and utilities services under the office-sharing arrangements with the UNOWAS Liaison Cell Office in Mauritania and the UNOWAS Liaison Cell Office in Abuja.
33. In 2025, extrabudgetary resources estimated in the amount of \$549,700 (comprising voluntary contributions of \$493,700 and cost-recovery resources of \$56,000) are projected to be used to continue the above-mentioned supporting activities aimed at achieving peace and security in West Africa and the Sahel, as well as activities funded from cost recovery.
34. In 2025, the reduction in cost-recovery resources is due to the expected relocation of the office to a new building, where cost recovery from UNESCO would not be applicable.

2. United Nations Assistance Mission in Somalia

(\$104,646,300)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

35. The United Nations Assistance Mission in Somalia (UNSOM) is responsible for providing: (a) good offices to support the advancement of Federal Government of Somalia-led inclusive political processes and reconciliation; (b) technical, operational and logistical support for inclusive universal elections with the representation and participation of women; (c) assistance in security sector reform and improvements in rule of law institutions, as well as support for the comprehensive approach to security and implementation of the Somalia Transition Plan; and (d) promotion and protection of human rights and system-wide support for the implementation of the human rights due diligence policy. The Mission also provides strategic advice and support to bolster the Government's ability to deliver services, attract investment and advance the 2030 Agenda for Sustainable Development, in close collaboration with the United Nations country team and international financial institutions. The mandate is defined in Security Council resolution [2102 \(2013\)](#), by which the Council established the Mission, and was renewed in subsequent resolutions, including, most recently, resolution [2705 \(2023\)](#), by which the Mission's mandate was extended until 31 October 2024.
36. In its resolution [2705 \(2023\)](#), the Security Council requested the Mission to maintain and strengthen its presence across Somalia in consultation with the Federal Government of Somalia and federal member states, and to strengthen its cooperation with Somalia and the African Union, subject to United Nations security measures, and as the security situation allowed, and recognized that the political and security context in Somalia would affect the Mission's ability to fulfil its mandate. The Council encouraged the Mission to continue to coordinate United Nations efforts, maximize joint approaches and joint programming in relevant areas, in full cooperation with the Government and federal member states, and requested it to continue to provide support to the Government in its efforts to pursue inter- and intra-clan reconciliation at the local, regional and national levels towards the peaceful resolution of the dispute in Laascaanood and the surrounding areas. In addition, the Council called for the timely implementation of the recommendations of the strategic review of the Mission ([S/2022/716](#)), including planning to develop a road map for the eventual transition of the Mission to the United Nations country team.

Programme of work

Objective

37. The objective, to which this Mission contributes, is to achieve peace, security, political stability and national reconciliation in Somalia through the delivery of the mandate established by the Security Council and in line with the priorities of the Federal Government of Somalia.

Strategy and external factors for 2025

38. To contribute to the objective, the Mission will:
- (a) Support the Federal Government of Somalia and the federal member states in the complete delivery of successful one-person, one-vote elections at the district and federal member state

levels. This will involve good offices to help to broker agreement on the electoral model and technical support to establish electoral institutions and programmatic support to deliver inclusive elections with broader representation of marginalized groups (women, young people, people living with disabilities and clans);

- (b) Increase women's participation and representation in government at national and subnational electoral processes, including delivery of the 30 per cent quota enshrined in law, and increase women's participation in reconciliation and mediation processes, public spheres, leadership and decision-making;
- (c) Support the Federal Government of Somalia and the federal member states in strengthening their dialogue and cooperation to foster agreement on a new constitution, and, to achieve this, support, in particular, a new model of fiscal federalism that secures buy-in from all federal member states, including Puntland;
- (d) Provide good offices to help to resolve inter- and intra-federal member state conflicts, including in Laascaanood, with Puntland, and between Somalia and "Somaliland";
- (e) Provide good offices and strategic advice to support the implementation of the national security architecture and the security sector development plan, in coordination with partners, with a focus on security sector governance and institutional capacity-building;
- (f) Build the capability of Somali defence forces to mitigate the threat from explosive ordnance, including improvised explosive devices, effectively manage weapons and ammunition and coordinate mine action response;
- (g) Support the Federal Government of Somalia and federal member states in accelerating implementation of the national stabilization strategy, state-level stabilization plans and local reconciliation initiatives, as well as efforts in countering violent extremism. This will also entail support for the national defector rehabilitation programme through good offices, strategic advice and technical assistance;
- (h) Provide good offices, strategic advice and technical assistance for the development of a federated justice system, judicial structures and enhanced access to justice, including in newly or recently recovered areas, and leverage joint programming to this end, and support efforts to enhance cooperation and coordination across the justice chain at various levels of government; provide technical support to the Federal Government of Somalia to deliver on its commitments made during the universal periodic review process; and provide technical support to the Government in enhancing its engagement with international human rights mechanisms;
- (i) Support the establishment of the human rights commission to advance the protection and promotion of human rights in Somalia; provide technical support to the Federal Government of Somalia to deliver on its commitments made during the universal periodic review process; and provide technical support to the Government in enhancing its engagement with international human rights mechanisms;
- (j) Support the Federal Government of Somalia in the implementation of the two action plans regarding children associated with the Somali National Armed Forces and to eliminate the killing and maiming of children in contravention of international law (2012) reiterated by the Government in its commitments made in the road map on children and armed conflict in 2019;
- (k) Support the Federal Government of Somalia in implementing the joint communiqué on ending and preventing sexual violence in conflict;
- (l) Advance the Mission's implementation of the strategic review as mandated by the Security Council, including the preparation for an eventual transition of the Mission in line with Council mandates.

39. The above-mentioned work is expected to result in:

- (a) Contributing to national priorities on inclusive political processes, security, the rule of law and economic and social development in line with objectives in the United Nations Sustainable Development Cooperation Framework for the period 2021–2025;
 - (b) Support for the Federal Government of Somalia in implementing its national transformation plan and finalizing its Centennial Vision 2060;
 - (c) Support for the Federal Government of Somalia in advancing the security transition, in particular towards the strengthening of the Somali security sector.
40. With regard to cooperation with other entities, the Mission will work closely with any mandated security presence after the withdrawal of the African Union Transition Mission in Somalia. The Mission will continue to ensure compliance with the human rights due diligence policy with regard to United Nations support that may be provided to any non-United Nations entities in Somalia.
41. With regard to inter-agency coordination and liaison, the Mission will further enhance the integration of its activities with United Nations agencies, funds and programmes in Somalia, including through four joint programmes, and advance the implementation of the priorities outlined in the United Nations Sustainable Development Cooperation Framework for the period 2021–2025 in support of the Federal Government of Somalia’s national transformation plan.
42. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
 - (a) The Federal Government of Somalia and federal member states will have achieved agreement on an electoral model and progress will have been made in delivering credible inclusive one-person, one-vote elections at the district level in 2024;
 - (b) The constitutional review process will have agreed on the broad outline of the revised constitution, but some contentious issues will still need to be addressed;
 - (c) Somalia will progressively assume responsibility for security, with the Federal Government of Somalia and federal member states making progress towards building able, accountable, acceptable and affordable security institutions as outlined in the constitution, national security architecture and the security sector development plan;
 - (d) Somali security forces are increasingly able to effectively hold territory, rendering ongoing stabilization efforts more sustainable;
 - (e) Human rights violations by parties to the conflict will remain a concern;
 - (f) Al-Shabaab will remain the greatest threat to security and stability in Somalia, followed by clan violence and localized disputes, and young Somalis will remain vulnerable to radicalization and recruitment by extremist groups, in particular Al-Shabaab;
 - (g) Women and girls will continue to be disproportionately affected by inequality, sexual violence, violations of international humanitarian law and violations and abuses of human rights;
 - (h) The risk of discrimination and exclusion facing minorities, marginalized communities and internally displaced persons will persist;
 - (i) Freedom of expression and civic space will face challenges, and the risk of human rights violations and protection risks to civilians will persist;
 - (j) Grave violations against children by parties to the conflict will remain a concern;
 - (k) The country will face recurring climate-related shocks, including drought and flooding;
 - (l) The United Nations presence in Somalia in 2025 will remain dependent on adequate security arrangements acceptable under the established United Nations security management system;
 - (m) Planning towards a road map for the eventual transition from the Mission to the United Nations country team with the Federal Government of Somalia will have been completed in 2024.

43. The Mission integrates a gender perspective into its activities, deliverables and results, as appropriate, including support for the increased protection of women and girls, as well as the participation and representation of women in the political sphere, economic life and reconciliation and peacebuilding efforts.
44. In line with the United Nations Disability Inclusion Strategy, the Mission, in partnership with the United Nations Support Office in Somalia, has developed a two-year joint action plan for the period 2023–2025. The plan for implementing the Strategy in Somalia was signed by both missions in December 2023. Importantly, it builds on the previous plan (2021–2022) by integrating the recommendations of an accessibility audit exercise conducted in 2022.

Programme performance in 2023

Electoral support for Puntland’s one-person, one-vote district elections in 2023

45. In May 2023, the Transitional Puntland Electoral Commission organized one-person, one-vote district elections in 30 of the planned 33 districts, with a voter turnout of 72 per cent and without major security incidents. These were the first one-person, one-vote elections in Puntland and in Somalia in more than 50 years. Electoral results were accepted in large part and the professionalism of the Commission in planning and implementing the process, with international support, was recognized. The Mission, in collaboration with the United Nations Development Programme (UNDP), played a key role in accompanying the electoral process by mobilizing resources, building the technical and operational capacity of the Commission and facilitating the coordination and delivery of international technical support. The technical and operational support complemented the good offices provided by the Mission to address political tensions during the electoral process.
46. Progress towards the objective is presented in the performance measure below (see table 7).

Table 7

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Initial contact made with the Transitional Puntland Electoral Commission to identify areas in which UNSOM could provide capacity-building and technical and operational support pertaining to the holding of Puntland voter registration and direct district elections	<p>Technical capacity of the Transitional Puntland Electoral Commission staff in various thematic fields was reinforced and technical support in planning for voter registration and electoral operations was provided by UNSOM, in collaboration with UNDP</p> <p>A comprehensive electoral budget, including funds from donors and the Puntland authorities covering voter registration and district elections, was developed with the support of UNSOM, in collaboration with UNDP</p> <p>The operational capacity of the Transitional Puntland Electoral Commission in support of the planned voter registration and electoral operations was reinforced through international resources</p>	<p>UNSOM provided technical and financial support to the Transitional Puntland Electoral Commission in planning and conducting its voter registration and electoral operations, culminating in the one-person, one-vote district elections in May 2023</p> <p>UNSOM provided good offices to the process to ensure a conducive environment for the elections by mitigating political tensions</p>

Planned results for 2025

Result 1: effective and coordinated stabilization and complementary strategies and action plans, in support of the Somali authorities in newly recovered areas

Programme performance in 2023 and target for 2025

47. In 2023, the Mission enhanced its engagement with key federal and state ministries and institutions, supporting coordination on stabilization, including the development of plans for newly recovered areas and on preventing and countering violent extremism conducive to terrorism. It promoted a peacebuilding approach through increased engagement with religious scholars and the Ministry of Endowment and Religious Affairs at the federal and state levels. It supported the Federal Government of Somalia in recalibrating its national defector rehabilitation programme, as well as dialogue initiatives to foster community engagement with justice institutions.
48. In 2025, the Mission will enhance its support to the Federal Government of Somalia through good offices, encouraging greater cooperation with the federal member states in implementing the national stabilization strategy and related action plans. The implementation of the 2019 road map on children and armed conflict and the joint communiqué on ending and preventing sexual violence will be key. In newly recovered areas, the Mission will also support capacity-building efforts to enable reconciliation, justice and security arrangements.
49. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8).

Table 8
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Information-sharing and joint planning are established for areas to be recovered under the transition plan, and the national strategy on preventing and countering violent extremism and the plan for implementing the strategy are both revised	Strategic advice and coordination support provided towards the revision and finalization of the national stabilization strategy, the review and recalibration of the national defector rehabilitation programme, and the finalization of the counter-terrorism strategy, ensuring a coherent approach between security and peacebuilding priorities	Support for and advice on coordination and planning processes contributed to Somali stakeholders implementing the national stabilization strategy, in particular in newly recovered areas Launch of alternative dispute resolution initiatives in additional locations Promulgation by the Federal Government of Somalia of a new draft counter-terrorism strategy focusing on high-level defectors from Al-Shabaab	Increased coordination efforts to advance implementation of the national stabilization strategy and action plans, the recalibrated national defector rehabilitation programme, as well as the revised national preventing and countering violent extremism strategy	Collaborative approach between the Federal Government of Somalia and federal member states in implementing the national stabilization strategy and action plans Increased engagement with Somali stakeholders on implementing the recalibrated national defectors rehabilitation programme Enhanced peacebuilding efforts towards preventing violent extremism

Result 2: resolution of outstanding issues of federalization through Federal Government and federal member state dialogue, enabling progress on the constitutional review and other state-building objectives

Programme performance in 2023 and target for 2025

50. In 2023, the Mission supported the convening of three National Consultative Council meetings for dialogue efforts between the Federal Government of Somalia and the federal member state leadership to advance progress towards achieving national priorities, including agreements on aspects of the constitutional review process, the fight against Al-Shabaab and proposals for the electoral calendar at the national and subnational levels. The Mission supported the Office of the Prime Minister in ensuring the integration of a gender perspective and inclusion of women into the Council processes. It also supported the capacity-building of parliamentarians to strengthen their participation in the constitutional review process, including the harmonization of federal and state-level constitutions and rules of procedure for the parliamentary process. It further increased its support for security sector development, including further implementation of the national security architecture, which is central to the federalization of security.
51. In 2025, the Mission will support national partners in creating an enabling environment for consultations on and the operationalization of an inclusive Somali-owned national constitutional review process. It will also exercise its good offices and provide technical support to foster political agreements on contentious issues relating to the constitutional framework.
52. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9).

Table 9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Federal Government of Somalia convened the National Consultative Council three times (without Puntland), covering priority areas, including security/fight against Al-Shabaab, elections, stabilization, constitutional review and power-sharing Technical work between the Federal Government of Somalia and federal member states in preparation for or follow-up to meetings of the National Consultative Council (or an equivalent platform) progressed and included women	Federal and state level leaders continue to engage in dialogue on key issues; federalization and state-building objectives are advanced Contentious issues relating to federalization and state-building at the federal and state levels are identified and resolution is sought at the technical and political levels	Federal and state level leaders agree on progress towards implementation of national State-building priorities Consultations take place as part of the constitutional review process inclusive of diverse perspectives of women, youth and marginalized groups’ representatives Agreement on the constitutional review process and a timetable for constitution

Result 3: strengthened priority capabilities of Somali rule of law and security institutions at the federal and state levels

Programme plan for 2025

53. In 2025, the Mission will support Somali rule of law and security institutions through strategic, policy and technical advice and the coordination of partners. This will include advancing implementation of the revised national security architecture, including the establishment of the National Security Council, and the security sector development plan, as well as the development and implementation of legal frameworks relating to rule of law and security sector governance. In addition, it will support existing coordination forums on force generation, training and accountability initiatives, as well as the development of a national maritime security strategy. The Mission will coordinate the implementation of the policing, as well as justice and corrections models, and promote the independence of the judiciary, civilian oversight and accountability, to strengthen access to justice, including in fragile and recovered areas. Furthermore, it will support the coordination of the recalibrated national defector rehabilitation programme and promote violence reduction through piloting of adapted disarmament, demobilization and reintegration tools.

Lessons learned and planned change

54. A need for increased coordination and cooperation with both national and international partners was among the main findings from phase I of the joint police programme. The United Nations police will aim to foster closer collaboration with UNDP during the next phase. Similarly, pilot projects of enhancing justice and policing services in newly recovered areas revealed coordination challenges and the need for improved collaboration and understanding between formal and informal justice providers. In newly recovered areas, alternative dispute resolution training was identified as crucial to resolving potential disputes. However, the absence of Somali police has hindered sustained rule of law support. The new administration shifted its focus towards force generation to enable military operations against Al-Shabaab. Joint technical assessments of the African Union Transition Mission in Somalia drawdown were conducted in 2023 and 2024 to inform subsequent phases and ensure a seamless handover of security responsibilities to Somali security forces.
55. Expected progress towards the objective is presented in the performance measure below (see table 10).

Table 10
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Somalia Transition Plan revised and issued, and technical coordination achieved through comprehensive approach to security structures	Capacities of accountable, affordable and able Somali security forces protecting the civilian population strengthened	Somali security sector development plan adopted and national security architecture revised	Phase 2 of joint police programme commenced	Technical support provided to strengthen Somali security forces' capabilities towards their full assumption of security responsibilities
Joint rule of law and security governance programmes ensured that the executive and legislative structures of the Federal Government of Somalia and federal member states	Strategic coordination between national and international stakeholders in the security sector strengthened	Joint justice and corrections programme adopted	Security legislation developed and adopted	Support for the implementation of the security sector development plan and the revised national security architecture is coordinated with stakeholders, facilitating tangible progress
	Progress made on legislation to improve external	Phase 2 of joint police programme designed	Capacity-building of national institutions and implementation of initial stages of the joint justice and corrections programme implemented	
		Coordination of maritime security stakeholders strengthened		

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
supported Somalia Transition Plan implementation	civilian oversight over security forces Hirshabelle State Police Act enacted, and four police bills developed and consulted Partners coordination mechanism on maritime security established	National defector rehabilitation programme revised Baseline assessment of national counter-improvised explosive device framework conducted	Workstreams on defence, police, rule of law and public financial management established for the implementation of the security sector development plan	Independence of the judiciary is promoted through implementation of the next phase of the joint justice and corrections programme Implementation of the national weapons and ammunition management strategy is effective at the federal and state levels Maturity level of the national counter-improvised explosive device capability is strengthened

Deliverables

56. Table 11 lists all deliverables of the Mission.

Table 11
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	3	3	3
1. Reports of the Secretary-General for the Security Council	4	3	3	3
Substantive servicing of meetings (number of documents)	4	3	3	3
2. Meetings of the Security Council	4	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	–	4
3. Joint programmes on state-building and reconciliation support, joint justice and corrections, human rights and electoral support programme	2	2	–	4
Seminars, workshops and training events (number of days)	297	301	264	275
4. Seminars to support the implementation of child protection laws	12	–	6	6
5. Seminars on the coordination and implementation of federated political agreements on rule of law and on rightsizing the Somali security forces	4	3	4	6
6. Seminars on security and justice-focused public expenditure	2	2	2	2
7. Workshops on addressing conflict-related sexual violence (protection of women)	8	8	8	8
8. Workshops, seminars, training events on capacity-building of human rights institutions	6	6	6	6
9. Thematic workshops on human rights issues with civil society, such as those dealing with minorities, people with disabilities, women and children, civil society engagement and basic human rights obligations, and on monitoring and reporting on the human rights performance of Somali security forces and their ability to foster trust and confidence in communities	14	14	14	14

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
10. Workshops for the country task force on monitoring and reporting on violations against children, including children and armed conflict	12	12	12	12
11. Workshops to enhance the capacity and harmonize the implementation of the recalibrated national defector rehabilitation programme	2	6	2	4
12. Workshops on advocating and capacity-building to establish an affordable justice system and the roll-out of the federated justice and corrections model	20	20	16	16
13. Workshops for the custodial corps on prison management	20	25	16	16
14. Workshops on civilian oversight of security institutions	8	3	5	6
15. Workshops on implementation of maritime priorities in accordance with the Somali national maritime security strategy and blue economy strategy, strengthening legislation and opportunities for women based on the women in the maritime sector strategy	5	5	5	8
16. Workshops to support institutional capacity-building towards the implementation of the national security architecture and the Somalia security sector development plan	6	7	6	6
17. Workshops on integrity system to enhance anti-corruption capacities of national authorities, local authorities, and civil society organizations	1	1	2	2
18. Workshops, training and capacity-building on comprehensive approach to stabilization to review implementation of the national stabilization strategy and plan and to review, develop and update state stabilization plans	7	9	7	7
19. Workshops at federal and state levels on preventing violent extremism conducive to terrorism, including with international partners	6	9	2	4
20. National youth seminar, held in partnership with the Federal Government of Somalia/federal member states' ministries of youth and sports, on youth priorities for Somalia	7	1	1	1
21. Workshops, assessments, consultations and/or training to support Federal and federal member state-level institutions with advice on weapons and ammunition management to reduce risk to the civilian population	40	41	40	40
22. Training on protection of civilians	12	12	12	12
23. Workshops/seminars/training activities for the National Independent Electoral Commission and electoral management bodies at the state level on jointly identified thematic areas	20	24	20	15
24. Workshops on prevention of and response to electoral violence against women leaders	2	2	–	–
25. Workshops/seminars/training activities for the National Independent Electoral Commission and electoral management bodies at the state level on legal frameworks and inclusive dialogue with stakeholders	10	2	10	10
26. Workshops/seminars/training activities in journalism, social media and coverage of election campaign	16	31	16	20
27. Miscellaneous workshop/seminars/training activities by Rule of Law and Security Institutions Group of UNSOM on implementation of Somalia security sector development plan/new policing model/comprehensive approach to security	16	23	16	16
28. Workshops, seminars or capacity building/training events in support of relevant government institutions at the federal and state level on inclusive politics	6	6	5	5
29. Workshops, seminars or capacity-building/training events on peacebuilding, mediation, and conflict resolution	5	5	5	5
30. Workshops seminars or capacity-building/training events on the constitutional review process	5	5	5	5
31. Technical workshops to assist the Somali National Youth Council/Youth Advisory Board	6	–	2	4
32. Workshops to build the capacity of civil society for monitoring and reporting on the human rights performance of Somali security forces and their ability to foster trust and confidence in communities, including with regard to conflict -related sexual violence	4	4	4	4
33. Consultations with and workshops/working sessions on mediation, reconciliation, negotiation and policy dialogues for women civil society leaders and women members of Parliament and senators	15	15	15	15

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Publications (number of publications)	46	63	53	66
34. Human Rights and Protection Group reports on freedom of expression and/or protection of civilians in Somalia's conflict-related sexual violence and cultural rights in Somalia	2	2	1	2
35. Fragility index and maturity model national summary and district-level reports	34	43	35	45
36. Reports on analysis, procedures, processes and best practices on mitigating the threat from improvised explosive devices	8	16	16	16
37. Factsheets on disarmament, demobilization and reintegration-related interventions in Somalia	1	2	1	2
38. Study report on Somali women's experience and aspiration in peace and politics in the country	–	–	–	1
Fact-finding, monitoring and investigation missions (number of missions)	–	9	9	9
39. Human rights monitoring, reporting and investigations, including conflict-related sexual violence and child protection, monitoring of and follow-up on incidents involving security forces supported by the United Nations, through the human rights due diligence policy	–	9	9	9

C. Substantive deliverables

Good offices: provide support to the Federal Government of Somalia, the federal member states and other stakeholders in advancing the national priorities, including concrete movement towards the conclusion of the constitutional review process, enhanced women's political participation, implementation of the national security architecture and progressing political processes towards 2026 elections; and provide support to Somali stakeholders in addressing clan and localized conflicts, including in recently recovered areas.

Consultation, advice and advocacy: consultations with civil society on deepening federalism, constitutional review process, local conflict management and resolution and the national reconciliation process; advice on drafting the revised constitution; strategic and technical advice on revisions to the electoral legal framework and on inclusive electoral processes; advocacy for women's enhanced participation and representation in leadership and decision-making political processes and in electoral processes, and participation in political leadership roles in governance institutions; advice on the compliance of national legislation with international human rights law, including policies addressing sexual violence in conflict and children in armed conflict; advice and advocacy to strengthen the national protection framework and institutionalize accountability mechanisms on the implementation of human rights commitments, on recommendations emerging from the human rights universal periodic review process, on human rights due diligence assessments and on addressing violations committed by international, national and government affiliated forces; advice on security sector legislation and budgetary measures, including the sustainable financial management of the security sector; consultations on the legal framework to implement national security architecture; advocacy for increased joint planning between security forces and stabilization actors in recovered areas and link to more development orientated services; strategic advice and advocacy towards the establishment of independent and accountable security and rule of law institutions; enhancement of Somali maritime administration and women in the maritime sector; and policy and technical advice to coordinate the mine action response, mitigate the threat posed by explosive ordnance and effectively manage weapons and ammunitions.

D. Communication deliverables

Outreach: two long-term strategic messaging campaigns targeting Somali audiences communicating on the work of the United Nations in Somalia, including on thematic issues, and through chairing the United Nations Communications Group – Somalia, which involves harmonizing communications and taking the lead or main support role in joint messaging campaigns; collaborate with civil society (e.g., media associations and youth groups) for events to mark official United Nations observances relevant to the Somali context, and amplify United Nations messaging goals; communications support and multimedia coverage on visits of high-level United Nations officials to Somalia, as required; and support and guide targeted outreach activities, as required, on an ad hoc basis.

External and media relations: build working relationships with Somali and international media to help to ensure a better understanding of the work of the United Nations in Somalia and development of the Somali communications sector through capacity-building programmes for the media and government communications offices, both at the national and subnational levels; and organize at least two press conferences for United Nations leadership and arrange for interviews and other media coverage with United Nations officials, as required.

Digital platforms and multimedia content: four digital platforms (social and digital media) that produce multilingual and multimedia content, with at least 250 items (including cards, infographics and videos) for dissemination on social media and online channels; for traditional platforms, produce Somali-language radio programming, with at least 50 episodes of the "Path to peace" programme and, as required, the continuation of long-term awareness campaigns centred on radio programming, targeting Somali audiences; produce a series of radio programmes on high-priority topics on an ad hoc basis; production of 12 monthly updates (both English and Somali) highlighting the work of the United Nations system in Somalia; four English-language United Nations quarterly updates, highlighting the work of the United Nations system in Somalia, aimed at Somali government partners, international partners and donors; and design and production support for a range of digital newsletters highlighting work of the United Nations.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 12

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	16 305.2	15 849.2	16 497.8	16 194.5		(303.4)
Civilian personnel costs	41 814.4	45 845.0	44 833.6	48 541.5		3 707.9
Operational costs	38 451.7	34 292.2	39 805.4	39 910.3		104.9
Total (net of staff assessment)	96 571.3	95 986.5	101 136.8	104 646.3		3 509.5

Table 13

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	1	2 ^a	1	8 ^b	30	51 ^b	37	–	57	–	187	87	45	132	18	1	19	338
Proposed 2025	1	2 ^a	1	9 ^b	30	51 ^b	37	–	55	–	186	98	45	143	18	1	19	348
Change	–	–	–	1	–	–	–	–	(2)	–	(1)	11	–	11	–	–	–	10

^a One position is funded at 50 per cent and cost-shared with the Development Coordination Office.

^b Includes one D-1 and one P-4 general temporary assistance position.

57. The proposed resource requirements for 2025 for the Mission amount to \$104,646,300 (net of staff assessment) and would provide for the deployment of 625 United Nations Guard Unit personnel and 9 United Nations police personnel (\$16,194,500), salaries and related costs (\$48,541,500) for 186 international posts (1 Under-Secretary-General, 2 Assistant Secretary-General, 1 D-2, 9 D-1, 30 P-5, 51 P-4, 37 P-3 and 55 Field Service), 143 national posts (98 National Professional Officer and 45 Local level), 19 United Nations Volunteers and 17 government-provided personnel, as well as operational costs (\$39,910,300), comprising the costs for consultants and consulting services (\$475,100), official travel (\$987,700), facilities and infrastructure (\$19,987,200), ground transportation (\$1,564,300), air operations (\$7,752,200), communications and information technology (\$5,202,100), medical (\$1,329,700) and other supplies, services and equipment (\$2,612,000).
58. A vacancy rate of zero per cent has been applied to the estimates for military contingents on the basis of the actual vacancy rate in March 2024. A vacancy rate of zero per cent has been applied to the estimates for United Nations police on the basis of the assumption of full deployment in 2025, taking into account the abolishment of five United Nations police positions in 2025. A vacancy rate of 13.1 per cent has been applied to the estimates for international posts on the basis of the average vacancy rate for 2023. Vacancy rates of 8.0 and 13.3 per cent have been applied to the estimates for National Professional Officer and Local level posts, respectively, on the basis of vacancy rates in March 2024. A vacancy rate of 12.0 per cent has been applied for government-provided personnel, taking into account the abolishment of six government-provided personnel positions in 2025. A vacancy rate of 25.0 per cent has been applied to the estimate for international United Nations Volunteers on the basis of the average vacancy rate in 2023. A vacancy rate of 50.0 per cent continued

to be applied to the estimate for one position of national United Nations Volunteer approved in 2023, which is vacant.

59. In 2025, the proposed staffing complement includes the establishment of 12 posts, as well as the abolishment of 2 posts, 6 government-provided personnel positions and 5 United Nations police personnel, as follows:

Office of the Deputy Special Representative of the Secretary-General/Resident and Humanitarian Coordinator

- (a) Establishment of 1 post of Chief, Principal Coordination Officer (D-1) in Mogadishu to head the integrated office of the Deputy Special Representative of the Secretary-General/Resident and Humanitarian Coordinator. The incumbent will play a pivotal role in supporting the Mission by fostering joint programmes and approaches across the Mission and United Nations agencies, funds and programmes in alignment with the Mission's broad mandate;
- (b) Establishment of 2 posts of Associate Coordination Officers (National Professional Officer) in the Community Recovery and Extension of State Authority and Accountability Team in Baidoa and Jowhar, to provide support and advice to the relevant ministry of interior in these states on the development of the state stabilization plan in the areas of community recovery, local governance, social cohesion and reconciliation and security;

Integrated Electoral Support Group

- (c) Abolishment of 1 Administrative Assistant (Field Service) in the Integrated Electoral Support Group that has been vacant for 33 months and whose functions are assessed to have been adequately covered by other posts;

Strategic Communications and Public Affairs Group

- (d) Establishment of 1 post of Public Information Officer (National Professional Officer) in Beledweyne to support and improve monitoring and engagement with local developments and ensure equitable support and effective dissemination of United Nations messages across all regions;

Political Affairs and Mediation Group

- (e) Establishment of 1 post of Associate Political Affairs Officer (National Professional Officer) in Beledweyne to support the Hirshabelle field office, which will be instrumental in aiding Hirshabelle State's governance, state-building and peacebuilding efforts;

Human Rights and Protection Group

- (f) Establishment of 1 post of Human Rights Officer/Child Protection Officer (National Professional Officer) in Garoowe to support the monitoring, reporting, advocacy and capacity-building relating to children's rights and protection in Somalia;

Justice and Correction Section

- (g) Establishment of 1 post of Judicial Affairs Officer (National Professional Officer) in Jowhar to support the joint justice and corrections programme in Aadan Yabaal and Muqakoori, as well as the leadership in Hirshabelle;
- (h) Establishment of 2 posts of Rule of Law Officer (National Professional Officer), 1 each in Dhuusamarreeb and Garoowe, to provide strategic advice and support to justice leadership, focusing on clan dynamics and programme activities in Baxdo and Hardheere.
- (i) Abolishment of five government-provided personnel positions in regions such as Hargeysa, Somaliland, Beledweyne, Hirshabelle and Galmudug. This reconfiguration is driven by the need to reallocate resources more effectively in alignment with the Mission's strategic objectives;

Security Sector Reform Section

- (j) Abolishment of 1 government-provided personnel position of Military Adviser in Hargeysa, which has remained unfilled for one year;
- (k) Establishment of 1 post of Security Sector Reform Officer (National Professional Officer) for the defence sector in Mogadishu;

Police Section

- (l) Establishment of 2 posts of Associate Police Coordination Officer (National Professional Officer) to be based in Mogadishu and Beledweyne, to strengthen liaison efforts with key national counterparts, including the Somali police force and the Ministry of Internal Security;
 - (m) Abolishment of 1 post of Administrative Assistant (Field Service), which has been vacant for 28 months and whose functions are assessed to have been adequately covered by other posts;
 - (n) Abolishment of 5 United Nations police positions in tandem with an effort aimed at increasing the national component of the Mission's staffing, thereby enhancing the effectiveness and contextual relevance of the support provided.
60. The Mission's approved 2024 staffing table includes two general temporary assistance positions. It is proposed that the positions be continued in 2025:
- (a) Chief, Programme Management (D-1), in the Office of the Deputy Special Representative of the Secretary-General/Rule of Law and Security Institutions Group, which would continue to be required to oversee the UNSOM mine action component, leading strategic and operational planning, advising the UNSOM leadership on mine action issues, supervising the implementation of the workplan, and leading engagement with the national authorities, the United Nations country team and other stakeholders involved in mine action;
 - (b) Environmental Affairs Officer (P-4), which would continue to be required to focus on delivering the environmental components of the UNSOM mandate in accordance with Security Council resolutions [2592 \(2021\)](#) and [2657 \(2022\)](#), in close collaboration with the United Nations Support Office in Somalia and the United Nations country team. There is a sustained need for environmental and climate change-related advice owing to the increased impact of climate change on Somalia and related requests for support from the Federal Government of Somalia and the federal member states. The position continues to support the Mission's leadership on all environmental and climate change-related issues, including providing up-to-date analyses of the environmental causes and consequences of conflict and insecurity and providing risk assessments and risk management strategies.
61. The increase in requirements for 2025 compared with the appropriation for 2024 is attributable primarily to: (a) a decrease under military and police personnel costs due to non-requirements for death and disability compensation in military contingents and United Nations police, the lower cost of round-trip tickets and the abolishment of 5 police personnel positions; (b) an increase under civilian personnel costs, due mainly to the application of a lower vacancy rate of 13.1 per cent for international posts compared with 13.9 per cent in 2024, as well as the higher post adjustment multiplier of 55.0 in April 2024 compared with 45.6 in April 2023, a lower vacancy rate of 8.0 per cent for National Professional Officer posts compared with 11.5 per cent in 2024 and a lower vacancy rate of 13.3 per cent for Local level posts compared with 20.0 per cent in 2024, as well as the proposed establishment of 11 National Professional Officer posts, offset in part by the abolishment of 6 government-provided personnel; and (c) an increase under operational costs due to (i) an increase in air operations for fixed-wing and rotary-wing aircraft and the higher cost per flight hour, from \$255 in 2024 to \$360 in 2025, based on the most recent contract, and (ii) a higher requirement for other supplies, services and equipment due to freight costs relating to the acquisition of equipment, spares and supplies. The increase is offset in part by decreased requirements under facilities and infrastructure mainly in petrol, oil and lubricants, decreases under communications and

information technology and ground transportation due to fewer vehicles to be replaced, and reductions under official travel, consultants and consulting services, and medical services.

Extrabudgetary resources

62. In 2024, extrabudgetary resources in the amount of \$1,210,600 are projected to be utilized to support planned activities relating to peace and reconciliation in Somalia.
63. In 2025, extrabudgetary resources in the amount of \$1,210,600 are projected to be utilized to continue to support peace and reconciliation activities.

3. United Nations Regional Centre for Preventive Diplomacy for Central Asia

(\$3,555,900)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

64. The United Nations Regional Centre for Preventive Diplomacy for Central Asia is responsible for supporting national authorities in identifying and addressing existing and emerging threats to regional peace and security. The open-ended mandate was defined through an exchange of letters between the Secretary-General and the President of the Security Council ([S/2007/279](#) and [S/2007/280](#)). The mission plays a central role in preventive diplomacy efforts in Central Asia and provides a platform for regional dialogue on the most pressing challenges to security and stability.
65. The main function of the Regional Centre is to strengthen United Nations capacity for conflict prevention in Central Asia through liaising with the Governments of the region and, with their concurrence, engaging with other concerned parties on issues relevant to preventive diplomacy; monitoring and analysing the situation on the ground and providing the Secretary-General with up-to-date information relating to conflict prevention efforts; maintaining contact with relevant regional organizations, encouraging their peacemaking efforts and initiatives and facilitating coordination and information exchange, with due regard to their specific mandates; providing a political framework and leadership for the preventive activities of the United Nations country teams in the region and supporting the efforts of the resident coordinators and representatives of the United Nations system, including the Bretton Woods institutions, in promoting an integrated approach to preventive diplomacy and humanitarian assistance; and maintaining close contact with the United Nations Assistance Mission in Afghanistan to ensure a comprehensive and integrated analysis of the situation in the wider region.
66. The Regional Centre's current work is guided by a five-year programme of action for the period 2021–2025, which was adopted at the annual meeting of deputy ministers for foreign affairs in December 2020.

Programme of work

Objective

67. The objective, to which this mission contributes, is to enhance regional security and stability in Central Asia.

Strategy and external factors for 2025

68. To contribute to the objective, the mission will:
 - (a) Carry out good offices functions for preventive diplomacy in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, as well as monitor and analyse regional developments, while maintaining contact with regional organizations and other parts of the United Nations system;

- (b) Convene expert forums to advise the annual consultative meetings of the Central Asian Heads of State and organize an annual meeting of deputy ministers for foreign affairs of Central Asia. The Regional Centre will also promote political participation of women through the engagement of senior women political leaders through the Central Asia Women Leaders' Caucus regional platform;
 - (c) Promote arrangements on transboundary water management in the region, support initiatives on water, energy and environmental and climate cooperation, and help to address challenges relating to transboundary water and climate change;
 - (d) Implement the joint project with the Office of Counter-Terrorism on the basis of the new Joint Plan of Action for the implementation of the United Nations Global Counter-Terrorism Strategy in Central Asia. In addition, through the preventive diplomacy academy project, the Centre will continue its efforts to engage young people;
 - (e) Support the Central Asian States in addressing emerging threats to security and stability, as well the other external risk factors, including the complex situation in Afghanistan.
69. The above-mentioned work is expected to result in:
- (a) Improved regional cooperation in addressing transnational threats of terrorism, violent extremism conducive to terrorism, drug trafficking and organized crime, as well as coping with regional challenges concerning the management of water resources and climate change;
 - (b) Improved preparedness of the Governments of the Central Asian States for deeper engagements in promoting peace and stability, through enhanced cooperation and trust-building in the region, including on high-level platforms such as the consultative meeting of Heads of State.
70. With regard to cooperation with other entities, the mission maintains contact with the Commonwealth of Independent States, the European Union, the Organization for Security and Cooperation in Europe and the Shanghai Cooperation Organization, as well as other relevant organizations, such as the International Fund for Saving the Aral Sea. The Regional Centre will continue exchanges with the Conference on Interaction and Confidence-building Measures in Asia and the Collective Security Treaty Organization on topics of common interest. It cooperates with relevant actors, including international financial institutions such as the World Bank.
71. With regard to inter-agency coordination and liaison, the Centre cooperates closely with the resident coordinators in the five countries, the Development Coordination Office and the entities represented in the United Nations country teams, including UNDP, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNODC, the Office of Counter-Terrorism, UNESCO and the Economic Commission for Europe. The mission regularly shares information and coordinates activities with the United Nations Assistance Mission in Afghanistan.
72. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The continued commitment by the five Governments of the region and national stakeholders to preventive diplomacy and regional cooperation;
 - (b) The five countries of the region continue to monitor developments in Afghanistan and enhance preparedness regarding the existing and potential threats and risks of violent extremism and terrorism, drug trafficking and a potential refugee crisis. They continue to provide and advocate for humanitarian assistance to Afghanistan.
73. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It encourages the participating countries to ensure gender balance in their delegations and include gender-related issues in the agendas of regional expert-level workshops on promoting preventive diplomacy and confidence-building for officials from the Central Asian States.

Programme performance in 2023

Constructive and strengthened relations among the Central Asian States in specific areas

74. The Regional Centre contributed to regional security and stability through continuous engagement with Member States on issues of shared concern for the region, including through addressing the potential impact of the situation in Afghanistan on water management in the region. In 2023, the mission's work also contributed to the establishment of the Counter-Terrorism Early Warning Network for Central Asia, which is designed to improve the exchange of information and to coordinate the work of various national and regional entities. The mission organized a forum under the auspices of the regional Women Leaders' Caucus in conjunction with the fifth consultative meeting of the Heads of State and the International Fund for Saving the Aral Sea summit in Dushanbe. The mission continued to promote the youth, peace and security agenda by developing a regional alumni network of the Preventive Diplomacy Academy participants in Central Asia.
75. Progress towards the objective is presented in the performance measure below (see table 14).

Table 14
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
The mission ensured further involvement of additional groups to create more inclusive discussions by key stakeholders in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan on the basis of the new initiatives and entry points of the Regional Centre	The mission contributed to an enhancement of regional security and stability in Central Asia by supporting action to promote peace and trust in the region through more inclusive and open discussions and new initiatives of the countries of the region and the Regional Centre	The mission contributed to strengthening of regional cooperation in Central Asia by supporting initiatives to promote peace and trust in the region and providing more inclusive regional platforms to discuss issues of shared concern

Planned result for 2025

Enhanced regional interaction in Central Asia to address current and emerging risks and threats to peace and security

Programme performance in 2023 and target for 2025

76. In 2023, the mission contributed to enhanced regional security and stability in Central Asia through preventive diplomacy by supporting action to promote trust and cooperation in the region through more inclusive dialogue and partnerships, which met the planned target.
- Lessons learned and planned change*
77. The lesson for the mission was that the in-person exchanges among counterparts facilitated meaningful outcomes. In applying the lesson, the mission will strive to conduct regular meetings, as well as support regional platforms such as the International Fund for Saving the Aral Sea, including participation in various regional events.
78. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 15).

Table 15
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The Regional Centre ensures further involvement of additional groups to create more inclusive discussions by key stakeholders in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan on the basis of the new initiatives of the Centre	The Regional Centre contributes to an enhancement of regional security and stability in Central Asia by supporting action to promote peace and trust in the region through more inclusive and open discussions and new initiatives of the States of the region and the Centre	The Regional Centre contributes to an enhancement of regional interaction in Central Asia to address threats to regional peace and security through initiatives aimed at promoting peace and trust and creating inclusive regional platforms for discussions	Regional interaction is further spurred, to ensure peace and stability in Central Asia by addressing risks and threats to peace and security through expressed commitments by the States of the region on closer cooperation, an inclusive dialogue and trust-building on the basis of existing and new initiatives	The Regional Centre helps the Central Asian States to further strengthen regional peace and security through support in enhancing partnerships, promoting dialogue, and trust-building on the basis of the countries' needs and initiatives

Deliverables

79. Table 16 lists all deliverables of the mission.

Table 16
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
1. Meetings of the Security Council	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	3	3	3	3
2. Workshops on preventive diplomacy and confidence-building	3	3	3	3
C. Substantive deliverables				
Good offices: provision of good offices on issues relating to preventive diplomacy, such as water, energy, environmental and climate cooperation, drug trafficking and counter-terrorism.				
Consultation, advice and advocacy: consultations on political and security developments in the region and to seek areas for closer cooperation, including the organization of annual meeting of deputy ministers for foreign affairs of the Central Asian States; and consultations and advice on implementing the Joint Plan of Action for the United Nations Global Counter-Terrorism Strategy in Central Asia.				
D. Communication deliverables				
Outreach programmes, special events and information materials: brochures and information kits on the activities of the mission; and publication of the Aral Sea Basin Transboundary Water Early Warning Bulletin and other publications as part of the Preventive Diplomacy Academy project.				
External and media relations: press conferences and press releases on the activities of the mission.				
Digital platforms and multimedia content: dissemination of information through the mission's website; matrix of activities on counter-terrorism and preventing extremism website; and maintaining and updating the "Water Unites" portal as a source of information for regional water and climate activities.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 17

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)	
	(1)	(2)	(3)	(4)		(5)=(4)-(3)
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	2 646.3	2 665.9	2 466.2	2 807.7		341.5
Operational costs	646.4	578.2	767.0	748.2		(18.8)
Total (net of staff assessment)	3 292.7	3 244.1	3 233.2	3 555.9		322.7

Table 18

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	–	1	–	–	1	2	2	–	2	–	8	4	18	22	–	–	
Proposed 2025	–	1	–	–	1	2	2	–	2	–	8	4	18	22	–	–	–	30
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

80. The proposed resource requirements for 2025 for the Regional Centre amount to \$3,555,900 (net of staff assessment) and would provide for salaries and common staff costs \$2,807,700 for the continuation of 30 posts (1 Assistant Secretary-General, 1 P-5, 2 P-4, 2 P-3, 2 Field Service, 4 National Professional Officer and 18 Local level), as well as operational costs of \$748,200, comprising the costs for consultants and consulting services (\$16,800), official travel (\$230,100), facilities and infrastructure (\$96,800), ground transportation (\$29,000), communications and information technology (\$215,200), medical supplies (\$2,200) and other supplies, services and equipment (\$158,100).
81. For 2025, no change is proposed to the number and levels of the posts. A vacancy rate of zero per cent has been applied to the estimates for international staff, National Professional Officers and Local level positions, taking into account the actual average vacancy rates in March 2024.
82. The increase in requirements for 2025 compared with the appropriation for 2024 is attributable primarily to: (a) increased requirements for international staff due to the application of a zero per cent vacancy rate for 2025 compared with the approved rate of 12.5 per cent for 2024, and the application of a higher percentage of common staff costs of 51.5 per cent compared with 46.2 per cent in the 2024 budget; (b) increased requirements for National Professional Officers due to updated salary scales for the National Professional Officers in Kyrgyzstan and Uzbekistan; (c) new requirements for three consultants to support the Regional Centre's mandated work in fostering cooperation on transboundary water management and trust-building efforts; (d) higher requirements for official travel attributable to additional travel requirements with respect to a meeting of deputy foreign ministers; and (e) higher requirements under other supplies, services and equipment attributable primarily to (i) higher requirements for training fees and supplies associated with

organizing annual staff retreat, (ii) new requirements for hospitality and catering expenditure associated with a series of thematic meetings, seminars and workshops on transboundary water management and related topics, and a meeting of deputy foreign ministers, (iii) higher bank fee charges, (iv) higher provision for rations and (v) higher requirements for language service translation, interpretation and meeting facilitation services.

83. The increase is offset in part by: (a) lower requirements for national staff (Local level) attributable mainly to the application of the updated salary rates; (b) lower requirements for facilities and infrastructure due to the reduced acquisition of various items of equipment, furniture, spare parts and supplies, and sanitation and cleaning materials; (c) lower requirements for ground transportation due to decreased requirements for spare parts and petrol, oil and lubricants; (d) lower requirements for communications and information technology due to lower requirements for communications and information technology equipment, transponder charges and network services; and (e) lower requirements for medical due to the reduced acquisition of emergency trauma bags and the non-provisioning of equipment and supplies that were procured in 2024.

Extrabudgetary resources

84. In 2024, extrabudgetary resources in the amount of \$232,900 were projected for the project for Central Asian regional cooperation on transboundary water management, with an updated scope of activities, and for support for the Women Leaders' Caucus to provide influential leadership on the issues pertaining to gender equality, woman and peace and security and women's empowerment within and among the countries of the region. The annual meeting of the Central Asian deputy ministers of foreign affairs, as well as activities under the preventive diplomacy academy project, and the meeting of the sixth Central Asian expert forum were also funded through extrabudgetary resources. Many of the meetings were held in a hybrid format.
85. In 2025, extrabudgetary resources in the amount of \$248,000.00 are projected, to continue to support the Women Leaders' Caucus in providing influential leadership on women's engagement in the countries of the region, as well as activities under the preventive diplomacy academy project, and the Centre's strategy in support of water, energy and environmental and climate cooperation in the region for the period 2022–2025.
86. The increase in the estimates projected for 2025 compared with the estimates for 2024 is attributable primarily to the increased travel requirements for in-person and hybrid-format meetings.

4. United Nations support for the Cameroon-Nigeria Mixed Commission

(\$3,742,700)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

87. The Cameroon-Nigeria Mixed Commission is responsible for facilitating the implementation of the judgment of the International Court of Justice of 10 October 2002 on the Cameroon-Nigeria boundary and territorial dispute. Its responsibilities include supporting the demarcation of the land boundary and the delineation of the maritime boundary; facilitating the withdrawal of troops and transfer of authority in identified areas along the boundary; addressing the situation of affected populations; and making recommendations on confidence-building measures to support them.
88. The current mandate of the United Nations support team to the Cameroon-Nigeria Mixed Commission derives from the exchange of letters between the Secretary-General and the President of the Security Council ([S/2017/78](#) and [S/2017/79](#)) and subsequent exchanges of letters, including, most recently, [S/2024/42](#) and [S/2024/43](#). The mandate is open-ended.

Programme of work

Objective

89. The objective, to which this mission contributes, is to achieve an orderly and peaceful implementation of the judgment of 10 October 2002 of the International Court of Justice delineating the course of the land and maritime boundary between Cameroon and Nigeria.

Strategy and external factors for 2025

90. To contribute to the objective, the mission will:
- (a) Facilitate cooperation between the parties to resolve the remaining three points of disagreement in the demarcation of the land boundary;
 - (b) Support the parties in constructing additional boundary pillars along the land boundary;
 - (c) Produce the draft maps to graphically record the demarcation of the boundary and have them validated by experts from the parties during joint working sessions;
 - (d) Organize and moderate meetings of the drafting committee to finalize a boundary statement at the conclusion of the final mapping;
 - (e) Regularly monitor the situation of populations affected by the demarcation and promote cross-border development projects as confidence-building measures, including livelihood support, access to potable water, capacity-building, green energy and security;
 - (f) Continue fundraising efforts among international donors and multilateral partners to finance the demarcation activities and confidence-building projects for populations affected by the demarcation;
 - (g) Enhance subregional cooperation and good practices in the management of international boundaries by disseminating lessons learned from the Mixed Commission.

91. The above-mentioned work is expected to result in:
 - (a) Consensus on the course of the boundary, as well as how the boundary will be physically demarcated;
 - (b) Physical demarcation of the land boundary shared by Cameroon and Nigeria through the construction and emplacement of boundary pillars;
 - (c) Delivery of final geospatial maps of the complete land and maritime boundary;
 - (d) Production of a boundary statement recording the field coordinates of the emplaced pillars;
 - (e) Enhanced support for the demarcation work and improved living conditions of the affected populations;
 - (f) Consensus on best practices with respect to border management.
92. With regard to cooperation with other entities, the mission cooperates with the national authorities of Cameroon and Nigeria towards the resolution of the border dispute between Cameroon and Nigeria through the holding of meetings, the conduct of field assessments and the construction of boundary pillars along the border.
93. With regard to inter-agency coordination and liaison, the mission cooperates with the United Nations country teams in Cameroon and Nigeria to jointly develop confidence-building measures in accordance with the needs of the populations living along the land boundary, and to ensure the conditions for peace, security and sustainable cross-border development. The secretariat of the Mixed Commission is hosted within the UNOWAS premises in Dakar. UNOWAS provides administrative and logistical support to the Mixed Commission. The Head of UNOWAS serves as Chair of the Mixed Commission.
94. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
 - (a) The two States parties, Cameroon and Nigeria, will continue to adhere to the judgment of the International Court of Justice and the workplan adopted by the Mixed Commission;
 - (b) Safety, security and climate conditions will permit field operations to continue unimpeded;
 - (c) Extrabudgetary resources, including additional voluntary contributions, will continue to be made available for border demarcation, pillar construction and confidence-building initiatives.
95. The Mixed Commission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. Examples include targeting women and youth groups for the implementation of community development projects in the areas of potable water, capacity-building for employment and community access to the electricity network.

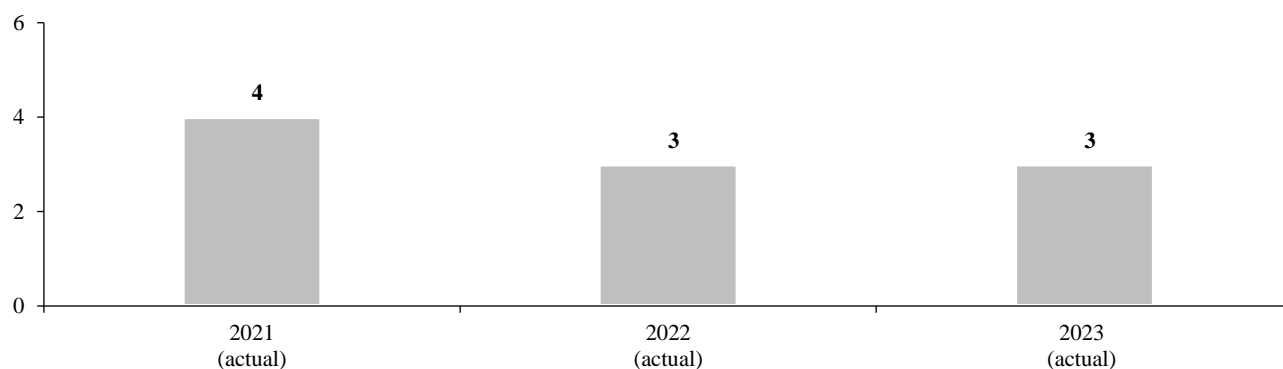
Programme performance in 2023

Political commitment to continued dialogue to resolve remaining disagreement areas

96. In 2023, the Chair of the Mixed Commission held consultations to advance the resolution of the three outstanding areas of disagreement. As a result, the two parties recommitted themselves to settling their differences through dialogue instead of referring the matter back to the International Court of Justice for clarification on the interpretation of the text. To advance the demarcation process, the Mixed Commission met in Lagos, Nigeria, in September to discuss planning of the pillar construction, the final mapping process and the boundary statement. This resulted in the production of three draft maps and an agreement on the terms of reference of the boundary statement.
97. Progress towards the objective is presented in the performance measure below (see figure III).

Figure III

Performance measure: remaining number of areas of disagreement



Planned result for 2025

Achievement of consensus between Cameroon and Nigeria

Programme performance in 2023 and target for 2025

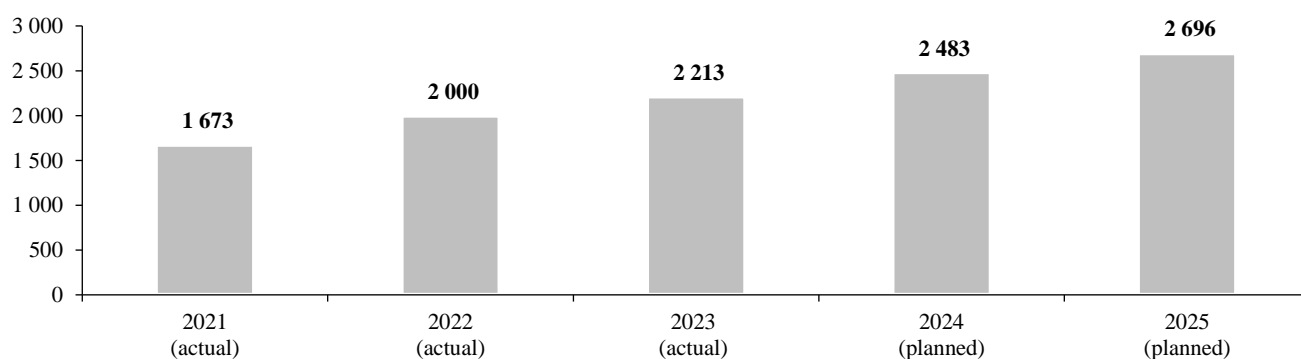
98. In 2023, the mission's work contributed to the construction of a cumulative amount of 2,213 pillars, representing 82 per cent of the demarcated boundary, which did not meet the planned target of 2,221. The target was not met owing to security challenges and resistance from local populations, which limited access to some areas along the border. In addition, the Mixed Commission and the Subcommission on Demarcation sessions were not held as a result of the late nomination of the heads of the delegations.

Lessons learned and planned change

99. The lesson learned for the mission was that the good offices of the Chair to engage the leadership of the two delegations in bilateral meetings contributed to bringing the parties to consensus earlier and to cooperative resolutions. In applying the lesson, the mission will hold more high-level meetings to engage the leadership and technical experts of the States parties to advance towards settling the three remaining areas of contention. The Mixed Commission will also ensure the continued implementation of security protocols adopted by both parties, including raising the awareness of the local authorities and populations, to facilitate access to construction sites and to mitigate the security risks in the areas of emplacement of additional pillars.
100. Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure IV).

Figure IV

Performance measure: number of pillars constructed (cumulative)



Deliverables

101. Table 19 lists all deliverables of the mission.

Table 19

Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports of the Secretary-General to the Security Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
2. Meetings of the Security Council	2	2	2	2
B. Generation and transfer of knowledge				
Technical materials (number of materials)	9	5	7	7
3. Communiqué of the Cameroon-Nigeria Mixed Commission	2	–	1	1
4. Report on the Subcommission on Demarcation	3	1	2	2
5. Report of the project steering committee and technical monitoring team	4	4	4	4
Fact-finding, monitoring and investigation missions (number of missions)	3	3	3	3
6. Field assessment including data and map validation	1	1	1	1
7. Sensitization of local population including monitoring the well-being of affected populations along the land boundary	1	1	1	1
8. Security assessment	1	1	1	1
C. Substantive deliverables				
Good offices: provision of good offices on issues relating to the peaceful implementation of the judgment of the International Court of Justice, including on demarcation and cross-border cooperation; and good offices to build consensus on the border demarcation process.				
Consultation, advice and advocacy: technical advice to experts from Cameroon and Nigeria to facilitate resolution of areas of disagreement; advocacy for cross-border cooperation and socioeconomic projects benefiting 177,000 affected people; and raising awareness of affected local communities in the Cameroon and Nigeria border area.				
Databases and substantive digital materials: production of digital geospatial material on an estimated 6,117 agreed positions depicting the Cameroon-Nigeria boundary.				
D. Communication deliverables				
Outreach programmes, special events and information materials: brochures, flyers, information kits and special events to promote the activities of the mission, notably the demarcation process, as well as to enhance its visibility.				
External and media relations: press conferences, press releases and media interviews on the activities of the mission.				
Digital platforms and multimedia content: dissemination of information relating to the mission on social media platforms.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 20

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)	
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	58.8	45.0	58.8	56.5	(2.3)	
Civilian personnel costs	1 929.2	1 711.9	1 886.1	1 820.9	(65.2)	
Operational costs	1 793.3	1 785.4	1 876.8	1 865.3	(11.5)	
Total (net of staff assessment)	3 781.3	3 542.3	3 821.7	3 742.7	(79.0)	

Table 21

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	-	-	-	-	2	6	-	-	1	-	9	-	2	2	-	-	
Proposed 2025	-	-	-	-	2	6	-	-	1	-	9	-	2	2	-	-	-	11
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

102. The proposed resource requirements for 2025 for the Mixed Commission amount to \$3,742,700 (net of staff assessment) and would provide for the deployment of one military observer (\$56,500), salaries and common staff costs (\$1,820,900) for nine international posts (2 P-5, 6 P-4 and 1 Field Service) and two national posts (Local level), as well as operational costs (\$1,865,300) comprising the costs for consultants and consulting services (\$525,700), official travel (\$236,400), facilities and infrastructure (\$151,700), ground transportation (\$53,500), air operations (\$183,400), communications and information technology (\$437,600) and other supplies, services and equipment (\$277,000).
103. In 2025, no change is proposed to the number and levels of the posts.
104. A vacancy rate of zero per cent has been applied to the estimates for international posts on the basis of the actual vacancy rate in March 2024. A vacancy rate of 12.5 per cent has been applied to the estimates for Local level posts on the basis of the actual average vacancy rate in 2023.
105. The decrease in requirements for 2025 compared with the appropriation for 2024 is attributable mainly to: (a) decreased requirements for international staff due to the application of a lower percentage of common staff costs of 50.4 per cent compared with 65.3 per cent in 2024, offset in part by the higher requirements owing to the application of a zero vacancy rate compared with 3.7 per cent in 2024, and the increase in the post adjustment multiplier for Senegal from 38.6 in April 2023 to 44.3 in April 2024; (b) lower requirements for emplacement, rotation and repatriation travel for observers, offset in part by higher requirements for the mission subsistence allowance; (c) lower requirements for aviation fuel, offset in part by higher requirements for the rental and operation of the fixed-wing aircraft (cost-shared with UNOWAS) owing to a new contract awarded in April 2024; and (d) lower requirements for communications and information technology, attributable to the

realignment of requirements for software, licences and fees, and public information and publication services in line with the historical expenditures pattern, and rate adjustments for satellite transponder charges. The decrease in requirements is offset in part by: (a) higher requirements for national staff, attributable mainly to the application of the updated salary rate, offset in part by the application of a higher vacancy rate compared with 2024, as well as a lower percentage of common staff costs; (b) higher requirements for facilities and infrastructure, attributable mainly to an increase in costs of waste disposal and utilities, security services and sanitation and cleaning materials; and (c) higher requirements for other supplies, services and equipment due to new requirements for workshops for communities such as on confidence-building and peaceful cohesion.

Extrabudgetary resources

106. In 2024, extrabudgetary resources in the amount of \$1,400,000 are projected to be used to support the construction of 262 pillars along the border between Cameroon and Nigeria.
107. In 2025, extrabudgetary resources in the amount of \$1,500,000 are projected to be used to continue to support the pillar emplacement project, with a target of 323 pillars to be constructed. The Mixed Commission will continue fundraising activities to implement socioeconomic projects for the benefit of populations in the vicinity of the demarcation exercise.
108. The increase in the extrabudgetary resources projected to be used in 2025 compared with 2024 is due to a higher number of pillars anticipated for construction in 2025.

5. Office of the United Nations Special Coordinator for Lebanon

(\$11,122,600)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

109. The mandate of the Office of the United Nations Special Coordinator for Lebanon stems from Security Council resolution [1701 \(2006\)](#), as well as subsequent decisions of the Council, including [S/2007/85](#) and [S/2007/86](#), [S/PRST/2015/7](#) and [S/PRST/2016/10](#). The Special Coordinator is the representative of the Secretary-General to the Government of Lebanon, political parties and the diplomatic community based in Lebanon and provides political guidance and promotes coherence across the Organization's activities. The Deputy Special Coordinator/Resident Coordinator/Humanitarian Coordinator leads the United Nations country team and humanitarian country team and is responsible for planning and coordinating United Nations humanitarian and development activities in Lebanon.
110. The Security Council, in its resolution [2433 \(2018\)](#), stressed the need for enhanced cooperation between the Office and the United Nations Interim Force in Lebanon (UNIFIL), with the goal of improving the effectiveness and efficiency of the two missions. The Secretary-General outlined his recommendations in a letter to the Council ([S/2018/1182](#)) and in his report on the assessment of the continued relevance of UNIFIL resources and options for improving the efficiency and effectiveness between the two missions ([S/2020/473](#)). The Council, in its resolutions [2591 \(2021\)](#), [2650 \(2022\)](#) and [2695 \(2023\)](#), requested the Secretary-General to implement the recommendations of the assessment report according to the Secretary-General's detailed plan and as appropriate.
111. In line with the priorities adopted by the International Support Group for Lebanon and the Secretary-General's vision on prevention, the Office structures its engagement on the basis of three strategic pillars of intervention: (a) peace and security; (b) stability; and (c) stabilization and development support. In 2022, the United Nations Sustainable Development Cooperation Framework with the Government of Lebanon was launched, in complementarity to the Lebanon Crisis Response Plan and the joint United Nations-European Union-World Bank Reform, Recovery and Reconstruction Framework and the emergency response plan.
112. Amid a deteriorating security situation, a worsening economic and financial crisis, and a prolonged political stalemate that has eroded State institutions and precluded the urgently needed recovery and reform measures, the good offices of the Special Coordinator and United Nations system-wide support remain critical. A continued United Nations political presence remains essential to supporting Lebanese and international efforts to create an enabling environment for the implementation of resolution [1701 \(2006\)](#). Within the territory of Lebanon, the continued maintenance of armed personnel, assets and weapons other than those of the Government of Lebanon continues to undermine the authority of the Lebanese State and pose a risk of reigniting conflict, as witnessed in the period 2023–2024. Continued violations by Israel of Lebanon's sovereignty, on land and by air, also impede efforts to work towards a permanent ceasefire between the parties. Those challenges are magnified in a volatile regional context that poses further risks of escalation and spill-over into Lebanon.

Programme of work

Objective

113. The objective, to which this mission contributes, is to prevent and mitigate conflict between Israel and Lebanon and work towards an eventual permanent ceasefire, and to extend and consolidate State authority in support of the territorial integrity, sovereignty and political independence of Lebanon.

Strategy and external factors for 2025

114. To contribute to the objective, the mission will:
- (a) Exercise its good offices between the parties to pursue confidence-building opportunities, defuse tensions through shuttle diplomacy, address violations of resolution 1701 (2006) before they escalate into conflict and promote de-escalation where conflict does arise;
 - (b) Continue efforts to help to resolve outstanding obligations of both parties under resolution 1701 (2006) towards a permanent ceasefire and long-term solution to the conflict;
 - (c) Advocate for Lebanon's political leadership to ensure the uninterrupted functioning of State institutions, in particular, effective, transparent and accountable policymaking and decision-making in the Cabinet and parliament;
 - (d) Urge the Government of Lebanon to adopt an equitable macroeconomic stabilization and reform programme that addresses the ongoing financial and economic crisis, in line with the commitments made under the April 2022 staff-level agreement with the International Monetary Fund (IMF) and any future IMF programme, as well as the Reform, Recovery and Reconstruction Framework of 2021;
 - (e) Advocate for good governance and anti-corruption measures, the independence of the judicial system, transparency and accountability, and more effective and efficient public service delivery countrywide, including through the mobilization of urgent international support for State security institutions and for meeting Lebanon's increasing socioeconomic and humanitarian needs.
115. The above-mentioned work is expected to result in:
- (a) Restoration of the cessation of hostilities and upholding the commitments of the parties towards its preservation;
 - (b) Creation of an environment conducive to dialogue to address outstanding obligations under resolution 1701 (2006) towards an eventual permanent ceasefire;
 - (c) Establishment by Lebanon's political leadership of State institutions capable of delivering comprehensive structural reforms to put the country on the path to recovery and exercise effective authority over all Lebanese territory in accordance with resolution 1701 (2006).
116. With regard to cooperation with other entities, the mission coordinates with the League of Arab States, the European Union and international financial institutions such as the World Bank and IMF to mobilize support for Lebanon's stability and sovereignty. The mission convenes members of the International Support Group for Lebanon for coordinated messaging and advocacy with Lebanon's political leadership. The Special Coordinator engages regional stakeholders as part of her good offices mandate, to help to build trust and defuse tensions, and mobilize the broadest possible support for Lebanon's stability.
117. With regard to inter-agency coordination and liaison, the mission cooperates closely with UNIFIL in the implementation of resolution 1701 (2006). Both missions continue to deepen collaboration and joint engagement with national and international stakeholders to maintain the cessation of hostilities and to strengthen the security sector and the extension of State authority across all of

Lebanon's territory. Under a memorandum of understanding between UNIFIL and the mission, UNIFIL supports the mission in finance, procurement, engineering, communications, medical services, transport and logistics. The mission also leverages the presence of other United Nations entities, bringing all the United Nations political, security and development tools to bear in support of Lebanon's stability. The mission contributes to the formulation of the common country analysis of the United Nations country team and contributes to the United Nations Sustainable Development Cooperation Framework, including leading its peace and governance results group.

118. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) International consensus with regard to Lebanon, while present, will continue to be challenged;
 - (b) Political stalemate may hinder effective decision-making and undermine the implementation of meaningful economic, fiscal and monetary reforms, and prevent the conclusion of an agreement with IMF, to the detriment of the sustainable and inclusive recovery of the country;
 - (c) The deteriorating socioeconomic situation and its humanitarian repercussions will continue to have an impact on Lebanon and will require a multi-year recovery and reform programme;
 - (d) Lebanon's protracted economic and financial crisis has eroded State institutions, diminishing their ability to provide essential public services and to consolidate State authority across the country. Continuing high inflation, currency depreciation, protracted unemployment, growing poverty and humanitarian challenges will remain sources of instability and social unrest;
 - (e) The tense and volatile regional environment will continue to affect Lebanon's internal stability and security;
 - (f) The continued presence of large numbers of Palestine and Syrian refugees will remain a contentious and potentially destabilizing factor;
 - (g) The cessation of hostilities between Lebanon and Israel will be restored following the large-scale hostilities during the period 2023–2024, but will be fragile and prone to conflagration at the slightest trigger, therefore underlining the imperative for engagement of the parties in a political process to address the underlying causes of the conflict within the framework of resolution [1701 \(2006\)](#);
 - (h) Violations of resolution [1701 \(2006\)](#) will continue to be perpetrated by the parties and tensions will persist, including over the prevalence and proliferation of weapons in Lebanon outside the authority of the State, as well as violations of Lebanese sovereignty and territorial integrity;
 - (i) Increased extension of State authority south of the Litani River and along the borders will continue to be affected by the law-and-order requirements elsewhere in the country, and financial constraints and logistical challenges faced by the State security institutions in expanding the presence of the Lebanese Armed Forces.
119. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The mission is working to enhance women's participation and representation in political life through a range of initiatives, including the development of gender quota proposals and special temporary measures, targeted support for women electoral candidates, campaigns around voting practices and coalition-building for electoral reform, and initiatives that originated in the context of the 2022 parliamentary elections in coordination with UNDP and UN-Women. The mission has established an active network of women parliamentarians, leading media persons and civil society actors to foster women's empowerment. To advance the youth, peace and security agenda, the mission is expanding its engagement with youth groups through various platforms to advocate for the empowerment of young people and their integration into political and decision-making processes.

Programme performance in 2023

Efforts to contain the outbreak of hostilities and restore calm along the Blue Line

120. In 2023, in the context of the Israel-Hamas war in Gaza, the outbreak of prolonged hostilities between Hizbullah and associated armed groups in Lebanon on the one side and Israel on the other, the mission undertook intensive diplomatic engagements to press for a restoration of the cessation of hostilities. In close coordination with UNIFIL, the mission intensified advocacy efforts and multiplied engagements with political, security and diplomatic stakeholders to prevent further escalation, contain the scope of the conflict and urge all parties to halt offensive military activities and recommit themselves to resolution 1701 (2006), as well as to pursue a political road map for addressing the underlying causes of the conflict towards a permanent ceasefire.
121. Progress towards the objective is presented in the performance measure below (see table 22).

Table 22

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	<p>Exercise of good offices to de-escalate tensions and restore the cessation of hostilities between Lebanon and Israel</p> <p>Full-scale war between Lebanon and Israel avoided and skirmishes contained in large part along the Blue Line</p> <p>United Nations assistance to communities affected by the conflict in southern Lebanon ongoing</p>

Planned results for 2025

Result 1: facilitate increased international support for State security institutions through expedited assistance in the most critically required areas

Programme performance in 2023 and target for 2025

122. In 2023, the mission met its target of continued support for the Lebanese Armed Forces and Internal Security Forces in compliance with the human rights due diligence policy. The donor-funded United Nations mechanism established under the auspices of the mission and operated by UNDP facilitated the livelihood support programme for the Lebanese Armed Forces and the Internal Security Forces as emergency support in line with Security Council resolution 2695 (2023) and the United Nations human rights due diligence policy. This contributed significantly to security and stability in Lebanon amid the dire political and economic crisis in the country and in a highly volatile regional context. With the outbreak of hostilities across the Blue Line between Hizbullah and Israel in October 2023, the expansion of the presence of the Lebanese Armed Forces along the Blue Line garnered increased international and domestic focus.
123. For 2025, the mission will prioritize efforts to support the restoration of a cessation of hostilities and progress towards a permanent ceasefire between Lebanon and Israel. The mission will pursue expanded international support to enable the deployment of additional Lebanese Armed Forces personnel south of the Litani River, including by enabling the Internal Security Forces to take over some of the internal security responsibilities from the Lebanese Armed Forces elsewhere in Lebanon.

To this end, the mission will seek to mobilize and coordinate additional international assistance to the Lebanese Armed Forces and the Internal Security Forces, including in response to their capabilities development plan.

124. Expected progress towards the objective is presented in the performance measure below (see table 23).

Table 23

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	The Office of the United Nations Special Coordinator for Lebanon and UNDP developed a cash transfer mechanism for emergency assistance to Lebanese Armed Forces and Internal Security Forces compliant with the human rights due diligence policy	Roll-out of the United Nations donor-funded mechanism for emergency assistance to the security forces Continued support for Lebanese Armed Forces and Internal Security Forces in compliance with the human rights due diligence policy	Support to further strengthen state security institution capabilities, beyond emergency assistance	Increased presence of Lebanese Armed Forces south of the Litani River as a key element for preserving the cessation of hostilities and progressing towards a permanent ceasefire

Result 2: support fully functioning State institutions and the exercise of effective State authority throughout Lebanon

Programme performance in 2023 and target for 2025

125. In 2023, the mission advocated the fulfilment of Lebanon's outstanding constitutional obligations, including the election of a new President and the holding of municipal elections. However, disagreements among political parties over the presidency left Lebanon with a leadership void, impeding the mission's objective of supporting the effective functioning of State institutions. The eruption of major hostilities between Lebanon and Israel in October 2023 set back the governance and reform agenda further and compelled the mission to direct its focus towards de-escalating tensions and enabling a return to the cessation of hostilities.
126. For 2025, the mission will continue to advocate the strengthening of Lebanon's State institutions through support for long-delayed imperatives, such as the strengthening of governance structures at the municipal level, enhanced functioning of State institutions at all levels and delivery on the economic and governance reform track.

Lessons learned and planned change

127. The lesson for the mission was the importance of overcoming growing international fatigue and disengagement in order to sustain the political and financial support of international partners. In applying the lesson and to generate political traction through unified messaging and advocacy, the mission will leverage its convening power to mobilize the International Support Group for Lebanon, among other forums, to ensure that Lebanon's stability, security and economic recovery remain a priority area of focus for the international community.
128. Expected progress towards the objective is presented in the performance measure below (see table 24).

Table 24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	–	<p>Polarized polity perpetuated executive vacuum at the highest institutional levels</p> <p>Parliament extended the tenure of heads of security agencies by one year, ensuring continuity and stability</p>	<p>State institutions duly empowered to deliver to all citizens</p> <p>Adoption of 2024 State budget within constitutional deadline</p> <p>Women and youth engagement in governance matters is enhanced</p>	<p>Fully functioning State institutions promoted</p> <p>Start of planning for the 2026 parliamentary elections</p> <p>Governance and reform agenda is furthered</p> <p>Women and youth engagement in governance matters is enhanced</p>

Deliverables

129. Table 25 lists all deliverables of the mission.

Table 25
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
1. Report of the Secretary-General on the implementation of Security Council resolution 1701 (2006)	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
2. Meetings of the Security Council	3	3	3	3

C. Substantive deliverables

Good offices: provision of good offices in support of the prevention of conflict and the extension and consolidation of State authority; good offices on elections, peace and stability, including with respect to economic issues; intensive engagement with the Lebanese Armed Forces and the Internal Security Forces, as well as the donor community, to facilitate continued assistance to the security forces; and confidence-building measures between Israel and Lebanon, including with respect to the maritime boundary.

Consultation, advice and advocacy: consultations with Lebanese and Israeli interlocutors on the implementation of resolution 1701 (2006); consultations with the International Support Group for Lebanon and other regional stakeholders on ensuring Lebanon's stability; consultations on the economic and governance reform agenda and development priorities; advice on government accountability, governance policy formulation and public administration reforms; advocacy with international partners in support of Lebanon's efforts for an extension of State authority, including strengthened State security agencies; consultations on integrated border management on the Lebanon-Syrian Arab Republic border; advocacy on key human rights standards and protections that could have an impact on long-term security and stability and the strengthening of human rights institutions in Lebanon; advocacy on the political participation and representation of women and young people; and advocacy with international partners in support of Lebanon for continued donor involvement and resources as Lebanon responds to the presence of Palestine and Syrian refugees, taking into account the needs of refugees and host communities.

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
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D. Communication deliverables

Outreach programmes, special events and information materials: outreach activities to support the implementation of resolution 1701 (2006) and other key priorities relating to Lebanon's sustainable peace, development and human rights agenda; activities to strengthen the relationship with key Lebanese partners and stakeholders; engaging with young people, including university students, and supporting women's empowerment and representation, in particular in the parliamentary elections; and outreach activities through special events to communicate more effectively with local stakeholders and to spread broader knowledge of the work being undertaken by the mission, through information materials and joint outreach activities with other United Nations entities for the promotion of United Nations system-wide priorities such as the Sustainable Development Goals.

External and media relations: press conferences, press statements, background briefings, interviews, op-eds and other media engagements to communicate strategically on the implementation of resolution 1701 (2006); and press statements of the International Support Group for Lebanon on safeguarding Lebanon's security, stability and sovereignty and the implementation of resolution 1701 (2006).

Digital platforms and multi-media content: materials to deepen local and national understandings of and support for the mission and its support for the implementation of resolution 1701 (2006) on websites or social media.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 26

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	8 861.8	9 635.3	9 992.1	9 812.0		(180.1)
Operational costs	1 321.3	1 288.7	1 311.3	1 310.6		(0.7)
Total (net of staff assessment)	10 183.1	10 924.0	11 303.4	11 122.6		(180.8)

Table 27

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	1	1 ^a	–	1	2	6	1	–	6	–	18	5	60	65	–	–	
Proposed 2025	1	1 ^a	–	1	2	6	1	–	6	–	18	5	60	65	–	–	–	83
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

^a Post is funded at 50 per cent and cost-shared with the Development Coordination Office.

130. The proposed resource requirements for 2025 for the mission amount to \$11,122,600 (net of staff assessment) and would provide for salaries and common staff costs (\$9,812,000) for 18 international posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 1 D-1, 2 P-5, 6 P-4, 1 P-3 and 6 Field Service) and 65 national posts (5 National Professional Officer and 60 Local level), as well

as operational costs (\$1,310,600), comprising the costs for consultants and consulting services (\$7,300), official travel (\$167,600), facilities and infrastructure (\$670,100), ground transportation (\$73,400), communications and information technology (\$289,700) and other supplies, services and equipment (\$102,500).

131. In 2025, no change is proposed to the number and levels of positions.
132. A vacancy rate of 10.2 per cent has been applied to the estimates for international staff on the basis of the average vacancy rate in 2023. A vacancy rate of zero per cent has been applied to the estimates for National Professional Officer posts and a vacancy rate of 6.7 per cent has been applied to the estimates for Local level posts, both on the basis of the actual vacancy rates in March 2024.
133. The decrease in requirements for 2025 compared with the appropriation for 2024 is attributable to the decreased requirements under civilian personnel costs, resulting mainly from the application of a higher vacancy for international staff costs of 10.2 per cent compared with 5.6 per cent approved in 2024.

6. United Nations Regional Office for Central Africa

(\$7,875,900)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

134. UNOCA is responsible for the prevention of conflicts and the consolidation of peace and security in Central Africa. The mandate derives from an exchange of letters between the Secretary-General and the President of the Security Council (S/2009/697 and S/2010/457). In another exchange of letters (S/2021/719 and S/2021/720), the mandate was extended until 31 August 2024.
135. The mandate for 2021–2024 encompasses four objectives, namely: (a) monitor political and security developments in Central Africa and carry out good offices on behalf of the Secretary-General in order to prevent and resolve conflicts, to help to sustain peace and to advise the Secretary-General and United Nations entities in the region on sustaining peace issues in Central Africa; (b) enhance subregional capacities for conflict prevention and mediation in countries of the subregion, with due attention given to the principles of the Charter of the United Nations, including human rights and gender dimensions; (c) support and enhance United Nations efforts in the subregion, as well as regional and subregional initiatives on peace and security, including from human rights and gender perspectives; and (d) enhance coherence and coordination in the work of the United Nations in the subregion on peace and security.
136. The mission also hosts the secretariat of the United Nations Standing Advisory Committee on Security Questions in Central Africa, coordinates the implementation of the United Nations regional strategy to address the threat and impact of the Lord's Resistance Army and supports the implementation of the regional strategy and plan of action on counter-terrorism and the non-proliferation of small arms and light weapons in Central Africa.

Programme of work

Objective

137. The objective, to which this mission contributes, is to prevent conflict and consolidate peace and security in the Central Africa subregion.

Strategy and external factors for 2025

138. To contribute to the objective, the mission will:
- (a) Engage in good offices activities to help countries to prevent political crises and election-related violence and peacefully resolve conflicts and crises stemming from political processes, including political transitions, and promote inclusive, peaceful and credible elections;
 - (b) Build regional and national capacities for conflict prevention and sustaining peace, including by providing support for national institutions and platforms for political dialogue. Where such institutions and platforms are absent, the mission will advocate their establishment and mobilize relevant United Nations entities and other partners to support their operationalization;
 - (c) Leverage its partnership with subregional organizations, especially the Economic Community of Central African States (ECCAS) in conflict prevention, mediation and early warning,

ensuring the participation of women, young people and other actors in inclusive peacebuilding and sustaining peace efforts, including the implementation of the regional strategy on hate speech, and addressing the adverse effects of climate change on peace and security;

- (d) Address cross-regional peace and security challenges, including farmer-herder dynamics, the crisis in the Lake Chad Basin and maritime piracy in the Gulf of Guinea, in close coordination with United Nations entities in Central and West Africa.
- (e) Carry out regular early warning analysis to inform preventive diplomacy and good offices efforts for peace and security in Central Africa, and mobilize support for preventive diplomacy, in collaboration with ECCAS and United Nations entities;
- (f) Enhance the coherence of the work of the United Nations on peace and security issues in Central Africa through regular consultations with relevant United Nations entities in the subregion, coordinate the efforts of United Nations entities geared towards the implementation of the regional conflict prevention framework and support the country teams in adopting and/or rolling out national sustaining peace strategies aligned with the framework;
- (g) Support the regular ministerial meetings of United Nations Standing Advisory Committee on Security Questions in Central Africa as a platform for confidence-building between Member States to discuss threats and challenges to regional peace and security, with a view to preventing or addressing conflicts, crises or inter-State tensions.

139. The above-mentioned work is expected to result in:

- (a) Peaceful and credible electoral processes in the subregion, with relevant prevention mechanisms in place for potential election-related violence;
- (b) Prevention and mitigation of election-related violence, as well as the initiation or continuation of inclusive political dialogue processes, assisted by joint early-warning and good offices by the Mission and ECCAS in countries holding elections, facing a political crisis or undergoing a political transition;
- (c) Progress made by ECCAS towards the adoption of a regional humanitarian strategy for Central Africa and the set-up of the ECCAS parliament;
- (d) Holding successful ministerial meetings of the United Nations Standing Advisory Committee on Security Questions in Central Africa and field visits to selected countries to focus on topical issues relating to regional peace and security in Central Africa;
- (e) A shared understanding of key peace and security challenges and priorities among United Nations entities in Central Africa, integrating emerging drivers of conflicts, including the impact of climate change and environmental degradation;
- (f) Enhanced coordination of United Nations efforts in support of regional and subregional initiatives on peace and security and governance;
- (g) Adoption and implementation of national sustaining peace strategies aligned with the regional conflict prevention framework;
- (h) Improved interregional coordination of efforts between Central and West Africa on maritime security in the Gulf of Guinea, farmer-herder dynamics and the crisis in the Lake Chad Basin region.

140. With regard to cooperation with other entities, the mission carries out joint analyses and activities on cross-regional peace and security challenges with other regional and subregional organizations. Early warning analysis and good offices are carried out, to the extent possible, jointly or in consultation with ECCAS.

141. With regard to inter-agency coordination and liaison, the mission works closely with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, UNOWAS, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the

United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and other relevant United Nations entities with respect to cross-border and transregional challenges to peace and security, in order to avoid duplication and ensure coherence in United Nations activities in the subregion. Country-specific early warning and good offices activities are carried out in close coordination with the resident coordinators concerned.

142. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) ECCAS institutional reform becomes increasingly more operational, with all peace and security institutions and mechanisms established and provided with adequate resources for their functioning.
 - (b) UNOCA and ECCAS maintain or strengthen their cooperation and regular consultations, and adopt and roll out a joint plan of action, within the framework of a new memorandum of understanding between ECCAS and the United Nations on peace and security issues;
 - (c) ECCAS member States remain committed to establishing a regional governance framework, work towards the adoption and implementation of regional governance standards and mechanisms and solicit or accept the support of UNOCA and regional and international partners;
 - (d) The political landscape remains polarized in several countries of the subregion, against the backdrop of growing demands for the opening of political space and the improvement in electoral frameworks, increasing the risks of political violence or conflict while distrust in public institutions persists, prompting some stakeholders to demand neutral platforms for discussion on key political, electoral and institutional reforms;
 - (e) The elections scheduled in the countries of the region, including in the countries undergoing political transitions, are held according to the constitutional and legal time frames or agreed-upon transitional timelines and the countries concerned accept the political engagement of UNOCA and ECCAS to defuse tensions, prevent election-related violence and resolve election-related crises;
 - (f) Tensions erupt, persist or heighten between several countries of the subregion over cross-border security issues, warranting an increased role for regional institutions and mechanisms, which is accepted by the States concerned and supported by international partners, to lower tensions, build trust and resolve disputes peacefully;
 - (g) ECCAS and its member States show a genuine commitment to the involvement of civil society actors, including the regional Coalition of Civil Society Organizations for Peace and Conflict Prevention in Central Africa, the coalition of young people for peace and security in Central Africa and women organizations, in the activities of ECCAS in the realm of peace and security, including early warning, conflict prevention and peacebuilding. The Coalition becomes fully operational, with adequate human resources, and is supported by ECCAS member States and partners;
 - (h) ECCAS member States adopt and begin to implement a regional regulation on pastoralism and transhumance in Central Africa, support national and local mechanisms in preventing and peacefully addressing farmer-herder conflicts, and take collective measures to promote peaceful cross-border transhumance.
143. The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate, including support for the implementation of the regional action plan on Security Council resolution [1325 \(2000\)](#) and the adoption and rolling out of national action plans. It continues its advocacy on the reinforcement of the role of women in conflict prevention and sustaining peace, as well as adequate representation of women in decision-making positions at both the national and regional levels. It works with other relevant United Nations entities and external partners to reinforce the capacities of women in decision-making and in mediation. It will support the operationalization and build the capacity of the ECCAS network of women mediators established in December 2021

and endorsed by the Heads of State in January 2022. In its analysis and reporting, the mission ensures that data and information are disaggregated by gender and that analyses and recommendations give due consideration to the specific situation, needs and roles of women. During fact-finding and good offices visits, the mission ensures adequate consultation and engagement with women and women's groups. Human rights aspects, including the protection of women's rights, are also integrated into conflict analysis and the early warning and preventive diplomacy work of the mission.

144. In line with the United Nations Disability Inclusion Strategy, the mission advocates for political and electoral processes in the region to be disability-sensitive, by encouraging Member States to take appropriate measures to facilitate the participation of persons with disabilities. The mission also encourages and supports experience-sharing between the States of the region on disability inclusion, thus facilitating the adoption of measures that take into consideration the specificities of the regional and national contexts. The mission integrates the situation of persons with disabilities into its analysis and reporting and ensures proper consultation and engagement with organizations representing persons with disabilities during fact-finding, early warning and good offices activities.

Programme performance in 2023

Reduced tensions in electoral contexts

145. In 2023, four countries of the region held various elections (Cameroon, the Congo, Equatorial Guinea and Gabon). UNOCA undertook 10 early warning and good offices missions in all countries of the region, also including Chad and Gabon, which are in processes of political transition. UNOCA monitored the situation closely in the lead-up to the elections. It encouraged political dialogue, including through standing or ad hoc platforms, with a view to creating conditions for inclusive, peaceful and credible elections. The mission also worked with the United Nations country teams and civil society organizations in Angola, Gabon and São Tome and Principe to promote women's political participation in elections.
146. Progress towards the objective is presented in the performance measure below (see table 28).

Table 28

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Reduction in election-related incidents and an increase in the number of constructive and inclusive dialogue initiatives in the subregion	Early warning and good offices missions conducted by UNOCA and ECCAS to States holding elections Elections in Central Africa generally peaceful, with no or low level of violence	Ten early warning and good offices missions conducted by UNOCA and ECCAS to States of the region contributed to peaceful elections, with no or low level of violence

Planned result for 2025

Election-related violence is prevented or mitigated in line with the Malabo Declaration on democratic elections

Programme performance in 2023 and target for 2025

147. In 2023, UNOCA good offices initiatives contributed to peaceful and inclusive electoral processes in Cameroon, Chad and Gabon. Following the unconstitutional change in the Government in Gabon, UNOCA advocated for the establishment of inclusive political dialogue frameworks, promoted inclusive processes and enhanced confidence in electoral frameworks and the institutions involved

in the organization of elections. UNOCA also deployed technical assessment missions to work with the resident coordinators and United Nations country teams, which focused on identifying and defusing emerging peace and security threats or election-related tensions. UNOCA also supported the Coalition of Civil Society Organizations for Peace and Conflict Prevention in Central Africa in holding its General Assembly in Douala, Cameroon. In line with the Malabo Declaration, adopted at the fiftieth meeting of the United Nations Standing Advisory Committee on Security Questions in Central Africa, the mission will continue to provide support through early warning and good offices initiatives aimed at contributing to peaceful and inclusive electoral processes.

Lessons learned and planned change

148. A lesson for the mission was that early warning, good offices initiatives and political dialogue frameworks contributed to peaceful and inclusive electoral processes. In applying the lesson, UNOCA plans to work closely with United Nations country teams and national stakeholders to design and implement activities aimed at ensuring the greater participation of young people and women in elections.
149. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29).

Table 29
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Reduction in election-related incidents and increase in the number of constructive and inclusive dialogue initiatives in the subregion	Early warning and good offices missions conducted by UNOCA and ECCAS to States holding elections Peaceful elections took place in Angola, the Congo, Equatorial Guinea and São Tome and Principe, with no or low levels of violence	Ten early warning and good offices missions conducted by UNOCA and ECCAS to States of the region contribute to peaceful elections, with no or low levels of violence Progress is achieved in the implementation of the United Nations Standing Advisory Committee on Security Questions in Central Africa Malabo Declaration and towards the adoption of a regional protocol on elections	Six early warning and good offices missions conducted by UNOCA and ECCAS to States of the region contribute to peaceful elections, with no or low levels of violence Progress is achieved in the implementation of the United Nations Standing Advisory Committee on Security Questions in Central Africa Malabo Declaration and towards the adoption of a regional protocol on elections	Five early warning and good offices missions conducted by UNOCA and ECCAS to States of the region contribute to peaceful elections, with no or low levels of violence Progress is achieved in the implementation of the United Nations Standing Advisory Committee on Security Questions in Central Africa Malabo Declaration and towards the adoption of a regional protocol on elections

Deliverables

150. Table 30 lists all deliverables of the mission.

Table 30
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	4	3
1. Reports of the Secretary-General to the Security Council	2	2	2	2
2. Report of the Secretary-General on the activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
3. Meetings of the Security Council	2	2	2	2
4. Ministerial meeting of the United Nations Standing Advisory Committee on Security Questions in Central Africa	10	10	10	10
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	70	18	26	18
5. Workshop on conflict prevention, mediation, human rights and women's empowerment	45	16	20	15
6. Workshop for journalists/media on their role in conflict prevention and protection of civilians	25	2	6	3
Fact-finding, monitoring and investigation missions (number of missions)	–	–	30	30
7. Field visits to Member States to gather information, consult stakeholders and coordinate action on issues relating to subregional peace and security, activities monitoring and data collecting	–	–	30	30
C. Substantive deliverables				
Good offices: good offices, preventive diplomacy and mediation, high-level diplomatic missions and meetings, including jointly with regional organizations (ECCAS and the African Union), regional and subregional summits, forums and high-level meetings to promote peace and stability, maritime safety and human rights.				
Consultation, advice and advocacy: strategic coordination meetings and round tables with regional and subregional organizations on regional integration, peace and security, human rights and counterterrorism (including addressing security threats in the Lake Chad Basin and the Democratic Republic of the Congo in the context of the withdrawal of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo).				
D. Communication deliverables				
Outreach: collaborate with civil society (e.g., media associations and women's and youth groups), ECCAS and other key stakeholders for the holding of events to raise awareness of the UNOCA mandate and activities; collaborate with the media to support the public's better understanding of UNOCA good offices and mediation work; and support joint activities with the United Nations Communications Group – Gabon joint activities, harmonizing communications and messaging campaigns.				
External and media relations: capacity-building programmes for the media and communications stakeholders in the subregion, especially in the context of national elections and other key political processes; build and maintain working relationships with the media at the national, subregional and international levels to help to ensure a better understanding of the work of UNOCA; organize at least 2 press conferences for UNOCA leadership; and arrange for interviews and other media coverage with UNOCA political affairs staff.				
Digital platforms and multimedia content: 3 online platforms (social and digital media) to disseminate multilingual content; produce and disseminate various materials to reflect UNOCA activities for peace and stability in the subregion; produce and disseminate various digital materials (cards, infographics, videos and digital newsletters) and multimedia content to reflect UNOCA activities for peace and stability in the subregion; and produce a podcast programme on high-priority areas of the UNOCA mandate.				

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 31

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024	Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	–	–	–	–	–	–
Civilian personnel costs	7 238.0	6 559.8	6 610.2	6 286.5		(323.7)
Operational costs	1 836.1	1 598.7	1 800.3	1 589.4		(210.9)
Total (net of staff assessment)	9 074.1	8 158.5	8 410.5	7 875.9		(534.6)

Table 32

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
	Approved 2024	1	–	–	2	5	12	6	–	7	–	33	4	12	16	–	1	
Proposed 2025	1	–	–	2	5	12	6	–	7	–	33	4	12	16	–	1	1	50
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

151. The proposed resource requirements for 2025 for the mission amount to \$7,875,900 (net of staff assessment) and would provide for salaries and common staff costs (\$6,286,500) for the continuation of 33 international posts (1 Under-Secretary-General, 2 D-1, 5 P-5, 12 P-4, 6 P-3 and 7 Field Service), 16 national posts (4 National Professional Officer and 12 Local level) and 1 national United Nations Volunteer, as well as operational costs (\$1,589,400), comprising the costs for consultants (\$9,800), official travel (\$535,900), facilities and infrastructure (\$189,500), ground transportation (\$61,200), air operations (\$146,100), communications and information technology (\$504,900) and other supplies, services and equipment (\$142,000).
152. Vacancy rates of 20.2 per cent for international posts, 22.9 per cent for National Professional Officer posts, 12.5 per cent for local level posts and zero per cent for national United Nations Volunteers have been applied to the estimates on the basis of the actual average vacancy rates in 2023.
153. The decrease in requirements for 2025 compared with the appropriation for 2024 is attributable mainly to: (a) decreased requirements for international staff attributable to the application of a higher vacancy rate of 20.2 per cent compared with the approved rate of 18.2 per cent for 2024, the application of a lower percentage of common staff costs of 61.4 per cent compared with 63.8 per cent applied in 2024, offset in part by the increase of the post adjustment multiplier in Gabon from 49.4 in April 2023 to 56.5 in April 2024; (b) decreased requirements for national staff (Local level) posts attributable to the application of a higher vacancy rate of 12.5 per cent compared with the approved rate of zero per cent for 2024, offset in part by the application of a higher percentage of common staff costs of 40.4 per cent compared with 38.1 per cent applied in 2024; (c) decreased requirements for the national United Nations Volunteer position due mainly to lower pro forma costs for United Nations Volunteers in Gabon; (d) lower requirements for consultants, taking into account the actual average expenditures of 2022 and 2023; (e) lower requirements for travel due mainly to a

reduction in the number of days and number of staff members per trip and lower requirements for training travel because some of the training in the field of capacity-building will be offered virtually; (f) lower requirements for facilities and infrastructure due primarily to reductions under security services and stationary and office supplies in line with the actual expenditure for the past three years; (g) lower requirements for communications and information technology with respect to telecommunications and network services due to rate adjustments for satellite transponder charges, offset in part by an increase in the rate for the renewal of support and maintenance for the centrally managed licences; and (h) lower requirements for other supplies, services and equipment because the provisions relating to the contribution to common services for compound management and security moved under facilities and infrastructure in line with the actual recorded expenditure, as well as lower requirements for individual contractors. The decrease in requirements is offset in part by: (a) higher requirements for National Professional Officer posts attributable to the most recent salary scale, the application of a lower vacancy rate of 22.9 per cent compared with 25 per cent applied in 2024 and the application of a higher percentage of common staff costs of 36.8 per cent compared with 29.6 per cent applied in 2024; and (b) higher requirements for petrol, oil and lubricants for vehicles due to an increase in the market price of fuel.

Extrabudgetary resources

154. In 2024, extrabudgetary resources in the amount of \$713,500 are projected to be used to continue to support regional capacities to prevent, mitigate and resolve election-related crises and violence in the Central Africa subregion, including through the strengthening of electoral governance and support for the adoption of a regional protocol on democratic elections, and the continuation of one post of Political Affairs Officer (P-4).
155. In 2025, extrabudgetary resources in the amount of \$713,500 are projected to be utilized to support regional capacity to prevent, mitigate and resolve election-related crises and violence in the Central Africa subregion, including through the strengthening of electoral governance and support for the adoption of regional norms and mechanisms on democratic elections; support for the effective functioning of a regional women's platform for peace and security in the Central Africa subregion; support for ECCAS in strengthening its conflict prevention and resolution capacities, with a view to enhancing its effectiveness in early warning; and the strengthening of the role of media organs as a catalyst for peace and security, as well as social cohesion. The funding will also provide for the continuation of one post of Political Affairs Officer (P-4).

7. United Nations Support Mission in Libya

(\$94,141,500)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

156. The United Nations Support Mission in Libya (UNSMIL) was established by the Security Council in its resolution [2009 \(2011\)](#) to support the country's transition and post-conflict efforts, including through an inclusive national dialogue and a constitution-drafting process. Following the signing of a nationwide ceasefire agreement on 23 October 2020 that ended the armed conflict that began in April 2019, the Council, in its resolution [2570 \(2021\)](#), further mandated UNSMIL to provide support to the 5+5 Joint Military Commission and the Libyan-led and Libyan-owned ceasefire monitoring mechanism, including through the facilitation of confidence-building measures and the scalable and incremental deployment of UNSMIL ceasefire monitors. By its resolution [2702 \(2023\)](#), the Council extended the mandate of UNSMIL until 31 October 2024.

Programme of work

Objective

157. The objective, to which this Mission contributes, is to support an inclusive political process and rights-based national reconciliation, conflict prevention and peacebuilding efforts, transitional justice processes and State-building efforts, including the provision of support to optimize readiness for planning and implementing credible, transparent and inclusive elections, the advancement of human rights, gender equality and women's political participation, and support for the reform of the security sector and the implementation of the October 2020 ceasefire agreement.

Strategy and external factors for 2025

158. To contribute to the objective, the Mission will:
- (a) Provide mediation and good offices to advance an inclusive Libyan-led and Libyan-owned political process, facilitated by the United Nations and supported by the international community, to reach an agreement that will enable the holding of national elections, enabling the peaceful transfer of power to an elected Government. The Mission will engage with a wide spectrum of Libyan stakeholders at all levels, including women and young people, throughout Libya in processes relating to democratic transition and reconciliation efforts;
 - (b) Provide technical assistance to the High National Elections Commission to deliver transparent and inclusive national presidential and parliamentary elections, as well as local elections across Libya;
 - (c) Support all actors, notably the African Union, in continuing to engage in inclusive, victim-centred and rights-based national reconciliation process on the basis of the principles of transitional justice and the principles of the 2030 Agenda, with a view to ensuring a Libyan-led and Libyan-owned inclusive political process contributing to lasting peace;
 - (d) Provide support and good offices within the area of rule of law, to support the judiciary and prosecutorial system, including their critical role in ensuring justice for all;

- (e) Promote and protect human rights, ensure the monitoring and reporting of abuses and violations of human rights and international human rights and humanitarian law, including sexual violence in conflict and violations against migrants, and advocate on the humanitarian situation and support the delivery of humanitarian assistance in the country;
 - (f) Provide good offices and work with national authorities on reforming the country's security sector, reinforcing the role of civil society organizations in civilian oversight, including support for mine action, support for laying the groundwork for a disarmament, demobilization and reintegration process and facilitating operational planning with national stakeholders on issues of process design, institutional set-up and economic aspects of disarmament, demobilization and reintegration and support for coordinating the provision of technical expertise, training and equipment, and assist the ongoing efforts on the unification of military and security institutions;
 - (g) Support the 5+5 Joint Military Commission in the full implementation of the nationwide ceasefire agreement, including through the work of the UNSMIL ceasefire monitoring component in support of the Libyan ceasefire monitoring mechanism, working towards the withdrawal of foreign fighters, foreign forces and mercenaries, and supporting trust-building measures and the reunification of the military institutions through the establishment of professional, unified and accountable defence and security forces;
 - (h) Support economic policy reform, in close cooperation with Member States and international financial institutions, including reunification and reform of the country's banking system, a decentralization policy and the establishment of an inclusive revenue management and oversight mechanism that ensures transparent, equitable and accountable management of revenue across the country;
 - (i) Promote the rights of women and support the institutional capacity of governmental and non-governmental organizations, advocate for women's representation in political processes, including national reconciliation efforts, and ensure that their concerns are incorporated into national agendas and national dialogue;
 - (j) Engage with neighbouring countries, including sub-Saharan African countries, to ensure that their views and concerns in support of peacebuilding and sustaining peace in the country and the region are taken into consideration.
159. The above-mentioned work is expected to result in:
- (a) An inclusive Libyan-led and Libyan-owned political process that leads to elected, unified, functional and representative government institutions, including economic institutions, contributing to political and economic stability and rights-based reconciliation;
 - (b) Enhanced accountability of institutions, promotion of the rule of law throughout the country, and reconciliation and transitional justice processes promoting and protecting human rights;
 - (c) Unified security sector institutions operating under civilian oversight, including professional, unified and accountable defence and security forces, as well as a maintained ceasefire supported through the full implementation of the provisions of the ceasefire agreement, including the withdrawal of foreign fighters, foreign forces and mercenaries.
160. With regard to cooperation with other entities, the Mission works with relevant local, national and international partners and regional organizations, including the African Union, the League of Arab States and the European Union, as part of a unified, comprehensive and coherent approach towards supporting the country's successful political transition to sustain peace in the country and the region. The Mission also works as part of the United Nations-African Union-European Union tripartite task force on the situation of stranded migrants and refugees in Libya.
161. With regard to inter-agency coordination and liaison, the Mission and the United Nations country team have taken steps towards enhancing integration, including through the implementation of the United Nations Sustainable Development Cooperation Framework for the period 2023–2025, and will continue to operationalize the Secretary-General's focus on the humanitarian-development-

peace nexus to facilitate long-term peace, security and sustainable development, in order to enhance the impact of United Nations interventions in support of all people in Libya.

162. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The Libyan Political Agreement of December 2015, Security Council resolution [2510 \(2020\)](#), by which the Council endorsed the conclusions of the Berlin Conference on Libya, the October 2020 ceasefire agreement, relevant provisions of the Libyan Political Dialogue Forum Tunis road map and accompanying outputs, and resolutions [2542 \(2020\)](#), [2570 \(2021\)](#), [2629 \(2022\)](#), [2656 \(2022\)](#) and [2702 \(2023\)](#), as well as the comprehensive approach to enabling elections, will remain the guiding framework for United Nations support in Libya;
 - (b) Libyan institutions will resolve outstanding politically contested issues pertaining to elections on the basis of the constitutional and legal framework, with a clear road map for elections, which will culminate in an inclusive and transparent electoral process that will restore the legitimacy of the Libyan institutions;
 - (c) The Libyan ceasefire agreement of October 2020, including the withdrawal of foreign forces, foreign fighters and mercenaries, will be gradually implemented, and consensus will be reached among relevant security and political actors in Libya on the way forward to reform and unify security institutions, including the establishment of conditions conducive to the launch of a disarmament, demobilization and reintegration process;
 - (d) The human rights situation in Libya will remain very challenging, especially with respect to enhancing the rule of law and protecting and promoting civic space for all people in Libya to exercise their fundamental rights, in particular civil and political rights. Intentional marginalization and the poor representation of women in political and reconciliation processes will continue to pose a challenge to peacebuilding;
 - (e) Existing divisions among national actors and institutions will continue to benefit the proponents of the status quo in Libya, preserving existing power structures and personal interests that impede efforts towards the organizing and holding of elections;
 - (f) Institutional weaknesses and divisions among the country's security actors will continue to enable violent extremist organizations to benefit from the resulting power vacuum and ungoverned spaces, thus inadvertently fostering an environment conducive to terrorism;
 - (g) The overall humanitarian situation will continue to improve, proportional to the stabilization of the security situation, with a steady decrease in the number of people in need of humanitarian assistance and the number of internally displaced persons. Meanwhile, continued support for protection needs of migrants and refugees, including support for Sudanese refugees, as well as recovery and reconstruction for the people affected by the floods in Darnah and the surrounding areas, will be provided;
 - (h) The economic sector of Libya will continue to suffer from a lack of oversight and transparent management over the use of public funds, while efforts towards the reunification of the Central Bank will continue as part of the implementation of the road map and independent audit recommendations for reunification;
 - (i) Strategic partnerships will continue between the members of the international community, including regional organizations and the United Nations, in support of a Libyan-led and Libyan-owned political process adhering to the United Nations sanctions regime.
163. The Mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It continues to implement the three-year action plan "Inclusive mediation and peacebuilding processes in Libya: protection and participation of women (2023–2025)". As part of the plan, UNSMIL continues to promote women's participation in the political and reconciliation processes and representation in government institutions, including to ensure effective gender mainstreaming into the constitution-making and electoral processes. In order to safeguard equal

rights and opportunities for women, the Mission and the country team jointly promote women's equal enjoyment of their political, civil, economic and social rights. Such efforts include the provision of technical assistance to national institutions and civil society members; support for government efforts on legislation and policies that protect women from all forms of violence; addressing the gaps in service provision; addressing and preventing violence against women and girls, in particular those in vulnerable situations, including displaced, migrant and refugee women and girls; and identifying the impact of extremism conducive to terrorism on women in Libya. The Mission and the country team continue to improve prevention and protection efforts to support relevant institutions to deliver their mandate in promoting and protecting women and girls.

Evaluation activities

164. A review of the United Nations Guard Unit was carried out in 2023 by the Office for the Peacekeeping Strategic Partnership, which provided an assessment on the Guard Unit and reviewed all operational, technical, support and governance frameworks around it, along with providing findings towards improving various aspects of the Guard Unit in UNSMIL. The Mission will continue to implement the recommendations, including those focused on adjustments to the statement of unit requirements, as well as in extremis arrangements, and enhancements regarding the provision of perimeter security and the helicopter landing zone in the Oea compound.
165. Further to this, in 2025, the Mission will continue its efforts to enhance programme planning, monitoring and reporting on programme performance as an element of self-assessment. As part of these efforts, the implementation of the United Nations Sustainable Development Cooperation Framework for the period 2023–2025 includes a monitoring, evaluation and learning plan and the UN-Info tool, which will be used by UNSMIL to monitor progress in the implementation of its peacebuilding objectives.

Programme performance in 2023

Addressing contested issues on elections through a political process initiative

166. Since the postponement of national elections in December 2021, the Mission has continued its efforts towards convening the main Libyan stakeholders to facilitate a political settlement that would pave the way for the holding of transparent and inclusive presidential and legislative elections. In February 2023, the Special Representative announced the launch of an elections-enabling initiative focused on: (a) providing technical support to the “6+6” committee of the House of Representatives and High Council of State to complete the legal framework for elections; (b) undertaking shuttle diplomacy among the main Libyan actors to garner buy-in and reach a consensus for the electoral process; (c) facilitating dialogue among the main security actors to secure a conducive security environment for elections; and (d) engaging with a wide spectrum of Libyan society, including civil society organizations, women, young people, political parties, notables and cultural components, to amplify their voices and views to ensure an inclusive political process. Following the adoption of the electoral laws by the House of Representatives in October 2023, the Special Representative formally invited the main Libyan institutional stakeholders to a dialogue to address the remaining contested elements pertaining to elections.
167. Progress towards the objective is presented in the performance measure below (see table 33 below).

Table 33
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
National elections scheduled for 24 December 2021 were postponed	United Nations-facilitated talks between the House of Representatives and the High Council of State failed to reach agreement on a constitutional framework for elections	Constitutional and legal framework for elections in place, with United Nations technical support, and assessed technically implementable by the High National Elections Commission; politically contested issues remain outstanding The Mission's elections-enabling initiative addressed the remaining politically contested issues by seeking to convene the five key Libyan institutional stakeholders

Planned results for 2025

Result 1: strengthened rule of law institutions and transitional justice process protecting the rights of all people in Libya

Programme performance in 2023 and target for 2025

168. In 2023, UNSMIL continued to support an inclusive national reconciliation process in Libya by providing support to civil society and victims' groups through targeted advocacy efforts to ensure that their voices were reflected in the future reconciliation mechanisms.
169. In 2025, UNSMIL will continue to support government institutions to protect and promote human rights, transitional justice, rights-based reconciliation and the rule of law, with an emphasis on opening civic spaces, including promoting the role of civil society in the political and security tracks, eliminating arbitrary detention, enforced disappearances and torture, addressing the situation of migrants and refugees, advancing transitional justice and national reconciliation, guaranteeing women's rights and eliminating conflict-related sexual violence. UNSMIL will continue to strengthen civil society networks and human rights mechanisms by supporting an enabling environment and protection strategy.
170. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34).

Table 34
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Strengthened judicial leadership, including of the Supreme Judicial Council, on respect, protection and promotion of human rights, with an emphasis on fact-finding and enhancing the	UNSMIL and partners supported a group of national experts to draft and submit a draft law on combating violence against women to the legislative bodies	UNSMIL mobilized further support for the draft law on combating violence against women, which was seen through the signing of a statement in favour of the adoption of the	Authorities implement legal and policy frameworks to promote the rule of law, including the law on violence against women and the amendment of Transitional Justice Law 29 of 2013, and	Authorities implement legal and policy frameworks to promote the rule of law, including the law on violence against women and the amendment of Transitional Justice Law 29 of 2013, and

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
judiciary and prosecutorial systems	Establishment of a joint consultation forum, strengthening civil society monitoring, analysis and reporting of human rights abuses and violations Continuation of a high-level committee on arbitrary detention, representing the Attorney General, the military prosecution, the police, and intelligence and judicial institutions	draft law by members of the legislative committee, and women's block of the House of Representatives Members of the public prosecution were trained as part of efforts to strengthen the rule of law institutions to investigate, prosecute, adjudicate and prevent abuses and violations of human rights	finalize the drafting of a new national reconciliation law Rule of law institutions strengthened to investigate, prosecute, adjudicate and prevent abuses against and violations of human rights of Libyans, migrants and asylum-seekers Civil society networks are facilitated, strengthened and developed, while monitoring and reporting capacities of civil society organizations are enhanced and protection mechanisms for victims of sexual and gender-based violence are established	finalize the drafting of a new national reconciliation law Rule of law institutions strengthened to investigate, prosecute, adjudicate and prevent abuses against and violations of human rights of Libyans, migrants and asylum-seekers Civil society networks are facilitated, strengthened and developed, while monitoring and reporting capacities of civil society organizations are enhanced and protection mechanisms for victims of sexual and gender-based violence are established

Result 2: unified security institutions promoting progress on security sector reform and the implementation of the ceasefire agreement, including an effective Libyan ceasefire monitoring mechanism

Programme performance in 2023 and target for 2025

171. In 2023, the Mission continued its support for the unification of security institutions and reform of the security sector through a series of workshops and the engagement of civil society organizations, security actors and legislative bodies on the security track. This resulted in increased trust between key security stakeholders, which is a critical component of conflict prevention and a step towards the unification of security institutions. UNSMIL efforts also contributed to strengthening the engagement between members of the 5+5 Joint Military Commission through the facilitation of a meeting on the implementation of the ceasefire agreement of October 2020.
172. In 2025, UNSMIL will continue efforts towards making progress on the unification of the security institutions, in support of the implementation of the ceasefire agreement, as well as progress on security sector reform and disarmament, demobilization and reintegration. The Mission's efforts will focus on inclusive engagement of all security actors, including civil society, and support for the development of strategic security policies and frameworks. The Mission, through its ceasefire monitoring component, will also contribute to developing the Libyan ceasefire monitoring mechanism capacity by providing and implementing training programmes.
173. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 35).

Table 35
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Trust built between the parties to the ceasefire agreement led to the signing by the 5+5 Joint Military Commission on 8 October of an action plan for the withdrawal of mercenaries, foreign fighters and foreign forces from Libya 5+5 Joint Military Commission signed action plan for the withdrawal of foreign forces, foreign fighters and mercenaries	Maintenance of the ceasefire agreement Consensus built among stakeholders for the implementation of the action plan for the withdrawal of foreign forces, foreign fighters and mercenaries, including the establishment of a joint operations room and capacity-building programme for the local monitors Endorsement of the terms of reference for the establishment of a disarmament, demobilization and reintegration committee by the 5+5 Joint Military Commission to categorize armed groups Activation of a liaison and communication committee endorsed in meetings held in Cairo in November 2022 with neighbouring countries for the withdrawal of foreign fighters and mercenaries The 5+5 Joint Military Commission agreed on the terms of reference of the joint military force	Maintenance of the ceasefire agreement and development and consultation of the code of conduct for all security actors, as led by the Ministry of Defence Libyan ceasefire monitoring mechanism operationalized Engagement and coordination with the Libyan liaison committee and liaison committees from neighbouring countries	Unified security sector institutions under civilian oversight, including functional, professional and accountable military and police forces Continued implementation of the capacity-building programme for the Libyan monitors Comprehensive security sector reform initiatives, including disarmament, demobilization and reintegration of non-State armed groups through effective and inclusive mechanisms established by a national disarmament, demobilization and reintegration committee	National security/military institutions unified under civilian oversight Full implementation of the remaining articles of the ceasefire agreement, including the withdrawal of foreign fighters, foreign forces and mercenaries National and inclusive security sector reform initiatives established National disarmament, demobilization and reintegration committee set up and operational and a national disarmament, demobilization and reintegration plan developed

Result 3: unified, elected, legitimate, inclusive and functional government institutions contributing to political stability and reconciliation

Programme performance in 2023 and proposed programme plan for 2025

174. In 2023, UNSMIL intensified its engagement with political, security and civil society actors, including women and young people, across the country to facilitate a political process that would lead Libya to hold presidential and legislative elections as soon as possible. In parallel, UNSMIL launched the Ra'idat training programme for 30 young women from across Libya, upskilling them in communications, leadership and advocacy skills. To mark International Human Rights Day, a model United Nations simulation was held in Misratah with 50 young men and women from the city at which they addressed current foreign policy challenges.
175. In 2025, UNSMIL will continue to provide good offices, strategic advice and technical support to attain more representative and inclusive government institutions that will contribute to political stability and reconciliation, in line with its policy on inclusive mediation and peacebuilding processes in Libya. UNSMIL will continue to support the High National Election Commission's plans to start the conduct of 106 municipal elections for those councils whose mandates already expired or are expiring in 2024. The current target is to initiate voter registration for these municipalities in June 2024 and to conduct the first batch of municipal council elections during 2024 and 2025. Efforts are ongoing to prepare for those elections, which await the Government of National Unity to provide the necessary funds.

Lessons learned and planned change

176. The lesson learned for the Mission was that meaningful engagement with women and young people in the political and national reconciliation process required a focused engagement strategy that addressed their heightened vulnerability and leveraged their potential to contribute to building an inclusive, stable and reconciled society. In applying the lesson, the Mission will prioritize engagement with young women and men, as well as those with disabilities, to enhance their meaningful participation in political processes and reconciliation efforts. Lessons learned from survey evaluations of the youth participants at mission engagements and meetings has led to a meeting format shift, with a workshop-based approach now being implemented to help to guide participants on offering practical recommendations to senior leadership and having these recommendations recorded and communicated publicly. The efforts will also have a focus on capacity-building through the Ra'idat programme, which, in year two, is intended to train 35 young Libyan women on strategic communication, advocacy and leadership, as well as on building their knowledge on human rights and electoral and legislative process in Libya.
177. Expected progress towards the objective is presented in the performance measure below (see table 36).

Table 36
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Increased consultations with young people and women on reconciliation efforts and political processes	Enhanced participation and contribution of young people and women in reconciliation efforts and political processes

Deliverables

178. Table 37 lists all deliverables of the Mission.

Table 37

Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
1. Report to the Security Council	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	6	6	6	6
2. Meeting of the Security Council	6	6	6	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	16	16	17	17
3. Projects relating to arms, ammunition management, counter-proliferation and humanitarian mine action	16	16	17	17
Seminars, workshops and training events (number of days)	138	140	130	130
4. Seminars and workshops on the political process, confidence-building, constitution-making, legislative and economic reform, electoral management and campaigning, mediation and conflict resolution, prevention of and response to incitement to violence and hatred, media, young female social media activists, digital Libyan dialogue, unification of the army, and demobilization of armed groups; monthly coordination meetings with mine action implementing partners; 4 mine action-related workshops/training events to build national capacities on weapons and ammunition management and explosive ordnance response management	138	140	130	130
Fact-finding, monitoring and investigation missions (number of missions)	35	35	40	40
5. Monitoring missions of the UNSMIL ceasefire monitoring component in support of the efforts of the Libyan ceasefire monitoring mechanism, to record and report on any alleged violation of the ceasefire, as well as analysis and reporting on the most recent developments in Libya, including periodic threat assessments of the overall situation that could have an impact on the ceasefire monitoring capacity-building programme established for the international monitors, Libyan monitors and the 5+5 Joint Military Commission (3 workshops); missions to support mine action efforts with regard to ammunition management; monitoring missions on the human rights situation, with visits to 6 prisons and detention centres, subject to access guarantees by official counterparts, including makeshift and secret detentions and other types of places where there are deprivations of liberty, such as women's shelters and reformatories; monitoring of and reporting on some 60 cases of abuse and violations of human rights and violations of international humanitarian law, including sexual violence in conflict, and monitoring protection issues, with a focus on women and children; and monitoring of protection issues with a victim-centred approach and focus on women, children and migrants, reaching up to 30 beneficiaries who are referred to embassies concerned and/or legal and psychological aid for smooth integration into society	35	35	40	40
Electoral missions (number of missions)	224	224	224	224
7. Electoral assistance missions to the High National Elections Commission headquarters in Tripoli or its field offices, providing technical advice and capacity-building to the electoral management body and to electoral counterparts	224	224	224	224
C. Substantive deliverables				
Good offices: provision of good offices to further an inclusive political, security and economic dialogue through engagement with Libyan institutions and political parties and activities with civil society, women and young people, including meetings of the various subcommittees aimed at the unification of the military to address, among other things, disarmament, demobilization and reintegration and strategic security policy and frameworks (reaching some 20 beneficiaries); meetings between the UNSMIL ceasefire monitoring component, Libyan monitors and 5+5 Joint Military Commission (once per month); meetings with the liaison committees to support the establishment and maintenance of the database on foreign fighters, foreign forces and mercenaries (once per month), and implementation of the capacity-building programme for international monitors, Libyan				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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subcommittees and the 5+5 Joint Military Commission (4 workshops in 2025); provision of good offices to support accountability and transitional justice and strengthen national capacities through the provision of direct technical advice and capacity-building programmes to 100 lawyers and prosecutors/judges, and provision of good offices to support the judiciary and prosecutorial system on the modernization/digitalization of the work of the public prosecution, sustainable rule of law and access to justice and fair trials; provision of good offices to support the judiciary and prosecutorial system through technical support on best practices for accountability in post-conflict settings; and provision of good offices to advance the recognition and enjoyment of women's rights, in line with the Convention on the Elimination of All Forms of Discrimination against Women, and advocacy on the institutionalization of systems, policies, procedures and mechanisms relating to the protection and empowerment of women victims of violence, as well as women's access to equitable justice and the prioritization of the protection of women's and children's rights, including through meetings with women empowerment units at the police force, the High National Elections Commission and the women's unit at the Presidential Council (1 Libyan youth training programme for 35 young women will include capacity-building to engage in elections and their local communities).

Consultation, advice and advocacy: support for subsequent phases of the Libyan political process, electoral assistance, information-sharing and coordination meetings with international electoral assistance partners and embassies, reaching 100 beneficiaries, as well as advice to advance the constitution-making process and referendum; provision of daily advice to the High National Elections Commission on technical electoral matters; assistance in strengthening the electoral management body institutional capacity; coordination of international electoral assistance; support for electoral security planning through work with local electoral stakeholders; support for rebuilding Libya's national polity by addressing roots of grievances through an inclusive, victim-centred and rights-based national reconciliation process and transitional justice mechanisms, with workshops and seminars reaching 50 beneficiaries; provision of advice to the 5+5 Joint Military Commission and the Libyan-led and Libyan-owned ceasefire monitoring mechanism, including legal advice, where required, to establish an effective monitoring mechanism that coordinates and assesses progress on the withdrawal of foreign forces and mercenaries; provision of advice on security policy and frameworks, including a capacity-building programme for the international and Libyan monitors, other subcommittees and the 5+5 Joint Military Commission implemented pursuant to the ceasefire monitoring agreement; provision of advice to the Libyan Mine Action Centre, and national and international mine action organizations, entities and stakeholders on the control of heavy weapons, arms and ammunition management, including advice on the survey and clearance of explosive remnants of war, booby traps, improvised explosive devices and mines; conduct of advocacy and provision of advice on international arms control and disarmament instruments; 1 conference for the commemoration of the international Day of Mine Awareness and Assistance in Mine Action organized in collaboration with LibMAC (reaching 50 partners); confidence-building sessions with 50 participants from national and local authorities, and civil society organizations in support of reconciliation dialogue initiatives; advocacy on and implementation of the human rights due diligence policy framework, including the monitoring, reporting and communication strategy; advocacy on respect for civic space/freedom of assembly and freedom of expression, involving 30 participants and 4 local institutions, including the Ministry of Justice, the Ministry of Interior, the prosecutor's office and the High Judicial Council, for the release of individuals detained without a legal basis; provision of advice and consultations with the Libyan Political Dialogue Forum and House of Representatives women's caucus and civil society and women's groups, reaching approximately 500 women; setting up of an advocacy plan for the law on violence against women; support for security sector governance, reform and development, including reintegration of non-State armed groups and supporting the increased presence of women in the police force; advocacy on women's rights by facilitating discussions among institutions and actors working on women's rights and advising on laws and policies that promote gender equality; advice on violence against women and gender-based violence linked to the electoral process; and advice and support to reinforce the capacity of 30 human rights defenders and women human rights defenders on the Monitoring, Analysis and Reporting Arrangements Technical Working Group; advocacy for the rights and protection of migrants and asylum-seekers and their access to justice, accountability and redress mechanisms, regardless of status; and advocacy and capacity-building to amplify the voices of young people and their meaningful participation in reconciliation efforts and political processes.

D. Communication deliverables

Outreach programmes, special events and information materials: media and communications campaigns and messaging through traditional and social media outlets promoting the United Nations good offices and peace process, as well as developing content promoting reconciliation, social cohesion and the respect for humanitarian and human rights law, to a range of Libyan audiences and 20 official media entities and counterparts; targeted meetings, events and leadership field visits in the east, south and west, engaging with young people and women activists from all parts of Libya to promote their key role in peacebuilding and the peace process in Libya; development and delivery of the Ra'idat training programme for 35 young women from across Libya to increase advocacy and communication skills that will continue from 2024 and support the Ra'idat alumni network of women across Libya to work together on advocacy programmes; delivery of Model United Nations simulations across Libya to engage 150 young people in the United Nations and its mechanisms; development of a Deputy Special Representative of the Secretary-General youth tour to reach young people in areas where the Mission does not usually visit to build trust and engagement; implementing the outcomes of misinformation and disinformation awareness course developed in 2024 with Libyan universities; promotion of the Mission's outreach activities and engagement with local communities, building trust and support for UNSMIL leadership and high-level officials in their international tours and meetings with Member States and diplomatic corps; reinvoke the United Nations Communication Group to ensure One UN communication around key issues

Category and subcategory	2023	2023	2024	2025
	planned	actual	planned	planned

and priorities, including pertaining to the relevant Sustainable Development Goals in Libya; giving voice to the voiceless among Libyan social groups (women, young people and cultural components) and non-Libyans, primarily migrants; and support for the High National Elections Commission in effective communication and media relations for the widest possible reach.

External and media relations: press conferences, statements and interaction with top-tier international and regional media outlets in Arabic, English and French, as well as select national media; frequent engagement with local media from all parts of Libya; establishment of partnerships with social media platforms to strengthen efforts in countering hate speech, fake news and misinformation, including supporting local fact-checking initiatives; monitoring reports and quarterly social media monitoring; reporting on the human rights situation and acting as a public resource; and the holding of a large-scale public perception survey across Libya.

Digital platforms and multimedia content: maintenance of social media channels and United Nations information platforms in Arabic and English to create, develop and disseminate information relating to the Mission's mandate and the United Nations country team; development, with the help of the Department of Political and Peacebuilding Affairs Innovation Cell, of a digital public perception survey and the holding of digital dialogues; and social media analysis and evaluation of communications impact and trends in Libya to inform senior mission leadership decision-making.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 38

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	
Military and police personnel costs	6 761.1	6 439.7	6 673.2	6 744.1		70.9
Civilian personnel costs	41 363.6	45 630.4	42 669.1	50 124.0		7 454.9
Operational costs	39 921.8	34 127.6	38 421.3	37 273.4		(1 147.9)
Total (net of staff assessment)	88 046.5	86 197.7	87 763.6	94 141.5		6 377.9

Table 39

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG ^a	D-2	D-1	P-5 ^b	P-4	P-3	P-2	FS	GS ^c	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	1	2	–	7	18	43	46	2	154	1	274	17	118	135	6	–	6	415
Proposed 2025	1	2	–	7	18	46 ^c	47 ^d	2	154	1	278	20 ^f	118	138	6	–	6	422
Change	–	–	–	–	–	3	1	–	–	–	4	3	–	3	–	–	–	7

^a One post is funded at 50 per cent and cost-shared with the Development Coordination Office.

^b Includes one position approved as general temporary assistance position.

^c Includes the establishment of three general temporary assistance position for the mine action programme.

^d Includes the establishment of one general temporary assistance position for the mine action programme.

^e Other level, unless otherwise stated.

^f Includes the establishment of three general temporary assistance positions for the mine action programme.

179. The proposed resource requirements for 2025 for UNSMIL amount to \$94,141,500 (net of staff assessment) and would provide for the deployment of 234 United Nations Guard Unit personnel (\$6,744,100), salaries and related costs (\$50,124,000) for the deployment of 278 international posts and positions (1 Under-Secretary-General, 2 Assistant Secretary-General, 7 D-1, 18 P-5, 46 P-4, 47 P-3, 2 P-2, 154 Field Service and 1 General Service) and 138 national posts and positions (20 National Professional Officers and 118 Local level), 6 international United Nations Volunteers and 7 government-provided personnel, as well as operational costs (\$37,273,400) comprising the costs for consultants and consulting services (\$104,200), official travel (\$1,059,500), facilities and infrastructure (\$25,650,600), ground transportation (\$206,700), air operations (\$5,360,500), communications and information technology (\$2,587,200), medical (\$432,100) and other supplies, services and equipment (\$1,872,600).
180. A vacancy rate of 23.4 per cent has been applied to the estimates for international staff on the basis of the actual vacancy rate in March 2024. Vacancy rates of 47.1 and 32.2 per cent have been applied for National Professional Officers and Local level staff, respectively, on the basis of the actual vacancy rates in March 2024. A vacancy rate of 50.0 per cent has been applied for the seven positions (3 P-4, 1 P-3 and 3 National Professional Officer) proposed for establishment. A vacancy rate of 16.7 per cent has been applied to the estimates for United Nations Volunteers positions and a vacancy rate of 57.1 per cent has been applied to the estimates for government-provided personnel on the basis of the actual vacancy rate in March 2024. The estimates for United Nations Guard Unit personnel are based on the assumption of full deployment, based on the actual incumbency in March 2024.

Review of long vacant posts

181. As at 30 April, the Mission had 62 long-vacant posts, of which 39 were posts approved for establishment at the end of March 2022 in the context of the 2022 revised estimates to support the ceasefire monitoring mandate. Of the 23 remaining posts, the recruitment for 4 have been subsequently completed and the posts are now filled, 4 are in onboarding status, while the onboarding process for 5 is on hold owing to the liquidity challenges, 4 are in an advance stage of recruitment and the remaining 6 are in the early stages of recruitment. The recruitment for the vacant posts to support the ceasefire monitoring component has been characterized mainly by the slow pace of operationalization of the ceasefire monitoring in Sirte, resulting in more posts remaining vacant. Notwithstanding, in line resolution [2702 \(2023\)](#), UNSMIL remains mandated to support the 5+5 Joint Military Commission in the full implementation of the nationwide ceasefire agreement, including through the work of the UNSMIL ceasefire monitoring component in support of the Libyan ceasefire monitoring mechanism. Consequently, the retention of these posts in 2025 has been assessed as required on the basis of the need to avail the Mission of the capacity necessary, once conditions are conducive, to implement such mandated tasks.
182. In 2025, the proposed staffing complement includes the establishment of seven general temporary assistance positions, as detailed below:

Office of the Deputy Special Representative of the Secretary-General, Political

183. The Mine Action Service provides mine detection and mine-clearing services to UNSMIL through its long-standing partnership with the United Nations Office for Project Services (UNOPS) in accordance with the umbrella memorandum of understanding between the United Nations and UNOPS. The Office of Internal Oversight Services recommended in its audit on the monitoring and evaluation mechanism of the Mine Action Service that it strengthen its control environment and increase financial monitoring, as well as monitoring and evaluation. The Board of Auditors, in its audit of the United Nations peace operations ([A/75/5 \(Vol. II\)](#), para. 175), recommended that the Mine Action Service reduce its dependency on UNOPS and evaluate the benefits of implementing a specific share of mine action activities itself.
184. In this context, it is proposed that seven new temporary positions (3 P-4, 1 P-3 and 3 National Professional Officer) be established, to advance the UNSMIL mine action objectives in the most effective, cost-efficient and transparent manner. The establishment of these positions will replace

the previous arrangement of using UNOPS in delivering such services, for which resources for eight posts and other operating expenses were formerly budgeted under the “other supplies, services and equipment” budget class.

185. This approach will improve the governance and transparency of the delivery of the mine action programme by providing a direct reporting line for mine action personnel to the existing Chief of Mine Action Section (P-5) as referenced in paragraph 187 below. It will improve the effectiveness of programme delivery by ensuring that the core functions are performed by UNSMIL personnel. In addition, cost-efficiency will be achieved through the streamlining of functions and programme support costs from the previous implementation modality with UNOPS that are no longer applicable, as outlined in table 40 below.

Table 40
New delivery model of mine action programme

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
The estimated efficiency is achieved by streamlining functions and programme support costs that are no longer applicable, previously budgeted under “other supplies, services and equipment – mine detection and mine-clearing services”, as follows:		
Other supplies, services and equipment	1 595.3	8 personnel (5 international and 3 national) (\$1,391,100), and travel and other operational costs (\$85,300), UNOPS programme service costs and administrative costs (\$118,900), which are no longer applicable
General temporary assistance	(600.6)	7 temporary positions (3 P-4, 1 P-3 and 3 National Professional Officer) transferred to the UNSMIL staffing table at a vacancy rate of 50 per cent. In subsequent periods, in terms of full cost, the annual cost estimate would be \$1,201,200
Official travel	(35.3)	Increased costs for official travel for meetings and consultations, as well as internal travel to provide programme oversight, monitoring, coordination, resource mobilization and technical assistance with partners, previously funded through UNOPS
Other services	(37.4)	Increased costs for conference meetings and training costs, previously funded through UNOPS
Total	922.0	Estimated cost-efficiencies of \$922,000 in 2025. In subsequent periods, in terms of full cost, the estimated annual cost-efficiencies would be approximately \$321,400

Abbreviations: UNOPS, United Nations Office for Project Services; UNSMIL, United Nations Support Mission in Libya.

186. The functions of the seven positions are as follows:
- (a) Establishment of three positions of Programme Management Officer (P-4) in Tripoli to:
 - (i) provide capacity-building support to the Libyan mine action authorities in developing a sustainable and effective national capacity to address explosive ordnance risks in Libya, including streamlining accreditation processes for the Libyan Mine Action Centre and other mine action organizations and overseeing compliance with the national mine action standards, as well as facilitating coordination with all relevant stakeholders and partners in the mine action sector; (ii) provide technical advice and capacity-building to Libyan authorities for the safe and effective management of arms, ammunition and explosives, to avoid weapons proliferation in the region; and (iii) work closely with the UNSMIL Ceasefire Monitoring Component and the 5+5 Joint Military Commission to lead the coordination and support for the subcommittee on demining through the provision of technical advice, risk assessments and explosive ordnance risk awareness;
 - (b) Establishment of one Programme Management Officer (P-3) in Tripoli to support the development of the UNSMIL mine action programme strategy, annual workplan and the workplan budget; monitoring and liaison with relevant stakeholders;
 - (c) Establishment of one Associate Administrative Officer (National Professional Officer) in Tripoli to provide capacity with respect to facility management, asset and inventory

management, administration and logistics. The incumbent would also be responsible for providing support for meetings, conferences and training events;

- (d) Establishment of one Data Analysis Officer (National Professional Officer) in Tripoli to provide capacity-building support to the Libyan Mine Action Centre and mine action partners on the management of the Information Management System for Mine Action and data analytics, including the preparation of maps, charts and reports;
 - (e) Establishment of one Associate Programme Officer (National Professional Officer) to provide support in planning, monitoring and reporting and other support to programmatic processes.
187. It is also proposed that the existing general temporary assistance position of Chief of Mine Action Section be continued to lead the UNSMIL mine action component, advise the UNSMIL leadership on mine action issues, supervise the implementation of the workplan and lead engagement with the national authorities, the United Nations country team and other stakeholders involved in mine action activities.
188. These resource requirements were reviewed by the Mine Action Service Programme Review Committee, composed of Headquarters and mission personnel, to ensure that the mine action programme in UNSMIL is designed to support the delivery of the Mission's mandate efficiently and effectively.
189. The increase in requirements for 2025 compared with the approved resources for 2024 is attributable mainly to an increase in civilian personnel costs, owing to the application of a lower vacancy rate of 23.4 per cent for international staff compared with 29.6 per cent applied in the 2024 approved budget, a higher post adjustment multiplier for Libya, which increased from 31.8 in April 2023 to 40.0 in April 2024, and the proposed establishment of seven general temporary assistance positions. The increase is offset by decreased requirements under operational costs owing to lower requirements under: (a) other supplies and services, due to the transfer of the mine action capacity to the Mission's staffing table as noted above; (b) air operations, due to the application of a 50 per cent deployment factor to the rental and operations of the helicopter to provide air operations support for the ceasefire monitoring component and to carry out medical evacuations to support MEDEVAC/CASEVAC operations within the mission area, and the lower number of 575 flight hours compared with 700 flight hours provided for in the approved 2024 budget; and (c) communications and information technology, due to fewer acquisitions because of the anticipated receipt of equipment from downsizing missions, as well as reduced requirements for telecommunications and network services and spare parts.

Extrabudgetary resources

190. In 2024, extrabudgetary resources in the amount of \$76,700 are projected to be used to organize a conference focused on an inclusive and victim-centred transitional justice in Libya, as well as capacity-building on human rights.
191. No extrabudgetary resources are projected for 2025 owing to the conclusion of project activities in 2024.

8. United Nations Verification Mission in Colombia

(\$86,855,100)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

192. The United Nations Verification Mission in Colombia is mandated to verify five key aspects of the Final Agreement for Ending the Conflict and Building a Stable and Lasting Peace, adopted in 2016 by the Government of Colombia and the former Revolutionary Armed Forces of Colombia – People’s Army (FARC-EP), comprising: (a) the reintegration of FARC-EP members into political, economic and social life (sect. 3.2 of the Agreement); (b) the implementation of personal and collective security and protection measures for ex-combatants, and comprehensive security and protection programmes for the communities and organizations in the territories (sect. 3.4 of the Agreement), since 2021; (c) compliance with and implementation of the sentences issued by the Special Jurisdiction for Peace (sect. 5.1.2 of the Agreement); since 2023 (d) the verification of the comprehensive rural reform (sect. 1 of the Agreement); and; (e) the implementation of the ethnic chapter (sect. 6.2 of the Agreement).
193. Moreover, the Security Council, in its resolution [2694 \(2023\)](#), mandated the Mission to verify and monitor the implementation of the Bilateral, National and Temporary Ceasefire Agreement between the Government of the Republic of Colombia and the Ejército de Liberación Nacional (ELN).
194. The Mission’s mandate is defined in Security Council resolutions [2366 \(2017\)](#), [2574 \(2021\)](#), [2673 \(2023\)](#) and [2694 \(2023\)](#). By its resolution [2704 \(2023\)](#), the Council renewed the mandate until 31 October 2024.

Programme of work

Objective

195. The objective, to which the Mission contributes, is to advance the effective implementation of the provisions of the Final Agreement concerning reintegration, security guarantees, restorative sentences, comprehensive rural reform and the ethnic chapter, and to advance the Ceasefire Agreement.

Strategy and external factors for 2025

196. To contribute to the objective, the Mission will:
- (a) Apply a proactive and inclusive approach to verification, which includes advocacy, good offices and close engagement with the parties to the Final Agreement, the Ceasefire Agreement, and relevant institutions and authorities at the international, national, regional and local levels;
 - (b) Conduct independent verification and participate, jointly with the parties, in key forums and institutions created for the implementation of the Final Agreement;
 - (c) Promote constructive dialogue and trust-building between the Government and the Comunes party to address pending issues relating to peace implementation, and maintain constant coordination and dialogue with key interlocutors, including actors across the political spectrum, civil society, ethnic organizations, the private sector and the international community, to foster support for the implementation of the Final Agreement;

- (d) Conduct independent verification of the implementation of the ceasefire as outlined in the Ceasefire Agreement through its role within the Monitoring and Verification Mechanism, as part of broader efforts to build trust between the Government and ELN, by providing good offices to permanently accompany the dialogue between the parties.
197. The above-mentioned work is expected to result in:
- (a) Increased trust between the parties to the Final Agreement; sustainability of the reintegration process, with a specific focus on security guarantees for former combatants, social leaders and communities; sustained progress on tangible issues that impede successful reintegration; the promotion of gender-sensitive reintegration; the provision by the Government of more sustainable solutions for former combatants' training and reintegration; progress in the implementation of key components of the comprehensive rural reform; increased capacity to prevent and address land-related conflict; progress in the reduction in inequalities in terms of access to land; and progress in the implementation of development plans with a territorial focus in prioritized areas, with the active participation of local communities;
 - (b) Enhanced State capacity and responsiveness to better prevent and investigate attacks against former combatants, social leaders and communities, as well as increased trust and understanding between the parties through tripartite coordination mechanisms, while taking into consideration the specific needs of women, children and former combatants of ethnic origin and other communities at risk;
 - (c) Enhanced trust in the transitional justice system; the reinforced ability of the Special Jurisdiction for Peace to ensure compliance with and implementation of its restorative sentences and of the Government to provide the conditions necessary for such compliance; and contributions to the realization of victims' rights to truth, justice, reparation and non-repetition and their full inclusion in the reparative system;
 - (d) Strengthened implementation of the ethnic provisions of the Final Agreement guided by the priorities set by the Government and the pact for the implementation of the ethnic chapter signed in November 2023 to accelerate its implementation; enhanced trust and collaboration between government institutions, ethnic authorities and their organizations to attain a comprehensive implementation of the ethnic chapter and increased engagement of the international community, including the United Nations system;
 - (e) Increased trust in the process and among the parties to the Ceasefire Agreement to ensure its sustainability and continuity, thus contributing to the reduction in violence and improvements in the humanitarian situation in conflict-affected regions and to increased public confidence in the ongoing dialogue between the Government and ELN; and contributing to advances in the peace efforts.
198. With regard to cooperation with other entities, the Mission engages extensively with international, national and local actors supporting the implementation of its mandate. At the international level, the Mission's close engagement with the diplomatic community and regional organizations helps to identify synergies and areas of mutual interest and support for peace consolidation. At the national and local levels, the Mission strengthens ties with a broad range of political, civil society and private sector actors, including community, religious, youth, women, ethnic, and lesbian, gay, bisexual, transgender, queer and intersex organizations, and the transitional justice institutions. The Mission continues to bolster its relationships with departmental and local authorities, particularly as they gain more responsibilities with regard to the reintegration process, ensuring security guarantees for communities and supporting society's participation in the peace process.
199. With regard to inter-agency coordination and liaison, the Mission will continue to work closely with the United Nations country team and the resident coordinator office, guided by the United Nations Sustainable Development Cooperation Framework. Through coordination in joint mechanisms at various levels, the Mission shares political analyses and encourage coherent action and engagement across the peace and security and the development pillars.

200. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Continued international support for the close engagement of the United Nations and the Mission in the peace process;
 - (b) The national Government and legislature will remain focused on the implementation of the Final Agreement, including their commitment to advancing implementation of the comprehensive rural reform and the ethnic chapters;
 - (c) National and local authorities, State entities and mechanisms tasked with preventing, addressing and investigating security incidents in conflict-affected areas, including the Office of the Attorney General, will remain committed to strengthened collaboration with the Mission;
 - (d) Continued progress in the transitional justice system, resulting in the issuance and implementation of restorative sentences;
 - (e) The Government and ELN remain committed to the peace dialogue and the implementation of the Ceasefire Agreement and its protocols, including to fostering the participation of society in the peace process and advancing other agreements that may be reached in the framework of the talks.
201. The Mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Mission works to ensure the adequate implementation of its gender directive and gender parity strategy and that the specific needs of female former FARC-EP members are fully incorporated into programme design, implementation and monitoring, and give priority to the security guarantees of female leaders and former combatants. The Mission ensures the adequate inclusion of a gender perspective in the verification of restorative sentences, in particular concerning case 11 and others relating to sexual and gender-based violence, in rural reform aspects, with a specific focus on the needs of peasant and ethnic women, and in the ethnic chapter. The Mission promotes the implementation of the women and peace and security agenda, including as part of its monitoring and verification of the Ceasefire Agreement, as well as the active and meaningful participation of women in peacemaking.

Programme performance in 2023

Increased trust in the Ceasefire Agreement between the Government of Colombia and the Ejército de Liberación Nacional contributed to a de-escalation of violence in conflict-affected areas

202. The Mission's monitoring of the Ceasefire Agreement through its participation in the Monitoring and Verification Mechanism contributed to building trust in the process. Its presence in the Mechanism at the national, regional and local levels enabled it to help to disseminate the protocols for the ceasefire and the work of the Mechanism, including developing a guide on gender mainstreaming and addressing sexual and gender-based violence. The Mission carried out on-site verification of possible violations, as requested by the parties. The implementation of the Ceasefire Agreement has successfully prevented or resolved direct armed confrontation between public security forces and ELN, thereby helping to de-escalate violence for the benefit of those communities living in affected regions. The Mission also provided technical advice to the National Participation Committee and direct support to conduct meetings with specific sectors of civil society to define the methodology for society's participation in the peace process, promoting inclusivity and thus contributing to the trust-building process.
203. Progress towards the objective is presented in the performance measure below (see table 41).

Table 41
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	The Mission contributed to the establishment of the Monitoring and Verification Mechanism at the national, regional and local levels, enhanced communication between the Government and ELN in the framework of the ceasefire, promoted adherence by the parties to the ceasefire and its protocols, conducted monitoring and verification activities in response to incidents of possible violations, and issued recommendations to the parties

Planned results for 2025

Result 1: timely and effective implementation of the restorative sentences issued by the Special Jurisdiction for Peace

Programme performance in 2023 and target for 2025

204. In 2023, the Mission continued to engage with entities responsible for the implementation of the sentences and for their monitoring and verification. It fine-tuned the verification methodology for general trends and patterns and selected individual cases for closer monitoring and verification purposes. It strengthened risk analysis and the monitoring of cases affecting participants in the Special Jurisdiction for Peace. It also engaged with State institutions responsible for ensuring that the conditions for the implementation of the restorative sentences were fulfilled.
205. In 2025, the Mission will monitor and verify compliance with the restorative sentences issued in cases 1 and 3 and advocate with State institutions to ensure that the conditions are met for the implementation of the restorative sentences. The Mission will carry out these tasks, including through the Monitoring and Verification Mechanism with the Special Jurisdiction for Peace.
206. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 42).

Table 42
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The Mission contributed to initial efforts to establish the monitoring and verification mechanism composed of the Mission and the	Establishment of the monitoring and verification mechanism composed of the Mission and the Special Jurisdiction for Peace	Progress in implementing the conditions necessary for compliance of restorative sentences by the Colombian authorities The Special Jurisdiction for	Relevant government and State entities ensure the conditions necessary for the effective implementation of restorative sentences issued by	The Mission verifies that the State continues to ensure the conditions necessary, including security guarantees for individuals under the Special Jurisdiction for

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Special Jurisdiction for Peace	Compliance with and implementation of an initial number of sentences was verified, including the fulfilment by sentenced persons of the terms of their sentences as well as the establishment by the Colombian authorities of the conditions necessary for this	Peace designed pilot restorative projects aimed at conducting restorative activities for individuals under its jurisdiction Verification methodology and guidelines for the operation of the Monitoring and Verification Mechanism developed Coordination mechanisms with the Special Jurisdiction for Peace and relevant institutions involved in security guarantees for risk analysis and monitoring	the Special Jurisdiction for Peace in its different cases Compliance with restorative sentences by individuals subject to the jurisdiction of the Special Jurisdiction for Peace is verified	Peace's jurisdiction, for the effective implementation of restorative sentences issued by the Special Jurisdiction for Peace Compliance with restorative sentences of selected individual cases is verified The Monitoring and Verification Mechanism, with the Special Jurisdiction for Peace, is fully operational and provides relevant information for verification purposes

Result 2: progress in the effective implementation of comprehensive rural reform and ethnic chapters

Programme performance in 2023 and target for 2025

207. In 2023, the Mission completed one year of verifying the implementation of the comprehensive rural reform and ethnic chapters. It collaborated closely with government institutions, civil society and ethnic peoples and organizations, farmers and women's platforms to identify challenges and determine a course of action. It established priorities for advocacy and provided support to ensure comprehensive and coordinated implementation of the comprehensive rural reform, supported government institutions in advancing land delivery and promoted the implementation of national rural reform plans and development-focused plans. The Mission delivered sound recommendations regarding priority action for the ethnic chapter implementation. Efforts resulted in the development and signing of the pact for the implementation of the ethnic chapter by government institutions and its endorsement by the High-level Forum of Ethnic Peoples.
208. In 2025, the Mission will continue to advocate for priority areas that remain central to the comprehensive implementation and sustainability of the rural reform. It will take stock of the progress made in achieving the goals outlined in both the Final Agreement and the Government's national development plan. The Mission will support institutions in charge of the ethnic chapter implementation in order to advance goals outlined in the pact for the implementation of the ethnic chapter.
209. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 43).

Table 43
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	<p>Security guarantees, verification guidelines and risk analysis developed in support of the rural reform and ethnic chapter</p> <p>Verification of delivery of land to peasants and ethnic groups, with the Government formalizing the acquisition and transfer of tenure</p> <p>Progress made in the planning of the development programme with a territorial focus for a comprehensive and high-impact approach, with civil society participation</p> <p>Implementation of a coordination mechanism between all relevant stakeholders for the ethnic chapter</p> <p>Establishment of priorities and targets for through the signing of the pact for the implementation of the ethnic chapter</p>	<p>Increase in the number of landless farmers, women and victims who received land (or were granted land titles) through mechanisms provided for in the Final Agreement</p> <p>Comprehensive and inclusive implementation of the development programme with a territorial focus and the national plan for rural reform</p> <p>Establishment of a coordination mechanism between the Government and State institutions in charge of the implementation of the ethnic chapter</p> <p>Establishment of a dialogue mechanism among relevant institutions, ethnic peoples, private sector entities and other stakeholders</p> <p>High-level Forum of Ethnic Peoples is strengthened</p>	<p>Implementation of development programmes with a territorial focus is accelerated</p> <p>Increase in the delivery of land to rural reform beneficiaries, including ethnic groups, as well as goods and services, ensuring land productivity</p> <p>Strengthened institutions in charge of implementing the ethnic chapter</p> <p>Enhanced collaboration between government entities implementing the ethnic chapter and Afro-Colombian and Indigenous leaders and their organizations, private sector and other stakeholders</p> <p>Progress in the targets set in the pact for the implementation of the ethnic chapter is on track</p>

Result 3: strengthened security conditions for communities in conflict-affected areas through advances in the implementation of the Final Agreement and effective implementation of the Ceasefire Agreement between the Government and the Ejército de Liberación Nacional

Proposed programme plan for 2025

210. The Government has made significant efforts towards peacemaking in Colombia. However, violence in municipalities, which had seen improvements following the signing of the Final Agreement, is of concern, highlighting the need for a swift State-wide response. In 2023, the Mission advised the Government in terms of its fulfilment of commitments from the Final Agreement, including approving security measures for former combatants and implementing a public policy to dismantle

illegal armed groups. With respect to the dialogue between the Government and ELN, the Mission's work contributed to a de-escalation of violence in the regions.

Lessons learned and planned change

211. The lesson for the Mission was that an improvement in security conditions for communities and former combatants was key to building a sustainable peace. In applying the lesson, the Mission will continue to engage with the Government to improve the State presence in territories. In addition, continued adherence to the Ceasefire Agreement and the resulting reduction of violence have a positive impact on the population in conflict-affected areas. The Mission will continue to engage with the parties and civil society to build trust in peace efforts in Colombia.
212. Expected progress towards the objective is presented in the performance measure below (see table 44).

Table 44
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	–	<p>Progress in the implementation of the Ceasefire Agreement between the Government and ELN</p> <p>Ceasefire agreements and protocols are enhanced, including through technical support provided by the Mission within its participation in the Monitoring and Verification Mechanism</p> <p>Reduction in violent clashes between public forces and illegal armed groups</p> <p>Improved security conditions for communities in conflict-affected areas as a result of the ceasefire</p>

Deliverables

213. Table 45 lists all deliverables of the Mission.

Table 45
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports of the Secretary-General to the Security Council	4	4	4	4
B. Generation and transfer of knowledge				
Publications (number of publications)	2	2	2	2
2. Thematic reports on security guarantees	2	2	2	2
Technical materials (number of materials)	2	1	2	2
3. Verification manual, including a gender-sensitive verification guide and a new section with a verification guide for the mandate pursuant to resolution 2694 (2023)	1	1	2	2
4. Thematic report on lessons learned from the first year of the verification of the restorative sentences	1	–	–	–
Seminars, workshops and training events (number of days)	133	154	138	162
5. Workshops to strengthen the implementation and strategic engagement with the Special Jurisdiction for Peace and the individuals placed under its jurisdiction	11	7	11	–
6. Workshops and training with individuals placed under the jurisdiction of the Special Jurisdiction for Peace	11	7	11	–
7. Regional workshops and training with individuals placed under the jurisdiction of the Special Jurisdiction for Peace to promote guidance in the tasks, works or activities with reparatory and restorative content and the restriction of freedoms and rights	11	1	11	–
8. Forum with international academics and policymakers on the transitional justice system in Colombia and the role of the Mission	1	–	–	–
9. Specialized forums with groups of jurists, academics and judicial sector organizations from each region to explain the new mandate	11	1	–	–
10. Workshops targeting mission teams in the field, inditees, defence teams, victims and communities to raise awareness on restorative sentences and activities of the Monitoring and Verification Mechanism regarding restorative sentences	–	–	–	10
11. Activities relating to support and accompaniment of hearings on Special Jurisdiction for Peace macro cases	–	–	–	5
12. Workshops to strengthen the implementation and strategic engagement with the Special Jurisdiction for Peace and the individuals placed under its jurisdiction and to advance the legal certainty of former combatants	–	–	–	9
13. Specialized forum on the national action plan on women and peace and security and the implementation of the Final Agreement	–	–	–	1
14. Training and sensitization sessions with women’s organizations at the field level	6	4	6	6
15. Workshops to support the data management and data-sharing protocols with the Special Jurisdiction for Peace and other counterparts	16	11	10	11
16. Regional exchange workshops for local and international journalists	5	22	9	13
17. Workshops with media at the local, regional, national and international levels on the mandate	9	21	10	13
18. Workshops relating to cases under the purview of the Special Jurisdiction for Peace with Indigenous and Afro-Colombians and authorities	10	4	6	–
19. Regional media tours to former territorial areas for training and reintegration and new reintegration areas for special communication and outreach campaigns	9	14	9	10
20. Events to promote gender equality and prevention of gender-based violence related to reintegration, security guarantees and implementation of the women and peace and security agenda	6	20	6	12
21. Events with Indigenous, Afro-Colombian and Roma populations and authorities with regard to sentences involving members of their communities	9	1	6	–

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
22. Workshops with key counterparts and stakeholders to advance and follow up on preventive and protection measures as part of the security guarantees provisions of the Final Agreement	4	8	4	9
23. Workshops with Indigenous, Afro-Colombians and Roma populations and authorities	4	19	3	–
24. National event with Indigenous, Afro-Colombian and Roma populations and authorities	1	5	1	–
25. Events with government officials on the Mission's mandate and advocacy on the implementation of the Final Agreement	4	4	11	9
26. Regional events with Final Agreement stakeholders, including former combatants, on its implementation	4	4	4	4
27. Workshop for regional reintegration focal points on the implementation of new approaches to the verification of social, political and economic reintegration	1	1	2	3
28. Workshop for regional reintegration and rural reform focal points on the implementation of new approaches to the verification of social, political and economic reintegration and rural reform	–	–	1	3
29. Workshop with government stakeholders regarding the implementation of the national agrarian reform system	–	–	1	2
30. Event with local and regional community members and national authorities to take stock of progress made in the implementation of the development plans with a territorial focus	–	–	1	3
31. Workshop to take stock of community-based reintegration initiatives	–	–	1	3
32. Workshop with LGBTQI former combatants	–	–	–	1
33. Workshop on capacity-building for Indigenous and Afro-Colombian guards with regional stakeholders	–	–	1	–
34. Seminar on illicit crops and ethnic communities	–	–	1	–
35. Event to strengthen ethnic organizations at the local level	–	–	1	–
36. National event with High-level Forum of Ethnic Peoples	–	–	1	–
37. National gathering of ethnic former combatants	–	–	1	–
38. Workshops at the national and regional levels to strengthen the implementation of the mandate pursuant to resolution 2694 (2023)	–	–	9	9
39. Workshops at the national and regional levels to strengthen society participation in the peace processes	–	–	–	9
40. Workshops on gender-sensitive approaches to monitor and verify the Ceasefire Agreement between the Government and ELN	–	–	–	2
41. Events with the ethnic authorities and representative organizations and Government bodies on the implementation of ethnic chapter and peace processes	–	–	–	15

C. Substantive deliverables

Good offices: good offices to implement provisions in the Final Agreement, including for the implementation of the relevant gender provisions; good offices and advocacy on the establishment and strengthening of spaces and forums that bring together relevant counterparts and stakeholders for productive dialogue and decision-making; good offices and advocacy on visits from key stakeholders to reintegration areas and relevant locations where former combatants are developing productive projects and community-based initiatives, including support for reinforcing the role of the technical working group on gender within the National Reintegration Council; good offices for the implementation of the women and peace and security agenda as part of the implementation of the Final Agreement, including advancing women's participation; good offices to support the dialogue between the Government and the ELN, to accompany meetings, facilitate communication between the parties and support the implementation of relevant agreements reached at the negotiating table; good offices to support implementation of the commitment to foster participation of society in the peace process; and good offices to advance other dialogue efforts of the Government to consolidate peace in Colombia.

Consultation, advice and advocacy: consultations and advice to identify, prevent or resolve challenges in the conditions for increased political participation by the Comunes political party, reintegration of former combatants, improving security and protection measures and conditions; advice and support to advance implementation of the comprehensive rural reform and ethnic chapter advocacy for the full implementation of the gender provisions within the Final Agreement, including support for government counterparts and regular consultation with women's organizations and female and LGBTQI former combatants; support for the information management mechanisms of the Special Jurisdiction for Peace to facilitate information-sharing; and consultations and coordination with relevant stakeholders of the dialogue between the Government and ELN.

Category and subcategory	2023	2023	2024	2025
	planned	actual	planned	planned

Databases and substantive digital materials: platforms to manage information relating to the ceasefire; platform for the verification of restorative sentences; increased scope for the platform from incident reporting on challenges relating to security guarantees for former FARC-EP combatants, social leaders and communities to cover violence more broadly affecting other aspects of the Final Agreement verified by the Mission; information system for indicators relating to reintegration; integrated tools for verification of rural land reform based on geostatistical models and methodologies for prioritization, advances and follow-up; verification reporting system at the regional level; tripartite platform on organizations engaged in economic reintegration projects and productive projects; and tripartite database of transit to legality of former FARC-EP combatants.

D. Communication deliverables

Outreach programmes, special events and information materials: Strengthening of the Mission's public image through production of information materials, special events and activities to explain progress in the implementation of the Mission's mandate and promote its importance to a lasting peace.

External and media relations: Partnerships with radio and television broadcasting networks, in local, regional and national media; host regular conferences with key media partners; organize press conferences with senior leadership; press briefings and media field visits; monitor media coverage; and prepare media briefing products to boost the knowledge about the Mission's work in support of the Colombian peace process.

Digital platforms and multimedia content: maintenance of social media channels and United Nations information platforms to create, develop and disseminate information relating to the Mission's mandate; and implementation of various strategies and actions to address misinformation and disinformation and hate speech for early warning and response.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 46

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements		2025 vs. 2024
	(1)	(2)	(3)	(4)	(5)=(4)-(3)	Increase/(decrease)
Military and police personnel costs	3 234.4	3 154.5	3 859.5	4 166.4		306.9
Civilian personnel costs	38 453.5	38 647.9	38 885.7	48 979.8		10 094.1
Operational costs	25 556.4	26 577.7	35 591.5	33 708.9		(1 882.6)
Total (net of staff assessment)	67 244.3	68 380.1	78 336.7	86 855.1		8 518.4

Table 47

Human resources

	International staff												National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS ^a	Subtotal	NPO	LL	Subtotal	International	National	Subtotal		
	Approved 2024	1	1	—	6	26	38	58	2	49	1	182	113	104	217	153	30	183	
Proposed 2025	1	1	—	6	26	38	58	2	49	1	182	113	104	217	153	30	183	582	
Change	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	

^a Other level, unless otherwise stated.

214. The proposed resource requirements for 2025 for the Mission amount to \$86,855,100 (net of staff assessment) and would provide for the deployment of 188 military observers (\$4,166,400), salaries and common staff costs (\$48,979,800) for 182 international posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 6 D-1, 26 P-5, 38 P-4, 58 P-3, 2 P-2, 49 Field Service and 1 General Service), 217 national posts (113 National Professional Officer and 104 Local level) and 183 United Nations Volunteers (153 international and 30 national), and operational costs (\$33,708,900), comprising the costs for consultants and consulting services (\$539,000), official travel (\$2,217,100), facilities and infrastructure (\$8,932,400), ground transportation (\$3,176,400), air operations (\$10,607,500), marine operations (\$177,000), communications and information technology (\$5,440,200), medical (\$584,800) and other supplies, services and equipment (\$2,034,500).
215. A vacancy rate of 20.3 per cent has been applied to the estimates for international posts, taking into account the actual average vacancy rates in 2023; 21.8 per cent for National Professional Officer posts on the basis of the actual vacancy rate in March 2024; 13.1 per cent for Local level posts on the basis of the actual vacancy rate in March 2024; 10.1 per cent for military observers on the basis of the vacancy rate in March 2024; and 5.0 per cent for international United Nations Volunteers and 8.0 per cent for national United Nations Volunteers, taking into account the actual average vacancy rates in 2023. A vacancy rate of 50 per cent has been applied to the estimates for the posts proposed for reassignment.
216. With a view to ensuring the effective delivery of its mandate, a number of changes to the organizational and staffing structure are proposed for 2025, including the realignment of an organizational unit, the reassignment of two posts and the redeployment of five posts, as detailed below:

Office of the Special Representative of the Secretary-General

- (a) Realignment of the Political Affairs Office, comprising six posts (1 D-1, 1 P-4, 1 P-3 and 3 National Professional Officer), from the Office of the Deputy Special Representative of the Secretary-General to the Office of the Special Representative of the Secretary-General. This is proposed to maximize the reach of the Office to monitor political developments, provide recommendations and respond to increased political demands at the national level within Colombia's peace processes, including in relation to ceasefire monitoring tasks;
- (b) Redeployment of one post of Senior Information Analyst, Political Affairs (P-5) and three posts of Associate Information Analyst, Political Affairs (National Professional Officer) from the Reporting and Analysis Unit to the Political Affairs Office, to optimize processes and ensure that analytical work and reporting frameworks are aligned with Office guidance. With the proposed redeployment of staff, the Reporting Unit will merge with the Office and operate as a single reporting unit;

Office of the Deputy Special Representative of the Secretary-General

- (c) Reassignment of one post of Assistant Information System Officer (National Professional Officer) as Assistant Public Information Officer (National Professional Officer) in the Information Management Unit, to enhance communication, outreach activities, campaigns and the development of specific public information products and data visualization, as well as research, information-gathering and analysis of current events taking place in the field offices;

Office of the Chief of Mission Support

- (d) Reassignment of one post of Administrative Officer (P-4) in the Mission Support Unit to Chief of Unit, Logistics Officer (P-4) to improve the effectiveness and efficiency of all mission logistics operations, matching the knowledge and experience required for this function. The incumbent will be responsible for managing and supervising all logistics support required, ensuring adequate logistics assistance to security, mission support and substantive components of the Mission;
- (e) Redeployment of one post of Administrative Officer (Field Service) from the Mission Support Unit to the Office of the Chief of Mission Support to address the increased workload resulting from the increasingly complex and challenging geographical area of operations.

217. The increase in requirements for 2025 compared with the appropriation for 2024 is attributable mainly to: (a) increased requirements for civilian personnel as a result of the application of the most recent rates for salaries and common staff costs, including the increase in the post adjustment multiplier in Colombia from 24.9 in April 2023 to 50.8 in April 2024, as well as the delayed impact of 88 new posts and positions approved in the 2024 budget for the new mandates; (b) increased requirements for military observers, attributable mainly to higher mission subsistence allowance due to the application of updated mission subsistence allowance rates for Colombia, as well as the delayed impact of 68 new observers approved in the 2024 budget for the new mandates; (c) higher requirement for facilities and infrastructure, reflecting the most recent contractual prices for rental of premises and security services; and (d) higher requirement for air operations, reflecting the most recent higher contractual prices for helicopters, offset in part by reduced requirements for petrol, oil and lubricants owing to the application of flight hours based on recent trends, with 555 hours budgeted for fixed-wing aircraft and 995 hours budgeted for rotary-wing aircraft compared with 780 and 1,800 hours, respectively, provided for in the approved 2024 budget, and the application of the most recent six-month average fuel prices, from October 2023 to March 2024. The increase is offset in part by: (a) lower requirements for ground transportation due to reduced rental costs for soft skin vehicles; (b) lower requirements for communications and information technology due mainly to non-requirements for the one-time acquisitions for communications and information technology equipment in the 2024 budget in connection with the new mandates; and (c) lower requirements under other supplies, services and equipment due mainly to for lower requirements for meeting facilitation services, and individual contractor and freight costs due to the lower level of acquisitions.

Extrabudgetary resources

218. In 2024, extrabudgetary resources in the amount of \$361,700 are projected to be used to provide for three main initiatives: promote women and peace and security and youth, peace and security efforts; strengthen conditions for reconciliation and restorative sentences; and implement the ethnic chapter. Resources are also intended to promote dialogue facilitation and enhance the Mission's good offices in support of ongoing dialogue efforts between the Government and various armed groups.
219. In 2025, extrabudgetary resources in the amount of \$361,700 are projected to be used to provide to further support the continuation of successful projects that have been instrumental in gaining political space for the implementation of the mandates and new proposals focusing on victims and communities.

9. United Nations Mission to Support the Hudaydah Agreement

(\$31,606,800)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

220. The United Nations Mission to Support the Hudaydah Agreement is responsible for supporting the parties to the Stockholm Agreement ([S/2018/1134](#), annex) in implementing the provisions of the Agreement on the City of Hudaydah and the Ports of Hudaydah, Salif and Ra's Isa (Hudaydah Agreement), and their commitments in accordance with the Hudaydah Agreement. The mandate derives from Security Council resolution [2452 \(2019\)](#) and was extended in subsequent resolutions, most recently in resolution [2691 \(2023\)](#).
221. The mandate of the Mission is to: (a) lead, and support the functioning of the Redeployment Coordination Committee, assisted by a secretariat staffed with United Nations personnel, to oversee the Governorate-wide ceasefire, the redeployment of forces and mine action operations; (b) monitor the compliance of the parties with the ceasefire in Hudaydah Governorate and the mutual redeployment of forces from the city of Hudaydah and the ports of Hudaydah, Salif and Ra's Isa; (c) work with the parties so that local security forces assure the security of the City of Hudaydah and the ports of Hudaydah, Salif and Ra's Isa in accordance with Yemeni law; and (d) facilitate and coordinate United Nations support to assist the parties to fully implement the Hudaydah Agreement.
222. In November 2021, the unilateral withdrawal of the Government of Yemen-aligned joint forces from Hudaydah city to the southern districts of Hudaydah shifted the front line more than 100 km to the south. Limited hostilities continue in these areas, with daily exchanges of fire between the parties, but have remained primarily tactical in nature.
223. The positive impacts of the truce (from 2 April to 2 October 2022) brokered by the United Nations could be observed in Hudaydah. Notwithstanding its formal expiry, the truce continued on a de facto basis with the parties still observing its central tenets. This brought a nascent stability and a sense of normalcy to Hudaydah. However, the increased freedom of movement enjoyed by the civilian population also led to a major increase in casualties relating to landmines and explosive remnants of war as people return to their places of residence or work.
224. Maintaining the civilian nature of the ports of Hudaydah Governorate is of paramount importance. Systematic mission patrols to the ports found no evidence of military objects or manifestations during 2023, which saw a significant increase in the number of vessels using the ports and the flow of goods into Yemen. However, until a durable political settlement is reached, armed confrontation for the control of these strategic ports remains a possibility.
225. The period of relative stability that emerged in 2022 and continued into 2023 enabled the Mission to act upon new opportunities. This included monitoring visits to conflict-affected districts on both sides of the front line, joint monitoring visits conducted with members of the United Nations country team and the implementation of quick-impact projects. The Mission intends to expand such activities and its physical presence in the southern part of the Governorate in support of the implementation of the Hudaydah Agreement and be ready to make any necessary adjustments as may be required by developments on the ground.

Programme of work

Objective

226. The objective, to which the Mission contributes, is to support the parties in the implementation of the Hudaydah Agreement on the City of Hudaydah and the Ports of Hudaydah, Salif and Ra's Isa, and their commitments in accordance with the Agreement.

Strategy and external factors for 2025

227. To contribute to the objective, the Mission will:
- (a) Adapt to the evolving environment across Hudaydah Governorate to ensure it is best positioned and structured to advance its mandate, which will include establishing and operating a presence in the territory of the Government of Yemen south of the front lines, in conjunction with the operation of its base in Hudaydah city, to ensure equal representation in the territories of both parties;
 - (b) Lead and support the sustained operation of the Redeployment Coordination Committee as the key oversight body of the Hudaydah Agreement, holding meetings at a location mutually agreed to by both parties with the intent of reinstating dialogue and liaison mechanisms to oversee and ensure implementation of the redeployment of forces, the Governorate-wide ceasefire and the provision of security by local security forces within Hudaydah city and its ports in accordance with Yemeni law;
 - (c) Strengthen and realign the joint structures previously agreed as part of the framework of the Redeployment Coordination Committee to address shifted realities and conflict-affected areas in the evolved environment, including de-escalation;
 - (d) Maintain increased monitoring capacity within the authorized ceiling to expand and strengthen monitoring of the ports with regular patrols to all port installations, with a view to monitoring the redeployment of all military forces from such locations, and the removal of military manifestations, in accordance with the mandate. On-the-ground patrolling will also be expanded in the territories held by the parties on either side of the front lines, including conflict-affected areas;
 - (e) Provide technical expertise and support to advance mine action efforts in Hudaydah Governorate, in close coordination with partners and in accordance with the priorities identified by both sides, with a focus on locations posing a high risk to civilians;
 - (f) Advance assessment and coordination to implement community-focused projects in key locations on either side of the front lines, with a focus on vulnerable groups, including conflict-affected groups, women, young people and children, and in coordination with and fully complementary to wider development action that supports the local population, de-escalates tensions between communities, strengthens social cohesion and enhances stability.
228. The above-mentioned work is expected to result in:
- (a) Enhanced mutual trust, confidence and dialogue between the parties to strengthen the implementation of the Hudaydah Agreement as a key contribution to the broader peace process;
 - (b) Equal and sustained access and dialogue across both sides in the relevant shifted territories of the parties in Hudaydah Governorate;
 - (c) Strengthened ceasefire implementation across the Governorate and improved security of the local population, including a reduction in casualties resulting from ceasefire violations;
 - (d) Maintenance of the security of Hudaydah city and its ports, and assurance that military forces are redeployed from such locations, remaining military manifestations are removed and

- security responsibilities are assumed by local security forces in accordance with Yemeni law in these locations;
- (e) Reduced violence in Hudaydah Governorate due to the de-escalation of tensions between the parties, enhanced stability and strengthened measures to protect the local population;
 - (f) Advancement in demining in Hudaydah city, its ports and other priority locations, reducing the risk of civilian casualties caused by improvised explosive devices or other explosive remnants of war;
 - (g) An enhanced and inclusive process to ensure implementation of the Hudaydah Agreement on the basis of strengthened community participation.
229. With regard to cooperation with other entities, the Mission liaises with the parties to ensure the safety and security of mission personnel and premises, and the unhindered movement of mission personnel and equipment, provisions and essential supplies into and within Yemen. The Mission engages, where possible, with local stakeholders, partners and other bodies within Hudaydah Governorate to ensure a unified approach in supporting the Hudaydah Agreement and its implementation and identifying opportunities to enhance stability and confidence in this process while increasing awareness of its mandate. The Mission maintains its comprehensive engagements with regional actors that can have a positive influence on progress towards mandate implementation.
230. With regard to inter-agency coordination, the Mission coordinates closely with the Office of the Special Envoy of the Secretary-General for Yemen. The two entities share information and analysis, coordinate movements and briefings to the Security Council and align messaging, while sharing a mission support structure and premises in common locations. The Mission also facilitates the support provided by United Nations agencies, funds and programmes and other partners to assist the parties in fully implementing the Hudaydah Agreement, as appropriate. The Mission maintains close working relationships with the Resident and Humanitarian Coordinator and members of the United Nations country team, in particular the World Food Programme, UNDP and the Office for the Coordination of Humanitarian Affairs, as well as other development and humanitarian actors operating in Hudaydah Governorate. The Mission consults and coordinates, as necessary, with the Office of the United Nations High Commissioner for Human Rights and UN-Women to strengthen ceasefire implementation, achieve de-escalation and ensure access to areas of need.
231. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) There is sufficient political will and engagement from domestic, regional and international stakeholders to enable the implementation of the Hudaydah Agreement;
 - (b) Efforts to attain a nationwide durable ceasefire, led by the Office of the Special Envoy of the Secretary-General for Yemen will continue to progress;
 - (c) Major combat operations between the parties will not recommence in Hudaydah Governorate, nor will there be sustained military impediments that would preclude the use of the main supply routes to and from the Mission's areas of operation;
 - (d) A political environment exists that facilitates the work of the Redeployment Coordination Committee and its subsidiary joint mechanisms, enabling the parties to advance full redeployment and activate the local security forces;
 - (e) The parties resume their full participation in the activities of the Redeployment Coordination Committee and commit themselves to a revived dialogue process and participation in subsidiary joint mechanisms to monitor the ceasefire and foster de-escalation, confidence-building and collaborative demining efforts;
 - (f) The Government of Yemen agrees to and cooperates in facilitating the establishment of a mission presence in areas to the south of the new front lines to ensure the Mission's equal access to both parties and enable the full deployment and ongoing unimpeded functioning of the Mission;

- (g) A suitably safe, secure and permissive operating environment exists, and sufficient confidence is established between the parties and other partners to generate sustained support for and participation in the activities of the Mission;
 - (h) Continued operational cooperation exists with effective command and control structures within both parties to enable engagement at all levels;
 - (i) The parties facilitate the Mission's full access and freedom of movement to all areas required for the effective observation and monitoring of the ports of Hudaydah, Ra's Isa and Salif to enable daily access to all port installations and to conflict-affected areas across the Governorate, including in the southern districts in the vicinity of the shifted front lines;
 - (j) The parties provide the access and cooperation required to advance demining in Hudaydah city, the ports and areas of priority in other districts to enhance the protection of the local population in the Governorate's shifted context.
232. The Mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The implementation of quick-impact community projects, which began in 2023, continues to include partnering with groups working to support women and girls in Hudaydah Governorate. This is maintained by broader consultations to promote women's participation in the implementation of the Hudaydah Agreement. The Mission will work to reduce the disproportionate impact of landmines and explosive remnants of war on women and children throughout the Governorate, supporting risk awareness campaigns tailored to women and children. In addition, the Mission will promote equal rights and opportunities for women by actively considering gender perspectives in planning and implementing mission activities and those undertaken by the parties. The Mission established a gender parity working group to progress and monitor the gender parity action plan on internal issues relating to gender parity, from recruitment and retention to conducive work environments and an empowering work culture. Specific attention is given to the needs and concerns of female national staff.
233. In line with the United Nations Disability Inclusion Strategy, the Mission has developed a mission-specific disability inclusion strategy and action plan. Implementation of the action plan progressed well in 2023, with improvements made in the physical accessibility of mission premises in Yemen and Jordan, as well as the mainstreaming of disability inclusion across numerous aspects of the Mission's work. This has included capacity-building opportunities for staff, promoting an inclusive organizational culture and amplifying the stories of people with disabilities in the Mission's public communications (specifically the victims of landmines and explosive remnants of war).

Programme performance in 2023

Joint monitoring visits to conflict-affected districts improved coordination with the United Nations country team

234. In 2023, the Mission increased the number of joint monitoring visits with United Nations country team members to frontline districts in the south of Hudaydah Governorate. That work supported increased access for humanitarian actors in conflict-affected districts through the conduct of visits in areas either previously unserved or underserved by humanitarian assistance and the broadening of awareness of humanitarian needs in those areas. It also helped to further strengthen coordination between the Mission and the United Nations country team, including on the Mission's implementation of quick-impact projects and on shared situational awareness and analysis with country team actors.
235. Progress towards the objective is presented in the performance measure below (see table 48).

Table 48
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Improved situational awareness and analytical products supported partner planning and programming in Hudaydah Governorate	Increased joint monitoring visits with United Nations country team members enhanced coordination in conflict-affected districts

Planned results for 2025

Result 1: raised community confidence in the Hudaydah Agreement and related United Nations activities

Programme performance in 2023 and target for 2025

236. In 2023, the Mission began to implement its first quick-impact projects, which were concentrated in the southern districts of Hudaydah Governorate in the areas affected by the conflict. The Mission supported the distribution of educational equipment and supplies at three schools across Hays and Khawkhah districts, improving the learning environment for more than 5,000 children. Two additional projects were also under implementation, both of which related to increasing the capacity of women's groups in conflicted-affected districts to support initiatives in their community. Specifically, these projects support development of new skills for women in the fishing sector and capacity development for a women-led civil society organization.
237. In 2025, the Mission plans to continue to implement quick-impact projects in target areas as part of a wider approach that supports community-led peacebuilding. It will coordinate with the United Nations country team and facilitate humanitarian and development programming in areas that had previously been unreached or underserved. During quick-impact project implementation, there will be a strong emphasis on the delivery of a balanced programme across both sides of the frontline.
238. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 49).

Table 49
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Two women's groups benefited from capacity development initiatives and 5,073 school children have an improved learning environment	Improved availability of services and income-generating opportunities for men and women in conflict-affected districts	Enhanced environment for socioeconomic and peacebuilding projects to be delivered in conflict-affected districts

Result 2: establishment of a physical mission presence in Government of Yemen-controlled territory in Hudaydah Governorate

Proposed programme plan for 2025

239. In 2025, the Mission will redouble its efforts to establish a physical presence in Government of Yemen-controlled areas of Hudaydah Governorate. It has already made considerable progress through the prior establishment of an operations hub in Mokha that has supported the increase in

monitoring and patrolling into the south of Hudaydah Governorate and frontline locations. These efforts have been bolstered by the implementation of quick-impact projects in these areas and the facilitation of joint visits with agencies, funds and programmes from the United Nations country team. It will further expand its presence in Government of Yemen-controlled territory in the Governorate, in order to be equally available to both parties for its good offices and to continue to effectively monitor the Governorate-wide ceasefire.

Lessons learned and planned change

240. The lesson for the Mission was that, in order to sustain and expand regular patrolling in southern Hudaydah Governorate, an established and sustainable presence was required to improve the Mission's responsiveness in order to be able to create a platform for the delivery of the Mission's mandated priorities, such as mine action, civil affairs and collaboration with the United Nations country team. In applying the lesson, the Mission will advance its comprehensive planning process to include adaptable measures and flexibility in establishing a presence in Government of Yemen-controlled territory. This could include exploring options for team sites and day bases in order to progress towards establishing a permanent presence incrementally. This will make the Mission equally available to both parties for its good offices and allow it to effectively monitor the Governorate-wide ceasefire.
241. Expected progress towards the objective is presented in the performance measure below (see table 50).

Table 50
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Establishment of the Mukha' hub for operations in southern Hudaydah Governorate	Regular monitoring visits to southern Hudaydah Governorate	Team site established in southern Hudaydah Governorate	Permanent physical premises established

Deliverables

242. Table 51 lists all deliverables of the Mission.

Table 51
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Letters of the Secretary-General to the Security Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	36	38	36	36
2. Meetings of the Security Council, Security Council Informal Expert Group on Women and Peace and Security	12	12	12	12
3. Redeployment Coordination Committee meetings	9	11	9	9
4. Bilateral meetings with regional political stakeholders	15	15	15	15
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	16	3	8	8
5. Workshops with local community representatives on Hudaydah Agreement implementation	8	3	4	4

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
6. Workshops with political/civil stakeholders on Hudaydah Agreement implementation	8	–	4	4
Fact-finding, monitoring and investigation missions (number of missions)	108	118	108	108
7. Monitoring missions and patrols conducted	108	118	108	108

C. Substantive deliverables

Good offices: provision of good offices in the context of the efforts of the parties to fully implement the Hudaydah Agreement, including meetings with local political actors in Hudaydah and from both parties in Aden and Sana'a, as well as regional and international interlocutors.

Consultation, advice and advocacy: consultations with the relevant Yemeni, regional and international stakeholders to comprehensively understand the challenges at hand and to provide advice to the parties in their efforts to implement the Hudaydah Agreement; advocacy among Yemeni, regional and international stakeholders in support of the implementation of the Agreement and enhancement of the ceasefire in the Governorate; launch of a public opinion poll among the public in Hudaydah Governorate, focusing on the impact of the conflict and ceasefire violations on the civilian population, to better understand the experiences of the civilian population, with specific reference to marginalized groups and women and young people; provision of technical advice to the parties on mine action, oversight and coordination of mine action initiatives among partners in Hudaydah; and advocacy for international mine action non-governmental organizations to operate in the Governorate.

D. Communication deliverables

Outreach programmes, special events and information materials: development and maintenance of strategic relationships with partners, including the United Nations Communications Group, to ensure alignment in United Nations common messaging and cooperation across various levels; development and regular updating of the Mission's key messages transmitted publicly and in response to developments on the ground; outreach events to enable the Mission to adequately consult various community-level interest groups, prominent religious figures, civil society, and youth and women's organizations to broaden participation and ensure an inclusive process on the implementation of the Agreement; and localized sentiment analysis and media monitoring in areas where the Mission seeks to expand its physical presence.

External and media relations: press releases, messages and audiovisual material on the Mission's activities and key messages; relationships developed with media partners to ensure accurate coverage of the Mission's messaging and activities; timely answers to media enquiries; and strengthened informal interaction and relationships with media partners.

Digital platforms and multimedia content: website establishment and frequent updates on the Mission's activities and public statements; regular updates through social media channels on the Mission's activities and public statements; and photographs and videos shared promoting the Mission's activities and key messages on all digital platforms.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 52

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)	
	(1)	(2)	(3)	(4)		(5)=(4)-(3)
Military and police personnel costs	2 342.1	405.3	678.5	584.7		(93.8)
Civilian personnel costs	13 448.0	13 817.6	15 666.9	15 452.3		(214.6)
Operational costs	20 281.5	18 647.8	17 294.8	15 569.8		(1 725.0)
Total (net of staff assessment)	36 071.6	32 870.7	33 640.2	31 606.8		(2 033.4)

Table 53
Human resources

	<i>International staff</i>											<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
Approved 2024	-	1	1	1	6	11a	19a	1	31	-	71	14	80	94	-	-	-	165
Proposed 2025	-	1	1	1	6	11a	20a	1	31	-	72	13	79	92	-	-	-	164
Change	-	-	-	-	-	-	1	-	-	-	1	(1)	(1)	(2)	-	-	-	(1)

^a Includes one P-4 and one P-3 general temporary assistance position.

243. The proposed resource requirements for 2025 for the Mission amount to \$31,606,800 (net of staff assessment) and would provide for the deployment of 75 United Nations monitors (\$584,700), salaries and common staff costs (\$15,452,300) for 72 international staff posts (1 Assistant Secretary-General, 1 D-2, 1 D-1, 6 P-5, 11 P-4, 20 P-3, 1 P-2 and 31 Field Service), 92 national staff posts (13 National Professional Officer and 79 Local level) and 5 government-provided personnel, and operational costs (\$15,569,800), comprising the costs for official travel (\$534,700), facilities and infrastructure (\$6,385,700), ground transportation (\$615,300), air operations (\$4,385,100), communications and information technology (\$1,461,700), medical (\$1,137,600), other supplies, services and equipment (\$749,700) and quick-impact projects (\$300,000).
244. A vacancy rate of 87.3 per cent has been applied to the estimates for United Nations monitors on the basis of the actual average vacancy rates in 2023. A vacancy rate of 25.4 per cent for international staff posts has been applied on the basis of the actual vacancy rate in March 2024. Vacancy rates of 25.8 per cent for National Professional Officers and 17.7 per cent for Local level posts have been applied on the basis of the average vacancy rates in 2023. A vacancy rate of 90.0 per cent has been applied to the estimates for government-provided personnel. For proposed new and reassigned posts, a vacancy rate of 50.0 per cent has been applied.
245. With a view to ensuring the effective delivery of its mandate, the following staffing changes are proposed for 2025, including the abolishment of two posts (1 National Professional Officer and 1 Local level), the establishment of one post and the reassignment of one post, as detailed below:

Office of the Chief of Mission Support

- (a) Abolishment of one post of Air Operation Assistant (Local Level) based in Djibouti due to the termination of the rotary-wing aircraft contract in Djibouti;
- (b) Reassignment of one post of Associate Staff Counsellor (National Professional Officer) as an Associate Engineer (National Professional Officer) in the Engineering and Facilities and Management Unit in Hudaydah. Currently, there are nine facilities spread across four cities in Yemen and one city in Jordan, with only four posts managing them (3 Field Service and 1 National Professional Officer). The duty stations are located far from each other and require a specialized technical capacity to oversee the proper functioning of the facilities and related infrastructure. The expected workload of the post involves working on various aspects of projects relating to the maintenance or repair of various structures such as buildings, flood control systems, water treatment equipment, electrical power generation and distribution systems, and environmental control systems;

Political Affairs Section

- (c) Abolishment of one post of a Data Analyst (National Professional Officer) in the Political Affairs Section, given the volatile, complex and politically sensitive environment in which the Mission operates, which calls for the role performed by an international staff member;

Office of the Chief of Staff

- (d) Establishment of one post of a Data Analyst (P-3) in the Office of the Chief of Staff, who will be responsible for collecting, analysing and documenting ceasefire violations data submitted by the parties, while supporting the Chief of Staff in implementing the data strategy, in particular by enhancing a data-driven approach and information security across the Mission.
246. The Mission's approved 2024 staffing table includes two general temporary assistance positions. It is proposed that these positions be continued in 2025:
- (a) Programme Management Officer (P-4) in the Office of the Deputy Head of Mission and Coordination in Hudaydah, who would be required to continue to provide advice to the head of mission and senior leadership on landmine, explosive remnant of war, improvised explosive device and sea mine contamination, the associated risks to the United Nations and civilians, and preventive measure in place to ensure the safe mandate implementation by mission staff in Hudaydah Governorate;
- (b) Finance and Budget Officer (P-3) in the Field Operations Finance Division of the Department of Management Strategy, Policy and Compliance in New York, who would perform backstopping support and continue to be essential in ensuring sufficient capacity at Headquarters for the management of financial resources, the preparation of budgets and the provision of services to the legislative bodies during their review of the proposed budgets for special political missions.
247. The decrease in requirements for 2025 compared with the appropriation for 2024 is attributable mainly to: (a) a decrease under military observers due to non-provisions for death and disability compensation and reduced requirement under rations due to adequate stock acquired in previous periods; (b) a decrease under civilian personnel costs due to a lower common staff rate for staff and higher vacancy rates for international and national staff; and (c) a decrease under air operations due to the termination of the contract of a rotary-wing aircraft in Djibouti to rely on national health facilities rather than Djibouti for hospital care, referrals and CASEVAC/MEDEVAC services for urgent and critical medical and surgical cases. The decreased requirements are offset in part by: (a) an increase under facilities and infrastructure due to the refurbishment and security enhancements of new southern premises in Hudaydah and the replacement of windows to reduce heat transmittance, an increase in rental of premises relating to the higher amount in the cost-share arrangement for the use of premises in Mukha', and an increase in petrol, oil and lubricants relating to service fees for storage, maintenance and distribution points of generator fuel reserves; (b) an increase under ground transportation due to storage and distribution fees for the diesel fuel reserve, as well as spare parts and repairs and maintenance; (c) an increase under communications and information technology due to maintenance costs for services, including support services; (d) an increase under medical services due to increases in the number of contracted medical personnel from three to five; and (e) higher requirements under other supplies, services and equipment due mainly to an increase in freight and related costs.

10. United Nations Integrated Office in Haiti

(\$35,763,000)

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

248. The United Nations Integrated Office in Haiti (BINUH) is responsible for advising the Government of Haiti in promoting and strengthening political stability and good governance, including the rule of law; restoring a peaceful and stable environment, including through supporting an inclusive inter-Haitian national dialogue; and protecting and promoting human rights. Its mandate derives from the priorities established in relevant Security Council resolutions and decisions, in particular resolution [2476 \(2019\)](#). By its resolution [2692 \(2023\)](#), the Council extended the mandate of the mission to 15 July 2024.
249. On 5 March 2024, amid widespread gang violence that immobilized the international airport and Haiti's main commercial port, the Prime Minister, Ariel Henry, returning from a working visit to Nairobi, was unable to return to Haiti and landed instead in Puerto Rico. A Heads of State emergency meeting called by the Caribbean Community on 11 March resulted in a commitment by Haitian stakeholders to establish a transitional presidential council, composed of seven voting members representing seven diverse groups (Montana Accord, 21 December agreement, Collectif du 30 janvier, Fanmi Lavalas, Pitit Desalin, RED/EDE/Compromis historique and business associations), and two observers (civil society and inter-faith communities). On 12 April, the outgoing Government issued an executive order establishing the Council and providing the new institution with a non-renewable mandate to appoint a new Prime Minister, form a new Government and lead the country to elections for the swearing-in of an elected President no later than 7 February 2026. On 16 April, the Government published another executive order appointing the designated seven voting members and the two observers of the Council.

Programme of work

Objective

250. The objective, to which the mission contributes, is to strengthen political stability and good governance, including accountability and the rule of law; restore a peaceful and stable environment; protect and promote human rights; and strengthen gender equality in Haiti.

Strategy and external factors for 2025

251. To contribute to the objective, the Mission will:
- (a) Advance and facilitate a Haitian-led, Haitian-owned political process aimed at reaching an urgent agreement on a road map for elections;
 - (b) Reinforce the capacity of the Haitian National Police, including through training on human rights and crowd control, to respond to gang violence and sexual and gender-based violence, and to maintain public order;
 - (c) Improve Directorate of Penitentiary Administration management and oversight of prison facilities to ensure proper treatment of inmates in accordance with international standards;

- (d) Address human rights abuses and violations and promote compliance with international human rights obligations;
 - (e) Develop an inclusive and comprehensive approach with all sectors of society to reduce community violence, in particular gang violence;
 - (f) Address human rights abuses and violations with dedicated capacity to address sexual and gender-based violence and comply with international human rights obligations;
 - (g) Take on child protection as a cross-cutting issue throughout its mandate and assist the authorities in the protection of children, including through prioritizing advisory support on child protection;
 - (h) Work with UNODC and relevant United Nations agencies to support Haitian efforts in combating illicit financial flows, the trafficking in arms and enhancing the management and control of borders and ports;
 - (i) Strengthen the criminal justice sector, including by promoting key reforms; support government efforts to improve internal oversight and accountability as they relate to corruption; address prolonged pre-trial detention; and ensure merit-based judicial appointments and the timely renewal of judicial mandates;
 - (j) Include available information on cases of gang violence, criminal activities and human rights abuses in Haiti, collected in carrying out the BINUH mandate, as an annex to the report of the Secretary-General to the Security Council;
 - (k) Cooperate with the Security Council Committee established pursuant to resolution [2653 \(2022\)](#) concerning Haiti and its Panel of Experts and use the good offices of the Secretary-General to encourage the Government to implement resolution [2653 \(2022\)](#).
252. With regard to cooperation with other entities, BINUH collaborates with the Organization of American States, the Caribbean Community and planners on the ground for the Multinational Security Support Mission in Haiti. The mission also engages closely with the diplomatic community, when appropriate.
253. With regard to inter-agency coordination and liaison, BINUH works with the United Nations country team, mainly the resident coordinator, the Office for the Coordination of Humanitarian Affairs, UNODC and the Office of the United Nations High Commissioner for Human Rights through the United Nations Sustainable Development Cooperation Framework for the period 2023–2027. The Office also supports the in-country requirements of the Panel of Experts on Haiti.
254. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Political polarization continues to undermine the parties' ability to achieve consensus required to advance tangible initiatives to implement political, legal and economic reforms;
 - (b) The fragile security situation continues to seriously affect both the pace and the sustainability of political, legal and economic reforms;
 - (c) The Government of Haiti further develops the capacities of the Haitian National Police and its Directorate of Prison Administration, including through the ongoing provision of sufficient budget allocation, complemented by external contributions through a multi-donor basket fund managed by UNDP;
 - (d) Delays in the operational deployment of the Multinational Security Support Mission in Haiti curtail political gains significantly;
 - (e) The impact of hurricanes and earthquakes cannot be discounted;
 - (f) The international donor community and national authorities agree to implement stronger coordination arrangements to advance the 2030 Agenda.

255. The mission integrates a gender perspective into its planning, operations, deliverables and results, as appropriate, and encourages the meaningful participation of women in political processes, dialogues and negotiations, as well as their representation in decision-making positions. Its reporting includes disaggregated data on the impact of human rights violations and abuses on women, and on accountability and justice for crimes of violence against women and girls. In addition, the mission works with civil society actors focusing on gender and human rights in the context of the implementation of recommendations issued by the Committee on the Elimination of Discrimination against Women in 2016 and the second universal periodic review cycle for Haiti, in 2016, on the human rights situation.

Programme performance in 2023

National police authorities improved police performance and enhanced security in Haiti

256. In 2023, crimes in Haiti, including homicide, kidnapping and rape, escalated to unprecedented levels. BINUH continued to mentor and advise senior national police commanders in better addressing criminal networks and gangs, especially on anti-kidnapping and police intelligence. The mission supported the Haitian National Police in developing a three-year strategic development plan for the period 2022–2025 that focuses on strengthening institutional and operational capacities, promoting the rule of law and improving security. Joint efforts are made by the international community to support the professionalization of the Haitian National Police. Advocacy, supported by the mission, for a UNDP-managed, multi-donor basket fund has, to date, resulted in pledges of \$25.5 million of the \$28.0 million requested for the two-year joint programme, while \$2.5 million remains to be mobilized.
257. Progress towards the objective is presented in the performance measure below (see table 54).

Table 54

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Low satisfaction among the population with public services offered by national institutions	Disruptions in governance due to a political crisis and a lack of responsive, inclusive, participatory and representative decision-making	The basket fund received \$25.5 million in pledges from donors, and reforms were devised and implemented to strengthen police performance

Planned results for 2025

Result 1: engagement and consensus-building among key stakeholders and State institutions help to address the country's institutional vacuum and causes of instability

Programme performance in 2023 and target for 2025

258. In 2023, BINUH conducted electoral support activities following the signing of a political agreement on 21 December 2022, which foresaw the installation of a new elected President by 7 February 2024. However, the deteriorating security situation and divergencies among stakeholders did not allow for the creation of conditions for holding elections in 2023. The mission therefore did not meet its target of the holding of a constitutional referendum by the Government in 2023.
259. In 2025, BINUH will continue to support an inclusive inter-Haitian dialogue on ways to promote a Haitian-led political process permitting the organization of free, fair and credible legislative and presidential elections, with the full, equal and meaningful participation of women, young people and civil society.
260. Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 55).

Table 55
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
<p>The assassination of the President, as well as the death of the President of the Cour de cassation, left all three branches of power in the country dysfunctional</p> <p>Haitian stakeholders worked together to agree on a way forward.</p> <p>Prime Minister Ariel Henry assumed office with a pledge to organize elections as soon as possible</p>	<p>Significant civil unrest and increased gang violence led to heightened international concern about the situation in Haiti, a recommendation by the Secretary-General for the deployment of a non-United Nations rapid action force in response to a request from the Government of Haiti for assistance through an armed international specialized force, and the imposition of sanctions, contributing to the signing of a consensus agreement on 21 December as a road map to elections in 2023</p>	<p>Continued political standoff and escalating gang violence</p>	<p>Expansion and strengthening of the High Transitional Council, establishment of a new Electoral Provisional Council, formation of a national unity government; dialogue on governance/ constitutional reforms continue</p>	<p>Elections are held and permit the restoration of democratic institutions</p>

Result 2: encouraging non-partisan buy-in and constructive engagement towards a new constitution by referendum

Proposed programme plan for 2025

261. The majority of Haitian stakeholders believe that the current Constitution, adopted in 1987 at the collapse of a 30-year-long dictatorship, has proved to not meet the requirements of Haiti today. The need for a constitutional review remains at the forefront of national debate. Over the course of 2023, BINUH engaged with key stakeholders, underscoring the importance of constitutional reforms as a critical tool to promote political stability and good governance.

Lessons learned and planned change

262. The lesson for the mission was the need to further encourage Haitian-led dialogue while simultaneously supporting the Caribbean Community's efforts to facilitate more constructive talks that could pave the way for broader national consensus on critical reforms, as well as on ways to restore democratic institutions. In applying the lesson, the mission will explore and advocate for procedures that can encourage non-partisan buy-in and constructive engagement.
263. Expected progress towards the objective is presented in the performance measure below (see table 56).

Table 56
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
All three branches of power in the country became dysfunctional Haitian stakeholders worked together to agree on a way forward The Prime Minister, Ariel Henry, assumed office with a pledge to organize elections as soon as possible	Significant civil unrest and increased gang violence led to heightened international concern about the situation in Haiti, a recommendation by the Secretary-General for the deployment of a non-United Nations rapid action force in response to a request from the Government of Haiti for assistance through an armed international specialized force, and the imposition of sanctions	High Transitional Council was established and launched a national dialogue on electoral and political reforms Continued divergences among stakeholders and escalating gang violence hamper wider progress in the political process	Advocacy for a sustained and inclusive Haitian-led dialogue on constitutional reforms and elections	Security conditions permitting, constitutional review/reform and electoral process advance

Deliverables

264. Table 57 lists all deliverables of the mission.

Table 57
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports of the Secretary-General to the Security Council	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
2. Meetings of the Security Council	4	6	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	40	40	150	150
3. Seminars, workshops and training events on four main areas of work: (a) implementation of and resource mobilization for the strategic plan to further develop and equip the Haitian National Police, sustain police service capable of maintaining public security, reduce gang violence, enhance police oversight and protect human rights; (b) implementation by national authorities and the United Nations country team of programmes on disarmament, demobilization and reintegration, community violence reduction and weapons and ammunition management; (c) management and oversight of prisons and detention centres according to international standards; and (d) promotion of human rights and participation of women as decision-makers in State institutions, political parties and initiatives of dialogue and consensus-building	40	40	150	150

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Field and technical cooperation projects (number of projects)	9	9	9	9
4. Projects in support of operationalizing the Haitian National Police basket fund, including on strategic planning, vetting, intelligence-led operations, anti-gang activities, efforts against illicit financial flows and support for the development of the national police legal framework	6	6	6	6
5. Projects to support strengthened air, land and sea border controls, including the Container Control Programme, the Airport Communication Programme and the Global Maritime Crime Programme	3	3	3	3
Publications (number of publications)	2	5	6	6
6. Thematic public reports on human rights, as well as quarterly global horizontal notes on child rights violation	2	5	6	6
Technical materials (number of materials)	11	1	10	10
7. Materials conveying advisory support to national interlocutors	11	1	10	10
Fact-finding, monitoring and investigation missions (number of missions)	45	50	50	50
8. Fact-finding, monitoring and investigation missions to assess prison facilities, the condition of detainees and administration and security arrangements; to conduct police inspections to assess the status of police stations and police services in each department, as well as the internal administration and quality of police services; to conduct an assessment of police stations and police services to assess the implementation of the basket fund in support of the Haitian National Police; to assess human rights and allegations of violations; to assess implementation of the human rights due diligence policy; and to carry out joint monitoring missions to assess gang violence in seven gang-controlled neighbourhoods of Port-au-Prince and other communities across Haiti	45	50	50	50

C. Substantive deliverables

Good offices: good offices to: (a) foster cooperation and dialogue among the main political and social actors, build consensus and strengthen political stability and good governance; (b) support the efforts of national authorities and international partners to facilitate local peace initiatives, reduce gang and community violence and advance a peaceful and stable environment; and (c) raise awareness of human rights abuses and violations, sexual and gender-based violence and gender discrimination, and strengthen institutional accountability to address these problems and end impunity for perpetrators.

Consultation, advice and advocacy: developing initiatives that promote dialogue and consensus-building; advising on the development of effective, accountable and transparent institutions and advancing political, legal and economic reforms; developing the institutional framework and the electoral calendar; providing the Haitian National Police and the Directorate of Prison Administration with expert advice to strengthen the capacity and oversight of the police and corrections service; advising State institutions and agencies on the implementation of action plans to promote and protect human rights and gender equality; and advising on the development of a regulatory arms control framework, including the effective implementation of a holistic weapons and ammunition interinstitutional mechanism.

D. Communication deliverables

Outreach programmes, special events and information materials: field outreach and advocacy materials (brochures, flyers, flipcharts, infographics and banners) explaining thematic objectives in the mission's mandate; outreach events on key priorities of the mission; traditional and digital media campaigns, inclusive of print, radio and social platforms, to support United Nations electoral, disarmament, demobilization and reintegration/community violence reduction, police, corrections, justice and human rights initiatives and joint programmes.

External and media relations: strategic plan to ensure coverage of key activities of the mission, inclusive of press conferences, editorials on key issues, press briefings, press releases, targeted interviews and publications with target audiences and networks; daily media and social platform monitoring providing strategic analysis of media and social platform trends, risks and opportunities to provide guidance for crisis communication management.

Digital platforms and multimedia content: creation and management of website and social media; production and dissemination of content for multimedia products and campaigns (with a focus on digital radio) able to engage key actors on mission priorities and promoting transparency and accountability; and campaigns and products for social media platforms showing the impact of the mission's work.

B. Proposed post and non-post resource requirements for 2025

Resource requirements (regular budget)

Table 58

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024	2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)
Military and police personnel costs	1 226.1	842.8	1 826.6	1 968.4	141.8
Civilian personnel costs	19 278.1	21 728.7	24 239.1	25 869.0	1 629.9
Operational costs	7 397.9	5 989.4	10 474.4	7 925.6	(2 548.8)
Total (net of staff assessment)	27 902.1	28 560.9	36 540.1	35 763.0	(777.1)

Table 59

Human resources

	International staff										National staff			United Nations Volunteers			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS ^a	Subtotal	NPO	LL	Subtotal	International	National		Subtotal
	Approved 2024 ^b	–	1	1 ^c	5	10	28	15	3	41	2	106	24	47	71	4		–
Proposed 2025 ^b	–	1	1 ^c	5	10	28	15	3	44	2	109	24	47	71	4	–	4	184
Change	–	–	–	–	–	–	–	–	3	–	3	–	–	–	–	–	–	3

^a Other level, unless otherwise stated.

^b Includes one D-1, one P-5, one P-4 and two General Service positions approved as general temporary assistance positions.

^c Position is funded at 50 per cent and cost-shared with the Development Coordination Office.

265. The proposed resources for 2025 for BINUH amount to \$35,763,000 (net of staff assessment) and would provide for the deployment of 48 United Nations police personnel (\$1,968,400), salaries, common staff costs and danger pay (\$25,869,000) for 109 international posts (1 Assistant Secretary-General, 1 D-2, 5 D-1, 10 P-5, 28 P-4, 15 P-3, 3 P-2, 44 Field Service and 2 General Service) and 71 national posts (24 National Professional Officer and 47 Local level), 4 international United Nations Volunteers and 3 government-provided personnel, including the establishment of 3 new posts (Field Service), and operational costs (\$7,925,600), comprising costs for consultants and consulting services (\$110,900), official travel (\$374,700), facilities and infrastructure (\$4,233,100), ground transportation (\$586,200), communications and information technology (\$1,707,700), medical (\$285,300) and other supplies, services and equipment (\$627,700).

266. A vacancy rate of 20.7 per cent has been applied to the estimates for international posts on the basis of the actual average vacancy rate in 2023. Vacancy rates of 31.0 and 13.7 per cent have been applied to the estimates for National Professional Officer and Local level posts, respectively, on the basis of the actual average vacancy rates in 2023. A vacancy rate of 25 per cent has been applied to international United Nations Volunteers on the basis of the anticipated deployment plan since the positions were approved effective 1 January 2024. A vacancy rate of 26.2 per cent has been applied to the estimates for United Nations police personnel on the basis of the actual average vacancy rate in 2023. A vacancy rate of 50.0 per cent has been applied to three new international posts proposed for establishment. The cost estimates for government-provided personnel for 2024 are based on the assumption of full deployment on the basis of the actual incumbency in March 2024.

Establishment of three Close Protection Officer (Field Service) posts

267. In the light of the escalating gang violence in the Port-au-Prince metropolitan area, the security situation has become a growing concern, which has had a tangible adverse impact on the mission's ability to deliver on its mandate, especially for senior United Nations officials who face significant security risks owing to the volatile environment and the high visibility and nature of their work. To address this, three additional Close Protection Officer posts are proposed to strengthen the Close Protection Unit protective services. In accordance with the most recent personal security risk assessment, a close protection team of 12 officers is recommended to provide armed, concentric layers of defence around the designated official to prevent or, at least minimize, hostile threats. The three Close Protection Officers will add to the existing nine officers to provide round-the-clock protection for senior United Nations officials.
268. The approved 2024 staffing table for BINUH includes five general temporary assistance positions. It is proposed that the positions be continued in 2025, comprising the following:
- (a) One Principal Human Rights Officer (D-1) in the Human Rights Service to respond to and address the human rights requirements set by the Security Council as reflected in the BINUH mandate, adopted in resolution [2476 \(2019\)](#). Such a dedicated position, with specific human rights expertise, is important to facilitate trusted engagement at a high level with senior Haitian authorities, allowing for the provision of technical assistance and advice to the country's national human rights institutions;
 - (b) Three backstopping positions in the Haiti team of the Americas Division of the Department of Political and Peacebuilding Affairs, comprising one Senior Political Affairs Officer (P-5), one Political Affairs Officer (P-4) and one Team Assistant (General Service), who have been providing backstopping support to BINUH since 2019 and will remain critical to ensuring ongoing support and strategic advice and analysis to principals at Headquarters for decision-making with regard to BINUH. The core functions that they undertake are required throughout the lifespan of the mission, including its start-up, the duration of the implementation of its mandate and its closing;
 - (c) One Finance and Budget Assistant (General Service) backstopping position in the Department of Management Strategy, Policy and Compliance, where the need remains high for the Field Operations Finance Division to continue the delivery of high-intensity and high-quality support to legislative bodies in their review of the budgets of special political missions. The continuation of this position will also ensure sufficient capacities for budget preparation, budget administration and performance monitoring of all continuing special political missions.
269. The decrease in requirements for 2025 compared with the appropriation for 2024 is attributable to reduced requirements under operational costs, as follows: (a) a reduction under ground transportation due to the non-requirement for the acquisition of vehicles, given that the revised estimates for 2024 included 10 additional light passenger vehicles, 5 armoured vehicles, 1 armoured ambulance and 1 mobile workshop; (b) a reduction under other supplies, services and equipment due to lower requirements for freight charges and related charges relating to the removal of the one-time provision for the acquisition of vehicles and equipment in 2024; (c) a reduction under facilities and infrastructure due to non-requirements for the construction, alteration, renovation and major maintenance for the installation of prefabricated facilities undertaken in the previous period, as well as the non-requirement for the acquisition of prefabricated facilities, furniture and electrical and fuel distribution equipment acquired in previous periods; (d) a decrease in communications and information technology equipment due to adequate stock acquired in the previous period; and (e) a reduction under consultancy services due to a reliance on in-house capacity. The decrease requirement was offset in part by increases under civilian personnel costs due to: (a) the delayed impact of 33 new posts and positions approved for 2024; (b) the revised salary scales for national staff promulgated in April 2024; and (c) the increase in the post adjustment multiplier in Haiti from 60.9 in April 2023 to 62.8 in April 2024. Furthermore, the increased requirement under United

Nations police is due to the delayed impact of the 27 additional police personnel approved in the 2024 revised estimates.

Extrabudgetary resources

270. In 2024, extrabudgetary resources in the amount of \$154,800 are projected to be used to provide resources for two main initiatives: (a) promoting women-led social community dialogues and local conflict prevention initiatives in vulnerable neighbourhoods of Port-au-Prince; and (b) enhancing inclusive political participation in Haiti while creating a safe and peaceful space for dialogue.
271. In 2025, extrabudgetary resources in the amount of \$154,800 are projected to be used to support the continuation of the above-mentioned projects.

Annex I

Summary of follow-up action taken to implement decisions and requests made by the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/78/7/Add.4](#)

The Advisory Committee trusts that further clarifications will be provided to the General Assembly on the need for this asset (helicopter) and the availability of more cost-efficient alternative options, and that an update will be included in the next budget submission (para. 33).

The Advisory Committee trusts that an update on the recruitment status of all vacant positions, including long-vacant positions, will be provided to the General Assembly at the time of its consideration of the present report and in the next budget submission. The Committee also trusts that the Secretary-General will propose appropriate budgetary actions in the next budget submission for any long-vacant positions that have not been recruited (para. 52).

The Advisory Committee reiterates its concern regarding cases of “temporary” assignments of staff members to higher-level positions for lengthy periods and trusts that an explanation will be provided to the General Assembly at the time of its consideration of the present report and in the next budget submission (para. 54).

The Advisory Committee notes the continued significant variances between the appropriations and expenditure [for medical] since 2021 and trusts that efforts will be strengthened to ensure the efficient and effective use of resources and services, and that an update will be provided in the next budget report (para. 81).

The United Nations Mission to Support the Hudaydah Agreement (UNMHA) retained the helicopter in 2023 to provide backup for CASEVAC/MEDEVAC and for the evacuation of personnel, if required, in particular for personnel deployed in isolated or difficult-to-reach locations. In line with the Advisory Committee’s recommendation to explore cost-efficient alternatives, the Mission carefully assessed the requirements and terminated the contract of a rotary-wing aircraft in Djibouti in March 2024, given that the Mission will rely more on national health facilities rather than Djibouti for hospital care, referral and CASEVAC/MEDEVAC services for urgent and critical medical and surgical cases.

In line with the Advisory Committee’s recommendation, an update on the recruitment status of all vacant posts, including long-vacant posts, of all special political missions will be presented as supplementary information to enable a consolidated and holistic view.

Special political missions are making every effort to fill all vacant posts, in particular those that are long vacant. However, the efforts have been constrained further by the challenging liquidity situation, which has resulted in higher vacancy rates.

The update on cases of “temporary” assignments of staff members to higher-level positions for lengthy periods for all special political missions will be presented centrally in annexes to the report of the Secretary-General to enable a consolidated and holistic view.

The special political missions are taking steps to ensure that temporary assignments of staff to higher-level positions are kept to a minimum and do not exceed the two-year maximum.

UNMHA reduced its medical costs in 2023 by focusing its medical support strategy on local resources in Yemen and reducing the need for an aeromedical evacuation team to be based in Djibouti.

The Advisory Committee trusts that the Mission will ensure that quick-impact projects result in tangible benefits for the local communities, and that an update will be included in the next budget submission (para. 87).

The Advisory Committee trusts that the special political missions under cluster III will intensify their efforts to achieve a more equitable geographical representation of Member States and gender balance among their staff, and provide an update in future budget submissions (para. 91).

The Advisory Committee trusts that detailed information on cost-recovery resources will be included in all future budget submissions (para. 93).

UNMHA is actively working to ensure that the quick-impact projects result in tangible benefits for local communities and will be reporting on this in the next budget submission. Although the UNMHA quick-impact project programme was established only in 2023, the tangible benefits are already evident. Discussions around quick-impact project identification has served as an entry point for engagement with local representatives, non-governmental organizations, community leaders and civil society, in line with the UNMHA mandate, which stresses the importance of community engagement. UNMHA is providing much-needed support to the local community and local authorities, which helped to build trust in the work of the Mission

Special political missions are making the efforts required to achieve equitable geographical representation and gender balance among their staff. For all recruitment cases, it is mandatory to consider both geographical representation and gender balance, and hiring managers are required to adhere strictly to these requirements, which are monitored by the leadership of each mission. Prior to any recruitment, the hiring managers are also provided with the status of gender balance and geographical distribution for consideration. Missions are prioritizing outreach to underrepresented countries to attract candidates and to encourage qualified female candidates to apply for positions in the missions.

Effective 1 January 2024, positions in the Professional and higher categories have been identified as geographical posts, and the missions ensure that appropriate outreach is done, among other measures to attract candidates from underrepresented countries. The human resources teams share the monthly report of unrepresented or underrepresented countries with the hiring managers for any recruitment done at the Professional and higher levels. During the selection process, the hiring manager is required to prioritize female candidates from unrepresented or underrepresented countries. Missions will continue their efforts to achieve geographical representation while taking into account the other priorities set by the Organization, such as the placement of downsized staff and gender parity.

The cost-recovery and cost-sharing arrangements of all special political missions are presented centrally in annexes VI, VII and VIII of document [A/79/6 \(Sect. 3\)/Add.1](#) to enable a consolidated and holistic view.

*Brief description of the recommendation**Action taken to implement the recommendation*

The Advisory Committee reiterates that disaggregated data and resources related to cost-sharing will be included as separate tables in future budget submissions (A/77/7/Add.4, para. 78) (para. 94).

The Advisory Committee reiterates that, following any change to organizational structures and initiatives, a period of stability to facilitate implementation and operations would be desirable. The Committee trusts that future budget submissions will provide more clarity on the rationale behind the proposed structural and related changes, including whether any workload analysis, staffing review or repurposing of vacant positions was conducted (A/77/7/Add.4, para. 77; see also A/78/7, chap. I, paras. 84–85) (para. 95).

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The Committee also recommends that a cost-benefit analysis be conducted of rental and purchase models, as well as hybrid models, using current rates and that the results of the analysis be included in the next programme budget submission for special political missions. In this regard, the Committee also encourages the Mission to explore receiving vehicles from downsizing missions, including MINUSMA, as appropriate (para. 39).

The cost-recovery and cost-sharing arrangements of all special political missions are presented centrally in annexes VI, VII and VIII of document A/79/6 (Sect. 3)/Add.1 to enable a consolidated and holistic view.

The proposals contained in the present thematic cluster reflect carefully considered adaptations to the largely stable staffing tables in all missions, reflecting a period of stability for those missions undergoing major changes in recent years, including in the context of new mandates. The Secretariat will ensure that any future proposed structural changes will be accompanied by workload analyses, staffing reviews and proposals for repurposing vacant positions, in line with the Advisory Committee's recommendation.

Since the establishment of the United Nations Verification Mission in Colombia in 2017, the method of leasing vehicles locally has been used to provide the ground transportation services required for the execution of the Mission's mandate in a satisfactory way.

In response to the Advisory Committee's recommendation, the Mission established a fleet replacement working group, which carried out a cost-benefit analysis. The following options were analysed for the provision of ground transportation services: (a) local vehicle lease contract; (b) UN Fleet leasing with outsourced workshops; and (c) ownership (local purchase) with outsourced workshops.

The results of the analysis showed: (a) the continued use of the local vehicle lease contract would not be the best option; (b) the UN Fleet leasing option was assessed to provide the highest estimated savings among the options explored and had the lowest start-up costs; and (c) the purchase model would require additional upfront costs and other costs for workshops and warehouses and provide less flexibility to changes in operational requirements.

The UN Fleet is a collaboration between the Office of the United Nations High Commissioner for Refugees and the World Food Programme and offers safe, efficient and sustainable fleet services to the entire United Nations system in Colombia. The arrangement builds on those two entities' combined 25 years of experience in setting up a self-sustaining vehicle-leasing scheme and leverages this expertise and

The Committee also encourages the mission to explore receiving vehicles from downsizing missions, including MINUSMA, as appropriate. The Committee also trusts that further consideration will be given to the possibility of cost-sharing arrangements for the use of some vehicles by other United Nations entities and that an update will be provided in the context of the next programme budget (para. 58).

While the Advisory Committee acknowledges the cost benefit in using United Nations Volunteer positions, it considers that an assessment should be made to ensure clarity of their roles and responsibilities, performance monitoring and accountability mechanisms. The Committee trusts that the results of the assessment will be included in the next programme budget submission for special political missions (para. 64).

experience to offer the same light vehicle provision model to all other United Nations agencies. The Mission concluded that adopting the UN Fleet lease contract to provide the vehicle fleet was the best option. This analysis has served as the basis for the proposed requirements for ground transportation in the 2025 budget.

BINUH has acquired five armoured vehicles from MINUSMA, which have arrived in the port of Port-au-Prince from Mali, and one armoured ambulance is pending shipment from Mali. The Mission is actively exploring with the United Nations Logistics Base at Brindisi, Italy the possibility of receiving additional armoured vehicles that meet the required mechanical standards.

UNOCA acquired five vehicles from MINUSMA, including one armoured vehicle, three light passenger vehicles already in the mission and one medium bus pending shipment from Mali.

UNOWAS has received four light passenger vehicles and the Cameroon-Nigeria Mixed Commission received one light passenger vehicle from the United Nations Interim Transition Assistance Mission in the Sudan.

UNMHA selected an armoured ambulance vehicle from MINUSMA, which is expected to arrive in the Mission before the end of 2024.

Owing to the receipts of these vehicles, the 2025 budget for the above-mentioned missions does not contain any proposal for vehicle acquisitions.

UNSOM, the United Nations Regional Centre for Preventive Diplomacy for Central Asia, the Office of the United Nations Special Coordinator for Lebanon, UNSMIL and the United Nations Verification Mission in Colombia did not receive any vehicles from downsizing or liquidating missions.

A joint study was conducted in 2023 by the Department of Operational Support and the United Nations Volunteers programme, covering 34 United Nations Secretariat peace operations, special political missions and good offices. The study focused on onsite United Nations Volunteers physically serving in those Secretariat entities (national and international United Nations Volunteers). The objective was to identify best practices and obstacles for the integration of United Nations Volunteers into peacekeeping and special political missions.

*Brief description of the recommendation**Action taken to implement the recommendation*

Taking into consideration the joint activities and cooperation between the special political missions and other United Nations entities, the Advisory Committee is of the view that information should have been provided about cost-recovery mechanisms in the missions in relation to shared resources. The Committee trusts that detailed information on the cost-recovery mechanisms and any related efficiencies, including in respect of ground, air and marine operations costs, will be included in the next programme budget submission for special political missions (para. 65).

The value and contribution of United Nations Volunteers to peacekeeping operations, special political missions and other political presences were recognized throughout the initiative by survey and focus group participants. The project also recognized benefits of hosting United Nations Volunteers, including bringing new skills and ideas to missions and offices, helping to achieve the missions' mandates and being highly motivated to deliver.

The study identified several obstacles to stronger integration of United Nations Volunteers across those missions and offices. These included funding issues, a lack of awareness of how and when to budget United Nations Volunteer positions, uneven understanding and awareness of United Nations Volunteer support options, restrictions on United Nations Volunteer access in some United Nations financial and human resources information technology systems, the quality and depth of United Nations Volunteer candidate shortlists and a perceived lack of flexibility on some volunteer recruitment areas.

Many obstacles can be overcome by increased and improved communication among stakeholders. It was proposed that the Human Resources Services Division in the Department of Operational Support and the United Nations Volunteers programme develop an implementation action plan to guide those recommendations. The implementation plan is being developed in consultation with relevant stakeholders across the Secretariat and the United Nations Volunteers programme.

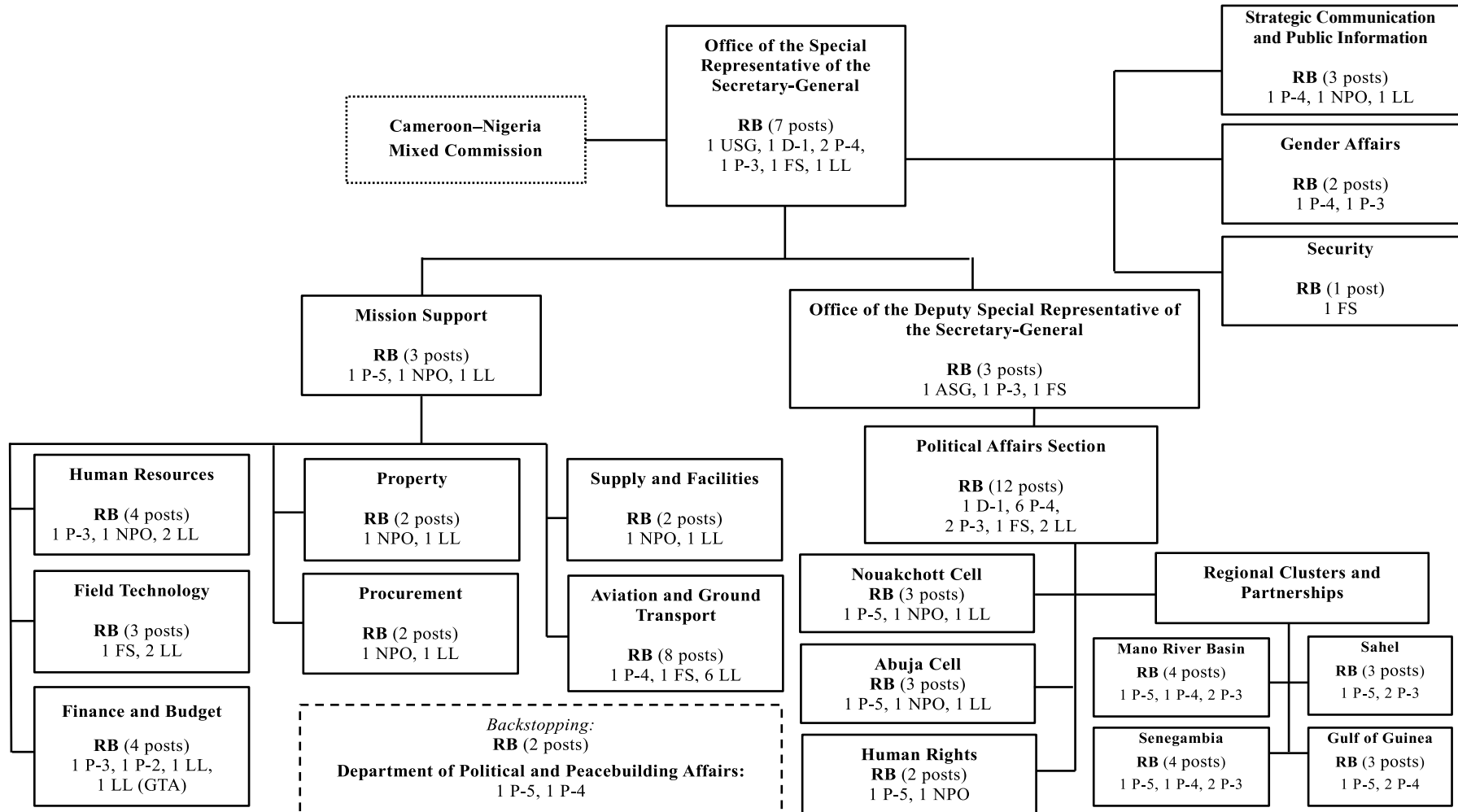
Overall, the recommendations will offer potential for enhancing the utilization and, therefore, contribution of United Nations Volunteers across United Nations peacekeeping operations, special political missions and other political presences.

The cost-recovery and cost-sharing arrangements of all special political missions are presented centrally in annexes VI, VII and VIII of document [A/79/6 \(Sect. 3\)/Add.1](#) to enable a consolidated and holistic view.

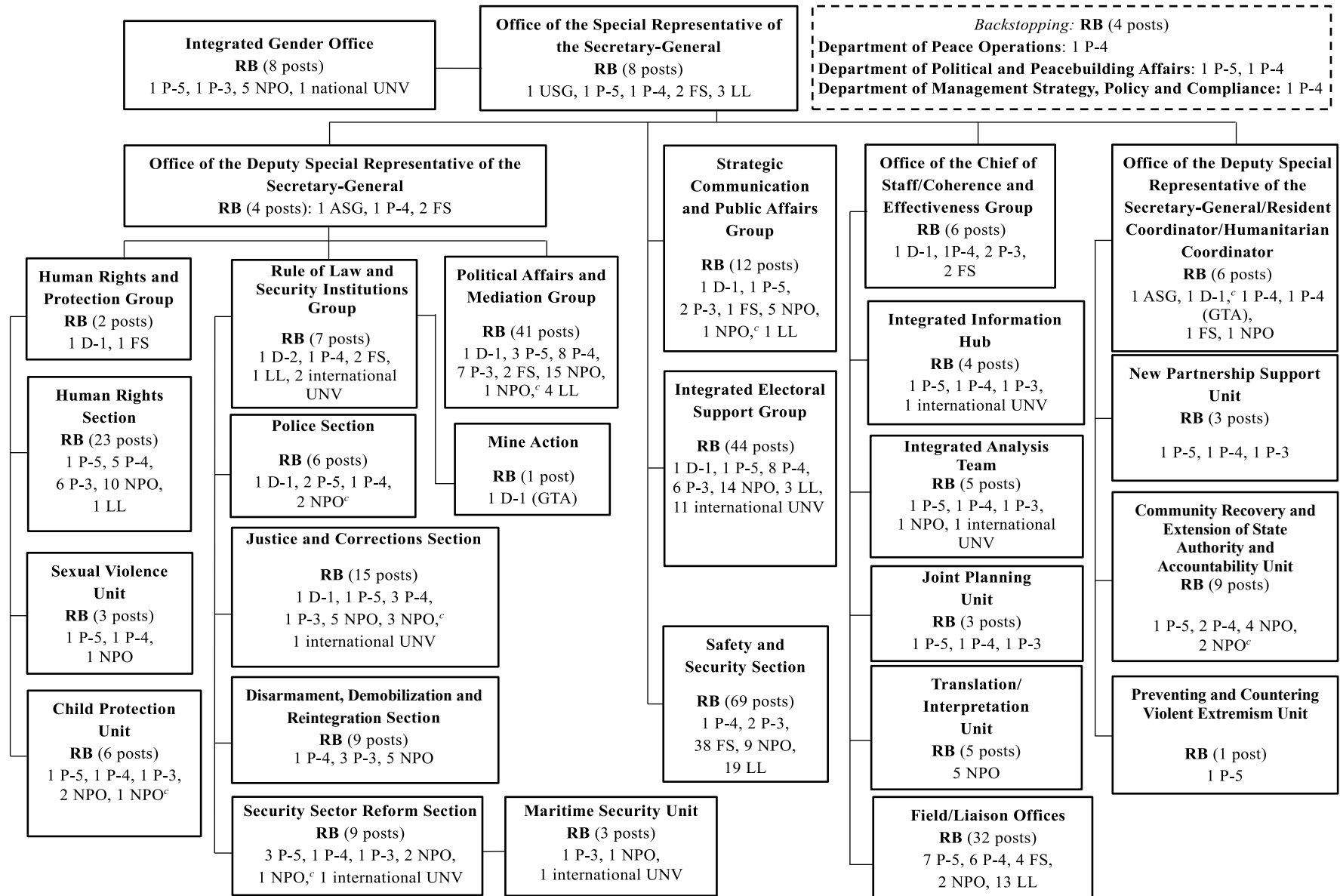
Annex II

Organizational structure and post distribution for 2025

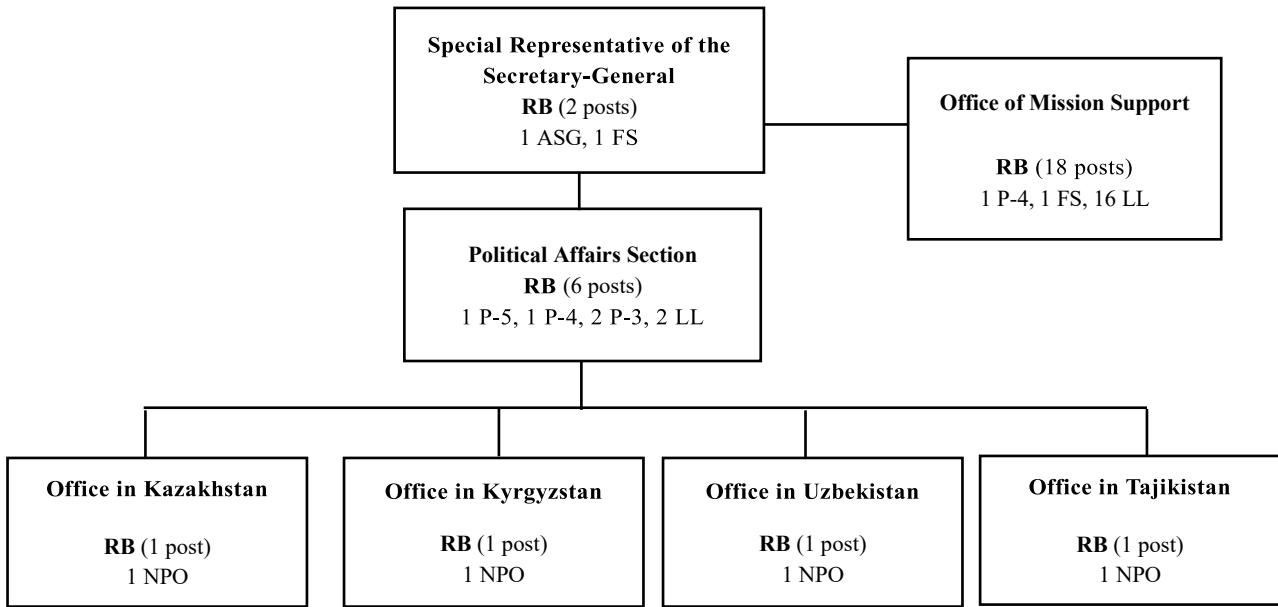
1. United Nations Office for West Africa and the Sahel



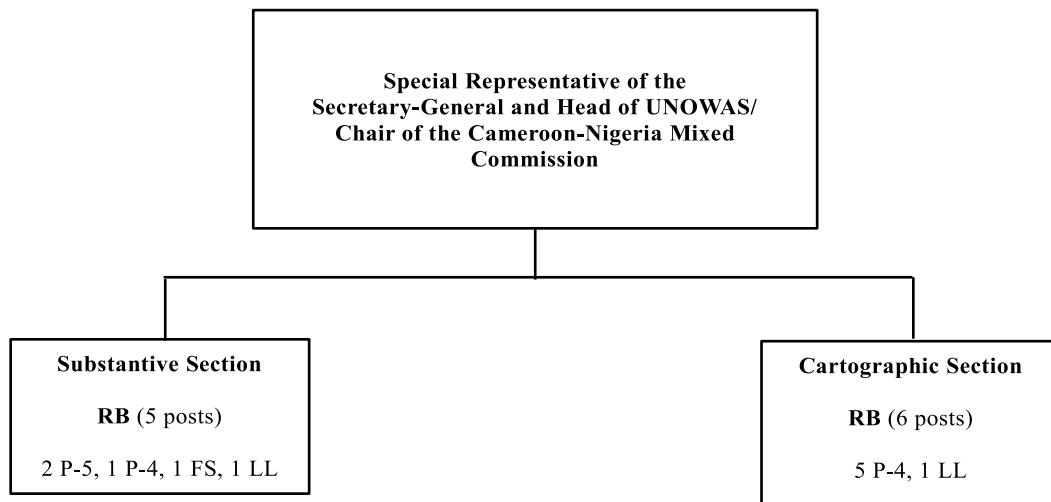
2. United Nations Assistance Mission in Somalia



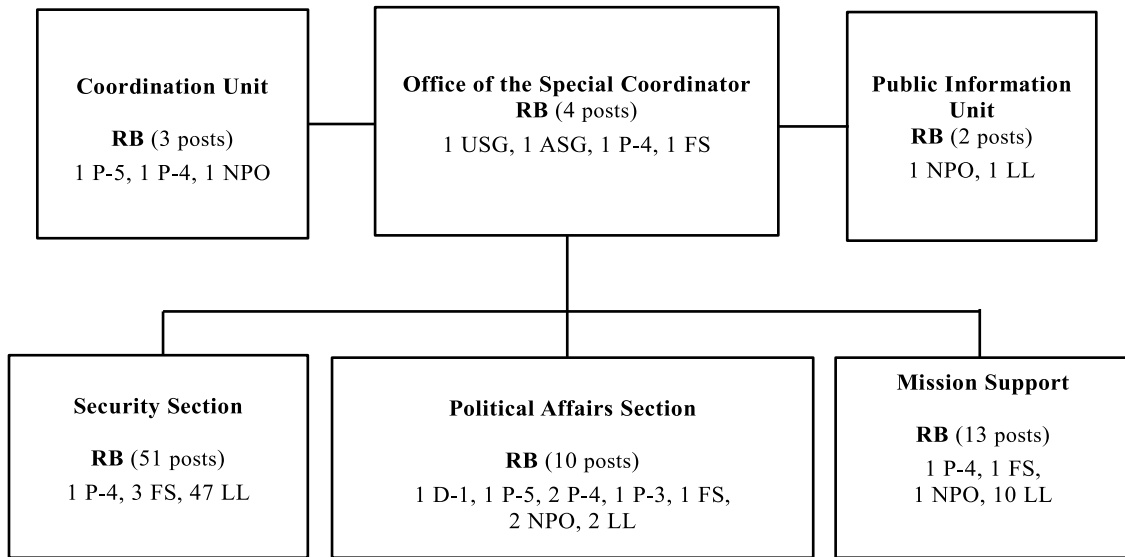
3. United Nations Regional Centre for Preventive Diplomacy for Central Asia



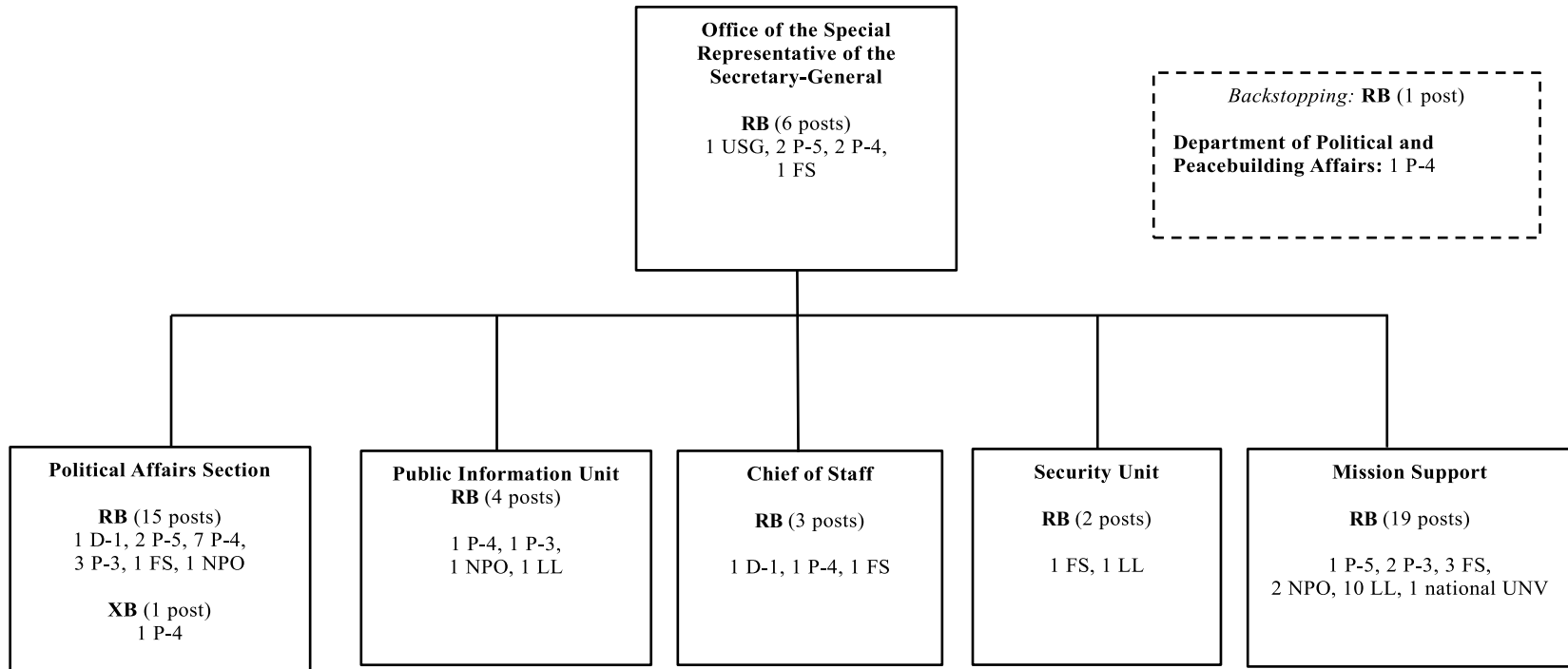
**4. United Nations support for the Cameroon-Nigeria
Mixed Commission**



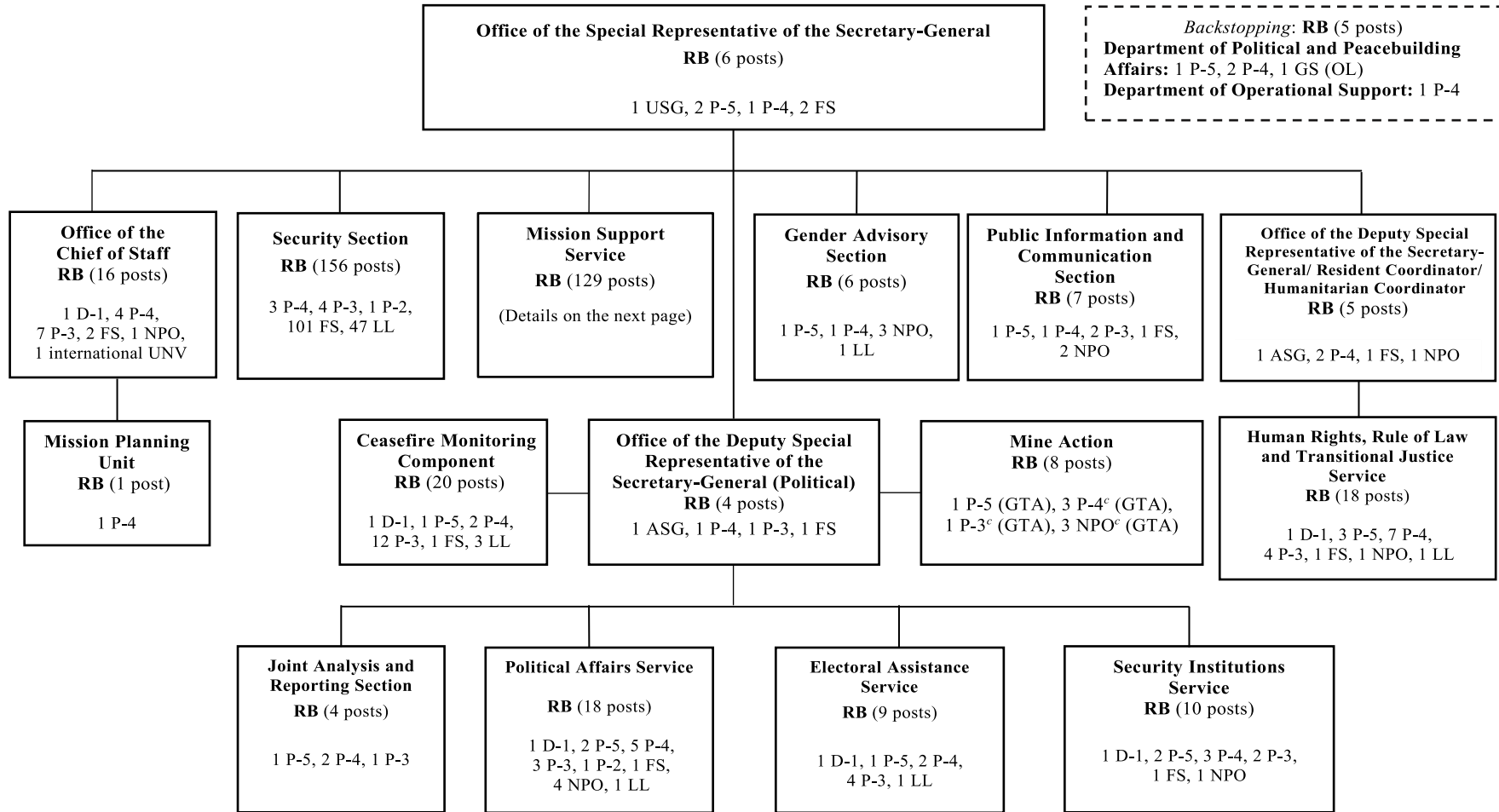
5. Office of the United Nations Special Coordinator for Lebanon



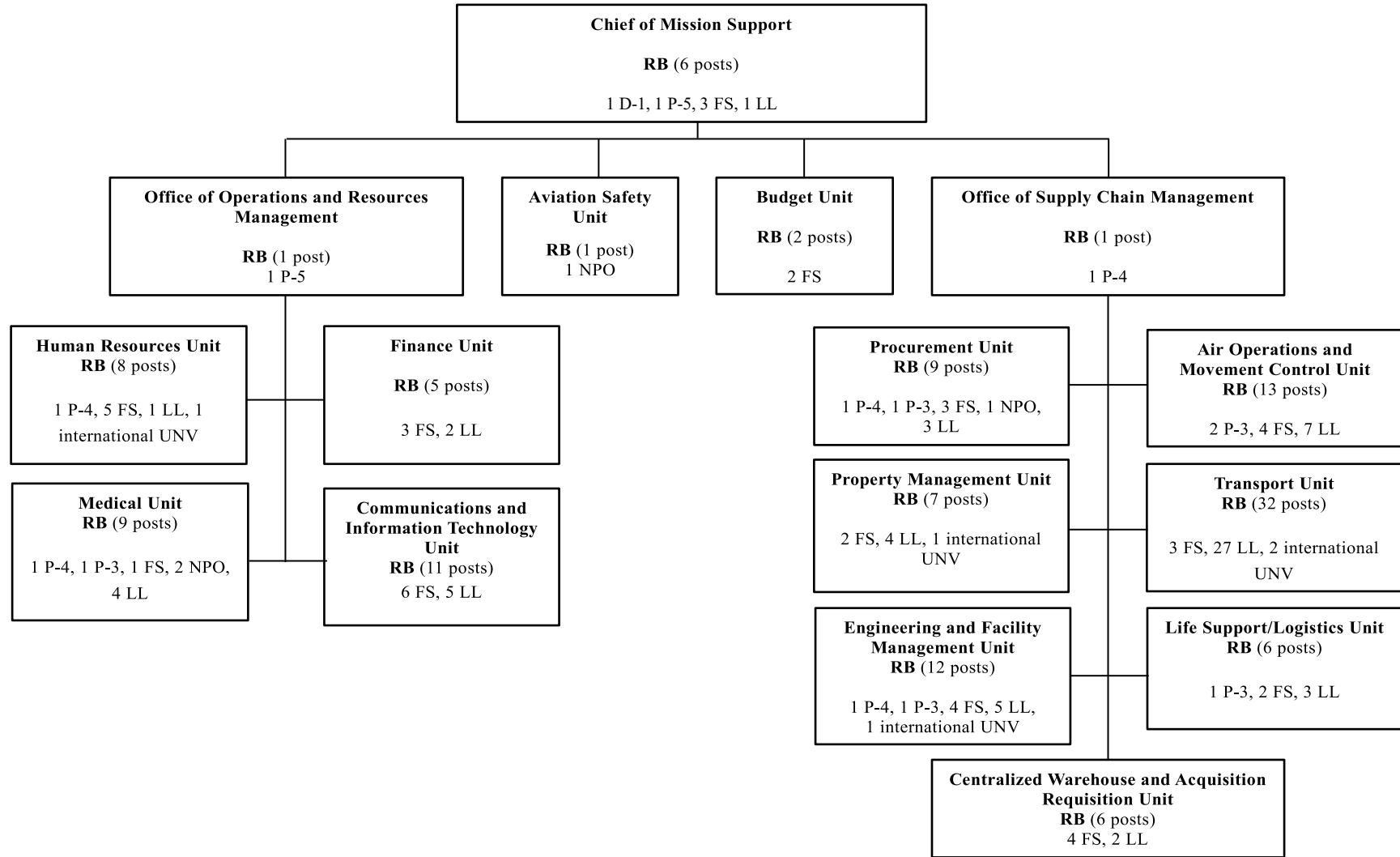
6. United Nations Regional Office for Central Africa



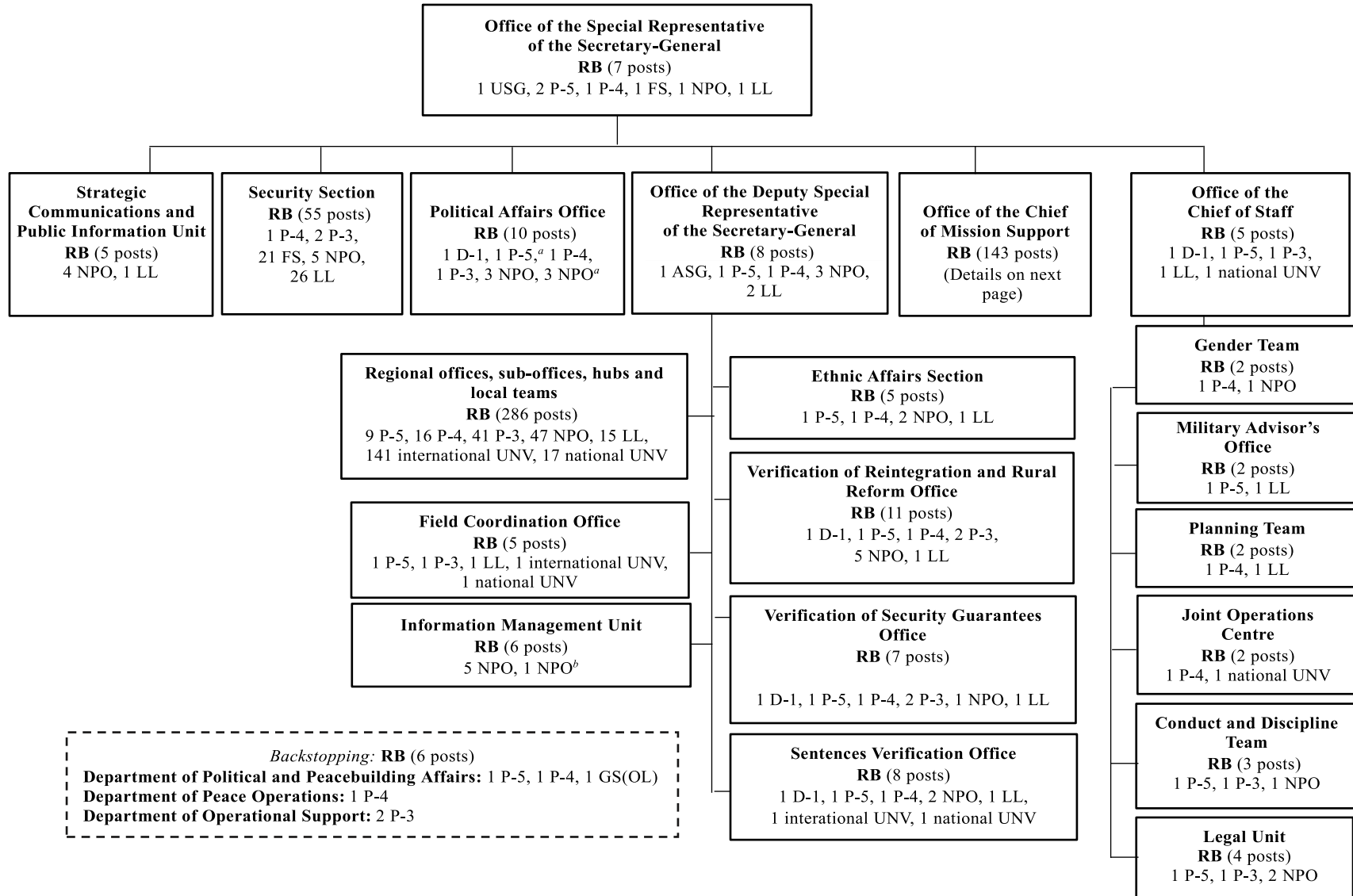
7. United Nations Support Mission in Libya



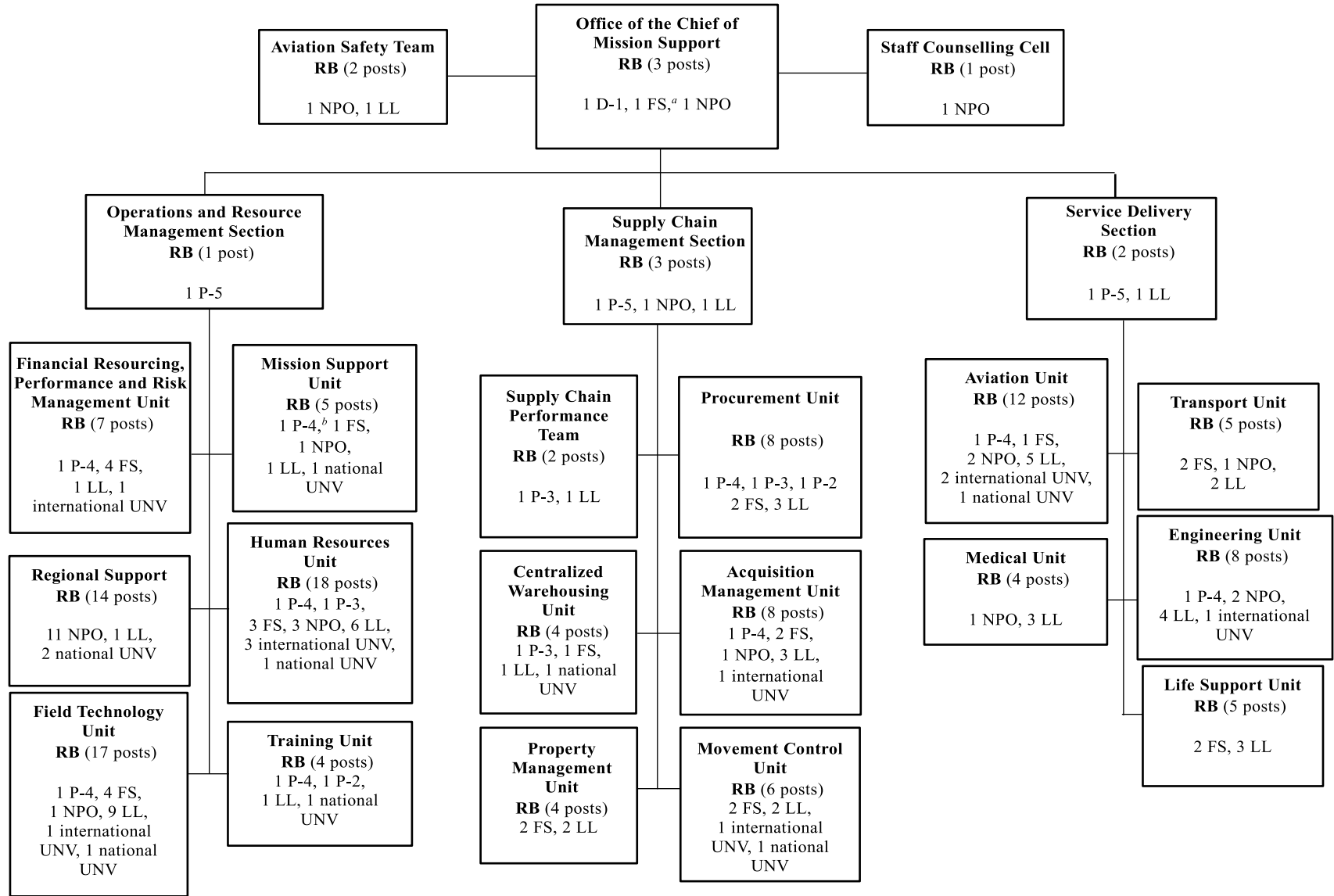
United Nations Support Mission in Libya (continued): Mission Support Service



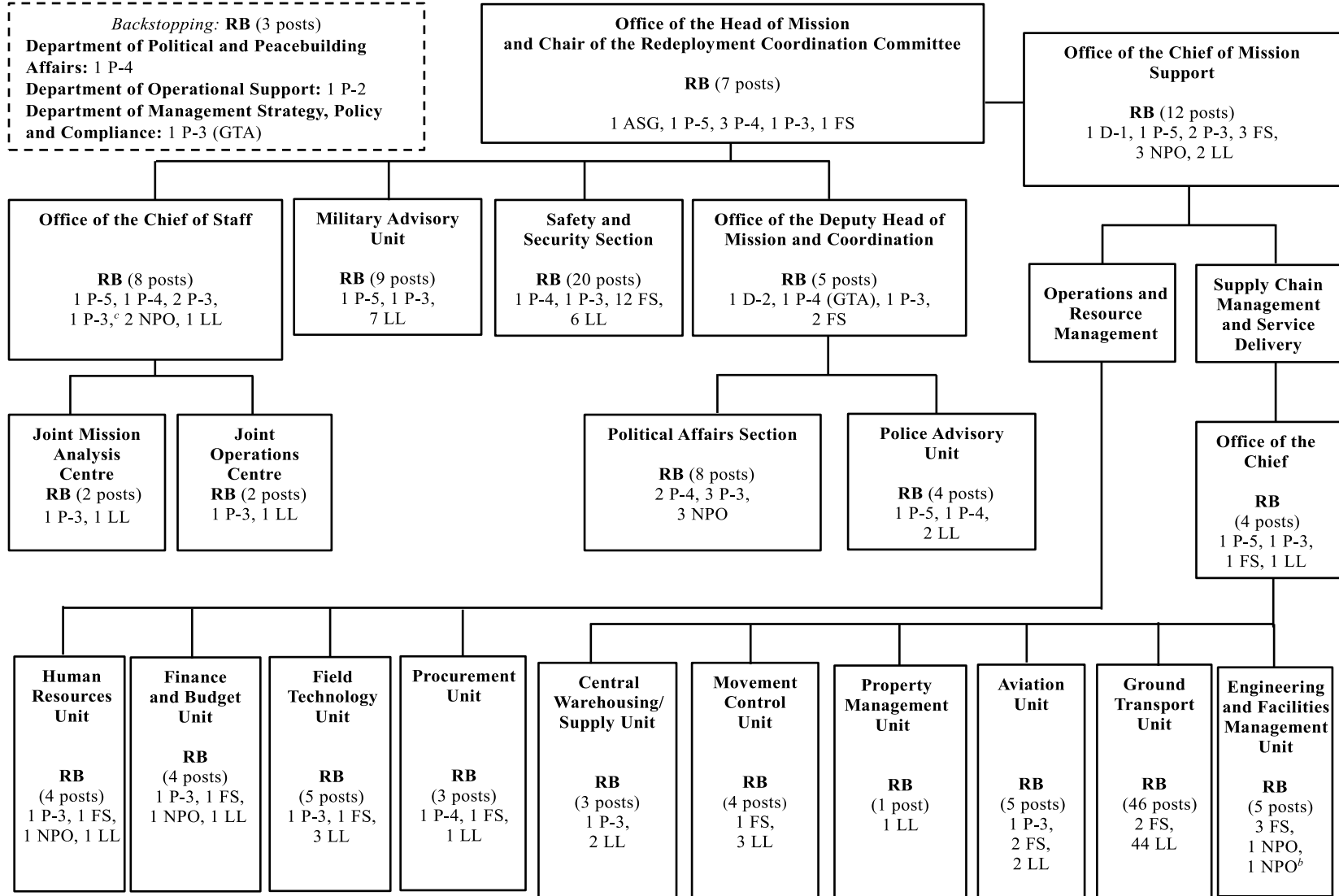
8. United Nations Verification Mission in Colombia



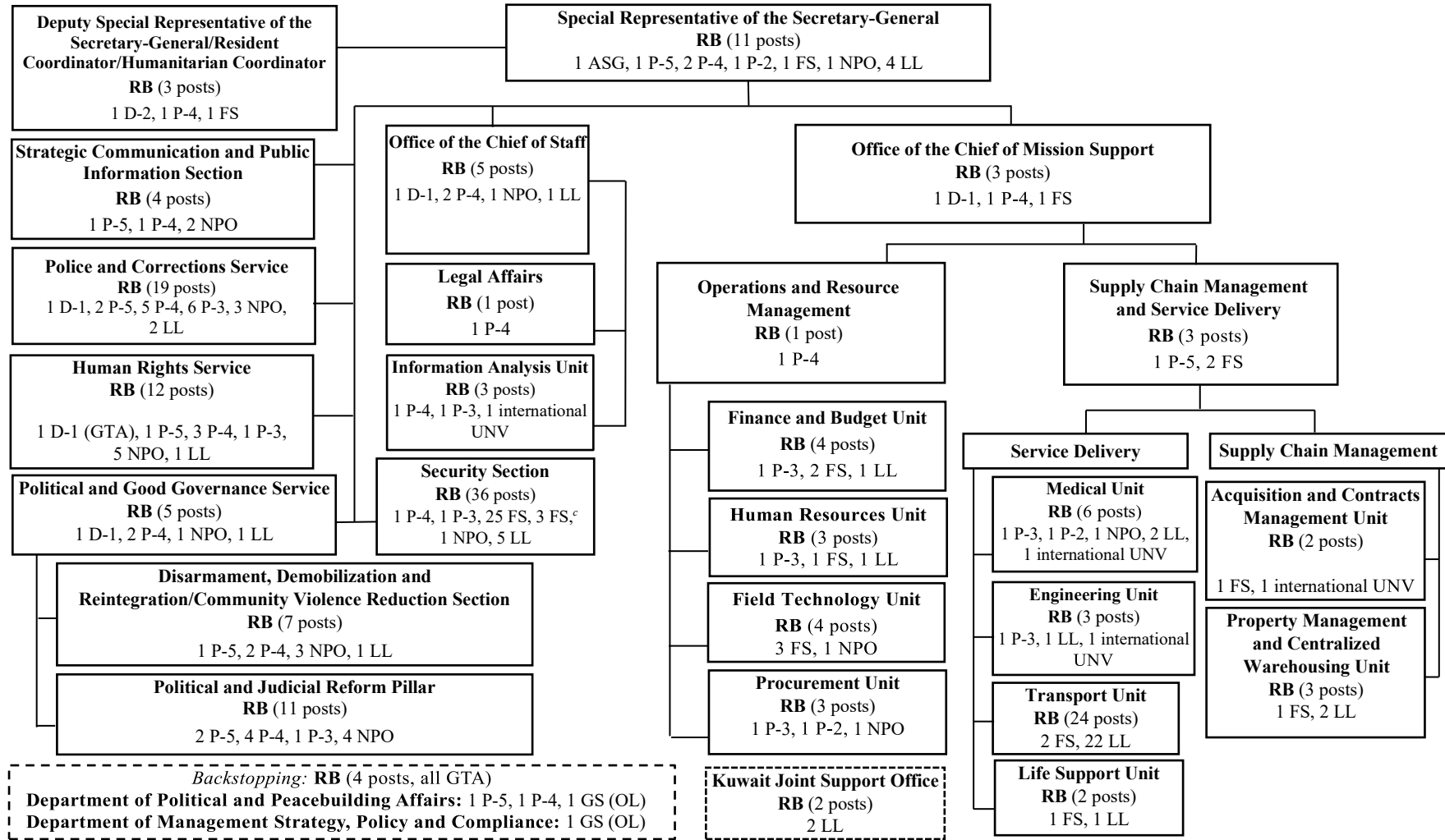
United Nations Verification Mission in Colombia (continued): Mission Support



9. United Nations Mission to Support the Hudaydah Agreement



10. United Nations Integrated Office in Haiti



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service (Other level); GTA, general temporary assistance; LL, Local level; NPO, National Professional Officer; RB, regular budget; UNV, United Nations Volunteer; USG, Under-Secretary-General; XB, extrabudgetary.

^a Redeployment.

^b Reassignment.

^c Establishment.



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Item 139 of the preliminary list*

Proposed programme budget for 2025

Proposed programme budget for 2025

Part II

Political affairs

Section 3

Political affairs

Special political missions

United Nations Assistance Mission in Afghanistan

Summary

The present report contains the proposed resource requirements for 2025 for the United Nations Assistance Mission in Afghanistan in the amount of \$126,119,300 (net of staff assessment).

* A/79/50.



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** The part consisting of the proposed programme plan for 2025 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution [77/267](#).

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

1. The mandate of the United Nations Assistance Mission in Afghanistan (UNAMA) is defined in Security Council resolutions [1401 \(2002\)](#), [1662 \(2006\)](#) and [2626 \(2022\)](#), and renewed by its subsequent resolutions, including most recently resolution [2727 \(2024\)](#), which extended the mandate of the Mission until 17 March 2025.
2. As mandated by the Security Council, UNAMA will continue to play an important role in promoting peace and stability in Afghanistan. To that end, the Mission will coordinate and facilitate strengthened cooperation and coherence in the financial resourcing and delivery of humanitarian and basic human needs assistance that support strengthened resilience, consistent with its mandate and the United Nations Strategic Framework for Afghanistan, 2023–2025; coordinate efforts with donors and other stakeholders to reduce risk and increase accountability, transparency and effectiveness in the use of aid; support efforts, including the provision of essential services and economic recovery, to create the conditions for self-reliance and stability for the Afghan population; provide assessments of the explosive ordnance threat and coordinate mitigation measures to enable humanitarian and development initiatives; provide outreach and good offices to promote dialogue between Afghan stakeholders, the region and the international community to promote inclusive, representative, participatory and responsive governance, including for women and youth, and provide advice on inclusive national and local consultative mechanisms, confidence-building measures and conflict management and reconciliation; promote responsible governance and the rule of law; engage with all stakeholders on the promotion and protection of human rights; support regional cooperation; and support, within its mandate, existing mechanisms for the benefit of improving the overall security situation in Afghanistan, including support to regional and international efforts to prevent and address the illicit trade in and destabilizing accumulation of small arms and light weapons and their diversion in Afghanistan and the region.

Programme of work

Objective

3. The objective, to which the Mission contributes, is to create the conditions for peace and stability, with foundations established for the promotion of inclusive, representative, participatory and responsive governance and functioning and accountable institutions, as well as a coherent and sustainable path towards the economic and social conditions for self-reliance.

Strategy and external factors for 2025

4. To contribute to the objective, the Mission will:
 - (a) Coordinate with international donors, organizations and partners in addressing the humanitarian and basic human needs of vulnerable Afghans. The Mission will partner with United Nations agencies, funds and programmes to support economic development and continue to build donor confidence to increase basic human needs support as emphasized in the independent assessment requested by the Security Council in its resolution [2679 \(2023\)](#). It will support the mobilization of resources to enable humanitarian efforts, essential services, restoration of livelihoods, support to the private sector, economic development and mitigation of the dangers of explosive remnants of war. UNAMA will engage with the de facto authorities

and other stakeholders to facilitate the support of the United Nations, the World Bank, international financial institutions and other international and national partners to the socioeconomic recovery of Afghanistan from the severe economic contraction;

- (b) Promote inclusive, representative, participatory and responsive governance in Afghanistan, in coordination with the international community and in support of the needs and priorities of the Afghan people. UNAMA will use its convening platforms at the national and subnational levels to facilitate engagement and cooperation between the de facto authorities, civil society, youth, communities and other stakeholders, including women-led organizations, on governance and policy issues, such as inclusion, participation and responsiveness to constituencies' concerns. It will continue to support the participation of women and minorities in all spheres, including governance, the private sector, civil society, the media and the socioeconomic sphere. UNAMA will also continue to identify further entry points for engagement with the de facto authorities for the benefit of all Afghan people. In addition, the United Nations and international partners will monitor and report on developments related to the rule of law and perform analysis relating to the political economy. The Mission will provide technical and analytical support to United Nations entities, humanitarian partners, civil society, the media, communities and, as authorized, counterpart institutions of the de facto authorities, in compliance with the sanctions set out in relevant Security Council resolutions related to anti-money-laundering and counter-terrorism financing;
- (c) Advise stakeholders on and promote respect for civil, political, economic, social and cultural rights, and human rights issues pertaining to children affected by armed conflict; women and girls; the treatment of detainees and the prevention of torture and ill-treatment; human rights defenders and civic space; and the promotion of accountability for human rights violations. In addition, the Mission will continue to integrate gender mainstreaming as a cross-cutting issue in mandate implementation. The Mission will support and promote gender equality, women's and girls' empowerment and the participation, engagement and leadership of women in public life and at all levels and stages of decision-making. It will also partner with the United Nations country team to promote the protection and fulfilment of the rights of women and girls and the implementation of Security Council resolution [1325 \(2000\)](#) on women and peace and security;
- (d) Support peace and stability in Afghanistan through consultations and by utilizing its convening power for dialogues with various political stakeholders. It will use existing mechanisms to advance regional cooperation on economic development and security that can, in turn, help to foster a regional environment conducive to sustainable peace and stability. In addition, it will propose and support regional approaches to issues, such as the return and reintegration of refugees and internally displaced persons, combating illicit drugs and trafficking, addressing the illicit accumulation and trafficking of small arms and light weapons in Afghanistan and the region, and reducing the illegal economy and its impact. It will also coordinate explosive ordnance threat mitigation measures to enable the safe delivery of humanitarian and basic human needs initiatives;
- (e) Intensify its work on the humanitarian-development-peace nexus, engaging with the de facto authorities, civil society and the media to facilitate the transition of society from conflict to peace, removing explosive remnants of war and setting the foundations for the localization of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development, in line with the United Nations Strategic Framework for Afghanistan, 2023–2025. UNAMA will contribute to reduced dependency on aid, prioritizing assistance in critical sectors such as banking, trade and economic reform. The Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator will ensure a coherent approach by the United Nations to humanitarian and basic needs programming and promote its alignment with the needs and priorities of the Afghan people. The Mission will streamline the delivery, oversight and reporting of aid provided in Afghanistan, in alignment with the Strategic Framework and in partnership with the de facto local authorities, civil society and international partners. UNAMA will also enhance collaboration on aid architecture and risk management practices.

5. The above-mentioned work is expected to result in:
 - (a) Improved representativeness and responsiveness of governing entities, in particular through inclusive consultative mechanisms;
 - (b) Progressive compliance by all parties with international humanitarian law and human rights obligations, with progressive accountability for human rights violations and abuses that build confidence in such mechanisms and between the population and the de facto authorities;
 - (c) Pursuit of a feasible political path with the de facto authorities and other national stakeholders inside and outside Afghanistan, as well as the international community, to improve the situation of Afghans and support the creation of conditions that would eventually lead to the reintegration of the Afghan State with the international community in accordance with relevant Security Council resolutions;
 - (d) Ongoing accurate reporting to the international community on the evolving situation in Afghanistan and its implications for international peace and security;
 - (e) Sustained local, regional and international support to meet humanitarian and basic human needs and economic development and to create a safe environment conducive to inclusive, representative, participatory and responsive governance and to socioeconomic recovery in Afghanistan.
6. With regard to cooperation with other entities, the Mission cooperates with international and regional entities and supports constructive dialogue between the relevant Afghan stakeholders, regional actors and the international community that is focused on the rights and socioeconomic progress of the Afghan people.
7. With regard to inter-agency coordination and liaison, the Mission coordinates with the United Nations Regional Centre for Preventive Diplomacy for Central Asia, to provide good offices and expert advice on confidence-building measures in the region that contribute to stability in Afghanistan. UNAMA engages with agencies, funds and programmes to strengthen the repositioning of the United Nations development system and to deliver more effectively and efficiently in line with the achievement of the 2030 Agenda, the Sustainable Development Goals and the humanitarian-development-peace nexus. Close collaboration between UNAMA and the United Nations country team includes areas related to governance, the rule of law, human rights and gender, focusing on policy issues and good offices. With the evolving context in Afghanistan, the Mission's work also supports the delivery of humanitarian response and meeting basic human needs through the restoration of essential services, livelihoods and community systems, in line with Inter-Agency Standing Committee recommendations. The Mission will support the removal of explosive ordnance, the delivery of risk education and the provision of victim assistance to enable humanitarian and basic human needs activities. In addressing the needs of Afghans, the Mission, working in collaboration with various stakeholders, explores new aid approaches targeting economic promotion and recovery. The Mission leads the coordination of an overall risk management approach of the United Nations in Afghanistan, including mitigating the risk of aid diversion, guided by the United Nations Strategic Framework for Afghanistan, 2023–2025, to set the foundation for the localization of progress towards achievement of the Sustainable Development Goals upon the eventual resumption of development cooperation.
8. With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
 - (a) The de facto authorities will remain in control of the territory of Afghanistan. However, political, security, human rights, legal, socioeconomic and humanitarian uncertainties will continue, and the likely continuation of restrictive policies will present challenges for the full reintegration of Afghanistan with the international community;
 - (b) Lack of international recognition, and, to an extent, domestic legitimacy of the de facto authorities due to questions about lack of representation and inclusion, the dissonance between

their ideology and international norms and standards, and a continuation of their ambiguous governance framework, notably the absence of a constitution, will present significant challenges in engaging domestic, regional and international stakeholders, including donors, on the future of Afghanistan;

- (c) The security situation will remain uncertain, with continued attacks by Islamic State in Iraq and the Levant-Khorasan against the de facto authorities and international presence, activities of anti-Taliban resistance forces and dynamics related to the presence of regional and international foreign terrorist fighters and their access to illicitly accumulated small arms and light weapons, with an impact on the Mission, as well as development and humanitarian actors, in terms of access and physical security;
 - (d) Relations between Afghanistan and some of its neighbours will remain tense due to unresolved security issues, threat perceptions regarding terrorism, and migration and water management issues;
 - (e) Civilians, including those working as humanitarians and supporting basic human needs, will continue to face the threats of explosive ordnance, including those from improvised explosive devices and explosive remnants of war;
 - (f) Enduring threats, such as terrorism, organized crime and illicit trafficking, including in narcotics and small arms and light weapons, and resource competition, will continue, with threats emerging from issues such as land rights, minority rights, refugee outflow, returnees, unemployment and the impact of evolving regional dynamics, as well as vulnerability to the adverse impact of climate change, ecological changes and natural disasters, which may lead to heightened risks of local conflicts over land, water and other resources;
 - (g) The economy and human development will remain adversely affected by the continuing impact of non-recognition and donor sensitivities, the ban by the de facto authorities on Afghan females working in the United Nations and non-governmental organizations (NGOs) and the limitations of the de facto authorities to reinvigorate the economy and reduce poverty, with the resumption of development funding depending on the de facto authorities meeting international norms, especially as they relate to the protection of human rights, including for women and girls;
 - (h) In a context where funding is diminishing and mobilizing additional resources is becoming increasingly challenging, the United Nations is expected to assume a more prominent role in humanitarian assistance and recovery support. This includes focusing on meeting basic human needs by maintaining essential services and preserving community systems;
 - (i) The United Nations in Afghanistan will need to continue to rely on, and incur the high costs associated with, the cash importation facility of the Secretariat, which is managed by UNAMA.
9. The Mission integrates a gender perspective in its operational activities, deliverables and results. For example, in its engagement with the de facto authorities and political stakeholders, UNAMA promotes gender mainstreaming into programmes and structures to strengthen the representation of women. The Mission continues to support the implementation of Security Council resolutions [1325 \(2000\)](#) and [2493 \(2019\)](#), in particular on gender equality, the empowerment of women and girls and their human rights. UNAMA continues its advocacy on the full and meaningful participation of women in political processes at the local, national, regional and international levels.
10. In line with the United Nations Disability Inclusion Strategy, the Mission plans to revise its implementation plan with a view to: (a) reinforcing an organizational culture that respects the human rights and supports the inclusion of persons with disabilities; (b) further advancing disability inclusion in strategic planning and management, knowledge and information management and staff career development; and (c) addressing the barriers to accessibility in the workplace and in the performance of functions.

Evaluation activities

11. The audit by the Office of Internal Oversight Services (OIOS) of the integrated conduct and discipline function in Kuwait and related entities was completed in 2023. The Mission also completed an internal assessment, and another assessment of the “One United Nations” approach at the subnational level. The results and lessons of the audit and assessments have been taken into account in the proposed programme plan for 2025. For example, the findings and recommendations of the assessments have informed the approach to mandate implementation, including steps to improve the coherence of the United Nations in responding to the changed context.
12. The following evaluations are planned for 2025: audits by OIOS of the strategic delivery of the UNAMA mandate and of the UNAMA medical services.

Programme performance in 2023

Enhanced Mission-facilitated dialogue between diverse Afghan constituencies and the de facto authorities, including the identification of common interests for engagement

13. UNAMA engaged the de facto authorities on the protection of fundamental rights and freedoms, including for women. This engagement included outreach with the de facto authorities and other stakeholders to understand their positions and advocate for an articulated political and policy agenda supported by the de facto Cabinet and its leadership in Kandahar; and the facilitation of outreach and community engagements with the de facto authorities, religious leaders, youth, civil society and business actors. The Mission also engaged with the political opposition and former government officials. Outreach was impacted by restrictions on women, including United Nations national female personnel.
14. Despite significant restrictions on women, UNAMA continued countrywide consultations and created space for women to frame their agenda for dialogue with the de facto authorities. It also supported women’s engagement with the de facto authorities on their political and economic participation and empowerment.
15. Based on stakeholder engagements, UNAMA identified areas of common interest for targeted action, such as on counter-narcotics, climate change, microfinance and women’s entrepreneurship. It also engaged with the de facto authorities and other stakeholders on illicit small arms and light weapons accumulation and diversion.
16. Progress towards the objective is presented in the performance measure below (see table 1).

Table 1
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Following the takeover by the Taliban, UNAMA-piloted dialogue initiatives between select Afghan constituencies and the de facto authorities to raise issues of community concern	Enhanced UNAMA-facilitated dialogues between diverse Afghan constituencies and the de facto authorities to discuss good governance principles and improve community relations, as well as to promote international community engagement with the de facto authorities on international norms and principles	Despite significant restrictions on women, continuous engagement with Afghan constituencies, as well as the facilitation of outreach meetings, contributed to maintaining some space for diverse voices

Planned results for 2025

Result 1: advancing economic and social self-reliance

Programme performance in 2023 and target for 2025

17. In 2023, the Mission, with the United Nations country team, completed the development of a results framework and monitoring system for the United Nations Strategic Framework for Afghanistan, 2023–2025, and continued to implement the post-August 2021 aid architecture for Afghanistan. UNAMA continued to assist the people of Afghanistan by mobilizing international assistance, supporting the finalization of the Framework for International Partner Support in Afghanistan, 2023–2025, and coordinating the Afghanistan Coordination Group to facilitate continued donor support.
18. In 2025, the Mission will engage with stakeholders at the national and subnational levels, including the de facto authorities, civil society and international NGOs, in supporting humanitarian assistance and basic human needs service delivery. UNAMA will support an inclusive economic dialogue and the implementation of essential reforms for the country's economic recovery. It will also foster an environment conducive to sustainable economic growth, including collaborative efforts with key stakeholders to address structural challenges, promote financial stability and implement policies that contribute to the revival and sustainability of Afghanistan.
19. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2).

Table 2
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Implementation of existing national priority programmes following completion of prioritization, sequencing and beginning of preparation for new programmes	Completion and implementation of a monitoring system and results framework for the United Nations Transitional Engagement Framework for Afghanistan through the new aid architecture for Afghanistan	Implementation of the United Nations system-wide strategic planning framework and the new aid architecture for Afghanistan, including multilateral financing for United Nations agencies	Continued implementation of the United Nations Strategic Framework for Afghanistan, 2023–2025, and the aid architecture for Afghanistan, including multilateral financing for United Nations agencies, funds and programmes, taking into consideration restrictions imposed on the female Afghan workforce by the de facto authorities	Continued implementation of the United Nations Strategic Framework for Afghanistan, 2023–2025, and the aid architecture for Afghanistan; and increased support towards an inclusive economic dialogue and the implementation of essential reforms to address obstacles to economic recovery

Result 2: rights-based stability in Afghanistan**Programme performance in 2023 and target for 2025**

20. In 2023, the Mission maintained regular engagement with the de facto authorities, other national stakeholders and the international community on matters related to human rights, the rule of law, governance and inclusion. Through the various ministries, the de facto authorities engaged at the subnational and national levels with various constituencies, including ethnic and religious minorities and community representatives from remote areas. UNAMA continued to engage other national and subnational stakeholders, including community representatives, religious scholars, political opposition and former government officials, women's groups, human rights defenders and civil society activists, former justice sector officials, and business actors. Following the de facto authorities' ban on female workers and amid shrinking civic space, UNAMA continued advocacy with the de facto authorities to reverse their restrictions on women, civil society and media, as well as to engage other national and subnational stakeholders, including community representatives, religious scholars, political opposition and former government and justice sector officials, women's groups, human rights defenders and civil society activists, and business actors.
21. In 2025, the Mission will continue to engage with the de facto authorities on overarching priorities, particularly on removing restrictions on women's and girls' rights and freedoms, ensuring the rights of ethnic and religious minorities and increasing efforts and transparency on accountability for human rights violations by de facto authorities and personnel. This work is expected to contribute to the level of international assistance to meet humanitarian and basic human needs and efforts towards compliance with international human rights and humanitarian law obligations, as well as a more conducive environment for inclusive governance.
22. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3).

Table 3
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Ad hoc engagement between de facto authorities and the international community	Regular United Nations engagement with the de facto authorities, other national stakeholders and the international community for sustained support to meet humanitarian and human needs, as well as compliance by relevant de facto authorities with international human rights and humanitarian law obligations	Regular United Nations engagement with the de facto authorities, non-Taliban figures and those from different ethnic groups and geographical regions, to advocate for inclusive governance as well as support for the establishment of mechanisms at the national and subnational levels for inclusive governance.	Continued efforts towards inclusive, representative, participatory and responsive governance; and pursuit of a political path for confidence-building between Afghan stakeholders and the international community	Continued efforts towards an inclusive, representative, participatory and responsive governance model, including dialogue between diverse Afghan constituencies and the de facto authorities
United Nations injection of cash for humanitarian assistance, in coordination with the Central Bank of Afghanistan and other partners	Regular United Nations injection of cash for humanitarian	Provision of support to the		
Establishment of a special trust fund for Afghanistan to manage donor funds for joint United Nations programmes to meet basic human needs				

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	assistance, in coordination with the Central Bank and other partners Regular subnational outreach meetings and facilitated community relationship-building and engagement with de facto authorities	development of a structured policy dialogue for confidence-building between Afghan stakeholders and the international community		

Result 3: supporting efforts towards the full reintegration of the Afghan State with the international community

Proposed programme plan for 2025

23. UNAMA will focus on engagement with the de facto authorities and other Afghan stakeholders in supporting efforts towards the reintegration of Afghanistan into the international community while respecting the State's legal obligations. This engagement will include continued advocacy with the de facto authorities to reverse their restrictions on women, civil society and media.
24. The Mission will renew its efforts towards facilitating a dialogue between Afghan stakeholders that includes actors from all strata of society inside Afghanistan, as well as political actors based outside the country. The Mission will continue to support the United Nations country team and international partners with institutionalizing the monitoring of the delivery of principled basic human needs assistance into regular, verifiable reporting mechanisms for the accountability of the United Nations Strategic Framework.

Lessons learned and planned change

25. The lesson for the Mission was the need to continue coordination of the international community's priorities and donor funding streams across UNAMA and the United Nations country team. In applying this lesson, UNAMA will continue its advocacy and support for engagement with the international community and the de facto authorities to find ways to address ongoing impediments to the reintegration of Afghanistan into the international community.
26. Expected progress towards the objective is presented in the performance measure below (see table 4).

Table 4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Facilitation of more coherent, coordinated and structured international engagement, with increased understanding from all sides of the outcomes and	Continued facilitation of increased coherent, coordinated and structured international engagement aimed at an Afghanistan reintegrated into the

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
			commitments aiming at the full reintegration of Afghanistan into the international community and its meeting international obligations	international community and meeting international obligations

Deliverables

27. Table 5 lists all deliverables of the Mission.

Table 5
Deliverables for the period 2023–2025, by category and subcategory

<i>Deliverables</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports of the Secretary-General to the Security Council	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
2. Meetings of the Security Council	4	4	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	48	54	42	50
3. Discussion/awareness-raising/sensitization sessions with human rights stakeholders, including local authorities, civil society organizations and human rights defenders, on human rights standards, where applicable	48	33	32	30
4. Consultations with Afghan women to enable an articulation of their views for engagement with the de facto authorities	–	21	10	20
Technical materials (number of materials)	1	5	1	1
5. Thematic or special human rights-related reports	1	5	1	1
C. Substantive deliverables				
Good offices: good offices with the de facto authorities, Afghan political and economic actors, civil society (inside and outside of Afghanistan) and countries in the region, to support inclusive, representative, participatory and responsive governance processes, peace and stability at the national, subnational and local levels and humanitarian and basic services access; good offices through support for dialogue and confidence-building measures between the de facto authorities and other stakeholders to encourage and build consensus on subnational governance, inclusion, civic space, youth and fundamental rights and freedoms; good offices for enhanced regional cooperation on security-political matters, economic development, disaster management and people-to-people contacts; and good offices for a coordinated international response to Afghanistan.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach activities with Afghans, opinion leaders, the media, civil society, youth and other agents of change to support the implementation of the Mission's mandate.				
External and media relations: press conferences, statements, advisories, backgrounders, interviews and other media engagements related to the Mission's objectives.				
Digital platforms and multimedia content: dissemination of the Mission's mandated work through the Mission's website and social media accounts.				

B. Proposed post and non-post resource requirements for 2025

1. Total resource requirements

Resource requirements (regular budget)

Table 6

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025		Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024		Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)		
Military and police personnel costs	24.6	15.3	28.7	23.7			(5.0)
Civilian personnel costs	94 355.5	92 749.3	93 000.9	92 904.9			(96.0)
Operational costs	38 099.1	36 300.3	34 295.1	33 190.7			(1 104.4)
Total (net of staff assessment)	132 479.2	129 065.0	127 324.7	126 119.3			(1 205.4)

Table 7

Human resources

	International staff										National staff			United Nations Volunteers			Total	
	USG	ASG ^a	D-2	D-1	P-5 ^b	P-4 ^b	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National		Subtotal
	Approved 2024	1	2	1	5	28	53	56	5	137	1	289	126	647	773	75		20
Proposed 2025	1	2	1	5	27	54	55	5	133	1	284	128 ^c	626 ^c	754	75	36	111	1 149
Change	-	-	-	-	(1)	1	(1)	-	(4)	-	(5)	2	(21)	(19)	-	16	16	(8)

^a One post is funded at 50 per cent and cost-shared with the Development Coordination Office.

^b Includes one P-5 position and one P-4 position approved as general temporary assistance.

^c Includes one NPO position and one LL position proposed for establishment as general temporary assistance.

28. The proposed resource requirements for 2025 for UNAMA amount to \$126,119,300 (net of staff assessment) and would provide for civilian personnel costs (\$92,904,900) consisting of salaries, common staff costs and danger pay for the deployment of 1,149 posts and positions (1 Under-Secretary-General, 2 Assistant Secretary-General, 1 D-2, 5 D-1, 27 P-5, 54 P-4, 55 P-3, 5 P-2, 133 Field Service, 1 General Service, 128 National Professional Officer, 626 Local level and 111 United Nations Volunteer), inclusive of eight new positions proposed for establishment and 16 national United Nations Volunteers proposed for conversion from extrabudgetary resources; the cost of one military observer (\$23,700); and operational costs in the amount of \$33,190,700.
29. The decrease in the requirements for 2025 compared with the appropriation for 2024 is attributable to:
- (a) A decrease of \$96,000 for civilian personnel costs, reflecting the net effect of:
- (i) A decrease of \$1,687,100 for Local level staff costs owing to the application of a higher vacancy rate of 11.2 per cent, compared with 9.5 per cent applied in the 2024 approved budget; a lower share from the Mission of the staff costs for security-related posts, which

Note: The following abbreviations are used in tables: ASG, Assistant Secretary-General; FS, Field Service; GS, General Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer; USG, Under-Secretary-General.

are cost-shared with the agencies, funds and programmes, as described in paragraph 32 below; and the proposed abolishment of 23 posts;

- (ii) A decrease of \$570,500 for National Professional Officer posts due to the application of a higher vacancy rate of 15.5 per cent, compared with a vacancy rate of 10.5 per cent applied in the 2024 approved budget;
 - (iii) A decrease of \$238,800 for United Nations Volunteers, owing to the application of a cost-sharing ratio to 26 international medical-related positions with the agencies, funds and programmes, as described in paragraph 32 below, offset in part by the proposed conversion of 16 national United Nations Volunteer positions from extrabudgetary funding to regular budget funding, as described in paragraph 33 below;
 - (iv) An increase of \$2,305,100 for international staff, owing to: a. the application of a lower vacancy rate of 8.3 per cent, compared with a vacancy rate of 9.5 per cent applied for 2024; b. the application of the higher post adjustment multiplier for Afghanistan of 48.0 per cent compared with 38.7 per cent applied in the 2024 approved budget; and c. the proposed establishment of two posts (1 P-4 and 1 P-3);
- (b) A decrease of \$1,104,400 for operational costs, reflecting the net effect of:
- (i) A decrease of \$807,400 under facilities and infrastructure, attributable mainly to lower requirements for security services and maintenance services, as well as lower fuel costs;
 - (ii) A decrease of \$423,600 under air operations, owing primarily to lower anticipated rental and operational costs of the fixed-wing aircraft, as well as the reduced planned number of 700 flight hours based on recent usage patterns, compared with 1,060 flight hours included in the 2024 approved budget;
 - (iii) A decrease of \$201,200 under medical, owing primarily to the lower share from the Mission in the cost of shared medical services compared with the estimates applied in the 2024 approved budget;
 - (iv) An increase of \$427,300 under communications and information technology, attributable to higher requirements for the replacement of obsolete equipment that is critical to support the Mission's network security, as well as for the upgrade of equipment in connection with the enhancement of the perimeter monitoring systems of the compounds and premises.

Vacancy rates

30. The proposed vacancy rates applied in the budget take into account the experience to date. The assumptions considered for the proposed vacancy rates include the 12-month average vacancy rate in 2023 and the actual vacancy rate as at 31 March 2024. The lower of the two was used as the 2025 budgeted vacancy rate. This is in line with the policy guidance to improve the accuracy and consistency of the vacancy rates applied in the proposed budgets for 2025 and to ensure that proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions, or posts and positions proposed for reassignment.

Table 8
Vacancy rates

(Percentage)

<i>Category</i>	<i>Actual average in 2023</i>	<i>Approved 2024</i>	<i>Actual as at 31 March 2024</i>	<i>Proposed 2025</i>
Military and police personnel				
Military observer	0.0	0.0	0.0	0.0
Civilian personnel				
International staff	9.8	9.5	8.3	8.3
National staff				
National Professional Officers	15.5	10.5	20.6	15.5
Local level	11.2	9.5	15.3	11.2
United Nations Volunteers				
International	9.3	12.0	5.3	9.3
National	20.0	40.0	5.0	5.0

2. Staffing requirements

31. For 2025, a number of reconfigurations and adaptations to the structure and staffing of UNAMA are proposed, resulting from efforts focused on:
- Streamlining the mission support structure, taking into account the prioritization of available resources and experience from other entities (the United Nations Assistance Mission for Iraq (UNAMI) in the case of staff counselling). To this end, it is proposed that: (i) the Supply Chain Management pillar and the Service Delivery Management pillar be merged into a new Supply Chain and Service Delivery Management pillar, leading to the abolishment of one P-5 post; and (ii) the Procurement Unit and the Acquisition Management Unit be realigned under the Operations and Resource Management pillar. In addition, it is proposed that the staff counselling services be partially outsourced, leading to the proposed abolishment of two posts (1 P-3 and 1 National Professional Officer);
 - Further streamlining of the Mission's driver capacities by rightsizing resources required to support the Mission's transport needs in an effort to make more efficient use of a central pool of drivers, leading to the proposed abolishment of 17 Driver posts (Local level) and the rebalancing of the remaining driver capacities through the redeployment of 12 posts (eight posts from substantive sections to the Transport Unit and four posts from the Transport Unit to the field offices);
 - Achieving consistency of the mission support team structures across field offices to better align support delivery with demand and practices in the field, resulting in the proposed reassignment of 11 posts;
 - Optimization of staffing resources to ensure that the Mission's staffing is tailored to the efficient execution of the Mission's mandate, aligned with the functions performed, and that positions are only retained after critical review for continuing needs.
32. With regard to cost-recovery activities, following a review of the cost-sharing arrangements with the agencies, funds and programmes, the 2025 budget incorporates progress made to increase the cost-sharing of services among more agencies and in more locations, as well as efforts to closely align budgeted resources with the Mission's contribution to the cost of these services. To this end, eight medical-related posts (1 P-4, 1 P-3, 2 National Professional Officer and 3 Local level) and 26 international United Nations Volunteer positions that provide capacity support to the Joint Medical Services and the United Nations Medical Emergency Response Team will be costed at 30 per cent,

representing the UNAMA share of the salary costs for these positions, resulting in a reduced funding requirement of \$1.6 million for 2025, compared with the full cost provided for in the 2024 budget. In addition, the budget takes into account the lowering of the UNAMA proportion for the staff costs of security guard personnel (Local level) in the UNAMA-managed field offices, in line with the memorandum of understanding, giving rise to a reduced funding requirement of \$1.2 million.

33. In view of the consistent low percentage of female national staff within the Mission, UNAMA is continuously undertaking efforts to address the gender issues, which are deeply interwoven in Afghan systematized patriarchal society, through capacity-building of women. With the support of the Department of Political and Peacebuilding Affairs of the Secretariat, the Mission implemented a national youth United Nations Volunteers project in 2019 targeting female national university graduates and young professionals to create entry-level job opportunities. This programme serves as a critical tool to help address the imbalance of female national staff, becoming a pipeline for young Afghan women to enter the workforce and thereby contributing to improved gender balance. To date, 31 former participants of the programme have been recruited by the United Nations or other international organizations. In October 2022, the General Assembly approved the conversion of 20 national United Nations Volunteer positions from extrabudgetary to regular budget funding. In continuation of the efforts to continue to improve the gender balance in the Mission's staffing, it is proposed that the currently existing 16 national United Nations Volunteer positions be converted from extrabudgetary resources to regular budget funding in 2025, to continue to support programmes of work of components across the Mission. These positions play a critical role in mission activities and are required in the longer term for mandate delivery and related operations.
34. In the context of the above, the staffing complement proposed for 2025 for the Mission reflects a net decrease of eight posts, as a result of the following changes:
- Abolishment of 32 posts (1 P-5, 2 P-3, 4 Field Service, 2 National Professional Officer and 23 Local level)
 - Establishment of eight posts (1 P-4, 1 P-3, 4 National Professional Officer and 2 Local level)
 - Reclassification of six posts
 - Reassignment of 12 posts
 - Redeployment of 12 posts
 - Conversion of 16 positions from extrabudgetary funding.
35. These changes are detailed by organizational unit in the sections below. Annex II to the present report provides the organizational charts.

Special Representative of the Secretary-General for Afghanistan

Table 9

Staffing requirements: Office of the Special Representative of the Secretary-General for Afghanistan

	<i>International staff</i>										<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>		<i>Subtotal</i>
Front Office of the Special Representative of the Secretary-General for Afghanistan																		
Approved 2024	1	–	–	–	1	1	–	–	2	–	5	–	4	4	–	–	–	9
Proposed 2025	1	–	–	–	1	1	–	–	2	–	5	–	4	4	–	–	–	9
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Office of the Chief of Staff																		
Approved 2024	-	-	1	-	2	3	3	-	1	-	10	9	4	13	-	-	-	23
Proposed 2025	-	-	1	-	2	3	3	-	1	-	10	9	4	13	-	-	-	23
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Rights Service																		
Approved 2024	-	-	-	1	2	4	1	1	1	-	10	6	10	16	-	1	1	27
Proposed 2025	-	-	-	1	2	4	1	1	1	-	10	6	9	15	-	1	1	26
Change	-	-	-	-	-	-	-	-	-	-	-	-	(1)	(1)	-	-	-	(1)
Strategic Communications Section																		
Approved 2024	-	-	-	-	1	2	1	-	-	-	4	4	8	12	-	-	-	16
Proposed 2025	-	-	-	-	1	2	2	-	-	-	5	4	8	12	-	-	-	17
Change	-	-	-	-	-	-	1	-	-	-	1	-	-	-	-	-	-	1
Gender Advisory Unit																		
Approved 2024	-	-	-	-	1	1	1	-	-	-	3	-	1	1	-	-	-	4
Proposed 2025	-	-	-	-	1	1	1	-	-	-	3	-	1	1	-	-	-	4
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security Section																		
Approved 2024	-	-	-	-	1	2	4	2	58	-	67	2	112	114	3	1	4	185
Proposed 2025	-	-	-	-	1	2	4	2	55	-	64	2	109	111	3	3	6	181
Change	-	-	-	-	-	-	-	-	(3)	-	(3)	-	(3)	(3)	-	2	2	(4)
Total, Special Representative of the Secretary-General for Afghanistan																		
Approved 2024	1	-	1	1	8	13	10	3	62	-	99	21	139	160	3	2	5	264
Proposed 2025	1	-	1	1	8	13	11	3	59	-	97	21	135	156	3	4	7	260
Change	-	-	-	-	-	-	1	-	(3)	-	(2)	-	(4)	(4)	-	2	2	(4)

36. The Special Representative of the Secretary-General for Afghanistan provides strategic leadership to the political, human rights and development/humanitarian coordination-related work of the United Nations in the country. The Special Representative serves as Head of Mission and is responsible for the executive management of the Mission's resources and administration. She is supported by the Front Office. The following organizational units report to the Special Representative: the Office of the Chief of Staff; the Human Rights Service; the Strategic Communications Section; the Gender Advisory Unit; and the Security Section.

Proposed organizational changes

Table 10

Human resources: Office of the Special Representative of the Secretary-General for Afghanistan

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Human Rights Service	-1	LL	Driver	Redeployment	To Transport Unit
Strategic Communications Section	+1	P-3	Public Information Officer	Establishment	
Security Section	-3	FS	Security Officer	Abolishment	
	-3	LL	Driver	Redeployment	To Transport Unit
	+2	UNV	Local Security Assistant	Conversion	From extrabudgetary resources
Total	(4)				

37. The following changes are proposed for 2025:

- (a) **Human Rights Service:** redeployment of one post of Driver (Local level) to the Transport Unit, as referred to in paragraph 31 (b);
- (b) **Strategic Communications Section:** establishment of one post of Public Information Officer (P-3) to support the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator in enhanced coordination and efficiencies in United Nations-wide content and messaging; strengthened communications and reporting around the increasingly demanding mandate priorities of risk management, prevention of aid diversion and upholding international humanitarian law, including increased demands for public and donor reporting on mission efforts to increase accountability, transparency and the effective use of aid; enhanced thematic advocacy on climate change and environment issues; data-driven public advocacy on gender-related themes; promotion of social, economic and cultural rights and the rights of persons with disabilities; support to the coordination of the humanitarian mine action sector; increased vernacular advocacy and content production; and increased monitoring and analysis to counter the threat of mis- and disinformation;
- (c) **Security Section:**
 - (i) Abolishment of three posts of Security Officer (Field Service) following a review of the Section's workload, whereby it was determined that functions can be effectively carried out by the remaining existing capacities within the Section;
 - (ii) Redeployment of three posts of Driver (Local level) to the Transport Unit, as referred to in paragraph 31 (b);
 - (iii) Conversion of two positions of Local Security Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding, as referred to in paragraph 33, to provide effective administrative, logistical and operational support to the Crisis Coordination Centre in the Security Section and serve as the first security point of contact to all United Nations staff requiring security assistance.

Table 11
Afghanistan Team of the Asia and the Pacific Division of the Department of Political and Peacebuilding Affairs

	<i>International staff</i>											<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
Approved 2024	-	-	-	1	1	1	1	-	-	1	5	-	-	-	-	-	-	5
Proposed 2025	-	-	-	1	1	1	1	-	-	1	5	-	-	-	-	-	-	5
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

38. The Afghanistan Team of the Asia and the Pacific Division of the Department of Political and Peacebuilding Affairs (1 D-1, 1 P-5, 1 P-4, 1 P-3 and 1 General Service (Other level)) will continue to provide backstopping to the Mission, including the provision of operational support, assistance in identifying and prioritizing critical strategic objectives in line with the Mission's mandate and political needs, and engagement with Member States and other key regional and international partners.

Office of the Deputy Special Representative of the Secretary-General (Political Affairs)

Table 12
Staffing requirements: Office of the Deputy Special Representative of the Secretary-General (Political Affairs)

	<i>International staff</i>											<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>FS</i>	<i>GS</i>	<i>Subtotal</i>	<i>NPO</i>	<i>LL</i>	<i>Subtotal</i>	<i>International</i>	<i>National</i>	<i>Subtotal</i>	
Front Office of the Deputy Special Representative of the Secretary-General (Political Affairs)																		
Approved 2024	-	1	-	-	-	1	1	-	1	-	4	1	3	4	-	-	-	8
Proposed 2025	-	1	-	-	-	1	1	-	1	-	4	1	3	4	-	-	-	8
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Political Affairs Service																		
Approved 2024	-	-	-	1	2	7	4	1	-	-	15	8	11	19	-	3	3	37
Proposed 2025	-	-	-	1	2	7	4	1	-	-	15	8	8	16	-	6	6	37
Change	-	-	-	-	-	-	-	-	-	-	-	-	(3)	(3)	-	3	3	-
Liaison Office in Tehran																		
Approved 2024	-	-	-	-	-	1	-	-	-	-	1	1	2	3	-	-	-	4
Proposed 2025	-	-	-	-	-	1	-	-	-	-	1	1	2	3	-	-	-	4
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Liaison Office in Islamabad																		
Approved 2024	-	-	-	-	-	1	-	-	-	-	1	1	3	4	-	-	-	5
Proposed 2025	-	-	-	-	-	1	-	-	-	-	1	1	3	4	-	-	-	5
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Regional Cooperation Unit																		
Approved 2024	-	-	-	-	1	-	2	-	-	-	3	-	-	-	-	-	-	3
Proposed 2025	-	-	-	-	1	-	2	-	-	-	3	-	-	-	-	-	-	3
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Strategic Engagement Advisory Unit																		
Approved 2024	-	-	-	-	1	-	1	-	-	-	2	1	1	2	-	-	-	4
Proposed 2025	-	-	-	-	1	-	1	-	-	-	2	1	-	1	-	-	-	3
Change	-	-	-	-	-	-	-	-	-	-	-	-	(1)	(1)	-	-	-	(1)
Joint Analysis and Reporting Section																		
Approved 2024	-	-	-	-	1	2	2	-	-	-	5	1	4	5	-	-	-	10
Proposed 2025	-	-	-	-	1	2	2	-	-	-	5	1	4	5	-	-	-	10
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total, Office of the Deputy Special Representative of the Secretary-General (Political Affairs) (political pillar)																		
Approved 2024	-	1	-	1	5	12	10	1	1	-	31	13	24	37	-	3	3	71
Proposed 2025	-	1	-	1	5	12	10	1	1	-	31	13	20	33	-	6	6	70
Change	-	-	-	-	-	-	-	-	-	-	-	-	(4)	(4)	-	3	3	(1)

39. The Deputy Special Representative of the Secretary-General (Political Affairs) advises the Special Representative of the Secretary-General on political issues and the dynamics affecting the implementation of the mandate of the Mission, and manages the political pillar. The Deputy Special Representative supports the implementation of the mandate through the provision of regular analyses of the political situation in the country and the region, by: (a) liaising with the international community, diplomatic community and NGOs in Afghanistan on political issues; (b) coordinating political priorities within the Mission and with United Nations Headquarters; and (c) providing good offices and outreach, particularly in the areas of political stability and regional cooperation.

Table 13

Human resources: Deputy Special Representative of the Secretary-General (Political Affairs)

Office/service/section/unit	Positions					
	Change	Level	Functional title	Action	Description	
Political Affairs Service	-1	NPO	Assistant Electoral Officer	Reassignment	}	
	+1	NPO	Assistant Political Affairs Officer	Reassignment		
	-3	LL	Driver	Redeployment		To Transport Unit
	+3	UNV	Associate Political Affairs Officer	Conversion		From extrabudgetary resources
Strategic Engagement Advisory Unit	-1	LL	Driver	Redeployment		To Transport Unit
Total	(1)					

40. The following changes are proposed for 2025:

(a) Political Affairs Service:

- (i) Reassignment of one post of Assistant Electoral Officer (National Professional Officer) as Assistant Political Affairs Officer (National Professional Officer) to reflect adjustments to the roles and responsibilities needed to meet the objectives of the Service, in line with paragraph 5 (d) of Security Council resolution 2626 (2022), wherein the Mission is mandated to perform analysis of the political economy, including a better understanding of the illicit economy;

- (ii) Redeployment of three posts of Driver (Local level) to the Transport Unit, as referred to in paragraph 31 (b);
- (iii) Conversion of three positions of Associate Political Affairs Officer (national United Nations Volunteer) from extrabudgetary resources to regular budget funding, as referred to in paragraph 33, to monitor, support and report on activities related to political inclusion and security-related activities by the de facto security forces, facilitate engagement with different actors, and support data collection and management as the basis for political economy analysis;
- (b) **Strategic Engagement Advisory Unit:** redeployment of one post of Driver (Local level) to the Transport Unit, as referred to in paragraph 31 (b).

**Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/
Humanitarian Coordinator**

Table 14

**Staffing requirements: Office of the Deputy Special Representative of the Secretary-General/Resident
Coordinator/Humanitarian Coordinator**

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG ^a	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Front Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator																		
Approved 2024	–	1	–	1	1 ^b	2 ^b	1	–	2	–	8	–	3	3	–	–	–	11
Proposed 2025	–	1	–	1	1 ^b	3 ^b	1	–	2	–	9	1 ^c	4 ^c	5	–	–	–	14
Change	–	–	–	–	–	1	–	–	–	–	1	1	1	2	–	–	–	3
Resident Coordinator Office/United Nations Country Team Unit																		
Approved 2024	–	–	–	–	–	–	–	–	–	–	–	1	1	2	–	–	–	2
Proposed 2025	–	–	–	–	–	–	–	–	–	–	–	1	1	2	–	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Aid Coordination Coherence Section																		
Approved 2024	–	–	–	–	1	1	1	–	–	–	3	1	1	2	–	–	–	5
Proposed 2025	–	–	–	–	1	1	1	–	–	–	3	1	1	2	–	–	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Risk Management Coordination Section																		
Approved 2024	–	–	–	–	1	1	–	–	–	–	2	2	2	4	–	–	–	6
Proposed 2025	–	–	–	–	1	1	–	–	–	–	2	2	2	4	–	–	–	6
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total, Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator (development pillar)																		
Approved 2024	–	1	–	1	3	4	2	–	2	–	13	4	7	11	–	–	–	24
Proposed 2025	–	1	–	1	3	5	2	–	2	–	14	5	8	13	–	–	–	27
Change	–	–	–	–	–	1	–	–	–	–	1	1	1	2	–	–	–	3

^a Funded at 50 per cent and cost-shared with the Development Coordination Office.

^b Includes one P-5 position and one P-4 position approved as general temporary assistance.

^c Includes one NPO position and one LL position proposed for establishment as general temporary assistance.

41. The Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator is responsible for maintaining links with the United Nations country team as part of the role of Resident Coordinator and Humanitarian Coordinator. The Security Council, in paragraph 5 (a), (b), (i) and (j) of its resolution [2626 \(2022\)](#), mandated the Deputy Special Representative to coordinate and facilitate the provision of humanitarian assistance and financial resources to support humanitarian activities; coordinate international donors and organizations in relation to basic human needs; coordinate the overall risk management approach of the United Nations in Afghanistan; and coordinate explosive ordnance threat mitigation measures in support of humanitarian and development initiatives.

Table 15

Human resources: Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator (development pillar)

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Front Office	+1	P-4	Economic Affairs Officer	Establishment	
	–	P-5	Senior Programme Management Officer	Continuation (general temporary assistance)	
	–	P-4	Coordination Officer	Continuation (general temporary assistance)	
	+1	NPO	Associate Programme Management Officer	Establishment (general temporary assistance)	
	+1	LL	Data Analysis Assistant	Establishment (general temporary assistance)	
Total	+3				

42. The following proposals are made for 2025:

Front Office of the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator:

- (a) Establishment of one post of Economic Affairs Officer (P-4) to support United Nations and development partners to identify and implement policies and strategies for economic diversification, fostering entrepreneurship and improving access to international markets, as well as to strengthen reporting by UNAMA on economic progress and challenges. In alignment with Security Council resolution [2626 \(2022\)](#), this post will play a crucial role in the coordination of international donors and financial institutions to support economic and social conditions for self-reliance and stability. The proposed post will provide the Mission with the required technical expertise that it currently lacks in the areas of economic recovery, trade and transit, and financial systems analysis;
- (b) Continuation of two general temporary assistance positions, comprising:
- (i) One position of Senior Programme Management Officer (P-5), to continue to lead the implementation of the Mission's mine action programme in line with Security Council resolution [2626 \(2022\)](#), paragraph 5 (c). The incumbent will continue to provide technical and strategic advice to Mission leadership and relevant stakeholders on mine action and engage with national mine action authorities, the United Nations country team and the humanitarian team to advocate for mine action;
- (ii) One position of Coordination Officer (P-4), to continue to undertake research and analysis, triangulating information on the delivery of assistance in Afghanistan, and facilitate engagement and negotiation with the de facto institutions around operational challenges in delivering humanitarian and basic human needs assistance

to the people of Afghanistan, as well as advocating with the de facto authorities for rights, inclusion, equity, transparency and accountability in aid delivery.

43. The Mine Action Service of the United Nations provides mine detection and mine-clearing services to UNAMA through its long-standing partnership with the United Nations Office for Project Services (UNOPS), in accordance with the umbrella memorandum of understanding between the United Nations and UNOPS. OIOS recommended in its audit on the monitoring and evaluation mechanism of the Mine Action Service that the Service strengthen its control environment and increase financial monitoring, as well as monitoring and evaluation. The Board of Auditors, in its audit of the United Nations peacekeeping operations for the period from 1 July 2019 to 30 June 2020, recommended that the Mine Action Service reduce dependency on UNOPS and evaluate the benefits of implementing a certain share of mine action activities itself (A/75/5 (Vol. II), chap. II, para. 175).
44. In this context, it is proposed that two general temporary assistance positions (1 National Professional Officer and 1 Local level) be established, as shown in table 15 above, to advance the UNAMA mine action objectives in the most effective, cost-efficient and transparent manner. The establishment of these two positions will replace the previous arrangement of using UNOPS in delivering such services, for which resources for two national personnel were formerly budgeted under the “other supplies, services and equipment” budget class. This approach will improve the governance and transparency of the delivery of the mine action programme by providing a direct reporting line for mine action personnel to the existing Senior Programme Management Officer (P-5) referenced in paragraph 42 (b) (i) above. The proposal will also improve the effectiveness of programme delivery by ensuring that the core functions are performed by UNAMA personnel. In addition, cost-efficiency will be achieved in staffing and in the avoidance of programme support costs from the previous implementation modality with UNOPS that are no longer applicable, as outlined in table 16.

Table 16
New delivery model for mine action programme

(Thousands of United States dollars)

Category	Amount	Initiative
The estimated efficiency is achieved in staffing and in programme support costs that are no longer applicable, which had previously been budgeted under “Other supplies, services and equipment” for mine detection and mine clearing services, as follows:		
Other supplies, services and equipment	158.7	2 posts (national personnel) (\$146,700), and UNOPS programme service costs and administrative costs (\$12,000) that are no longer applicable
General temporary assistance	(64.3)	2 temporary positions (1 NPO and 1 LL) transferred to the UNAMA staffing table at a vacancy rate of 50 per cent. In subsequent periods, in terms of full cost, the annual cost estimate would be \$128,600
Total	94.4	Estimated cost-efficiencies of \$94,400 in 2025. In subsequent periods, in terms of full cost, the estimated annual cost-efficiencies would be approximately \$30,100 from 2026 onward.

45. The functions of the two general temporary assistance positions proposed for establishment are as follows:
- One position of Associate Programme Management Officer (National Professional Officer) to support the development of explosive ordnance threat assessments, provide technical expertise on explosive ordnance threat mitigation to UNAMA as well as to the de facto authority Directorate of Mine Action Coordination in the review and implementation of national and international mine action standards, and facilitate coordination of the mine action response in Afghanistan and information-sharing between UNAMA, the de facto authority Directorate and mine action operators in Afghanistan, comprising over 35 national and international NGOs;
 - One position of Data Analysis Assistant (Local level) to be responsible for mine action data analysis and interpretation and the preparation of a wide range of information management

products, including maps and dashboards, in support of the day-to-day implementation of the Mission's mine action programme.

46. These resource requirements were reviewed by the Mine Action Service Programme Review Committee, composed of Headquarters and Mission personnel, to ensure that the mine action programme in UNAMA is designed to support the delivery of the UNAMA mandate efficiently and effectively.

Mission Support

Table 17

Staffing requirements: Mission Support

	International staff										National staff			United Nations Volunteers			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National		Subtotal
Office of the Chief of Mission Support																		
Approved 2024	-	-	-	1	-	1	1	-	2	-	5	1	1	2	3	-	3	10
Proposed 2025	-	-	-	1	-	1	2	-	2	-	6	1	1	2	3	-	3	11
Change	-	-	-	-	-	-	1	-	-	-	1	-	-	-	-	-	-	1
Operations and Resource Management																		
Approved 2024	-	-	-	-	1	3	3	-	14	-	21	10	35	45	9	4	13	79
Proposed 2025	-	-	-	-	1	4	4	-	17	-	26	11	39	50	11	9	20	96
Change	-	-	-	-	-	1	1	-	3	-	5	1	4	5	2	5	7	17
Supply Chain Management (old)																		
Approved 2024	-	-	-	-	1	2	1	-	7	-	11	2	27	29	9	1	10	50
Proposed 2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change	-	-	-	-	(1)	(2)	(1)	-	(7)	-	(11)	(2)	(27)	(29)	(9)	(1)	(10)	(50)
Supply Chain and Service Delivery Management (formerly Service Delivery Management)																		
Approved 2024	-	-	-	-	1	3	6	-	11	-	21	15	135	150	32	2	34	205
Proposed 2025	-	-	-	-	1	4	4	-	14	-	23	14	140	154	39	4	43	220
Change	-	-	-	-	-	1	(2)	-	3	-	2	(1)	5	4	7	2	9	15
Total, Mission Support																		
Approved 2024	-	-	-	1	3	9	11	-	34	-	58	28	198	226	53	7	60	344
Proposed 2025	-	-	-	1	2	9	10	-	33	-	55	26	180	206	53	13	66	327
Change	-	-	-	-	(1)	-	(1)	-	(1)	-	(3)	(2)	(18)	(20)	-	6	6	(17)

47. Mission Support functions are under the overall responsibility of the Chief of Mission Support, who coordinates and supervises three main workstreams, namely, operations and resource management, service delivery management, and supply chain management.
48. The Chief of Mission Support acts as the principal adviser to the Head of Mission on all matters pertaining to administrative and logistical support and is supported by the Chiefs of the Operations and Resource Management and the Supply Chain and Service Delivery Management pillars.
49. With a view to achieving greater efficiency gains through the streamlining of structures, and following consultation with the Office of Supply Chain Management in the Department of Operational Support, it is proposed that the Supply Chain Management and the Service Delivery

Management pillars be merged to form the Supply Chain and Service Delivery Management pillar, with a consequent realignment of the Procurement Unit and the Acquisition Management Unit from the Supply Chain Management pillar to the Operations and Resource Management pillar to enable segregation of duties and balanced distribution of labour between the two remaining pillars.

50. The Operations and Resource Management pillar will continue to be responsible for general support and the management of operations and resources. The Chief of Operations and Resource Management, reporting to the Chief of Mission Support, oversees the Human Resources and Training Section, the Budget and Finance Unit, the Field Technology Section and the coordination of support provided by Mission Support field offices. As noted above, for 2025, it is proposed that the Procurement Unit and the Acquisition Management Unit be moved from the Supply Chain Management pillar to the Operations and Resource Management pillar.
51. The Supply Chain and Service Delivery Management pillar will be responsible for managing and coordinating the flow of supply chain goods and services and the provision of key logistical support services to all Mission components and other clients. The Chief of Supply Chain and Service Delivery Management, reporting to the Chief of Mission Support, oversees the Property Management Unit, the Centralized Warehousing Unit, the Aviation and Movement Control Section, the General Supply and Fuel Unit, the Engineering and Facilities Maintenance Section, the Transport Unit and the Medical, Staff Counselling and Welfare Section.

Office of the Chief of Mission Support

Table 18

Human resources: Office of the Chief of Mission Support

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Office of the Chief of Mission Support	+1	P-3	Data Analyst	Reassignment	From Aviation and Movement Control Section
Total	+1				

52. The following change is proposed for 2025:

Office of the Chief of Mission Support: reassignment of an Aviation Technical Compliance Officer (P-3) from the Aviation and Movement Control Section as a Data Analyst (P-3) to support workforce capabilities in data analytics and management, and the development of dashboards and business intelligence reports to support strategic resource management. The post will be used to support the generation, analysis and communication of data-driven facts and insights in support of more effective monitoring and oversight of compliance and decision-making. The creation of this post will enable the Mission to use technology and data to better support the implementation and delivery of mandated activities.

Operations and Resource Management

Table 19

Human resources: Operations and Resource Management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Office of the Chief of Operations and Resource Management	+1	UNV	Field Coordination Assistant	Conversion	From extrabudgetary resources
Field Technology Section	+2	UNV	Associate Information Management Assistant	Conversion	From extrabudgetary resources
Human Resources and Training Section	+1	UNV	Human Resources Assistant	Conversion	From extrabudgetary resources
Procurement Unit	+8		(1 P-4, 1 P-3, 2 FS, 1 NPO, 2 LL and 1 UNV)	Realignment	From Supply Chain and Service Delivery Management
Acquisition Management Unit	+5		(1 FS, 2 LL and 2 UNV)	Realignment	From Supply Chain and Service Delivery Management
Total	+17				

53. The following changes are proposed for 2025:

- (a) **Office of the Chief of Operations and Resource Management:** conversion of one position of Field Coordination Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 33 above) to support the ongoing coordination of the work in the field offices, compile information to support decision-making, and conduct more streamlined engagement, communication and reporting;
- (b) **Field Technology Section:** conversion of two positions of Associate Information Management Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 33 above) to support the implementation of the file classification scheme and records management;
- (c) **Human Resources and Training Section:** conversion of one position of Human Resources Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 33 above) to support the work of the Section, specifically on recruitment tasks for national posts, to include the review of applications to ensure that candidates meet eligibility criteria, initiation of and follow-up on reference checks, administration of entitlements and benefits, and assistance in preparing background materials to support the recruitment process;
- (d) **Procurement Unit:** realignment of the Procurement Unit, comprising eight posts and positions (1 P-4, 1 P-3, 2 Field Service, 1 National Professional Office, 2 Local level and 1 United Nations Volunteer), from the Supply Chain Management pillar (see para. 49 above);
- (e) **Acquisition Management Unit:** realignment of the Acquisition Management Unit, comprising five posts and positions (1 Field Service, 2 Local level and 2 United Nations Volunteer), from the Supply Chain Management pillar, (see para. 49 above).

Supply Chain and Service Delivery Management

Table 20

Human resources: Supply Chain and Service Delivery Management

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
Office of the Chief of Supply Chain and Service Delivery Management	-1	P-5	Chief, Supply Chain Management	Abolishment	
Centralized Warehousing Unit	-1	LL	Administrative Assistant	Abolishment	}
	-1	FS	Vehicle Technician	Reassignment	
	+1	FS	Logistics Assistant	Reassignment	
Aviation and Movement Control Section	-1	P-3	Aviation Technical Compliance Officer	Reassignment	To Office of the Chief of Mission Support
	-1	NPO	Associate Movement Control Officer	Abolishment	
	-2	LL	Movement Control Assistant	Abolishment	
	-1	LL	Air Operations Assistant	Abolishment	
	+1	UNV	Air Operations Assistant	Conversion	From extrabudgetary resources
Medical, Staff Counselling and Welfare Section	-1	P-3	Staff Counsellor	Abolishment	
	-1	NPO	Associate Staff Counsellor	Abolishment	
	-1	LL	Nurse	Abolishment	
General Supply and Fuel Unit	-1	FS	Fuel Assistant	Abolishment	
	+1	UNV	Finance Assistant	Conversion	From extrabudgetary resources
Transport Unit	-17	LL	Driver	Abolishment	
	+8	LL	Driver	Redeployment	1 from Human Rights Service, 3 from Political Affairs Service, 3 from Security Section and 1 from Strategic Engagement Advisory Unit
	-4	LL	Driver	Redeployment	2 to Bamyan Field Office, 1 to Kunduz Field Office and 1 to Kandahar Field Office
Procurement Unit	-8		(1 P-4, 1 P-3, 2 FS, 1 NPO, 2 LL and 1 UNV)	Realignment	To Operations and Resource Management pillar
Acquisition Management Unit	-5		(1 FS, 2 LL and 2 UNV)	Realignment	To Operations and Resource Management pillar
Total	(35)				

54. The following changes are proposed for 2025:

(a) **Office of the Chief of Supply Chain and Service Delivery Management:**

- (i) Merger of the Supply Chain Management pillar with the Service Delivery Management pillar to form the Supply Chain and Service Delivery Management pillar, as described in paragraph 49 above. In this connection, it is proposed that the Centralized Warehousing Unit and the Property Management Unit currently under the Supply Chain Management pillar be subsumed into the new proposed pillar. In addition, it is further proposed that the

Procurement Unit (8 posts) and the Acquisition Management Unit (5 posts) be realigned to the Operations and Resource Management pillar, as set out in paragraph 50 above;

- (ii) Abolishment of one post of Chief, Supply Chain Management (P-5) in view of the consolidation of the two previously separate pillars;
- (b) **Centralized Warehousing Unit:**
- (i) Abolishment of one post of Administrative Assistant (Local level) following a review of the workload of the Unit, whereby it was determined that the functions of the post can be subsumed by the remaining capacities;
 - (ii) Reassignment of one post of Vehicle Technician (Field Service) as a Logistics Assistant (Field Service) to enhance the capacity of the Unit to support the end-to-end supply chain processes. The post will ensure that all materials purchased by the Mission are correctly received, stored and accounted for until properly disposed of;
- (c) **Aviation and Movement Control Section:**
- (i) Reassignment of one post of Aviation Technical Compliance Officer (P-3) as a Data Analyst (P-3) in the Office of the Chief of Mission Support to support workforce capabilities in data analytics and management, digital transformation and innovation, as described in paragraph 52 above;
 - (ii) Abolishment of four posts, namely, one Associate Movement Control Officer (National Professional Officer), two Movement Control Assistants (Local level) and one Air Operations Assistant (Local level), following a review of the workload of the Section, whereby it was determined that the functions of the posts can be effectively carried out by the remaining capacities within the Section;
 - (iii) Conversion of one position of Air Operations Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 33 above) to support the work of the Section, including the management of the electronic databases, the monitoring of agreed periods of aircraft non-availability due to maintenance and/or aircrew sickness and that valid maintenance/medical release certificates are provided, and the monitoring and verification of aviation fuel consumption;
- (d) **Medical, Staff Counselling and Welfare Section:**
- (i) Abolishment of two posts, namely, one Staff Counsellor (P-3) and one Associate Staff Counsellor (National Professional Officer), in connection with the proposal to partially outsource the Mission's staff counselling capacity (see para. 92 below), while leveraging the available capacity of the Stress Counsellor of the Department of Safety and Security of the Secretariat. To this end, the remaining staff counselling capacity, comprising one Associate Staff Counsellor (National Professional Officer) and one Staff Counsellor (international United Nations Volunteer), will continue to provide on-site counselling services and coordinate engagement with external service providers with the support of the Stress Counsellor of the Department of Safety and Security;
 - (ii) Abolishment of one post of Nurse (Local level) following a review of the workload of the Section, whereby it was determined that the functions of the post can be effectively subsumed by the remaining posts within the Section;
- (e) **General Supply and Fuel Unit:**
- (i) Abolishment of one post of Fuel Assistant (Field Service) following a review of the workload of the Unit, whereby it was determined that the functions of the post can be effectively subsumed by the remaining posts within the Unit;
 - (ii) Conversion of one position of Finance Assistant (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 33 above), to support the

work of the Unit, including management of and reporting on the Unit's regular and cost-recovery budget expenditure, and the processing of invoices and payments;

(f) **Transport Unit:**

- (i) Abolishment of 17 posts of Driver (Local level), resulting from the further streamlining of activities and the optimization of resources, taking into account a full year of experience gained following the consolidation of all UNAMA personnel in one main compound;
- (ii) Redeployment of eight posts of Driver (Local level), comprising three from the Political Affairs Service, three from the Security Section, one from the Human Rights Service and one from the Strategic Engagement Advisory Unit, to augment the Unit and the central pool of drivers, in view of the proposed abolishment of the 17 posts noted above;
- (iii) Redeployment of four posts of Driver (Local level) (two to the Bamyan Field Office, one to the Kunduz Field Office and one to the Kandahar Field Office), to support the field offices' increasing number of road missions.

Field offices in regions and provinces

55. The field offices will continue to drive mandate implementation at the subnational level through the building of effective working relationships with the de facto authorities to facilitate an enabling environment for mandate and programme implementation and to strengthen the coherence of United Nations activities. They will provide: (a) support for the provision of essential services to Afghans; (b) support for dialogue between the de facto authorities and local stakeholders on issues of subnational governance, basic rights and inclusion; (c) outreach and good offices, including the facilitation of dialogue between political stakeholders, focusing on promoting inclusive, representative, participatory and responsive governance and broad participation in public life; and (d) advice on local consultative mechanisms, confidence-building measures, and conflict management and reconciliation. The field offices will also maintain situational awareness, reporting and analysis, and engage with all stakeholders at the subnational level in the protection and promotion of human rights.
56. The Mission currently maintains six regional offices, located in Kabul, Kandahar, Herat, Balkh (Mazar-e Sharif), Nangarhar (Jalalabad) and Paktiya (Gardez), and five provincial offices, located in Bamyan, Faryab (Maymana), Badakhshan (Faizabad), Baghlan (Pul-e Khumri) and Kunduz.
57. The Heads of Office have a direct reporting line to the Chief of Staff.

Table 21
Staffing requirements: regional and provincial offices

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Regional offices																		
Approved 2024	-	-	-	-	6	11	16	-	21	-	54	45	165	210	14	3	17	281
Proposed 2025	-	-	-	-	6	11	15	-	21	-	53	45	163	208	14	8	22	283
Change	-	-	-	-	-	-	(1)	-	-	-	(1)	-	(2)	(2)	-	5	5	2
Provincial offices																		
Approved 2024	-	-	-	-	-	2	4	-	3	-	9	15	94	109	5	5	10	128
Proposed 2025	-	-	-	-	-	2	4	-	3	-	9	18	100	118	5	5	10	137
Change	-	-	-	-	-	-	-	-	-	-	-	3	6	9	-	-	-	9

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Total regional and provincial offices^a																		
Approved 2024	-	-	-	-	6	13	20	-	24	-	63	60	259	319	19	8	27	409
Proposed 2025	-	-	-	-	6	13	19	-	24	-	62	63	263	326	19	13	32	420
Change	-	-	-	-	-	-	(1)	-	-	-	(1)	3	4	7	-	5	5	11

^a Including six regional and five provincial offices.

Proposed organizational changes

Regional offices

Table 22

Human resources: regional offices

Office/service/section/unit	Change	Level	Functional title	Positions	
				Action	Description
Kabul	+1	UNV	Gender Affairs Officer	Conversion	From extrabudgetary resources
	+1	UNV	Associate Political Affairs Officer	Conversion	From extrabudgetary resources
	+1	UNV	Associate Political Affairs Assistant	Conversion	From extrabudgetary resources
Kandahar	-1	LL	Air Operations Assistant	Reassignment	}
	+1	LL	Logistics Assistant	Reassignment	
	-1	LL	Facilities Management Assistant	Reassignment	As Logistics Assistant in Bamyan
	+1	LL	Driver	Redeployment	From Transport Unit
	+1	UNV	Associate Political Affairs Officer	Conversion	From extrabudgetary resources
Herat	-1	LL	Air Operations Assistant	Reassignment	}
	+1	LL	Logistics Assistant	Reassignment	
	-1	LL	Facilities Management Assistant	Reassignment	As Logistics Assistant in Gardez
Mazar-e Sharif	-1	FS	Information Systems Assistant	Reassignment	}
	+1	FS	Administrative Officer	Reassignment	
	-1	LL	Air Operations Assistant	Reassignment	}
	+1	LL	Logistics Assistant	Reassignment	
	-1	LL	Facilities Management Assistant	Reassignment	As Information Systems Assistant in Kunduz
Jalalabad	-1	P-3	Security Coordination Officer	Abolishment	}
	-1	LL	Air Operations Assistant	Reassignment	
	+1	LL	Logistics Assistant	Reassignment	
	+1	UNV	Associate Political Affairs Officer	Conversion	From extrabudgetary resources
Gardez	-1	LL	Air Operations Assistant	Reassignment	As Administrative Assistant in Bamyan
	+1	LL	Logistics Assistant	Reassignment	From Facilities Management Assistant in Herat
Total	+2				

58. The following changes in the UNAMA regional offices are proposed for 2025:

- (a) **Kabul:** conversion of three national United Nations Volunteer positions from extrabudgetary resources to regular budget funding (see para. 33 above), comprising one position of Gender Affairs Officer to support the work of the Office in the areas of monitoring and reporting on gender-related issues, and one position of Associate Political Affairs Officer and one position of Associate Political Affairs Assistant to provide political analysis and support in the monitoring of provincial- and district-level developments;
- (b) **Kandahar:**
 - (i) Reassignment of one post of Air Operations Assistant (Local level) as Logistics Assistant (Local level) following a review of mission support capacities in field offices to reflect adjustments to the roles and responsibilities currently undertaken by the post in line with operational requirements, with a view to ensuring consistency in the mission support structure across field offices;
 - (ii) Reassignment of one post of Facilities Management Assistant (Local level) as Logistics Assistant (Local level) to the Bamyan Field Office to ensure that logistics support is provided to all field offices;
 - (iii) Redeployment of one post of Driver (Local level) from the Transport Unit to support the offices to meet the demand of an increasing number of road missions;
 - (iv) Conversion of one position of Associate Political Affairs Officer (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 33 above), to provide political analysis and support in the monitoring of provincial- and district-level developments;
- (c) **Herat:**
 - (i) Reassignment of one post of Air Operations Assistant (Local level) as Logistics Assistant (Local level) to reflect adjustments to the roles and responsibilities currently undertaken by the post in line with operational requirements, with a view to ensuring consistency in the mission support structure across field offices;
 - (ii) Reassignment of one post of Facilities Management Assistant (Local level) as Logistics Assistant (Local level) in the Gardez Field Office to ensure that logistics support is provided to all field offices;
- (d) **Mazar-e Sharif:**
 - (i) Reassignment of one post of Information Systems Assistant (Field Service) as Administrative Officer (Field Service) to enhance the day-to-day administrative needs of the Office. The incumbent will also be responsible for the coordination of actions related to the administration of the human resources activities, and budget and finance functions within the Office;
 - (ii) Reassignment of one post of Air Operations Assistant (Local level) as Logistics Assistant (Local level) to reflect adjustments to the roles and responsibilities currently undertaken by the post in line with operational requirements, with a view to ensuring consistency in the mission support structure across field offices;
 - (iii) Reassignment of one post of Facilities Management Assistant (Local level) as Information Systems Assistant (Local level) in the Kunduz Field Office to provide the information technology infrastructure and end-user support to include covering application support, server/data administration, network administration and other information and communications technology-related service support to the Kunduz Field Office. The incumbent will also undertake logistical support functions covering aviation and facilities management;

(e) **Jalalabad:**

- (i) Abolishment of one post of Security Coordination Officer (P-3) following a review of the workload of the Jalalabad Field Office, taking into account the capacity in the Office, leading to the streamlining of some functions;
- (ii) Reassignment of one post of Air Operations Assistant (Local level) as Logistics Assistant (Local level) to reflect adjustments to the roles and responsibilities currently undertaken by the post in line with operational requirements, with a view to ensuring consistency in the mission support structure across field offices;
- (iii) Conversion of one position of Associate Political Affairs Officer (national United Nations Volunteer) from extrabudgetary resources to regular budget funding (see para. 33 above), to support the Field Office in the areas of gathering, selecting and analysing information from diverse sources through engagement with various governmental and non-governmental counterparts, with special attention to the representation of all segments of society, including vulnerable categories such as minorities and women; and supporting the monitoring of provincial- and district-level developments and keeping abreast of the latest trends and developments in the area of assignment in accordance with the priorities established by the Mission;

(f) **Gardez:**

- (i) Reassignment of one post of Air Operations Assistant (Local level) to Bamyan Field Office as an Administrative Assistant (Local level) to enhance the day-to-day administrative functions of the Office, including human resources management and budget and finance management, as well as undertaking logistics support functions covering aviation and facilities management;
- (ii) Reassignment of one post of Facilities Management Assistant (Local level) from Herat Field Office as Logistics Assistant (Local level) to ensure that logistics support is provided to all field offices.

Provincial offices

Table 23

Human resources: provincial offices

<i>Office/service/section/unit</i>	<i>Positions</i>				
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Bamyan	+1	LL	Political Affairs Assistant	Establishment	
	-1	LL	Administrative Assistant	Abolishment	}
	+1	NPO	Assistant Administrative Officer	Establishment	
	+2	LL	Driver	Redeployment	From Transport Unit
	+1	LL	Logistics Assistant	Reassignment	From Facilities Management Assistant in the Kandahar Field Office
	+1	LL	Administrative Assistant	Reassignment	From Air Operations Assistant in the Gardez Field Office
Maymana	+1	NPO	Assistant Political Affairs Officer	Establishment	
Pul-e Khumri	+1	NPO	Assistant Political Affairs Officer	Establishment	
Kunduz	+1	LL	Driver	Redeployment	From Transport Unit
	+1	LL	Information Systems Assistant	Reassignment	From Facilities Management Assistant in the Mazar-e Sharif Field Office

Office/service/section/unit	Positions				
	Change	Level	Functional title	Action	Description
	-1	LL	Air Operations Assistant	Reassignment	}
	+1	LL	Logistics Assistant	Reassignment	
Total	+9				

59. The following changes in the UNAMA provincial offices are proposed for 2025:

(a) **Bamyan:**

- (i) Establishment of one post of Political Affairs Assistant (Local level) to support outreach, reporting on conflict drivers, specifically Kuchi nomad migration and marginalization of the local population, and the mapping of significant actors and related dynamics. The post will also support information gathering for the analysis of developments in the region, including conflict dynamics, and assist preparations for outreach and engagement with external and internal partners for the successful development and implementation of specific conflict prevention and resolution initiatives. In support of the core peace and governance activities, the post would also contribute to enhanced United Nations inter-agency coordination on related matters by providing support to the secretariat of the United Nations regional team (comprising all United Nations entities operating in the Central Highlands region);
- (ii) Abolishment of one post of Administrative Assistant (Local level) following a review of mission support capacities in the field offices, which identified that the functions of the post had evolved to a higher-level skill set. To this end, there is a need to strengthen the capacity of the Office, and it is therefore proposed that the post be abolished and an Assistant Administrative Officer (National Professional Officer) be established, as set out in subparagraph (iii) below;
- (iii) Establishment of one post of Assistant Administrative Officer (National Professional Officer) in combination with the abolishment of the Administrative Assistant (Local level). The post will be responsible for all the administrative functions in the Field Office, including human resources management, budget and finance management and logistics support, and will bolster the decision-making process within the Office;
- (iv) Redeployment of two posts of Driver (Local level) from the Transport Unit to support the increased number of road missions;
- (v) Reassignment of two posts, namely, one Logistics Assistant (Local level) from Kandahar and one Administrative Assistant (Local level) from Gardez (see para. 57 (b) and (f) above);

(b) **Maymana:** establishment of Assistant Political Affairs Officer (National Professional Officer) to strengthen national capacity in the Office in support of independent travels and coverage to the 17 districts in Faryab Province, support the Head of the Field Office in setting priorities for good offices and outreach efforts, and support the analysis of relevant conflict dynamics and the development of specific conflict prevention and resolution projects, as well as preparatory outreach and engagement with external and internal partners;

(c) **Pul-e Khumri:** establishment of Assistant Political Affairs Officer (National Professional Officer) in response to the identified need to enhance national personnel capacity to enable independent travel to all districts in Baghlan Province and support the Head of the Field Office in determining priorities for good offices, outreach efforts, and advising Mission leadership on matters impacting the area of responsibility. The incumbent would be required to meet with interlocutors and coordinate their engagement with the de facto authorities, facilitate the mapping of governance relationships of the de facto authorities with local communities, and

engaging with external and internal partners to ensure the successful implementation of the political affairs work of the Office. Additionally, the incumbent will gain an in-depth understanding of relationships among the de facto authorities and community perceptions, coordinate relevant information for collaboration with the broader United Nations family in humanitarian assistance, basic humanitarian needs support and public service delivery, and monitor local security dynamics and assess their impact at the provincial, regional and national levels;

- (d) **Kunduz:**
- (i) Redeployment of one post of Driver (Local level) from the Transport Unit to support the increase in the number of road missions;
 - (ii) Reassignment of one post of Facilities Management Assistant (Local level) from Mazar-e Sharif as an Information Systems Assistant (Local level) to provide the information technology infrastructure and end-user support to the Office, as described in paragraph 58 (d) (iii) above;
 - (iii) Reassignment of one post of Air Operations Assistant (Local level) as Logistics Assistant (Local level) to undertake logistical support functions covering aviation and facilities management.

Consolidated Kuwait Office

Table 24
Staffing requirements: Consolidated Kuwait Office

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Approved 2024	-	-	-	-	2	1	2	1	14	-	20	-	20	20	-	-	-	40
Proposed 2025	-	-	-	-	2	1	2	1	14	-	20	-	20	20	-	-	-	40
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

60. The Consolidated Kuwait Office comprises two components:
- (a) **UNAMA Support Office in Kuwait**, which includes one mission staff located in Kuwait, undertakes support functions that are not related to the Kuwait Joint Support Office, namely the post of Chief, Integrated Conduct and Discipline Unit (P-5), reporting directly to the Chief of Staff;
 - (b) **Kuwait Joint Support Office**,¹ which provides full services to UNAMA and UNAMI and other missions. UNAMA contributes 39 posts (1 P-5, 1 P-4, 2 P-3, 1 P-2, 14 Field Service and 20 Local level) funded directly from the mission's budget.
61. The UNAMA Support Office in Kuwait and the Kuwait Joint Support Office are co-located within the premises occupied by UNAMI in Kuwait City.
62. No changes are proposed to the UNAMA Support Office in Kuwait and the Kuwait Joint Support Office.

¹ In its resolution 65/259, the General Assembly noted the intention of the Secretary-General to establish a support office in Kuwait for UNAMA and requested him to explore possibilities for cost-sharing between UNAMA and UNAMI. Following a period of assessment, in October 2012 the Secretary-General informed the Assembly that the Kuwait Office would include a Kuwait Joint Support Office, which would integrate UNAMA and UNAMI functions in the areas of finance and human resources.

Table 25
Staffing requirements: Kuwait Joint Support Office

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	FS	GS	Subtotal	NPO	LL	Subtotal	International	National	Subtotal	
Head of Office																		
Approved 2024	-	-	-	-	1	1	-	-	-	-	2	-	1	1	-	-	-	3
Proposed 2025	-	-	-	-	1	1	-	-	-	-	2	-	1	1	-	-	-	3
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources Section																		
Approved 2024	-	-	-	-	-	-	1	-	6	-	7	-	6	6	-	-	-	13
Proposed 2025	-	-	-	-	-	-	1	-	6	-	7	-	6	6	-	-	-	13
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Section (including Payroll Cluster)																		
Approved 2024	-	-	-	-	-	-	1	1	4	-	6	-	10	10	-	-	-	16
Proposed 2025	-	-	-	-	-	-	1	1	4	-	6	-	10	10	-	-	-	16
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel Section																		
Approved 2024	-	-	-	-	-	-	-	-	1	-	1	-	2	2	-	-	-	3
Proposed 2025	-	-	-	-	-	-	-	-	1	-	1	-	2	2	-	-	-	3
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Quality/Performance Management																		
Approved 2024	-	-	-	-	-	-	-	-	3	-	3	-	1	1	-	-	-	4
Proposed 2025	-	-	-	-	-	-	-	-	3	-	3	-	1	1	-	-	-	4
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total, Kuwait Joint Support Office																		
Approved 2024	-	-	-	-	1	1	2	1	14	-	19	-	20	20	-	-	-	39
Proposed 2025	-	-	-	-	1	1	2	1	14	-	19	-	20	20	-	-	-	39
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

3. Financial resources

Table 26

Financial resources by category of expenditure

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditures	Appropriation	Requirements		2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)		(5)=(4)-(3)
I. Military and police personnel						
Military observers	24.6	15.3	28.7	23.7		(5.0)
Subtotal, category I	24.6	15.3	28.7	23.7		(5.0)
II. Civilian personnel						
International staff	54 831.6	57 379.4	55 059.0	57 364.1		2 305.1
National Professional Officers	10 311.3	8 696.3	9 504.2	8 933.5		(570.7)
Local level staff	24 150.8	22 518.3	23 391.5	21 704.4		(1 687.1)
United Nations Volunteers	4 692.5	3 995.3	4 567.4	4 328.6		(238.8)
General temporary assistance	369.3	159.9	478.8	574.3		95.5
Subtotal, category II	94 355.5	92 749.3	93 000.9	92 904.9		(96.0)
III. Operational costs						
Consultants and consulting services	19.6	3.7	19.6	19.6		–
Official travel	1 010.9	1 067.6	994.7	994.5		(0.2)
Facilities and infrastructure	20 078.3	20 023.2	19 357.4	18 550.0		(807.4)
Ground transportation	481.1	451.3	459.5	469.4		9.9
Air operations	8 210.1	3 510.8	4 422.4	3 998.8		(423.6)
Marine operations	–	99.2	–	–		–
Communications and information technology	5 781.9	8 947.1	5 730.2	6 157.5		427.3
Medical	851.4	344.5	802.6	601.4		(201.2)
Other supplies, services and equipment	1 665.8	1 852.7	2 508.7	2 399.5		(109.2)
Subtotal, category III	38 099.1	36 300.3	34 295.1	33 190.7		(1 104.4)
Total	132 479.2	129 065.0	127 324.7	126 119.3		(1 205.4)

4. Analysis of resource requirements

Military and police personnel costs

(Thousands of United States dollars)

	Appropriation 2023	Expenditures 2023	Appropriation 2024	Requirements 2025	Variance 2025 vs. 2024
Military observers	24.6	15.3	28.7	23.7	(5.0)

63. Resources amounting to \$23,700 are proposed to provide for the deployment of one military observer, which includes requirements for: (a) mission subsistence allowance based on the standard daily rate of \$63 for the “first 30 days” and \$42 for “after 30 days”, given that accommodation is provided (\$16,000); (b) travel costs for placement, rotation and repatriation to and/or from the military observer’s country of residence (\$7,500); and (c) clothing allowance based on a standard rate of \$100 for every six-month period of service (\$200).
64. The decrease is attributable to the removal of a provision for death and disability compensation following a review of the historical expenditure pattern.

Civilian personnel costs

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
International staff	54 831.6	56 379.4	55 059.0	57 364.1	2 305.1

65. Resources amounting to \$57,364,100 are proposed to provide for salaries (\$29,673,500), common staff costs (\$24,931,500) and danger pay (\$2,759,100) for 284 international posts (1 Under-Secretary-General, 2 Assistant Secretary-General, 1 D-2, 5 D-1, 27 P-5, 54 P-4, 55 P-3, 5 P-2, 133 Field Service and 1 General Service (Other level)), including the establishment of two posts (1 P-4 and 1 P-3).
66. A vacancy rate of 8.3 per cent has been applied to the estimates for continuing posts, based on the actual vacancy rate in March 2024, while a vacancy rate of 50 per cent has been applied to the two posts proposed for establishment and the three posts (1 P-3 and 2 Field Service) proposed for reassignment.
67. The increase is attributable mainly to: (a) the application of a lower vacancy rate of 8.3 per cent, compared with a vacancy rate of 9.5 per cent applied for 2024; (b) the application of the higher post adjustment multiplier for Afghanistan of 48.0 per cent compared to 38.7 per cent applied in the 2024 approved budget; and (c) the proposed establishment of two posts (1 P-4 and 1 P-3). The increased requirements are offset in part by: (a) the proposed abolishment of six posts (1 P-5, 2 P-3 and 4 Field Service); (b) the proposed reassignment of three posts (1 P-3 and 2 Field Service), with the application of a 50 per cent vacancy rate; and (c) the application of a lower percentage of common staff costs at 84 per cent based on recent expenditure patterns, compared with 86 per cent applied in the 2024 approved budget.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
National Professional Officer	10 311.3	8 696.3	9 504.2	8 933.5	(570.7)

68. Resources amounting to \$8,933,500 are proposed to provide for salaries (\$5,991,300), common staff costs (\$2,206,200) and danger pay (\$736,000) for 127 National Professional Officer posts, including the establishment of three posts.
69. A vacancy rate of 15.5 per cent has been applied to the estimates for continuing posts, based on the actual average vacancy rate in 2023.
70. The decrease is attributable mainly to the application of a higher vacancy rate of 15.5 per cent, compared with 10.5 per cent applied for 2024, the proposed abolishment of two posts, and the proposed reassignment of one post, with the application of a 50 per cent vacancy rate. The decreased requirements are offset in part by the application of a higher percentage of common staff costs at

37 per cent based on recent expenditure patterns, compared with 31 per cent applied in the 2024 approved budget, as well as the proposed establishment of three posts.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Local level staff	24 150.8	22 518.3	23 391.5	21 704.4	(1 687.1)

71. Resources amounting to \$21,704,400 are proposed to provide for salaries (\$12,915,600), common staff costs (\$5,383,800) and danger pay (\$3,405,000) for 625 national Local level posts, including the proposed establishment of one post.
72. A vacancy rate of 11.2 per cent has been applied to the estimates for continuing posts, based on the actual average vacancy rate in 2023.
73. The decrease is attributable mainly to: (a) the adjustment of the cost-shared ratios for the costs of security guard posts (to reflect the UNAMA contribution); (b) the application of a higher vacancy rate of 11.2 per cent, compared with 9.5 per cent approved for 2024; (c) the proposed abolishment of 23 posts; and (d) the proposed reassignment of nine posts, with the application of a 50 per cent vacancy rate.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
United Nations Volunteers	4 692.5	3 995.3	4 567.4	4 328.6	(238.8)

74. Resources amounting to \$4,328,600 are proposed to provide for the deployment of 111 United Nations Volunteer positions (75 international and 36 national), including the proposed conversion from extrabudgetary resources of 16 national United Nations Volunteer positions.
75. Vacancy rates of 5.3 per cent and 5.0 per cent have been applied to the estimates for international and national United Nations Volunteers, respectively, based on the actual vacancy rate in March 2024.
76. The decrease is attributable to the application of a 30 per cent cost-shared ratio (reflecting the UNAMA contribution) to the costs of 26 international United Nations Volunteer positions in connection with the Joint Medical Services and the United Nations Medical Emergency Response Team, compared with the full costs provided for in the approved 2024 budget. The reduced requirements are offset in part by the proposed conversion of 16 national United Nations Volunteer positions from extrabudgetary funding, and the application of a lower vacancy rate of 5.3 per cent for international United Nations Volunteers, compared with the vacancy rate of 12.0 per cent approved for 2024, and the application of a lower vacancy rate of 5.0 per cent for national United Nations Volunteers, compared with the vacancy rate of 40 per cent approved for 2024.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
General temporary assistance	369.3	159.9	478.8	574.3	95.5

77. Resources amounting to \$574,300 are proposed to provide for the continuation of two general temporary assistance positions (1 P-5 and 1 P-4), as well as the proposed establishment of two general temporary assistance positions (1 National Professional Officer and 1 Local level), as explained in paragraphs 43-45 above.
78. A vacancy rate of 8.3 per cent has been applied to the cost estimates for the continuing positions, based on the actual vacancy rate for international staff in March 2024, while a vacancy rate of 50 per cent has been applied to the two positions proposed for establishment.
79. The increase is attributable primarily to: (a) the proposed establishment of two general temporary assistance positions, with the application of a vacancy rate of 50.0 per cent in line with standard budgetary practice, in connection with the transfer of the remaining core functions and the delivery of the mine action programme to UNAMA, formerly provided by two UNOPS personnel, for which the provision was included under other supplies, services and equipment (for mine detection and mine clearing services) in the approved 2024 budget; and (b) the application of a lower vacancy rate of 8.3 per cent to the two existing international positions, compared to the rate of 9.5 per cent approved for 2024.

Operational costs

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Consultants and consulting services	19.6	3.7	19.6	19.6	–

80. Resources amounting to \$19,600 are proposed to provide for consulting services to train Mission personnel in language skills in Dari, Pashto and English.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Official travel	1 010.9	1 067.6	994.7	994.5	(0.2)

81. Resources amounting to \$994,500 are proposed to provide for official business travel (\$758,500), comprising: within-Mission travel for essential technical support for field offices and to attend various high-level conferences on Afghanistan to ensure that regular programme consultation takes place among the various components of the Mission for the efficient implementation of its mandate; and travel outside the Mission area, which includes the Special Representative of the Secretary-General and senior staff, for the implementation of the Mission's mandate, as well as meetings and consultations with political counterparts and for briefings to the Security Council, as well as travel for training purposes (\$236,000).
82. The Mission has maintained a similar level of resources for 2025 compared with the approved budget for 2024.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Facilities and infrastructure	20 078.3	20 023.2	19 357.4	18 550.0	(807.4)

83. Resources amounting to \$18,550,000 are proposed to provide for the acquisition of engineering supplies (\$196,300); prefabricated facilities, accommodation and refrigeration equipment (\$164,100); generators and electrical equipment (\$300,000); furniture (\$91,300); office and other equipment (\$3,100); safety and security equipment (\$600,200); rental of premises (\$1,182,900); utilities and waste disposal services (\$105,500); maintenance services (\$2,852,600); security services (\$8,464,600); construction, alteration, renovation and major maintenance (\$383,900); stationery and office supplies (\$37,500); spare parts and supplies (\$151,900); field defence supplies (\$27,200); petrol, oil and lubricants (\$3,982,900); and sanitation and cleaning materials (\$6,000).
84. The decrease is attributable mainly to lower requirements for: (a) security and maintenance services, resulting from adjustments to the Mission's share of the cost of services in line with the memorandum of understanding with the agencies, funds and programmes; and (b) petrol, oil and lubricants, owing to the lower projected consumption of 4.0 million litres of diesel fuel at an average cost of \$0.947 per litre, compared with 4.3 million litres at an average cost of \$0.991 per litre provided for in the 2024 approved budget. The reduced requirements are offset in part by increased requirements for the rental of premises, owing to a new provision for the Mission's share for the rental of an annex logistics base in the United Nations Operations Centre in Afghanistan compound to provide additional space for the hosting of a fully centralized warehouse facility, as well as higher requirements for the acquisition of safety and security equipment to include firearms training equipment, uniforms and pass and ID accessories, in line with operational requirements.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Ground transportation	481.1	451.3	459.5	469.4	9.9

85. Resources amounting to \$469,400 are proposed to provide for the rental of vehicles (\$19,900); repairs and maintenance (\$13,600); liability insurance (\$6,900); spare parts (\$195,400); and petrol, oil and lubricants (\$233,600).
86. The increase is attributable to higher requirements for spare parts, partially offset by lower requirements for petrol, oil and lubricants owing to the lower average costs for diesel fuel.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Air operations	8 210.1	3 510.8	4 422.4	3 998.8	(423.6)

87. Resources amounting to \$3,998,800 are proposed to provide for services (\$57,400); landing fees and ground handling charges (\$44,400); air crew subsistence allowance (\$10,900); petrol, oil and lubricants (\$1,576,500); rental and operational costs for one fixed-wing aircraft (\$2,301,100); and liability insurance (\$8,500).
88. The decrease is attributable primarily to lower requirements for the rental and operation of one fixed-wing aircraft based on the latest contractual prices, as well as the lower number of 700 flight hours compared with 1,060 flight hours provided for in the approved 2024 budget. The reduced requirements are offset in part by higher consumption of fuel of the replacement aircraft at an average price of \$1.438 per litre of jet fuel (based on the six-month average ending in March 2024), compared with the average price of \$1.233 applied in the approved budget for 2024.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Communications and information technology	5 781.9	8 947.1	5 730.2	6 157.5	427.3

89. Resources amounting to \$6,157,500 are proposed to provide for the acquisition of communications and information technology equipment (\$1,468,200); telecommunications and network services (\$1,668,500); maintenance of communications and information technology support services (\$1,526,400); spare parts (\$289,500); software, licences and fees (\$678,400); and public information and publication services (\$526,500).
90. The increase is attributable mainly to higher requirements for communications and information technology equipment, owing to: (a) the replacement of checkpoint firewalls that will be made obsolete by the vendor in 2025 and will require replacement to ensure sustainable and secure network connectivity at various locations, as well as to mitigate exposure of the Mission's network to the risk of cybersecurity attacks; (b) the upgrading of 14 existing wide area network edge routers to software-defined wide area network necessary to ensure compatibility with interconnectivity devices between Kabul and the 10 field offices and the United Nations Logistics Base at Brindisi, Italy; and (c) the upgrading of security infrastructure, such as cameras, high-capacity public announcement speakers and access control units and systems to enhance the perimeter monitoring systems of the compounds and premises. This increase is partially offset by lower requirements for public information services owing to lower requirements for subscriptions.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Medical	851.4	344.5	802.6	601.4	(201.2)

91. Resources amounting to \$601,400 are proposed to provide for the acquisition of equipment (\$30,300); medical services (\$568,500), including aeromedical evacuations, specialist consultations and the UNAMA contribution to shared medical services with agencies, funds and programmes; and supplies (\$2,600) for replacing consumable items in emergency trauma bags.
92. The decrease is attributable primarily to the lower overall cost-shared budget for the Joint Medical Services and the United Nations Medical Emergency Response Team, offset in part by new requirements for the engagement of a contractor to provide remote counselling and psychosocial support services to staff members in connection with the proposed abolishment of two Staff Counsellor posts (1 P-3 and 1 National Professional Officer), resulting in net savings of \$187,200 due to outsourcing.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Other supplies, services and equipment	1 665.8	1 852.7	2 508.7	2 399.5	(109.2)

93. Resources amounting to \$2,399,500 are proposed to provide for: (a) welfare (\$61,300); (b) training fees, supplies and services (\$91,200); (c) official functions (\$19,700); (d) hospitality (\$16,200); (e) general insurance (\$20,000); (f) bank charges payable to financial institutions in locations where the Mission maintains bank accounts (\$75,000); (g) miscellaneous claims and adjustments

(\$10,000); (h) other freight and related costs, including mail and pouch services, freight forwarding, customs clearance services, within-mission travel for flights through the United Nations Humanitarian Air Service, demurrage and detention charges and freight-related charges for the acquisition of equipment and supplies (\$1,192,600); (i) rations (\$99,400); and (j) other services, including the costs associated with the shipment of cash to Afghanistan owing to the restrictions placed on the Central Bank of Afghanistan (\$814,100).

94. The decrease is attributable primarily to the absence of a provision under mine detection and mine-clearing services due to the proposed transfer of the remaining core functions and the delivery of the mine action programme to Secretariat staff managed directly by UNAMA, for which the salary costs of two newly proposed positions are included under the general temporary assistance budget class (see para. 79 above) and the removal of any programme support costs that were previously budgeted for the service of UNOPS.

5. Extrabudgetary resources

(a) Voluntary contributions

95. In 2024, voluntary contributions in the amount of \$514,200 are projected to be utilized, comprising the following funding sources:
- (a) \$398,700 through the Department of Political and Peacebuilding Affairs to support the national female youth United Nations Volunteers programme. The programme's objective is in line with the Mission's mandate and contributes to advancing mandate implementation, including inclusive governance, respect for human rights, and peacebuilding with reinforced local capacities, and to good practices across the range of mandated activities and operations;
 - (b) \$115,500 under the Mission's trust fund for the staff costs of one post (P-3) to support activities in local peace and political engagement and meetings with regional governments. The P-3 post provides capacity support towards aligning humanitarian and development efforts in Afghanistan with the United Nations Strategic Framework for Afghanistan, 2023–2025, coordinating messaging and strategies with national priorities, as well as supporting the Resident Coordinator's Office in implementing workplans and facilitating information flow between United Nations entities and stakeholders.
96. In 2025, voluntary contributions in the estimated amount of \$101,800 are projected to be utilized under the Mission's trust fund to continue to provide for one post (P-3).
97. The decrease in the estimates projected for 2025 compared with the estimates for 2024 is attributable primarily to the proposed conversion of the 16 national United Nations Volunteer positions to the regular budget.

(b) Cost recovery

98. In 2024, resources in the amount of \$23,700,000 are estimated to be received from United Nations agencies, funds and programmes and other entities through the cost recovery mechanism, for services provided by the Mission to these entities, including co-location in Mission compounds and medical services throughout Afghanistan. Such services are provided to achieve economies of scale and enable cost-effective programme delivery, while promoting higher cooperation as envisaged by the "One UN" principle. These cost recovery resources will be utilized to provide for the staff costs of four positions (1 P-3 funded from the Joint Medical Services budget, 1 Field Service funded from the United Nations Operations Centre in Afghanistan common services budget, and 2 Field Service positions funded from the cost recovery administration fee), and for medical-related requirements, including medical personnel and supplies, as well as the costs associated with maintaining United Nations compounds, including security services, rent, utilities and maintenance services. Such resources will complement regular budget resources of the Mission.

99. Similarly, in 2025, resources in the amount of \$23,700,000 are projected to be received from these entities and will continue to be utilized to provide for the staff costs of four positions (1 P-3 and 3 Field Service, as mentioned above), medical-related requirements, including medical personnel and supplies, and the costs associated with maintaining United Nations compounds, including security services, rent, utilities and maintenance and related services.

Annex I

Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/78/7/Add.5)

The Advisory Committee trusts that all vacant positions will be filled as soon as possible and that an update on the recruitment status, including on the long-vacant positions, will be provided to the General Assembly at the time of its consideration of the present report and in the next budget submission (para. 21).

The Advisory Committee trusts that an update on the status of staff working outside their approved duty station will be provided to the General Assembly at the time of its consideration of the present report and in the context of the next budget submission (para. 27).

Taking into account the lower expenditure in 2022 and the first six months of 2023, as well as the trend of unused capacity of fixed-wing flying hours by the Mission since 2018 and the cost-effective alternative of United Nations Humanitarian Air Service flights, the Advisory Committee is not fully convinced that the rental and deployment of a second fixed-wing asset is justified at the present time, recommends against the inclusion of the related requirements and recommends that the General Assembly request the Mission to consider using alternative arrangements and to provide an update in the context of the next budget submission (para. 33).

As at the end of February 2024, seven posts had been vacant for more than two years, one of which is proposed to be abolished in 2025; and 28 posts had been vacant for more than one year, five of which the Mission is proposing to abolish in 2025. Recruitment has been impacted by the liquidity situation, which requires more posts to remain vacant than those required for mandate implementation, and for which the Mission has capacity to fill expeditiously. At the same time, UNAMA is expecting to incur significant additional common staff costs compared to 2023 and will have to maintain many posts vacant independently of their importance. A list of posts vacant for over two years, including justification and information on the recruitment status, is provided in the supplementary information to the present report.

International staff are ordinarily not permitted to engage in flexible working arrangements outside Afghanistan; however, where there are compelling grounds for this, individual cases of flexible working arrangements outside the duty station may be approved in accordance with [ST/SGB/2019/3](#) and [ST/IC/2019/15](#). There are 23 national staff approved for evacuation by the Secretary General, currently waiting for resettlement in third/other countries.

The direct impact of the loss of a second fixed-wing asset is that, independently of the fact that emergency tasking will always take priority over regular flights, there is a high likelihood that the sole aircraft available to the Mission could be away from base on regular tasking when it is required for emergency tasking, or out of the country supporting travel to regional capitals, or possibly be out of service, since the high utilization that this aircraft is expected to receive will result in an increased frequency of maintenance intervals, which will take it out of service for four or more days. In 2023, the aircraft was out of service for maintenance for a total of 29 days, at four different times.

The Advisory Committee trusts that an update on the efforts of UNAMA to improve its geographical and gender balance will be provided to the General Assembly at the time of its consideration of the present report and in the context of the next budget submission (para. 40).

The Advisory Committee reiterates its view (see [A/77/7/Add.5](#), para. 37, [A/76/7/Add.5](#), para. 30 and [A/75/7/Add.6](#), para. 28) that UNAMA should continue its efforts to formalize cost-sharing agreements for security-related support provided to the agencies, funds and programmes, and that the Secretary-General, in his role as Chair of the United Nations System Chief Executives Board for Coordination, should help support UNAMA in these efforts, including through targeted discussions in the High-level Committee on Management, and will provide an update thereon in the context of the next budget submission (para. 46).

The increased dependence on the Mission's sole aircraft is reflected in the higher utilization of the Mission's aircraft during 2023 than the utilization of two fixed-wing aircraft during the same periods in 2020, 2021 and 2022.

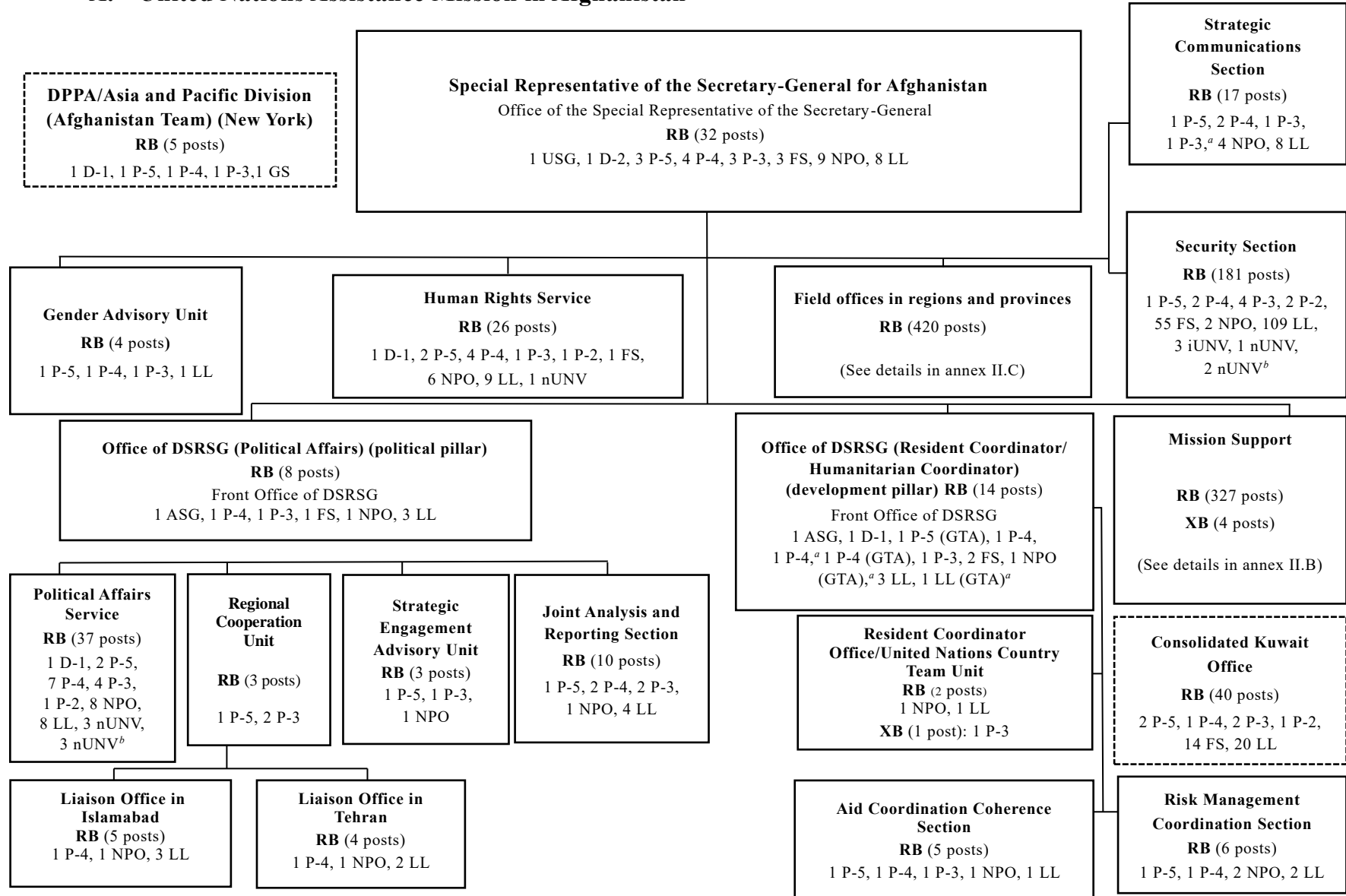
The Mission issues to the hiring managers a pre-vacancy/job opening posting memorandum sharing the gender and geographical representation in their Section/Units and the Mission at large. In addition, UNAMA has established a mandatory requirement for proof of outreach to underrepresented staff categories, as well as written justification for non-selection of recommended female candidates. Effective 1 January 2024, the Mission has added a new indicator, the geographical representation in accordance with the system of desirable ranges in the monthly staffing, to its monthly incumbency reports.

The cost estimates for 2025 reflect a greater proportion of cost-shared posts compared to 2024. The cost estimates also reflect an element of growth resulting from the cost-sharing of services among more agencies and in more locations.

Annex II

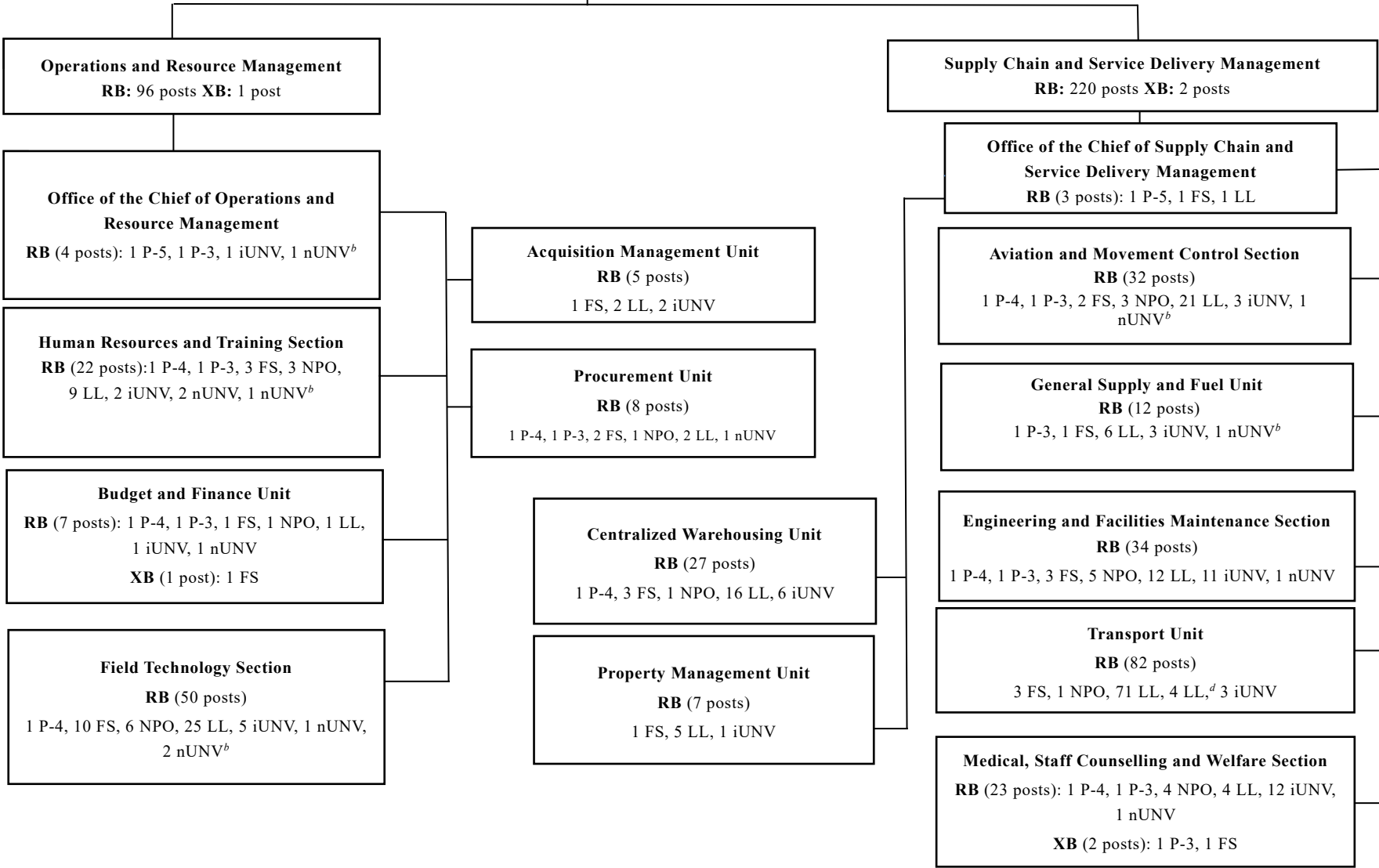
Organizational structure and post distribution for 2025

A. United Nations Assistance Mission in Afghanistan

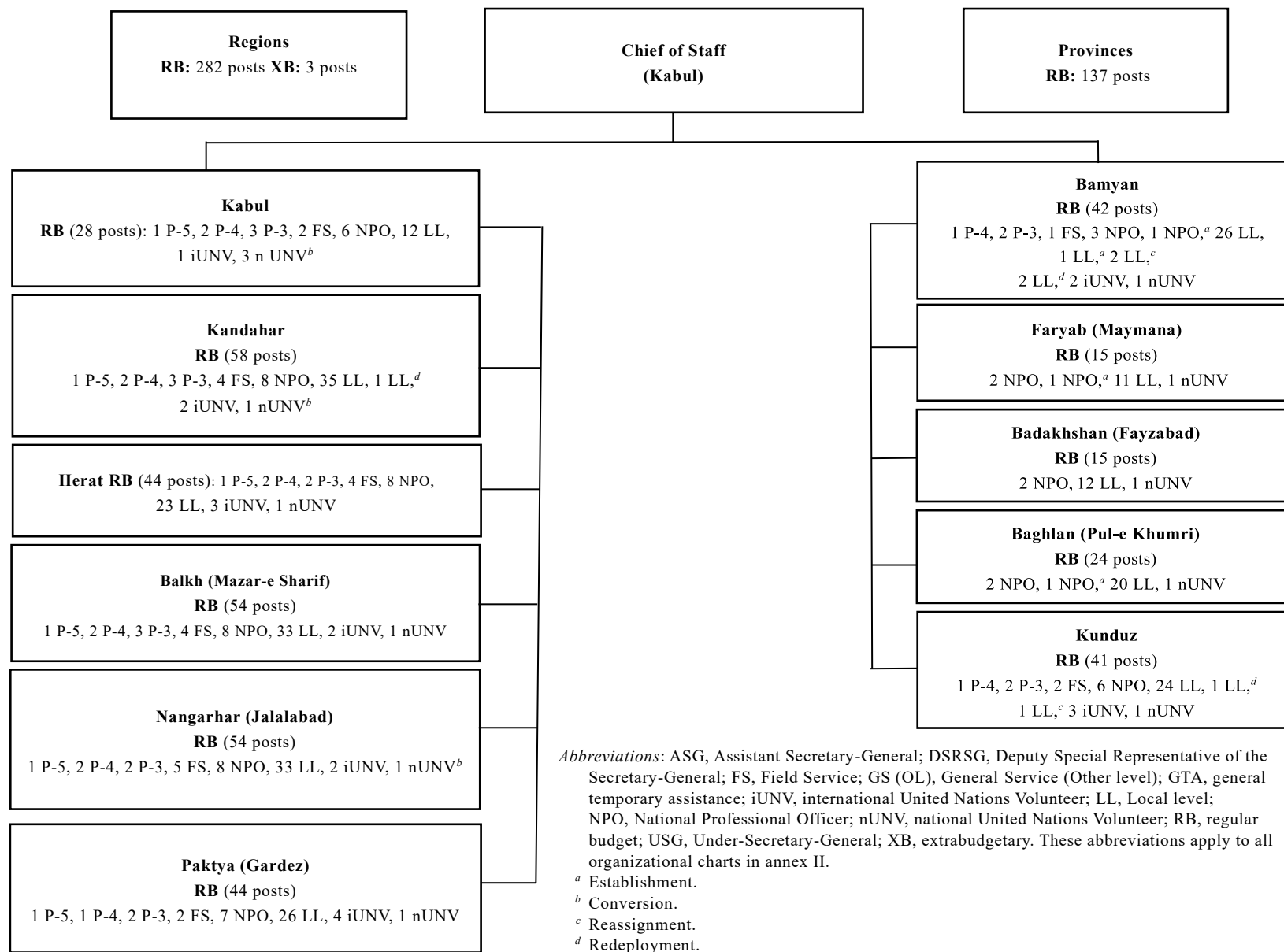


B. Mission Support

Office of the Chief of Mission Support
RB (11 posts)
 1 D-1, 1 P-4, 1 P-3, 1 P-3,^c 2 FS, 1 NPO,
 1 LL, 3 iUNV
XB (1 post): 1 FS



C. Field offices in regions and provinces





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Item 139 of the preliminary list*

Proposed programme budget for 2025

Proposed programme budget for 2025

Part II

Political affairs

Section 3

Political affairs

Special political missions

United Nations Assistance Mission for Iraq

Summary

The present report contains the proposed resource requirements for 2025 for the United Nations Assistance Mission for Iraq in the amount of \$103,202,600 (net of staff assessment).

* A/79/50.



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** The part consisting of the proposed programme plan for 2025 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of Assembly resolution [77/267](#).

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.

I. Overview of the Mission

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

1. The United Nations Assistance Mission for Iraq (UNAMI) is responsible for the provision of advice, support and assistance to the Government and people of Iraq on advancing inclusive, political dialogue and national and community-level reconciliation. The mandate is defined in Security Council resolutions [1483 \(2003\)](#), [1500 \(2003\)](#), [1770 \(2007\)](#) and [2107 \(2013\)](#), and renewed by its subsequent resolutions, including most recently by resolution [2682 \(2023\)](#).
2. In its resolution [2682 \(2023\)](#), the Security Council extended the mandate of the Mission until 31 May 2024 and requested that the Secretary-General provide the Council with an independent strategic review of UNAMI. In the resolution, the Council requested that the independent strategic review assess current threats to peace and security of Iraq as well as the continued relevance of Mission's tasks and priorities, and provide recommendations to optimize the mandate, mission structure and staffing of UNAMI to support the Government of Iraq in addressing the challenges of peace and security. The review is due to be considered by the Council in the context of the mandate renewal of UNAMI.
3. Under its existing mandate, UNAMI will, at the request of the Government of Iraq, continue to provide its good offices for the promotion of an inclusive political system. The Mission will facilitate dialogue on key matters, including the situations in Sinjar and Kirkuk and the disputed internal boundaries. The Mission will provide its advice and assistance in support of electoral processes. UNAMI will also encourage regional dialogue and cooperation, including on issues of border security, energy, environment, water, the adverse impacts of climate change, resilience building, infrastructure and refugees. Support will be provided to the Government and people of Iraq and its institutions in advancing social cohesion and national reconciliation, including on issues related to minorities and countering hate speech; implementing the women and peace and security agenda and integrating gender perspectives; promoting accountability, the protection of human rights and the rule of law; strengthening child protection, including the rehabilitation and reintegration of children; combating terrorism, including by preventing radicalization; and reforming the security sector. In line with Security Council resolution [2107 \(2013\)](#), UNAMI will also promote, support and facilitate efforts regarding the repatriation or return of all Kuwaiti and third-country nationals or their remains and the return of Kuwaiti property, including the national archives.

Programme of work

Objective

4. The objective, to which this Mission contributes, is to achieve sustainable peace, security and development while reaffirming the independence, sovereignty and territorial integrity of Iraq.

Strategy and external factors for 2025

5. To contribute to the objective, the Mission will:
 - (a) Encourage inclusive dialogue among political actors and provide advice on key policy issues, including through broad engagement with institutional stakeholders and civil society, in order to promote institutional reforms and strengthen public confidence in the State;

- (b) Work closely with the legislative and executive institutions of Iraq to support the formulation, adoption and implementation of legislative and constitutional reforms;
 - (c) Promote cross-community dialogue and reconciliation, mitigate local tensions and strengthen social cohesion, in particular with regard to the implementation of the Sinjar Agreement, the conclusion of the Kirkuk negotiations and the resolution of the disputed internal boundaries;
 - (d) Support an institutionalized, structured dialogue between the federal Government and the Kurdistan Regional Government in order to resolve key issues such as the federal budget, oil and revenue-sharing, border control, security issues and the disputed internal boundaries;
 - (e) Provide technical advice and assistance to further strengthen the electoral institutions of Iraq and support the planning and preparation of electoral processes, including the next elections of the Council of Representatives expected to take place in the third quarter of 2025;
 - (f) Assist the Government of Iraq in promoting accountability for human rights violations in order to build and strengthen trust among the Government, justice institutions, civil society and communities;
 - (g) Monitor and report on human rights developments in order to support government efforts to protect and promote human rights in accordance with the country's Constitution and international obligations;
 - (h) Provide technical support to strengthen institutional capacities and policies for the protection of civic and democratic space and fundamental rights and freedoms, including the freedom of expression and the right to peaceful assembly, and the rights to liberty and protection of all persons from arbitrary arrests, abductions, enforced disappearances and torture;
 - (i) Advocate for the reform of criminal justice law and policy and for the adoption of measures to ensure respect for due process and fair trial standards, and promote accountability for perpetrators and redress for victims, including victims of gender-based and domestic violence and conflict-related sexual violence;
 - (j) Promote sustainable long-term development by coordinating the efforts of national and international stakeholders;
 - (k) Promote stabilization, recovery and peacebuilding initiatives, including security sector reform and climate change mitigation (in particular in relation to peace and security), in collaboration with the United Nations country team;
 - (l) Organize climate resilience dialogues in support of government efforts to tackle the negative impacts of climate change, supported by integrated climate change analysis and coordinated United Nations programming and informed government-led climate policy and programming;
 - (m) Advocate for development assistance in line with government priorities and the 2025–2029 United Nations Sustainable Development Cooperation Framework;
 - (n) Promote, support and facilitate efforts regarding the repatriation or return of remains of all Kuwaiti and third-country nationals and the return of Kuwaiti property, including the national archives.
6. The above-mentioned work will result in:
- (a) The implementation of a government programme that takes the necessary steps to meet the Iraqi people's desire for reform, including economic reform and counter-corruption measures;
 - (b) The implementation of consensus-driven constitutional reforms developed in the reviews by the presidential and parliamentary constitutional review committees;
 - (c) Strengthened and inclusive local governance and community-level reconciliation, notably in relation to the implementation of the Sinjar Agreement, the Kirkuk negotiations and the disputed internal boundaries;

- (d) The implementation of laws and other political and security mechanisms crucial to the consolidation of the relationship between Baghdad and Erbil;
 - (e) Increased and sustained capacity of Iraqi electoral institutions to conduct Iraqi-led, Iraqi-owned free and fair elections, including the next Council of Representatives elections, with enhanced public participation and acceptance of election results;
 - (f) Increased accountability for human rights violations and abuses, including in the context of protests;
 - (g) Respect for fundamental human rights principles and norms;
 - (h) The preservation and expansion of civic and democratic space, including the freedom of expression and the right to peaceful assembly and respect for dissent;
 - (i) Increased compliance with fair trial standards and procedural guarantees, including the prevention of torture and ill-treatment of detainees, as well as accountability for domestic and gender-based violence;
 - (j) A reduction in protracted internal displacement, with continued support for durable solutions and an increased focus on climate change-related displacement;
 - (k) The coordination of development assistance, in close collaboration with the United Nations country team, through national and local coordination mechanisms and in line with the 2025–2029 United Nations Sustainable Development Cooperation Framework;
 - (l) The expedited repatriation of the remains of Kuwaiti and third-country nationals and the accelerated return of Kuwaiti property.
7. With regard to cooperation with other entities, UNAMI collaborates and coordinates with international donors and 23 resident and 5 non-resident United Nations agencies, funds and programmes. Areas of work include economic reform, capacity development and support for the electoral institutions and processes of Iraq, sustainable development and addressing climate change. The Mission also supports coordination with international financial institutions, such as the World Bank, the International Finance Corporation and the International Monetary Fund. In doing so, UNAMI leads or participates in critical national development and humanitarian bodies, such as the Executive Committee for Recovery, Reconstruction and Development, the Development Partners' Forum, the Stabilization Task Force, the Returns Working Group, the non-governmental organization Coordination Committee for Iraq and the Prospects Partnership.
8. With regard to inter-agency coordination and liaison, UNAMI engages with the United Nations country team in a wide range of activities aimed at the promotion and protection of human rights and the rule of law, including on issues relating to women, ethnic and religious minorities and grave violations against children in situations of armed conflict. In particular, UNAMI works with the United Nations country team, in support of the national and local government authorities, to counter hate speech, promote social cohesion and raise awareness of the impact of violent extremism. Also, in cooperation with the United Nations Development Programme (UNDP), UNAMI assists the Government of Iraq with anti-corruption trial monitoring and security sector reform and helps to develop the capacity of the country's electoral institutions.
9. The overall plan of UNAMI for 2025 is anchored in Security Council resolution [2682 \(2023\)](#) and based on the following planning assumptions:
- (a) The Government and Parliament continue to make progress towards the implementation of priorities as identified in the federal Government's programme of work;
 - (b) Elections for the Kurdistan Regional Government take place in 2024, Iraqi Governorate Councils are established in accordance with the outcomes of the Governorate Council elections of December 2023 and the new Board of Commissioners of the Independent High Electoral Commission is appointed in 2024;

- (c) The Government of Iraq and other Iraqi stakeholders make progress on the adoption and implementation of political, economic, electoral and constitutional reforms in priority areas, in particular with regard to corruption, unemployment and public service delivery;
 - (d) The security situation remains sufficiently permissive to gain access to all affected populations and key stakeholders in relation to mandate implementation;
 - (e) Events unfolding in the wider region do not adversely affect the internal political stability of Iraq;
 - (f) The federal Government and the Kurdistan Regional Government engage in a structured, regular and genuine political dialogue to resolve key issues;
 - (g) The Government of Iraq makes efforts to implement security sector reforms, including bringing all weapons and armed groups under State control, ensuring the successful integration of the Popular Mobilization Forces into the Iraqi security forces, improving the coordination between Iraqi security and Kurdistan Region security institutions and improving the security situation along its borders;
 - (h) The Government of Iraq engages with the United Nations in Iraq on technical cooperation and human rights monitoring and remains committed to promoting, respecting and protecting human rights and the rule of law, including through measures to preserve and expand civic and democratic space and the enactment of relevant legislation, policy measures and action plans in accordance with the Constitution of Iraq and its international obligations;
 - (i) The Government of Iraq demonstrates commitment to advancing women's rights and equality, submitting relevant draft legislation and creating strong institutional mechanisms to ensure accountability and track and monitor progress on meeting international commitments towards the advancement of women in all spheres of life, including decision-making processes;
 - (j) The Government of Iraq supports detention and trial monitoring and commits to procedural safeguards and due process as part of its efforts to promote the rule of law;
 - (k) The Government of Iraq engages with the United Nations in Iraq to develop a common strategy to tackle the security implications and adverse impact of climate change, including the reduction of gas flaring, the improvement of water management systems, increased investment in renewable energy and the provision of incentives for green economy projects, in alignment with the country's national adaptation plan;
 - (l) The Government of Iraq works to improve service delivery and meet public expectations, alleviating the root causes of social unrest, including by actively promoting full youth participation in society and creating job opportunities for young people.
10. The Mission integrates a gender perspective in its operational activities, deliverables, data collection and results, as appropriate and in support of the women and peace and security agenda. In its engagement with institutional stakeholders at the federal and regional levels, the Mission promotes gender mainstreaming with a focus on strengthening women's representation and participation in political and electoral processes and in decision-making. The Mission co-chairs the United Nations Gender Task Force for Iraq along with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and supports the Women's Advisory Group, which is composed of prominent female Iraqi human rights defenders, former politicians, media experts and civil society activists, using those platforms to synergize efforts across United Nations entities in Iraq to advance women's rights, equality and empowerment.
11. In line with the United Nations Disability Inclusion Strategy, UNAMI engages with the Government, disability rights organizations and the United Nations country team to support policy measures to promote the human rights of persons with disabilities, with a focus on accessibility, employment opportunities and access to social and public services. Furthermore, the Mission supports the implementation of recommendations of United Nations human rights mechanisms on disability rights. Through its internal working group on the United Nations Disability Inclusion Strategy and the Mission-specific action plan, UNAMI takes actions to develop a disability-friendly working environment.

Programme performance in 2023

Facilitation of dialogue and inclusive political participation

12. In 2023, UNAMI encouraged the development and implementation of a government programme that prioritized continued State-building, including counter-corruption efforts and socioeconomic reforms, and advocated for inclusive political dialogue as well as national and community-level reconciliation. The Mission leveraged its good offices to promote engagement on security, climate and other key issues between Iraq and neighbouring States, including by engaging with several actors in the context of the border security agreement between the Islamic Republic of Iran and Iraq. The Mission engaged with key stakeholders, including political parties, civil society, women, youth and minorities, in each governorate, ahead of and after the Governorate Council elections, to encourage increased political participation and to plan for capacity-building support to these newly elected local representative bodies in 2024.
13. During this period, the Mission provided integrated technical assistance and advisory support to the Independent High Electoral Commission's efforts to organize the Governorate Council elections, the first in 10 years, which took place on 18 December 2023 in an orderly manner. UNAMI made use of its good offices and provided technical advice in preparing for the Kurdistan Region parliamentary elections, which have been postponed to 2024.
14. Progress towards the objective is presented in the performance measure below (see table 1).

Table 1

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
The Government of Iraq fulfilled its commitment to hold early national parliamentary elections. The electoral authorities adopted improved measures for polling and for the counting and publication of results, which, supported by international efforts to monitor the election, helped promote increased transparency of the electoral process. Electoral complaints were addressed through the correct legal channels prior to the ratification of election results on 27 December 2021	A government that included three female ministers was formed, representing an important step towards inclusive governance. A programme of work was developed, reflecting the aspirations of the Government and the Iraqi population, with a focus on fighting corruption and unemployment and improving public service delivery. The federal Government and the Kurdistan Regional Government continued to address outstanding issues and took limited steps towards structured dialogue	The Government of Iraq continued to implement its programme of work, aiming at bringing institutional and economic reform and addressing long-standing domestic issues such as the Baghdad-Erbil relationship. Iraq held Governorate Council elections, the first in 10 years, enabling the reconstitution of representative governance structures at the provincial level. The Council of Representatives adopted a federal budget law for three fiscal years, from 2023 to 2025

Planned results for 2025

Result 1: continued reform and support to political dialogue

Programme performance in 2023 and target for 2025

15. In 2023, UNAMI continued to provide its good offices to support inclusive political dialogue in Iraq. The Mission met its 2023 target as the Government continued to implement its programme that aims at bringing institutional and economic reform, including the adoption of a triennial budget that is reflective of the Iraqi population's calls for reforms. The Mission advocated for the meaningful political participation of women and engaged with the federal Government and the Kurdistan Regional Government to advocate for a structured dialogue between Baghdad and Erbil.

16. In implementing its mandate, as stipulated in Security Council resolution [2682 \(2023\)](#), the Mission will encourage the continued implementation of the Government programme and support the country's preparations for the next Council of Representatives elections, expected to take place in 2025; support inclusive political dialogue that enhances trust in the political system, delivers on reforms and encourages women's and youth's political participation; and encourage a sustained and structured dialogue between the federal Government and the Kurdistan Regional Government, including on the Sinjar Agreement and Kirkuk.
17. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 2).

Table 2
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
In line with popular calls for reforms, the Government of Iraq fulfilled its commitment to hold early national parliamentary elections. The electoral authorities adopted improved measures for polling and for the counting and publication of results which helped promote wider public acceptance of election results. Electoral complaints were addressed through the correct legal channels prior to the ratification of election results on 27 December 2021	A long-delayed but relatively peaceful transition of power allowed the formation of a new government with a programme that intended to address long-standing challenges. The Government of Iraq sought to address its priorities and to develop a budget that supported these efforts. Post-election evaluations led to action to improve the conduct and management of future elections and national institutions	The Government of Iraq continued to implement its programme that brings institutional and economic reform and addresses long-standing domestic issues such as the Baghdad-Erbil relationship	Structured dialogue between Baghdad and Erbil supports the introduction of legal and institutional reforms, leading to progress in resolving issues currently under dispute. Federal governance becomes more inclusive and accountable, contributing to developing public trust in the political leadership and institutions of Iraq	Structured dialogue between Baghdad and Erbil supports the introduction of legal and institutional reforms, leading to progress in resolving issues such as revenue-sharing, the establishment of a federation council and the adoption of a federal hydrocarbon law. Federal governance becomes more inclusive and accountable, including at the subnational level, contributing to developing public trust in the political leadership and institutions of Iraq

Result 2: strengthened respect for civic and democratic space, justice and accountability**Programme performance in 2023 and target for 2025**

18. In 2023, the Mission's work contributed to fostering the protection of human rights, respect for the rule of law and accountability for human rights violations and abuses. The target related to draft bills was partly met, but the Mission continued engaging with the Government to enhance institutional capacity, advocating for the endorsement of human rights-related legislation and providing technical support for the adoption of human rights policies and measures. UNAMI implemented a programme to strengthen the capacities of civil society, the Iraqi High Commission for Human Rights and government officials to preserve and expand civic space, protect human rights in the digital domain and strengthen the role of women journalists and media workers in promoting human rights and countering hate speech. In March 2023, the Government signed a plan of action for the prevention of the use and recruitment of children by the Popular Mobilization Forces. Later that year, the report of the Secretary-General on children and armed conflict ([A/77/895-S/2023/363](#)) indicated that the Popular Mobilization Forces had been removed from the Security Council's list of groups sanctioned for recruiting and using children.
19. In implementing its mandate as stipulated in resolution [2682 \(2023\)](#), UNAMI will continue to engage with the Government and other stakeholders to promote the adoption of legislation, policies and measures for the increased protection of civic and democratic space, including freedom of expression. The Mission will also help to enhance the capacity of the judiciary to promote accountability for human rights violations and abuses. The Mission will provide technical support to law enforcement officials and judicial and legislative institutions in order to increase their compliance with international norms and standards, and support Iraq in achieving its national and international commitments and enhance its engagement with the United Nations human rights mechanisms.
20. Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 3).

Table 3
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
The Government of Iraq implemented the National Action Plan for the Prevention of Torture and reports to United Nations human rights mechanisms on concrete measures taken to promote due process and fair trial guarantees	The Government compensated families of the majority of victims killed during the 2019 demonstrations and provided some assistance for those injured. Accountability efforts remained limited and few investigations of alleged human rights violations and abuses progressed to the trial phase	The draft laws on freedom of expression and information technology were pending endorsement. The draft law on freedom of expression had passed the second reading and remained at the voting stage in the Council of Representatives	The Government strengthens impartial, fully functional and effective national mechanisms to promote accountability for human rights violations and abuses and adopts legislation to promote the protection of human rights and civic space and protection from enforced disappearances	The Government adopts measures to strengthen judicial capacity to deliver justice for victims and establish accountability for human rights violations and abuses, and complies with international norms and standards to protect the freedom of expression

Result 3: integrated durable solutions and addressing climate change**Programme performance in 2023 and target for 2025**

21. In 2023, UNAMI met its target by continuing to initiate and lead several coordination forums, including in cooperation with international donors, which contributed to durable solutions for displacement and returnees, against the backdrop of the transition from humanitarian to development-related support. The Mission encouraged the Government to explore more effective solutions for the displaced population as outlined in its national plan and increase its work on analysis and capacity-building with regard to tackling the adverse impact of climate change. The Mission continued its advocacy towards mitigation and adaptation efforts.
22. In implementing its mandate as stipulated in resolution 2682 (2023), UNAMI will enhance its integrated approach to support the Government of Iraq in tackling the adverse impact of climate change and strengthen national ownership of sustainable durable solutions, including through active participation in the development of the next United Nations Sustainable Development Cooperation Framework for 2025–2029.

Lessons learned and planned change

23. The lesson for the Mission was that close cooperation with the Government and the United Nations country team was important with regard to leveraging the Mission's comparative advantage in analytical capacity and advocacy in support of climate-related policymaking. In applying the lesson, UNAMI will enhance United Nations-wide and national capacities in climate risk analysis, which will contribute to integrated climate change policy advice and technical assistance from the United Nations system in Iraq.
24. Expected progress towards the objective is presented in the performance measure below (see table 4).

Table 4

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
The United Nations Sustainable Development Cooperation Framework for the period 2020–2024 was effectively implemented, reducing the number of people in need	Eight area-based coordination groups were established and are in operation. Their use resulted in a more coordinated and tailored approach to durable solutions for returning families in Iraq. First steps were taken to support the transition from humanitarian to development-oriented efforts, including greater national ownership within these processes	Climate change risk analysis at the national and local levels was included in priority areas of work such as analysis and capacity-building, supporting the Government in enhancing peace and security through climate action and mitigation policies	A durable solution compact is developed and implemented, led by the Government and supported by a robust coordination architecture, linking local coordination mechanisms to federal mechanisms. National ownership of humanitarian and development activities increases, with a focus on sustainable development	Climate change analysis supports climate resilience dialogues and the development of sustainable solutions and participatory climate action, and informs Government-led climate policy and programming. The United Nations Sustainable Development Cooperation Framework for 2025–2029 mainstreams climate and durable solutions

Deliverables

25. Table 5 lists the deliverables of the Mission.

Table 5

Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	3	3	3
1. Reports of the Secretary-General for the Security Council	4	3 ^a	3	3
Substantive services for meetings (number of three-hour meetings)	4	3	3	3
2. Meetings of the Security Council	4	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	24	17	25	25
3. Projects on national reconciliation and the role of women in peace and security	–	–	1	1
4. Country-wide public outreach events to enhance social cohesion and strengthen the rule of law, socioeconomic and longer-term development, recovery and reconstruction	24	17	24	24
Seminars, workshops and training events (number of days)	86	163	131	153
5. Workshops on women's rights, participation of women in electoral and political processes, and the Sustainable Development Goals	5	6	5	5
6. Training events and advocacy initiatives on mediation and negotiation skills, the role of women in peace and security, transparent and inclusive elections, reporting obligations under international treaties, human rights monitoring and reporting, and the rights of women and persons with disabilities	66	142	116	145
7. Workshops on political dialogue and participation and political empowerment of young people	15	15	10	–
8. Stocktaking and review workshops of climate security risk and resilience dialogues	–	–	–	3
Publications (number of publications)	–	–	1	1
9. Reports on strengthening women's political participation and the challenges and needs of Iraqi women entering politics	–	–	1	1
Technical materials (number of materials)	139	140	119	120
10. Manual on gender mainstreaming in electoral processes	1	–	–	–
11. Climate, peace and security risk analyses and case studies	–	–	–	5
12. Reports on human rights violations and the human rights situation in Iraq, civilian casualties, the Government's adherence to human rights and international humanitarian law, child protection and conflict-related sexual violence, biometric voter registry and enhancements in election results management, and key development, stabilization and reconstruction issues in governorates	130	132	110	110
13. Manual on elections for the Independent High Electoral Commission and the Kurdistan Region Independent Electoral Commission	8	8	8	4
14. Planning and technical documents on the United Nations Sustainable Development Cooperation Framework for Iraq and the joint United Nations resource mobilization strategy, and strategic support to the Government's reconstruction and stabilization programme (recovery and resilience programme)	–	–	1	1
Fact-finding, monitoring and investigation missions (number of missions)	320	320	320	330
15. Monitoring missions on rule of law institutions, including detention monitoring missions and trial monitoring missions in Baghdad and Erbil	180	180	180	125

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
16. Fact-finding missions on administration of justice within the legal system and with law enforcement officials to follow up on alleged human rights violations	85	85	85	150
17. Monitoring missions related to conflict-related sexual violence and children in armed conflict and the protection of the rights of minorities, internally displaced persons and persons with disabilities, including engagements with approximately four organizations working on disability rights issues	55	55	55	55

C. Substantive deliverables

Good offices: facilitation of sessions and round tables to foster national and community reconciliation and enhance cooperation among interlocutors involved; additional support to political and other Iraqi counterparts to advance the political process and reconciliation, encompassing civil society, young people and communities; support provided on Baghdad-Erbil and regional relations; electoral legislative and regulatory reforms; return of missing Kuwaiti and third-country nationals or their remains and Kuwaiti missing property; provision of good offices with a focus on advancing the participation, involvement and representation of women and young people in political and electoral processes; facilitation of climate-resilience dialogues on water- and land-use at the subnational level, where these issues are climate-related drivers of conflict, in order to promote peaceful resolution and enhance cooperation for climate change adaptation.

Consultation, advice and advocacy: consultations on stabilization, reconstruction and development issues; advice on revenue-sharing, security sector reform and decentralization of administrative and fiscal authority; consultation and advice on electoral legislative reform initiatives and parliamentary oversight; advice and engagements to support capacity development and enhance confidence in the electoral institutions of Iraq; consultation and advocacy initiatives on human rights issues, including those related to the protection of the freedoms of assembly and expression, women's and minority rights, protection from enforced disappearance, child protection and administration of justice.

Databases and substantive digital materials: database on incidents of violence against women in politics in the context of the 2025 legislative elections; implementing and maintaining the Situational Awareness Geospatial Enterprise system to provide the Mission with a standardized information management system for relevant incidents and events.

D. Communication deliverables

Outreach programmes, special events and information materials: special events that include relevant United Nations Days; organizing awareness-raising events on the transition from humanitarian efforts towards durable solutions and sustainable development, including in relation to climate change; information materials in support of a common United Nations approach; bimonthly newsletter and annual yearbook highlighting the work of the United Nations in Iraq; United Nations system information material on the Sustainable Development Goals; twice-daily media monitoring reports; capacity-building for Iraqi media professionals on combating misinformation and disinformation on social media.

External and media relations: press conferences, press releases and news articles, including op-eds, in three languages, on the work of the Mission and the United Nations country team.

Digital platforms and multimedia content: dissemination of information through the Mission's website and social media accounts, including multimedia products about the Mission; two factsheets and one frequently asked questions document on Iraqi elections and United Nations support to the elections, the United Nations in Iraq and events with relevance to Iraq; participation in United Nations-wide campaigns and dissemination of products from United Nations Headquarters.

^a In accordance with Security Council resolution 2631 (2022), the periodicity of reports to the Council was decreased from four to three reports and meetings per year.

B. Proposed post and non-post resource requirements in 2025

1. Total resource requirements

Resource requirements (regular budget)

Table 6

Financial resources

(Thousands of United States dollars)

Category of expenditure	2023		2024		2025	Variance
	Appropriation	Expenditure	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)	(5)=(4)-(3)
	(1)	(2)	(3)	(4)		
Military and police personnel costs	4 939.7	4 583.1	5 099.8	4 793.8		(306.0)
Civilian personnel costs	75 964.9	79 306.4	76 928.7	82 795.2		5 866.5
Operational costs	16 006.0	15 110.2	16 098.0	15 613.6		(484.4)
Total (net of staff assessment)	96 910.6	98 999.7	98 126.5	103 202.6		5 076.1

Table 7

Human resources

	International staff											National staff			United Nations Volunteers			Total
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Field Service	General Service	Subtotal	National Professional Officers	Local level	Subtotal	International	National	Subtotal	
Approved 2024	1	2 ^a	1	6	16	45	51	5	151	–	278	124	372	496	–	2	2	776
Proposed 2025	1	2 ^a	1	6	17	44	51	5	151	–	278	124	365	489	2	3	5	772
Change	–	–	–	–	1	(1)	–	–	–	–	–	–	(7)	(7)	2	1	3	(4)

^a One position is funded at 50 per cent and cost-shared with the Development Coordination Office.

26. The proposed resource requirements for 2025 for UNAMI amount to \$103,202,600 (net of staff assessment) and would provide for the deployment of 245 military contingent personnel (\$4,793,800), civilian personnel costs (\$82,795,200) consisting of salaries, common staff costs and danger pay for the deployment of 772 posts and positions (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 17 P-5, 44 P-4, 51 P-3, 5 P-2, 151 Field Service, 124 National Professional Officers, 365 Local level, 2 international United Nations Volunteers and 3 national United Nations Volunteers), including the establishment of 3 United Nations Volunteer positions, as well as operational costs (\$15,613,600) comprising consultants and consulting services (\$164,000), official travel (\$844,400), facilities and infrastructure (\$4,742,900), ground transportation (\$890,000), air operations (\$4,997,200), communications and information technology (\$2,596,500), medical (\$357,400) and other supplies, services and equipment (\$1,021,200).
27. The increase in the requirements for 2025 compared with the appropriation for 2024 is attributable to the net effect of:

Note: The following abbreviations are used in tables: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; UNV, United Nations Volunteer; USG, Under-Secretary-General.

- (a) An increase of \$5,866,500 in civilian personnel costs, attributable to higher salary costs for: (i) international staff, owing to the application of a higher common staff costs rate compared with the rate applied in the approved 2024 budget; (ii) National Professional Officers and Local level staff due to the application of the higher revised salary scale promulgated in February 2024 but retroactively effective to 1 March 2023, as well as the application of lower vacancy rates compared with the rates approved for 2024; and (iii) United Nations Volunteers, owing to the proposed establishment of three positions (2 international and 1 national);
- (b) A net decrease of \$306,000 in military and police personnel costs, attributable mainly to lower requirements for: (i) travel on emplacement, rotation and repatriation based on the latest letter of assist; (ii) rations, owing to a change in the planned deployment location of 25 Guard Unit personnel from Mosul to Kirkuk resulting in a lower rations rate; and (iii) death and disability compensation, owing to a downward revision of the estimates based on historical expenditure patterns;
- (c) A net decrease of \$484,400 in operational costs attributable to reduced requirements for: (i) facilities and infrastructure, owing to fewer projects being undertaken, lower costs for maintenance services based on the latest contractual rates and reduced requirements for utilities and waste disposal service owing to increased utilization of renewable energy sources and other consumption efficiencies; (ii) communications and information technology, owing to efforts to reduce the acquisition of equipment with the planned transfer of computer equipment such as laptops and computer servers from the United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant (UNITAD); (iii) ground transportation, owing to efforts to maximize the use of existing vehicles and vehicles to be transferred from UNITAD, resulting in no requirements for the acquisition of vehicles in 2025; and (iv) official travel, owing to increased utilization of videoconferencing, especially with regard to within-mission travel and training activities. The above decreases are offset in part by increased requirements under air operations due to higher contractual costs for the rental and operation of the Mission's two fixed-wing aircraft.

Vacancy rates

28. The proposed vacancy rates applied in the budget take into account the experience to date. The assumptions considered for the proposed vacancy factors include the 12-month average vacancy rate in 2023 and the actual vacancy rate as at 31 March 2024. The lower of the two was used as the budgeted vacancy rate. This is in line with the policy guidance to improve the accuracy and consistency of the vacancy rate factors applied in the proposed budgets for 2025 and to ensure that proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions and those proposed for reassignment.

Table 8
Vacancy rates
 (Percentage)

<i>Category</i>	<i>Actual average in 2023</i>	<i>Approved 2024</i>	<i>Actual as at 31 March 2024</i>	<i>Proposed 2025</i>
Military and police personnel				
Military contingents	0.0	0.0	0.0	0.0
Civilian personnel				
International staff	14.6	13.3	15.8	14.6
National staff				
National Professional Officers	9.4	9.8	12.1	9.4
Local level	7.9	8.3	8.3	7.9

Category	Actual average in 2023	Approved 2024	Actual as at 31 March 2024	Proposed 2025
United Nations Volunteers				
International	–	–	–	50.0
National	0.0	0.0	0.0	0.0

2. Staffing requirements

29. The staffing complement proposed for 2025 reflects a net decrease of four positions. The proposed staffing changes include the proposed establishment of three United Nations Volunteer positions, the abolishment of seven posts, the reclassification of one post and the reassignment of two posts.

30. Annex II to the present report provides the organizational charts.

(a) Special Representative of the Secretary-General

Table 9
Staffing requirements: Office of the Special Representative of the Secretary-General

	International staff										National staff			United Nations Volunteers			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Field Service	General Service	Subtotal	National Professional Officers	Local level	Subtotal	Inter-national	National		Subtotal
Front Office of the Special Representative of the Secretary-General																		
Approved 2024	1	–	–	–	1	–	1	–	2	–	5	–	–	–	–	–	–	5
Proposed 2025	1	–	–	–	1	–	1	–	2	–	5	–	–	–	–	–	–	5
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Women's Protection Unit																		
Approved 2024	–	–	–	–	1	–	–	–	–	–	1	–	–	–	–	–	–	1
Proposed 2025	–	–	–	–	1	–	–	–	–	–	1	–	–	–	–	–	–	1
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Gender Unit																		
Approved 2024	–	–	–	–	1	–	–	–	–	–	1	2	–	2	–	–	–	3
Proposed 2025	–	–	–	–	1	–	–	–	–	–	1	2	–	2	–	–	–	3
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Child Protection Unit																		
Approved 2024	–	–	–	–	–	1	–	–	–	–	1	1	–	1	–	–	–	2
Proposed 2025	–	–	–	–	–	1	–	–	–	–	1	1	–	1	–	–	–	2
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff																		
Approved 2024	–	–	1	–	2	2	5	–	2	–	12	9	4	13	–	–	–	25
Proposed 2025	–	–	1	–	2	2	5	–	2	–	12	9	4	13	–	–	–	25
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

	<i>International staff</i>										<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Field General</i>		<i>Subtotal</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>Subtotal</i>	<i>Inter-national</i>	<i>National</i>		<i>Subtotal</i>
									<i>Service</i>	<i>Service</i>								
Human Rights Office																		
Approved 2024	-	-	-	1	2	4	6	1	1	-	15	15	10	25	-	-	-	40
Proposed 2025	-	-	-	1	2	4	6	1	1	-	15	15	10	25	-	-	-	40
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Strategic Communications and Public Information Office																		
Approved 2024	-	-	-	1	1	1	1	1	-	-	5	9	5	14	-	-	-	19
Proposed 2025	-	-	-	1	1	1	1	1	-	-	5	9	5	14	-	-	-	19
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security Section																		
Approved 2024	-	-	-	-	1	5	5	2	81	-	94	10	116	126	-	-	-	220
Proposed 2025	-	-	-	-	1	5	5	2	81	-	94	10	110	120	2	1	3	217
Change	-	-	-	-	-	-	-	-	-	-	-	-	(6)	(6)	2	1	3	(3)
Total																		
Approved 2024	1	-	1	2	9	13	18	4	86	-	134	46	135	181	-	-	-	315
Proposed 2025	1	-	1	2	9	13	18	4	86	-	134	46	129	175	2	1	3	312
Change	-	-	-	-	-	-	-	-	-	-	-	-	(6)	(6)	2	1	3	(3)

31. The Special Representative of the Secretary-General is the Head of Mission, supported by the immediate team in the Office. The Special Representative is also the United Nations-designated official for security in Iraq. The following organizational units of the Mission report to the Special Representative: the Women's Protection Unit; the Gender Unit; the Child Protection Unit; the Office of the Chief of Staff; the Human Rights Office; the Strategic Communications and Public Information Office; the Security Section; and Mission Support.

Table 10

Staffing changes: Office of the Special Representative of the Secretary-General

<i>Office/service/section/unit</i>	<i>Positions</i>			
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>
Security Section	-1	FS	Close Protection Officer	Reassignment
	+1	FS	Administrative Assistant	Reassignment
	-6	LL	Field Security Radio Operator	Abolishment
	+3	UNV	Security Assistant	Establishment
Total	(3)			

32. The following changes are proposed for 2025:

Security Section

- (a) Reassignment of one post of Close Protection Officer (Field Service) as an Administrative Assistant (Field Service) to provide dedicated support capacity to the UNAMI Integrated Security Team, in line with the recommendations of the ad hoc security risk management process report of January 2024. Pursuant to the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/78/7/Add.6), as endorsed by the General Assembly in its resolution 78/253, the Department of Safety and Security conducted a risk assessment which indicated a need for a dedicated administrative post to be established in the Section to coordinate duty roster management. The functions of this new position would include administrative support and coordination on training, administrative processes for the movement of security personnel, and administrative and logistical functions with relevant United Nations country team security entities. These functions are expected to lead to increased effectiveness of the Section in the delivery of security services to the Section's clientele in Iraq. The proposed reassignment is intended to address this capacity gap in the Security Section from within its existing resources;
- (b) Abolishment of six Field Security Radio Operators (Local level), three in Kirkuk and three in Basrah. These posts are cost-shared under the local cost-shared security budget and are managed under the UNAMI staffing table, and the participating United Nations entities have indicated that the capacities will no longer be required and thus their contributions would not continue in 2025, taking into account the reduced footprint and movement of the United Nations security management system in the region. In this context, based on an assessment undertaken by the Department of Safety and Security, it was determined that some functions of these posts could be consolidated into the Erbil and Baghdad security operations centres, while the remaining functions would be redistributed among the three remaining Field Security Radio Operators (Local level) in Kirkuk and Basrah, respectively;
- (c) Establishment of three positions of Security Assistant (2 international United Nations Volunteer and 1 national United Nations Volunteer) to support a thorough review of all security support functionalities and related activities in support of 220 personnel. The establishment of these positions will support the Security Section in monitoring security identification and passes; providing security training and gender mainstreaming on security issues; and processing all acquisitions, including ordering for materials, goods, services, contracts and projects for the Section.

Table 11
Staffing requirements: Department of Political and Peacebuilding Affairs

	<i>International staff</i>										<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Field Service</i>		<i>Subtotal</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>Subtotal</i>	<i>Inter-national</i>	<i>National</i>		<i>Subtotal</i>
									<i>Service</i>	<i>Service</i>								
Approved 2024	-	-	-	-	-	2	2	-	-	-	4	-	-	-	-	-	-	4
Proposed 2025	-	-	-	-	-	2	2	-	-	-	4	-	-	-	-	-	-	4
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

33. The Iraq team of the Middle East Division and the Electoral Assistance Division of the Department of Political and Peacebuilding Affairs (2 P-4 and 2 P-3) provide backstopping support to the Mission from United Nations Headquarters in New York. In support of the Mission's mandate delivery, the capacity of the Department to respond to backstopping demands will remain essential, with functions ranging from providing operational support and assisting in identifying and prioritizing critical strategic objectives to engagement with the Security Council, Member States and other key regional and international partners.

(b) Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

Table 12

Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

	<i>International staff</i>										<i>National staff</i>			<i>United Nations Volunteers</i>			<i>Total</i>	
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Field Service</i>	<i>General Service</i>	<i>Subtotal</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>Subtotal</i>	<i>Inter-national</i>	<i>National</i>		<i>Subtotal</i>
Front Office																		
Approved 2024	-	1	-	-	-	1	1	-	1	-	4	-	1	1	-	-	-	5
Proposed 2025	-	1	-	-	-	1	1	-	1	-	4	-	1	1	-	-	-	5
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tehran Liaison Office																		
Approved 2024	-	-	-	1	-	1	-	-	-	-	2	1	1	1	-	-	-	4
Proposed 2025	-	-	-	1	-	1	-	-	-	-	2	1	1	1	-	-	-	4
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of Political Affairs and Analysis																		
Approved 2024	-	-	-	1	3	9	12	-	1	-	26	32	10	42	-	2	2	70
Proposed 2025	-	-	-	1	3	9	12	-	1	-	26	32	10	42	-	2	2	70
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Electoral Assistance Office																		
Approved 2024	-	-	-	1	2	2	-	-	-	-	5	2	5	7	-	-	-	12
Proposed 2025	-	-	-	1	2	2	-	-	-	-	5	2	5	7	-	-	-	12
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total																		
Approved 2024	-	1	-	3	5	13	13	-	2	-	37	35	17	52	-	2	2	91
Proposed 2025	-	1	-	3	5	13	13	-	2	-	37	35	17	52	-	2	2	91
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

34. The Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance leads the political pillar of UNAMI and oversees the work of the Tehran Liaison Office, the Office of Political Affairs and Analysis and the Electoral Assistance Office.

Table 13

Staffing changes: Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

Office/service/section/unit	Positions		Functional title	Action	Description
	Change	Level			
Front Office	+1	P-4	Climate, Peace and Security Adviser	Reassignment	}
Office of Political Affairs and Analysis	-1	P-4	Political Affairs Officer	Reassignment	
Total	-				

35. The following change is proposed for 2025: reassignment of one post of Political Affairs Officer (P-4) from the Office of Political Affairs and Analysis as a Climate, Peace and Security Adviser (P-4) in the Front Office to support the Mission and its leadership in responding to the increased focus on the adverse impact of climate change in the UNAMI mandate, referenced in Security Council resolutions [2576 \(2021\)](#), [2631 \(2022\)](#) and [2682 \(2023\)](#). The post will enable the Mission to build analysis on climate-related conflict drivers, mainstream climate-change approaches in its work, and strengthen its support to climate-resilience dialogues to promote climate action in support of Government policies. Furthermore, this capacity will enable the Mission to engage its good offices and advocacy in dialogues that are specifically designed to enhance political stability, peace and security in an integrated and coordinated manner, ensuring inclusive engagement and meaningful public participation, especially by woman and young people.

(c) Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

Table 14

Staffing requirements: Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

	International staff										National staff			United Nations Volunteers			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Field Service		National Professional Officers	Local level	Subtotal	Inter-national	National	Subtotal		
									Service	Subtotal								
Front Office																		
Approved 2024	-	1	-	-	-	1	-	-	1	-	3	-	1	1	-	-	-	4
Proposed 2025	-	1	-	-	-	1	-	-	1	-	3	-	1	1	-	-	-	4
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Development Support Office																		
Approved 2024	-	-	-	-	-	1	2	1	-	-	4	18	2	20	-	-	-	24
Proposed 2025	-	-	-	-	1	-	2	1	-	-	4	18	2	20	-	-	-	24
Change	-	-	-	-	1 (1)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total																		
Approved 2024	-	1	-	-	-	2	2	1	1	-	7	18	3	21	-	-	-	28
Proposed 2025	-	1	-	-	-	2	2	1	1	-	7	18	3	21	-	-	-	28
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

36. The Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs leads the Mission's Development Support Office and is responsible for supporting the Special Representative of the Secretary-General in promoting and facilitating, as well as coordinating with the Government of Iraq and the United Nations country team on, efforts relating to humanitarian assistance and sustainable development. In that role, the Deputy Special Representative also serves as the Resident Coordinator and Humanitarian Coordinator, leading the United Nations country team and coordinating international donor support. The Deputy Special Representative is supported by a Front Office and by the Development Support Office in the coordination and monitoring of both short- and long-term development programmes as outlined in the Mission's mandate and the United Nations Sustainable Development Cooperation Framework.
37. The Development Support Office supports the coordination of the Deputy Special Representative's work with government counterparts as well as with United Nations country team counterparts in areas relating to development and durable solutions, including climate change. The Office maintains essential linkages in the Mission's field locations, in support of the triple-hatted functions of the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator, with United Nations agencies, funds and programmes, local governments, non-governmental organizations, tribal leaders and other actors to assist the Government of Iraq in meeting its immediate socioeconomic and climate-related challenges to peace and security. The Office facilitates the access of humanitarian and development actors to different regions and provinces by working with local government officials and other key interlocutors.

Table 15

Staffing changes: Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs

Office/service/section/unit	Positions			
	Change	Level	Functional title	Description
Development Support Office	-1	P-4	Coordination officer	Reclassification
	+1	P-5	Senior Coordination Officer	Reclassification
Total	-			

38. Given the important function of the Office of the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator within an integrated mission and the ongoing efforts to ensure that it is able to effectively support its mandate-related functions, the Secretariat continues to strengthen coherence and collaboration between the respective pillars in mission settings. An appropriately sized and dedicated capacity in the mission structure is required to support the Office in carrying out its cross-pillar function within the mission and to provide sufficient support to its role in coordinating the work of the various units reporting to the Office. To ensure a predictable and stable capacity, and building on an initial review, the Secretariat undertook an in-depth study of 11 field missions to formulate a common approach in order to objectively assess the enhanced managerial and coordination support requirements for the Office of the Deputy Special Representative/Resident Coordinator/Humanitarian Coordinator in both peacekeeping and special political missions. This study showed that while a dedicated senior staff providing support to the Office was required, the level of this position should be differentiated depending on: (a) the number of units reporting to the Office; and (b) the number of substantive mandate points assigned to the Office.
39. Based on a review of the number of units and mandate points assigned to the Office in UNAMI, the following change is proposed for 2025: reclassification of one post of Coordination Officer (P-4) to one post of Senior Coordination Officer (P-5) to provide a dedicated capacity for the management and oversight of the Development Support Office as well as coordination with other United Nations country team counterparts. The incumbent would directly supervise the Office, providing

management, strategic guidance and oversight; assist and advise the Deputy Special Representative/ Resident Coordinator/Humanitarian Coordinator in the coordination, implementation, monitoring and reporting of the Mission's durable solution strategy; lead the work of developing the durable solutions coordination architecture with area-based coordination groups; ensure a high-degree of regular, senior-level engagement and coordination with the full range of national stakeholders, including representation functions, including at the governor and minister levels, with civil society leaders, heads of non-governmental organizations and implementing partner organizations; and lead close collaboration with the Front Office of the Deputy Special Representative for Development and Humanitarian Affairs during the humanitarian transition towards sustainable development.

(d) Mission Support

Table 16
Staffing requirements: Mission Support

	<i>International staff</i>										<i>National staff</i>			<i>United Nations Volunteers</i>				<i>Total</i>
	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>Field Service</i>	<i>General Service</i>	<i>Subtotal</i>	<i>National Professional Officers</i>	<i>Local level</i>	<i>Subtotal</i>	<i>Inter-national</i>	<i>National</i>	<i>Subtotal</i>	
Office of the Chief of Mission Support																		
Approved 2024	-	-	-	1	-	1	3	-	2	-	7	2	2	4	-	-	-	11
Proposed 2025	-	-	-	1	-	1	3	-	2	-	7	2	2	4	-	-	-	11
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Operations and Resource Management																		
Approved 2024	-	-	-	-	1	6	5	-	20	-	32	8	50	58	-	-	-	90
Proposed 2025	-	-	-	-	1	6	5	-	20	-	32	8	50	58	-	-	-	90
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Supply Chain and Service Delivery Management																		
Approved 2024	-	-	-	-	1	6	7	-	33	-	47	15	142	157	-	-	-	204
Proposed 2025	-	-	-	-	1	6	7	-	33	-	47	15	141	156	-	-	-	203
Change	-	-	-	-	-	-	-	-	-	-	-	-	(1)	(1)	-	-	-	(1)
Total, Mission Support																		
Approved 2024	-	-	-	1	2	15	16	-	62	-	96	25	217	242	-	-	-	338
Proposed 2025	-	-	-	1	2	15	16	-	62	-	96	25	216	241	-	-	-	337
Change	-	-	-	-	-	-	-	-	-	-	-	-	(1)	(1)	-	-	-	(1)

40. Mission Support functions are under the overall responsibility of the Chief of Mission Support, who coordinates and supervises two main workstreams, namely, operations and resource management and supply chain and service delivery management.
41. The Chief of Mission Support acts as the principal adviser to the Head of Mission on all matters pertaining to administrative and logistical support and is supported by the Chiefs of the Operations and Resource Management and the Supply Chain and Service Delivery Management pillars.
42. The Operations and Resource Management pillar is responsible for the provision of general support and the management of operations and resources. The Chief of Operations and Resource Management oversees the Human Resources Section, the Financial Resourcing and Performance Unit, the Field Technology Section, the regional offices in Erbil and Kirkuk, the Procurement Section, the Contract Management Unit and the Training Unit.

43. The Supply Chain and Service Delivery Management pillar is responsible for managing and coordinating the flow of supply chain goods and services and the provision of key logistical support services to all mission components and other clients. The Chief of Supply Chain and Service Delivery Management oversees the Life Support Unit, the Engineering Section, the Integrated Facilities Management and Welfare Unit, the Surface Transport Section, the Medical Services Section, the Staff Counselling Unit, the Centralized Warehousing Section, the Acquisition Planning and Requisitioning Unit, the Aviation and Movement Control Section and the Property Management Section.

Supply Chain and Service Delivery Management

Table 17
Staffing changes

Office/service/section/unit	Positions				Action	Description
	Change	Level	Functional title			
Aviation and Movement Control Section	-1	LL	Movement Control Assistant		Abolishment	
Total	-1					

44. The following change is proposed for 2025: the abolishment of one Movement Control Assistant (Local level) in Kirkuk, as the position has been vacant for more than two years and the functions have been assumed by other positions.

Kuwait Joint Support Office

45. The Kuwait Joint Support Office will continue to support UNAMI, the United Nations Assistance Mission in Afghanistan and other missions. No changes are proposed for 2025.

Table 18
Staffing requirements: Kuwait Joint Support Office

	International staff										National staff			United Nations Volunteers			Total	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Field Service	General Service	Subtotal	National Professional Officers	Local level	Subtotal	Inter-national	National		Subtotal
Human Resources Section																		
Approved 2024	-	-	-	-	-	1	1	-	1	-	3	-	11	11	-	-	-	14
Proposed 2025	-	-	-	-	-	1	1	-	1	-	3	-	11	11	-	-	-	14
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance Section																		
Approved 2024	-	-	-	-	-	1	-	-	5	-	6	-	10	10	-	-	-	16
Proposed 2025	-	-	-	-	-	1	-	-	5	-	6	-	10	10	-	-	-	16
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel Section																		
Approved 2024	-	-	-	-	-	-	-	-	1	-	1	-	2	2	-	-	-	3
Proposed 2025	-	-	-	-	-	-	-	-	1	-	1	-	2	2	-	-	-	3
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	International staff								National staff			United Nations Volunteers			Total			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Field Service	General Service	Subtotal	National Professional Officers	Local level	Subtotal		Inter-national	National	Subtotal
Total																		
Approved 2024	-	-	-	-	-	2	1	-	7	-	10	-	23	23	-	-	-	33
Proposed 2025	-	-	-	-	-	2	1	-	7	-	10	-	23	23	-	-	-	33
Change	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

3. Financial resources

Table 19

Financial resources by category of expenditure

(Thousands of United States dollars)

Category of expenditure	2023		2024	2025	Variance
	Appropriation	Expenditures	Appropriation	Requirements	2025 vs. 2024 Increase/(decrease)
	(1)	(2)	(3)	(4)	(5)=(4)-(3)
I. Military and police personnel					
Military contingents	4 939.7	4 583.1	5 099.8	4 793.8	(306.0)
Subtotal, category I	4 939.7	4 583.1	5 099.8	4 793.8	(306.0)
II. Civilian personnel					
International staff	51 438.6	51 741.0	50 245.0	53 565.2	3 320.2
National Professional Officers	9 631.9	10 691.8	10 452.3	11 634.0	1 181.7
Local level staff	14 829.7	16 750.7	16 168.5	17 447.7	1 279.2
United Nations Volunteers	64.7	122.8	62.9	148.3	85.4
Subtotal, category II	75 964.9	79 306.4	76 928.7	82 795.2	5 866.5
III. Operational costs					
Consultants and consulting services	287.5	178.6	283.7	164.0	(119.7)
Official travel	1 079.0	816.8	1 014.6	844.4	(170.2)
Facilities and infrastructure	6 420.6	6 632.6	5 580.1	4 742.9	(837.2)
Ground transportation	1 056.5	1 053.9	1 126.3	890.0	(236.3)
Air operations	3 150.5	3 068.2	3 734.6	4 997.2	1 262.6
Communications and information technology	2 707.0	2 448.7	2 927.5	2 596.5	(331.0)
Medical	334.9	97.3	345.2	357.4	12.2
Other supplies, services and equipment	970.0	814.0	1 086.0	1 021.2	(64.8)
Subtotal, category III	16 006.0	15 110.2	16 098.0	15 613.6	(484.4)
Total	96 910.6	98 999.7	98 126.5	103 202.6	5 076.1

4. Analysis of resource requirements

Military and police personnel costs

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Military contingents	4 939.7	4 583.1	5 099.8	4 793.8	(306.0)

46. Resources amounting to \$4,793,800 are proposed to provide for the deployment of 245 military contingent personnel and include requirements for: (a) standard troop cost reimbursement (\$2,809,700); (b) travel on emplacement, rotation and repatriation (\$618,000); (c) recreational leave allowance (\$55,800); (d) daily allowance (\$75,800); (e) death and disability compensation (\$26,200); (f) rations (\$1,174,200); (g) major equipment (\$4,800); and (h) self-sustainment (\$29,300).
47. A vacancy rate of 0 per cent has been applied based on the planned deployment for 2025.
48. The decrease is attributable mainly to lower costs for: (a) travel on emplacement, rotation and repatriation for the rotation of the Guard Unit from Fiji, based on the most recent letter of assist from the Government of Australia; (b) rations, owing to a change in the planned deployment of troop personnel from Mosul to Kirkuk at a lower rations rate, against a troop strength of 25 personnel in Mosul, which was provided for in the 2024 approved budget, as well as the non-requirement for a provision for the one-time mobilization costs to Mosul provided for in the 2024 approved budget; and (c) death and disability compensation, owing to reduced provisions based on historical expenditure patterns.

Civilian personnel costs

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
International staff	51 438.6	51 741.6	50 245.0	53 565.2	3 320.2

49. Resources amounting to \$53,565,200 are proposed to provide for salaries (\$25,595,000), common staff costs (\$24,711,700) and danger pay (\$3,258,500) for the deployment of 278 international posts (1 Under-Secretary-General, 2 Assistant Secretaries-General, 1 D-2, 6 D-1, 17 P-5, 44 P-4, 51 P-3, 5 P-2 and 151 Field Service).
50. A vacancy rate of 14.6 per cent has been applied to the estimates for continuing positions, based on the actual average vacancy rate in 2023, while a vacancy rate of 50 per cent has been applied to the two posts proposed for reassignment.
51. The increase is attributable mainly to: (a) the application of a higher percentage of common staff costs at 96.5 per cent based on recent expenditure patterns, compared with 92.9 per cent applied in the 2024 approved budget; and (b) the application of the higher post adjustment multiplier for Iraq of 37.8 per cent, compared with 29.4 per cent applied in the 2024 approved budget. The increased requirements are offset in part by the application of the higher vacancy rate of 14.6 per cent, compared with the rate of 13.3 per cent applied in the 2024 approved budget, and the proposed reassignment of two posts (1 P-4 and 1 Field Service) with the application of a 50 per cent vacancy rate.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
National Professional Officer	9 631.9	10 691.4	10 452.3	11 634.0	1 181.7

52. Resources amounting to \$11,634,000 are proposed to provide for salaries (\$8,706,300), common staff costs (\$2,238,800) and danger pay (\$688,900) for the deployment of 124 National Professional Officers.
53. A vacancy rate of 9.4 per cent has been applied to the cost estimates for continuing posts, based on the actual average vacancy rate in 2023.
54. The increase is attributable mainly to: (a) higher salary rates based on the revised salary scale for Iraq promulgated in February 2024; (b) the application of the higher average level/step of NO-C/IX of the salary scale based on the current staffing composition, compared with the level/step of NO-B/IX applied in the approved budget for 2024; and (c) the application of the lower vacancy rate of 9.4 per cent, compared with the rate of 9.8 per cent applied in the 2024 approved budget.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Local level staff	14 829.7	16 750.2	16 168.5	17 447.7	1 279.2

55. Resources amounting to \$17,447,700 are proposed to provide for salaries (\$11,838,800), common staff costs (\$3,853,600) and danger pay (\$1,755,300) for the deployment of 365 Local level posts.
56. A vacancy rate of 7.9 per cent has been applied to the cost estimates for continuing posts based on the actual average vacancy rate in 2023.
57. The increase is attributable mainly to: (a) the higher salary rates based on the revised salary scale for Iraq promulgated in February 2024, compared with the rates applied in the 2024 approved budget; and (b) the application of the lower vacancy rate of 7.9 per cent, compared with the rate of 8.3 per cent applied in the 2024 approved budget. The increased requirements are offset in part by the proposed abolishment of seven posts.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
United Nations Volunteers	64.7	122.8	62.9	148.3	85.4

58. Resources amounting to \$148,300 are proposed to provide for the continuing deployment of two national United Nations Volunteers and for the proposed establishment of two international United Nations Volunteers and one national United Nations Volunteer.
59. A vacancy rate of 0 per cent has been applied to the estimates for continuing national United Nations Volunteer positions, based on the actual vacancy rate as at 31 March 2024, while a vacancy rate of 50 per cent has been applied to the estimates for the three positions proposed for establishment.
60. The increase is attributable mainly to the additional requirement for the establishment of two international and one national United Nations Volunteer positions to provide support capacity in the Security Section.

Operational costs

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Consultants and consulting services	287.5	178.6	283.7	164.0	(119.7)

61. Resources amounting to \$164,000 are proposed to provide for individual consultants and consulting services for the provision of technical and specialized expertise on electoral issues, legislative processes, cybersecurity audits, records management and training for Mission personnel.
62. The decrease is attributable mainly to: (a) the non-requirement for individual consultants with expertise on human rights and climate change, digital transformation and digitalization, and durable solutions, owing to the completion of consultant works in these areas, as well as the proposed reassignment of one post of Political Affairs Officer (P-4) as a Climate, Peace and Security Adviser (P-4), as described in paragraph 36 above, which will provide dedicated in-house capacity on climate change and durable solutions; and (b) the realignment of the provision related to the outsourcing of psychosocial services to support staff counselling needs under medical expenditures.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Official travel	1 079.0	816.8	1 014.6	844.4	(170.2)

63. Resources amounting to \$844,400 are proposed to provide for within-Mission travel for essential engagements; mediation and facilitation with national counterparts and civil society, including non-governmental organizations; overseeing regional and field offices; political consultations with local entities; and human rights fact-finding, monitoring and investigation missions. Travel outside the Mission area includes that of the Special Representative of the Secretary-General and senior members of her team for high-level political consultations with various entities, meetings with high-level counterparts at United Nations Headquarters and briefings to the Security Council (\$550,200) and training-related travel (\$294,200).
64. The decrease is attributable mainly to the increased utilization of hybrid videoconferencing services to the extent possible for within-Mission consultations and for training activities.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Facilities and infrastructure	6 420.6	6 632.6	5 580.1	4 742.9	(837.2)

65. Resources amounting to \$4,742,900 are proposed to provide for the acquisition of: (a) engineering supplies (\$107,800); (b) prefabricated facilities (\$58,300); (c) furniture (\$94,000); (d) office and other equipment (\$5,700); (e) safety and security equipment (\$312,000); (f) rental of premises (\$1,059,100); (g) utilities and waste disposal services (\$441,600); (h) maintenance services (\$1,437,800); (i) security services (\$404,100); (j) construction, alteration, renovation and major maintenance (\$400,000); (k) stationery and office supplies (\$77,600); (l) spare parts and supplies (\$118,900); (m) construction material and field defence supplies (\$41,400); (n) petrol, oil and lubricants (\$124,600); and (o) sanitation and cleaning materials (\$60,000).

66. The decrease is attributable mainly to lower requirements for: (a) construction, alteration, renovation and major maintenance owing to fewer projects undertaken, as the requirements for the completion of the major construction and renovation projects have been provided for in prior periods; (b) maintenance services, owing to lower contractual prices for cleaning services and general operational maintenance; and (c) utilities and waste disposal services, owing to increased utilization of renewable energy sources and other consumption efficiencies. The reduced requirements are offset in part by increased requirements for: (a) rental of premises, owing to higher costs for office and living accommodations in the Basrah International Hotel based on the most recent annual contractual rates, and higher requirements for the Mission's portion of accommodation costs in the Mosul compound, based on the most recent billing from UNDP; (b) acquisition of furniture for the replacement of ageing offices and accommodation items; and (c) spare parts, owing to new requirements in connection with the maintenance of the Mission's solar photovoltaic system.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Ground transportation	1 056.5	1 053.9	1 126.3	890.0	(236.3)

67. Resources amounting to \$890,000 are proposed to provide for: (a) acquisition of vehicle workshop equipment (\$36,000); (b) rental of vehicles (\$23,200); (c) repairs and maintenance (\$69,000); (d) liability insurance (\$7,000); (e) spare parts (\$392,400); and (f) petrol, oil and lubricants (\$362,400).
68. The decrease is attributable mainly to the non-requirement for the acquisition of vehicles for which a provision was included in the 2024 approved budget, offset in part by higher requirements for repairs and maintenance and spare parts mainly for the Mission's ageing armoured vehicles and for the refurbishment of the driver's cabins of two trucks.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Air operations	3 150.5	3 068.2	3 734.6	4 997.2	1 262.6

69. Resources amounting to \$4,997,200 are proposed to provide for the Mission's air transport fleet, which comprises two fixed-wing aircraft, operating for an estimated 800 flight-hours, as follows: (a) services (\$10,400); (b) landing fees and ground-handling charges (\$164,500); (c) air crew subsistence allowance (\$8,200); (d) petrol, oil and lubricants (\$777,200); (e) rental and operation (\$4,026,900); and (f) liability insurance (\$10,000).
70. The increase is attributable mainly to: (a) higher requirements for the rental and operation of fixed-wing aircraft based on the latest contractual prices; and (b) the discontinuation of contributions from UNITAD for the cost-sharing of the rental and operation of one fixed-wing aircraft (\$200,000 per year) owing to the end of its mandate, as well as the Office of the Special Envoy of the Secretary-General for Yemen opting out of aircraft-sharing with the Mission. The increased requirements are offset in part by lower requirements for petrol, oil and lubricants due primarily to the lower average cost price of jet fuel of \$1.853 per litre, compared with the average price of \$2.270 per litre applied in the approved 2024 budget, as well as the reduction in estimated flight hours to 800, compared with 925 flight hours approved in 2024.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Communications and information technology	2 707.0	2 448.7	2 927.5	2 596.5	(331.0)

71. Resources amounting to \$2,596,500 are proposed to provide for: (a) communications and information technology equipment (\$81,100); (b) telecommunications and network services (\$396,600); (c) maintenance of communications and information technology equipment and support services (\$1,296,700); (d) spare parts (\$130,000); (e) software, licences and fees (\$567,200); and (f) public information and publication services (\$124,900).

72. The decrease is attributable mainly to: (a) fewer acquisitions of communications equipment owing to the anticipated receipt of computer equipment such as laptops and a computer server to be transferred from UNITAD in view of the end of its mandate; and (b) a reduced need for spare parts owing to the availability of stock in inventory acquired in prior periods. The decreased requirements are offset in part by increased requirements for software, licences and fees owing to new requirements for a cloud-based service licence, as well as an increase in centralized support services costs for enterprise software licences.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Medical	334.9	97.3	345.2	357.4	12.2

73. Resources amounting to \$357,400 are proposed to provide for the acquisition of equipment (\$6,000), medical services (\$165,000) and supplies (\$128,200).

74. The increase is attributable mainly to the realignment of the provision related to the outsourcing of psychosocial services to support staff counselling needs from the consultant and consulting services class of expenditures, offset by lower requirements for supplies of drugs and consumables.

(Thousands of United States dollars)

	<i>Appropriation 2023</i>	<i>Expenditures 2023</i>	<i>Appropriation 2024</i>	<i>Requirements 2025</i>	<i>Variance 2025 vs. 2024</i>
Other supplies, services and equipment	970.0	814.0	1 086.0	1 021.2	(64.8)

75. Resources amounting to \$1,021,200 are proposed to provide for: (a) welfare (\$59,600); (b) training fees, supplies and services (\$139,200); (c) other hospitality (\$25,000); (d) general insurance (\$45,000); (e) bank charges (\$71,000); (f) claims, write-offs and adjustments (\$8,000); (g) other freight and related costs (\$293,900); (h) rations (\$123,800); (i) individual contractual services (\$189,700); and (j) other services (\$66,000).

76. The decrease is attributable mainly to lower requirements for freight and related costs owing to a lower planned level of acquisition, as well as a non-requirement for official functions. This decrease is offset in part by additional requirements for individual contractors to provide security support to various engineering projects at different Mission sites and United Nations compounds, as well as to provide capacity support to the Mission's energy and conservation initiatives in the area of organic waste and composting activities.

Extrabudgetary resources**(a) Voluntary contributions**

77. In 2024, voluntary contributions amounting to approximately \$731,100 are projected to be utilized for the staff costs of one position (P-4) to support efforts to combat the adverse impacts of climate change in Iraq and to continue to support activities aimed at enhancing the Mission's political engagement and strengthening the participation of Iraqi women and young people in political dialogue.
78. In 2025, voluntary contributions in the estimated amount of \$402,000 are projected to continue supporting activities that strengthen Iraqi women's and youth's engagement in political dialogue.
79. The decrease in the estimated voluntary contributions compared with 2024 is due mainly to the discontinuation of the staff costs for one position (P-4) supporting climate change efforts.

(b) Cost recovery

80. In 2024, resources in the amount of \$10,279,800 are estimated to be received from the United Nations country team in Iraq, through the cost recovery mechanism, for services provided by the Mission in the areas of security, space management, medical services, fuel and other supplies. Such services are provided to achieve economies of scale and enable more effective and efficient delivery of mandates, in accordance with the "One United Nations" initiative. These cost recovery resources will be utilized to provide for six positions (two Field Service and four international United Nations Volunteers) and to continue to support the United Nations Guard Unit, cost-sharing of other security staff costs and services, space management, cleaning services, field technology services, ground transport, medical services, fuel and other supplies and will complement the regular budget resources of the Mission.
81. In 2025, resources in the amount of \$9,251,800 are projected to be received from the United Nations country team and will continue to be utilized to provide for the continuation of six positions (two Field Service and four international United Nations Volunteers) and to continue to support the United Nations Guard Unit, cost-sharing of other security staff costs and services, space management, cleaning services, field technology services, ground transport, medical services, fuel and other supplies.
82. The decrease in the estimated amount to be received is due to the anticipated closure of UNITAD in 2024.

II. Status of the renovation project for an integrated headquarters compound in Baghdad

83. The trust fund in support of the construction and renovation of the United Nations Integrated Compound in Baghdad was established for the construction of an integrated compound in Baghdad that would accommodate all the United Nations agencies, funds and programmes operating in Iraq.
84. On 31 March 2010, the trust fund received \$25,000,000 from the Government of Iraq and \$760,600 from the Governments of the Czech Republic, Greece, Italy, Luxembourg, Poland and Sweden. In June 2011, a further contribution of \$25,000,000 was received from the Government of Iraq, bringing total contributions received by the trust fund to \$50,760,600.
85. All the trust fund projects have been successfully completed and the Mission is in the process of closing the trust fund.

III. Status of the project for the rehabilitation of the United Nations Assistance Mission for Iraq building in Kuwait

86. The Kuwait Joint Support Office premises were provided to the United Nations free of charge by the Government of Kuwait to host its support office for UNAMI and the United Nations Assistance Mission in Afghanistan. The rehabilitation of the Kuwait office buildings and facilities has been pending since 2004 when it was handed over to UNAMI from the United Nations Iraq-Kuwait Observation Mission.
87. The planned rehabilitation of the UNAMI office building and the general compound in Kuwait is aimed at ensuring a safe, secure and conducive working environment for the staff who continue to use the facilities. A contract for the construction was awarded on 24 December 2023. However, despite the Mission's efforts, no approval has been received from the Government of Kuwait for the start of the project. Given this significant delay and the uncertainty of obtaining approval in the short term, a decision was made to cancel the renovation project.

Annex I

Summary of follow-up action taken to implement decisions and requests of the General Assembly, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

(A/78/7/Add.6)

The Advisory Committee trusts that information on an updated risk assessment for the United Nations Assistance Mission for Iraq (UNAMI) will be included in the next budget submission (para. 20).

In the context of a Mission-wide risk assessment carried out in January 2024, the Department of Safety and Security conducted an ad hoc risk assessment which supported the need for a dedicated administrative post to be established in the Security Section to support the Section's Integrated Security Team's crisis management responsibilities.

The Advisory Committee trusts that information on the status of the construction of the new building, as well as efficiencies related to the maintenance of the new premises, will be provided in the next budget report (para. 33).

Information on the status of the project and the anticipated efficiencies to be realized is included in paragraphs 87 and 88 of the present report.

The Advisory Committee trusts that an update on the efforts of UNAMI to improve its geographical balance will be provided to the General Assembly at the time of its consideration of the present report and in the context of the next budget submission (para. 34).

Effective 1 January 2024, for all positions under recruitment, UNAMI hiring managers are provided with guidance on gender and geographical balance requirements, the corresponding data of the relevant section/unit and the Mission, and information on the strategic and conscious efforts taken to achieve these goals. Additional information provided to managers includes the names of candidates from underrepresented staff categories for each position and grade cleared by the Field Central Review Body.

Bimonthly gender parity and geographical representation sensitization meetings and performance review forums led by the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance are also conducted by the Mission.

The Advisory Committee trusts that UNAMI will intensify its efforts to achieve gender balance among its staff and provide an update in future programme budget submissions (see also [A/77/7/Add.6](#), para. 31, [A/76/7/Add.6](#), para. 31, and [A/75/7/Add.7](#), para. 16) (para. 35).

The UNAMI gender parity working group, chaired by the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance with the membership of the Office of the Chief of Staff, the Office of the Chief of Mission Support, the Human Resources Section and the Gender Unit, continues to monitor and report on meeting gender parity goals. The group regularly reviews recruitments and best practices, monitors progress towards the gender parity implementation plan for 2024–2025 and

The Advisory Committee trusts that the Secretary-General will systematically include in future budget proposals disaggregated information on cost recovery, specifying the services provided to different entities and the respective amounts recovered (see also [A/77/7/Add.6](#), para. 30, and [A/76/7/Add.6](#), para. 29) (para. 38)

The Advisory Committee notes that the Mission, in cooperation with the United Nations country team, is supporting the host country to transition from an approach focused on humanitarian activities towards one focused on development activities and trusts that updated information will be included in the next report. The Committee also trusts that the proposed budget for UNAMI for 2025 will reflect the results of the independent strategic review and any impact on the transition strategy, as well as implications for the Kuwait Joint Support Office (para. 42).

ensures the implementation of increased outreach to female candidates, in particular with regard to field support and security staff recruitments, where gender imbalances have been identified.

Information on cost recovery specifying the services provided to different entities is provided in the main report on the estimates in respect of special political missions ([A/79/6 \(Sect. 3\)/Add.1](#)).

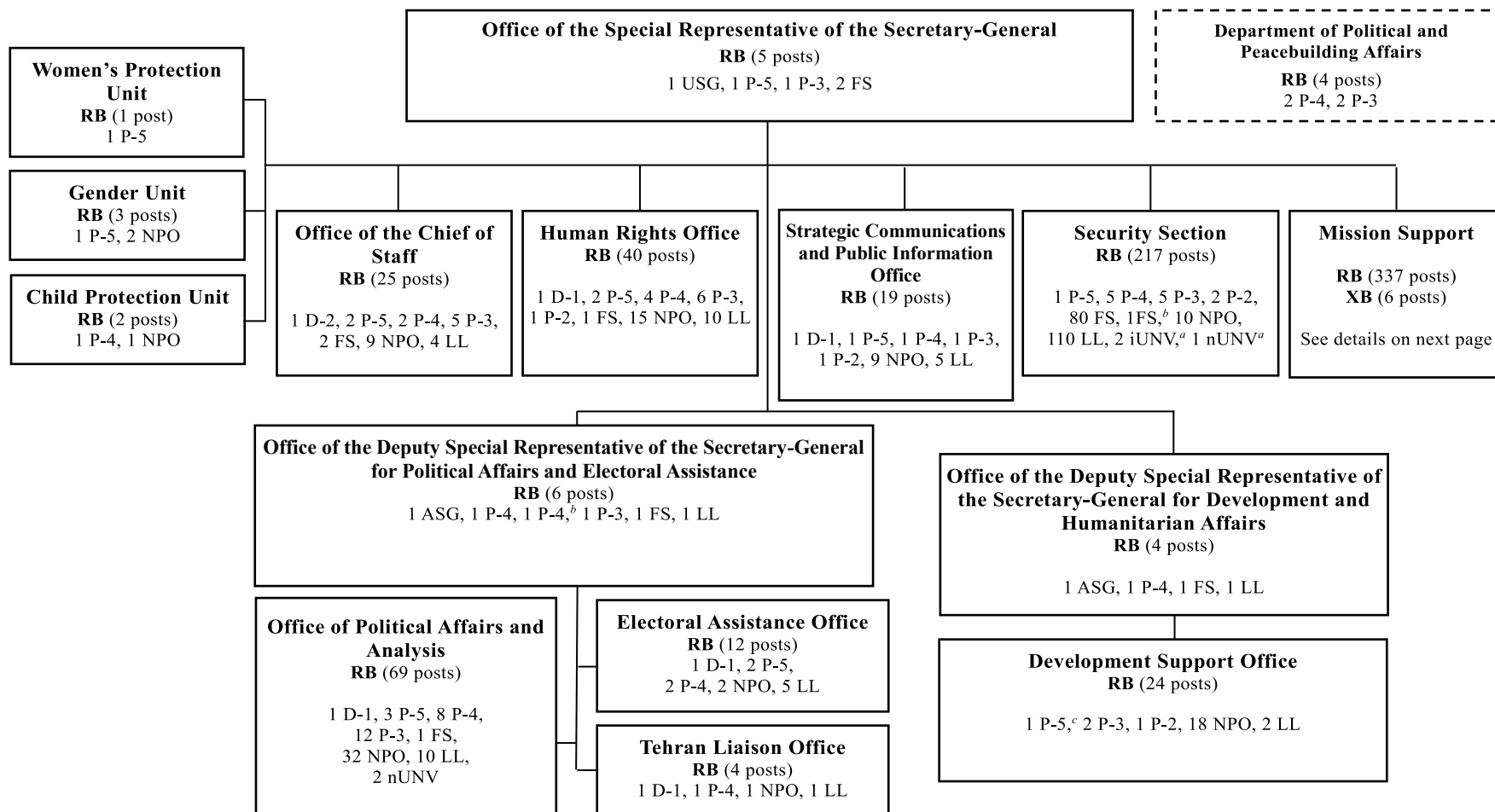
In line with the request of the Government of Iraq to shift from humanitarian to development activities, the latest United Nations Sustainable Development Cooperation Framework, covering the period 2020–2024, has focused on the transition from humanitarian assistance to support for the achievement of the Sustainable Development Goals. Similarly, as the Mission and the United Nations country team are currently drafting the Cooperation Framework for the period 2025–2029, the four strategic priorities earmarked for the next five years include social and human development, economic development, climate change and governance.

The present budget proposal reflects the resources required for the Mission to implement its existing mandate and does not incorporate any findings or recommendations of the independent strategic review, which is due to be considered by the Security Council in the context of the renewal of the mandate of UNAMI. Any impact on the Mission's interventions and structure, including the posture of the Kuwait Joint Support Office and resource implications related to the strategic review, would need to be formulated on the basis of the endorsement by the Council and the mandate to be given in that context.

Annex II

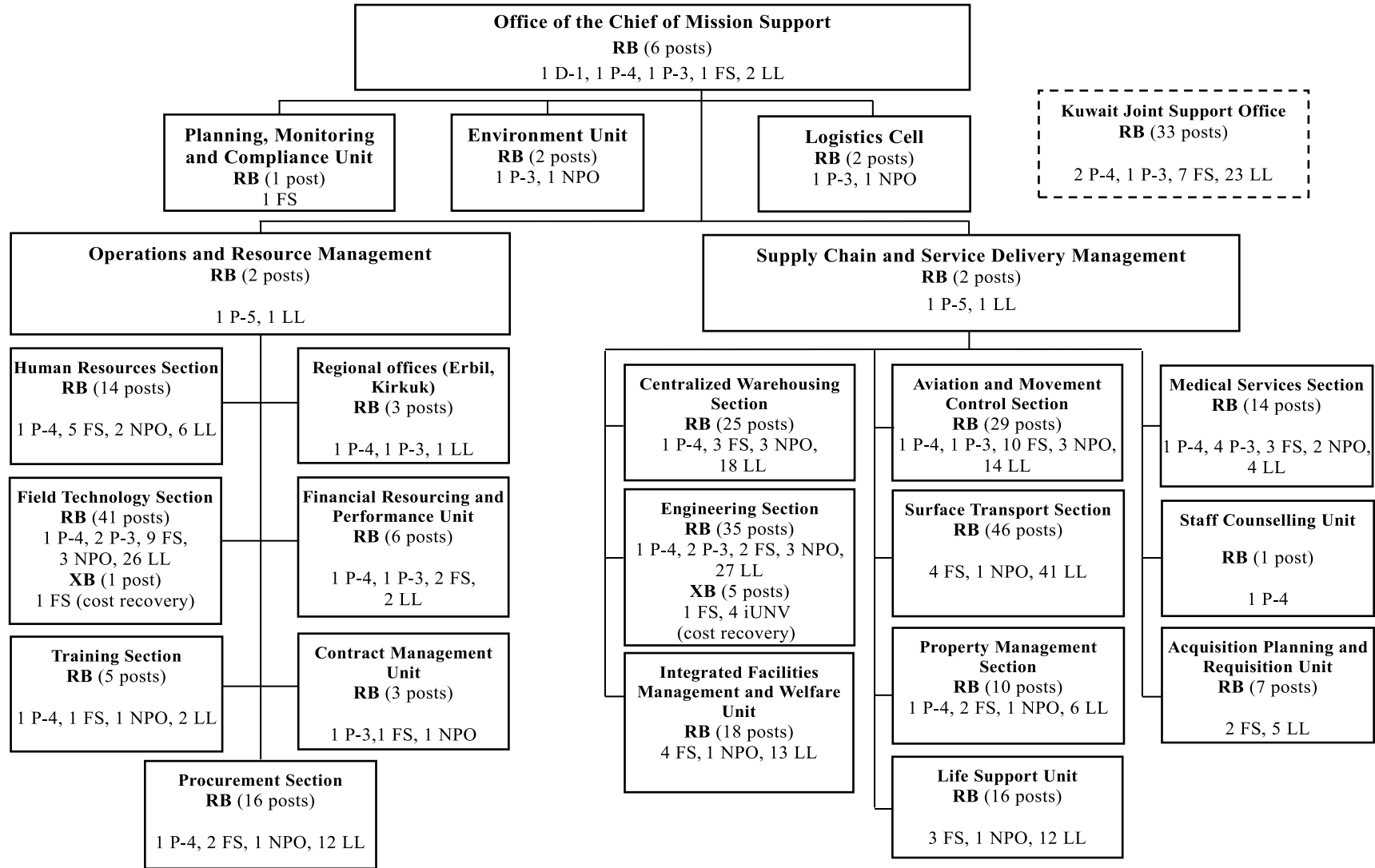
Organizational structure and post distribution for 2025

A. United Nations Assistance Mission for Iraq



^a Established.
^b Reassigned.
^c Reclassified.

B. Mission Support



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; iUNV, international United Nations Volunteer; LL, Local level; NPO, National Professional Officer; nUNV, national United Nations Volunteer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part II Political affairs

Section 4 Disarmament

Programme 3 Disarmament

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 4.1 The Office for Disarmament Affairs is responsible for supporting multilateral efforts aimed at achieving the goal of general and complete disarmament under strict and effective international control. Its mandate derives from the priorities established in relevant General Assembly resolutions and decisions in the field of disarmament, including the final document of the tenth special session of the General Assembly, the first special session devoted to disarmament (resolution [S-10/2](#)). Weapons of mass destruction, particularly nuclear weapons, remain a major concern owing to their destructive power and the continuing threat posed to humanity. The deteriorating global strategic environment is also exacerbating such concerns. Global concerns regarding other weapons of mass destruction, including chemical weapons, remained significant, demonstrating the importance of adequate preparedness to prevent and respond to biological risks. The Office provides support for combating the illicit trade in small arms and light weapons and works on the identification and analysis of emerging issues, including new technologies, and their impact on international security.

Strategy and external factors for 2025

- 4.2 The Office will ensure full implementation of its legislative mandates and compliance with United Nations policies and procedures. It will continue to support multilateral negotiations and deliberations and provide expertise and practical solutions, while building confidence and trust, and will strive to facilitate the reconciliation of disparate positions among Member States resulting from a volatile international security environment. The Office will seek to mitigate the risks that it faces in carrying out its mandate and will continue to implement its strategic plan, first launched in 2021 and scheduled to run through 2025.
- 4.3 The Office will continue to be guided by existing frameworks, including relevant elements of the Sustainable Development Goals and the Secretary-General's peace and security and development reforms, in accordance with relevant General Assembly resolutions. The Office will also be informed by *Securing Our Common Future: An Agenda for Disarmament*, in accordance with the mandates of the Office.
- 4.4 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to enhance cooperation and coordination with other international, regional and subregional organizations in the areas of disarmament, arms control and non-proliferation. Through its three regional centres and its liaison office in Vienna, the Office continues to strengthen global disarmament initiatives by promoting, facilitating and strengthening regional cooperation among States and regional and subregional organizations and arrangements. The Office will further enhance its partnerships with a diverse range of stakeholders in order to achieve the planned results. Through such partnerships, it will be able to effectively meet regional and national disarmament and arms control priorities, while simultaneously building greater local disarmament capacity and enhancing the viability of regional frameworks.
- 4.5 With regard to inter-agency coordination and liaison, the Office will continue to pursue cohesive approaches within the United Nations peace and security pillar, and with other specialized United Nations agencies and other entities, such as the Coordinating Action on Small Arms: the United Nations system-wide inter-agency coordination mechanism for small arms and ammunition control and the reduction of armed violence. The Office will continue to work with other United Nations entities to enable a holistic approach to addressing risks associated with arms, thereby contributing to conflict prevention, the protection of civilians and international peace and security. It will also

enhance its partnership network within the United Nations system and among Member States to raise awareness of the potential multifaceted linkages between disarmament and development.

- 4.6 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The political environment and developments are supportive of disarmament efforts and are conducive to the facilitation of negotiations on new arms limitation and disarmament agreements;
 - (b) Member States are willing to implement the recommendations, resolutions and decisions of relevant meetings and conferences;
 - (c) International organizations and entities provide cooperation;
 - (d) National institutions support the promotion of equal opportunities for women in all decision-making processes and the promotion of meaningful and inclusive participation and engagement of young people in disarmament, non-proliferation and arms control.
- 4.7 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, in line with organizational mandates and policies for mainstreaming a gender perspective into policies and programmes in the United Nations system (see Economic and Social Council resolution 2011/6) and associated departmental action plans. The Office will continue to accord high priority to assisting Member States in the implementation of Security Council resolutions on women and peace and security and to assisting States, upon request, in promoting the role of women in disarmament, non-proliferation and arms control and gender-sensitive policymaking and programming in line with General Assembly resolution 65/69 and subsequent resolutions on women, disarmament, non-proliferation and arms control. The Office will support the collection of data on the representation of women and men in disarmament meetings and education on gender mainstreaming related to disarmament, non-proliferation and arms control to support the activities of its five subprogrammes.
- 4.8 In line with the United Nations Disability Inclusion Strategy and General Assembly resolution 74/144, the Office will continue to implement its departmental action plan and work collaboratively with other United Nations entities to accelerate the full and effective mainstreaming of disability inclusion. This will include the promotion of accessibility and the equal participation of persons with disabilities in disarmament discussions and decision-making processes.
- 4.9 The Office will continue to facilitate youth engagement and promote the meaningful and inclusive participation of young people in discussions in the field of disarmament and non-proliferation, in line with General Assembly resolution 78/31 on youth, disarmament and non-proliferation.

Legislative mandates

- 4.10 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly	68/33	Women, disarmament, non-proliferation and arms control
59/95	Improving the effectiveness of the methods of work of the First Committee	76/234	Promoting international cooperation on peaceful uses in the context of international security
62/272	The United Nations Global Counter-Terrorism Strategy		

Security Council resolutions

1325 (2000)	1673 (2006)
1540 (2004)	1810 (2008)

1887 (2009)	2117 (2013)
1977 (2011)	2118 (2013)
2055 (2012)	2475 (2019)

**Subprogramme 1
Multilateral negotiations and deliberations on disarmament and arms limitation**

General Assembly resolutions and decisions

74/50; 78/239; decisions 75/516, 76/515 and 77/514	Nuclear disarmament verification	78/52	Transparency and confidence-building measures in outer space activities
75/31	Prohibition of the development and manufacture of new types of weapons of mass destruction and new systems of such weapons: report of the Conference on Disarmament	78/61 78/64	Report of the Conference on Disarmament Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects
77/81	United Nations disarmament fellowship, training and advisory services	78/67	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction
78/20	Reducing space threats through norms, rules and principles of responsible behaviours	78/238	Further practical measures for the prevention of an arms race in outer space
78/32	Implementation of the Convention on Cluster Munitions	78/241	Lethal autonomous weapons systems
78/45	Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction		

**Subprogramme 2
Weapons of mass destruction**

General Assembly resolutions and decisions

42/37 C	Measures to uphold the authority of the 1925 Geneva Protocol and to support the conclusion of a chemical weapons convention	76/48 77/50	Universal Declaration on the Achievement of a Nuclear-Weapon-Free World Measures to uphold the authority of the 1925 Geneva Protocol
42/38 C 54/280	Notification of nuclear tests Agreement to regulate the relationship between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	77/56 77/66	Mongolia's international security and nuclear-weapon-free status Eleventh Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and its Preparatory Committee
55/283	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons	78/17	Establishment of a nuclear-weapon-free zone in the region of the Middle East
64/35	International Day against Nuclear Tests	78/27	Follow-up to the 2013 high-level meeting of the General Assembly on nuclear disarmament
69/44	The Hague Code of Conduct against Ballistic Missile Proliferation	78/28	Treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
72/31	Taking forward multilateral nuclear disarmament negotiations		
73/71	Fourth Conference of Nuclear-Weapon-Free Zones and Mongolia, 2020	78/33	Follow-up to the advisory opinion of the International Court of Justice on the legality of the threat or use of nuclear weapons
Decision 73/546	Convening a conference on the establishment of a Middle East zone free of nuclear weapons and other weapons of mass destruction	78/35	Treaty of the Prohibition of Nuclear Weapons

78/43	Measures to prevent terrorists from acquiring weapons of mass destruction	78/239	Nuclear disarmament verification
78/44	Reducing nuclear danger	78/240	Addressing the legacy of nuclear weapons: providing victim assistance and environmental remediation to Member States affected by the use or testing of nuclear weapons
78/53	Nuclear disarmament		
78/63	The risk of nuclear proliferation in the Middle East		

Subprogramme 3
Conventional arms

General Assembly resolutions and decisions

77/33	Objective information on military matters, including transparency of military expenditures	78/23	Relationship between disarmament and development
77/49	Effects of the use of armaments and ammunitions containing depleted uranium	78/37	Conventional arms control at the regional and subregional levels
77/64	Countering the threat posed by improvised explosive devices	78/46	The illicit trade in small arms and light weapons in all its aspects
77/69	Transparency in armaments	78/47	Through-life conventional ammunition management
77/72	Information on confidence-building measures in the field of conventional arms	78/54	Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them

Subprogramme 4
Information and outreach

General Assembly resolutions and decisions

47/53 D	World Disarmament Campaign	78/22	Role of science and technology in the context of international security and disarmament
Decision 54/418	Advisory Board on Disarmament Matters		
57/60	United Nations study on disarmament and non-proliferation education	78/25	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
77/52	United Nations study on disarmament and non-proliferation education	78/26	Promotion of multilateralism in the area of disarmament and non-proliferation
77/87	United Nations Disarmament Information Programme	78/31	Youth, disarmament and non-proliferation
Decision 77/512	Open-ended working group on security of and in the use of information and communications technologies 2021–2025 established pursuant to General Assembly resolution 75/240	78/237	Developments in the field of information and telecommunications in the context of international security
78/16	Programme of action to advance responsible State behaviour in the use of information and communications technologies in the context of international security		

Subprogramme 5
Regional disarmament

General Assembly resolutions and decisions

Decision 77/511	Maintenance of international security – good neighbourliness, stability and development in South-Eastern Europe	78/38	Confidence-building measures in the regional and subregional context
78/13	Implementation of the Declaration of the Indian Ocean as a Zone of Peace	78/56	United Nations Regional Centre for Peace and Disarmament in Africa
78/36	Regional disarmament		

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78/57	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean	78/60	United Nations regional centres for peace and disarmament
78/58	United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific	78/65	Strengthening of security and cooperation in the Mediterranean region

Deliverables

4.11 Table 4.1 lists all cross-cutting deliverables of the programme.

Table 4.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	1	1	1	1

Evaluation activities

- 4.12 The evaluation of the Office’s strategic plan for 2021–2025, which was planned for 2023, was delayed and will be completed in 2024.
- 4.13 An evaluation of the Office’s substantive and administrative support to the Conference on Disarmament is planned for 2025.

Programme of work**Subprogramme 1****Multilateral negotiations and deliberations on disarmament and arms limitation****Objective**

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

Strategy

- 4.15 To contribute to the objective, the subprogramme will:
- (a) Provide support for negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on disarmament, arms limitation and non-proliferation in all its aspects at the organizational, procedural and substantive levels;

- (b) Render assistance and provide support for the follow-up to decisions, recommendations and programmes of action adopted by conferences and meetings of States parties to various multilateral disarmament, arms control and non-proliferation agreements and to treaty-making conferences, expert groups and other disarmament meetings under the responsibility of the subprogramme;
 - (c) Implement the United Nations Disarmament Fellowship, Training and Advisory Services Programme;
 - (d) Facilitate the efforts of Member States to prevent an arms race in outer space.
- 4.16 The above-mentioned work is expected to result in:
- (a) Effective and efficient holding of the meetings of the Conference on Disarmament, other conferences, working groups and expert groups and of the various treaty bodies falling under the remit of the subprogramme;
 - (b) Strengthened operational viability and compliance with treaty obligations and adherence to and/or implementation of decisions, recommendations and programmes of action, as well as increased reporting by States parties;
 - (c) Enhanced expertise of Member States in the field of disarmament and non-proliferation through participation in the United Nations Disarmament Fellowship, Training and Advisory Services Programme.

Programme performance in 2023

Group of Governmental Experts to further consider nuclear disarmament verification issues adopts a consensus report

- 4.17 In its resolution [74/50](#), the General Assembly requested the Secretary-General to establish a Group of Governmental Experts to further consider nuclear disarmament verification issues. The subprogramme supported the work of the Group of Governmental Experts with drafting, research and advice, and liaised with the experts and the Chair throughout the intersessional process.
- 4.18 Progress towards the objective is presented in the performance measure below (see table 4.2).

Table 4.2

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	The Group concluded its work with the adoption of a consensus report that presented an in-depth discussions on general considerations, conceptual issues, capacity-building and the concept of a group of scientific and technical experts

Planned results for 2025

Result 1: advanced discussions on the risks and benefits of emerging technologies in biological sciences

Programme performance in 2023 and target for 2025

- 4.19 The subprogramme’s work contributed to States parties converging on certain aspects of the risks and benefits of advances in science and technology under the Biological Weapons Convention, which met the planned target.
- 4.20 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 4.3).

Table 4.3
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Convergence among States parties on several aspects of a review mechanism for science and technology under the Biological Weapons Convention	The ninth Review Conference of the Biological Weapons Convention decided to develop, with a view to its establishment, a mechanism to review and assess scientific and technological developments relevant to the Biological Weapons Convention and provide States parties with relevant advice	States parties converged on certain aspects of the risks and benefits of advances in science and technology under the Biological Weapons Convention, including holding substantive discussions on a review mechanism for science and technology and intersessional consultations conducted by the Friends of the Chair	The working group on strengthening the Convention develops recommendations on establishing a mechanism to review and assess scientific and technological developments relevant to the Convention	The recommendations on establishing a mechanism to review and assess scientific and technological developments relevant to the Convention are endorsed by States parties and the mechanism is formally established
Development of the Tianjin Biosecurity Guidelines for Codes of Conduct for Scientists by academics from China and the United States of America, supported by the Governments of China and the United States. The Guidelines were subsequently endorsed by the Inter-Academy Partnership Unit				

Result 2: increase in deliberations and eventual negotiations in the Conference on Disarmament

Programme performance in 2023 and target for 2025

- 4.21 The subprogramme’s work contributed to States members of the Conference on Disarmament holding formal and informal thematic discussions on agenda items of the Conference and other specific topics and coming to a consensus on the annual report and resolution adopted by the General Assembly (resolution 78/61), which met the planned target.
- 4.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 4.4).

Table 4.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased continuity in the work of the six successive Presidents allowed for coordinated thematic discussions States members put forward a proposal to update the rules of procedure to recognize equality between women and men	The Conference on Disarmament adopted two of the five reports of the subsidiary bodies and a procedural report of the Conference to the General Assembly	Formal and informal thematic discussions were held on agenda items of the Conference and other specific topics, a consensus was reached on the annual report and a resolution was adopted by the General Assembly (resolution 78/61)	States members of the Conference reach agreement on a possible way forward, leading to discussions on possible areas of convergence for codes of conduct, confidence-building measures or pre-negotiations	States members of the Conference are able to carry out substantive work in a sustained and progressive manner on priority and emerging issues

Result 3: prevention of an arms race in outer space

Proposed programme plan for 2025

- 4.23 In the final document of the first special session of the General Assembly devoted to disarmament, on resolutions and decisions adopted by the Assembly during its tenth special session (A/S-10/4), it was stated that, in order to prevent an arms race in outer space, further measures should be taken and appropriate international negotiations held. To that end, the subprogramme supports the work of intergovernmental bodies and the processes responsible for the prevention of an arms race in outer space in all its aspects.

Lessons learned and planned change

- 4.24 The lesson for the subprogramme was the value of facilitating the participation of a geographically representative set of experts drawn from commercial actors, academia and civil society who can contribute to the discussion of specialized legal and technical aspects of the topic and contribute to stimulating interactive discussion among Member States participating in the work of the respective intergovernmental bodies. In applying the lesson, the subprogramme will intensify its cooperation with other United Nations entities, including the Office for Outer Space Affairs and the United Nations Institute for Disarmament Research, in order to facilitate deeper engagement on topics that could benefit from focused discussion with specialized experts.
- 4.25 Expected progress towards the objective is presented in the performance measure below (see table 4.5).

Table 4.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Adoption of substantive recommendations by the Disarmament Commission Conclusion of work within the open-ended working group on reducing space threats through norms, rules and principles of responsible behaviours Initiation of work in the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	Adoption of a substantive outcome in the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space and inclusion of agreed language on the prevention of an arms race in outer space in “A Pact for the Future”, facilitating the work of future intergovernmental processes on this topic	Substantive deliberations in intergovernmental bodies contribute towards negotiations for the conclusion of an international agreement or agreements to prevent an arms race in outer space

Deliverables

4.26 Table 4.6 lists all deliverables of the subprogramme.

Table 4.6
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	237	420	292	383
1. Documents, verbatim records and reports of the Conference on Disarmament	86	127	86	130
2. Report of the Secretary-General to the General Assembly on the United Nations Disarmament Fellowship, Training and Advisory Services Programme	–	–	1	–
3. Report of the Secretary-General containing the substantive views of Member States and other non-governmental entities on lethal autonomous weapons systems	–	–	1	–
4. Documents of the Group of Governmental Experts to further consider nuclear disarmament verification issues	3	15	–	–
5. Report of the Secretary General containing the substantive views of Member States on the report of the Group of Governmental Experts to further consider nuclear disarmament verification issues	–	–	1	–

Part II Political affairs

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
6. Documents of the Meeting of States Parties to the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	32	30	32	32
7. Documents of the Meetings of the Working Group and the Meetings of States Parties to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	–	123	80	80
8. Documents of the Meeting of the High Contracting Parties to the Convention on Certain Conventional Weapons, of the annual conferences of its Amended Protocol II and Protocol V and of the Group of Governmental Experts on Emerging Technologies in the Area of Lethal Autonomous Weapons Systems	35	53	40	40
9. Documents of the Review Conference and Meetings of States Parties to the Convention on Cluster Munitions	20	15	20	20
10. Reports and documents for the open-ended working group on reducing space threats through norms, rules and principles of responsible behaviours	31	33	–	41
11. Reports and documents for the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	30	24	30	–
12. Reports and documents for the open-ended working group on further practical measures for the prevention of an arms race in outer space	–	–	2	40
Substantive services for meetings (number of three-hour meetings)	211	214	217	235
13. Consultations and meetings of the Conference on Disarmament	95	63	95	95
14. Meetings of the Group of Governmental Experts to further consider nuclear disarmament verification issues	22	21	–	–
15. Meetings of the States Parties to the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	10	10	14	10
16. Meetings of the Working Group and Meetings of States Parties to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	–	37	36	36
17. Meetings of the High Contracting Parties to the Convention on Certain Conventional Weapons, the annual conferences of its Amended Protocol II and Protocol V, meetings of the Group of Governmental Experts on Emerging Technologies in the Area of Lethal Autonomous Weapons Systems, the Group of Experts of the High Contracting Parties to Amended Protocol II and the Meeting of Experts on Protocol V	36	36	36	36
18. Meetings of States Parties and the Review Conference of the Convention on Cluster Munitions	8	8	8	8
19. Meetings of the open-ended working group on reducing space threats through norms, rules and principles of responsible behaviours	20	20	–	20
20. Meetings of the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	20	19	24	–
21. Meetings of the open-ended working group on further practical measures for the prevention of an arms race in outer space	–	–	4	30
Conference and secretariat services for meetings (number of three-hour meetings)	211	214	217	235
22. Consultations and meetings of the Conference on Disarmament	95	63	95	95
23. Meetings of the Group of Governmental Experts to further consider nuclear disarmament verification issues	22	21	–	–
24. Meetings of the States Parties to the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction	10	10	14	10
25. Meetings of the Working Group and Meetings of States Parties to the Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction	–	37	36	36

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
26. Meetings of the High Contracting Parties to the Convention on Certain Conventional Weapons, the annual conferences of its Amended Protocol II and Protocol V, meetings of the Group of Governmental Experts on Emerging Technologies in the Area of Lethal Autonomous Weapons Systems, the Group of Experts of the High Contracting Parties to Amended Protocol II and the Meeting of Experts on Protocol V	36	36	36	36
27. Meetings of States Parties and the Review Conference of the Convention on Cluster Munitions	8	8	8	8
28. Meetings of the open-ended working group on reducing space threats through norms, rules and principles of responsible behaviours	20	20	–	20
29. Meetings of the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space	20	19	24	–
30. Meetings of the open-ended working group on further practical measures for the prevention of an arms race in outer space	–	–	4	30
Documentation services for meetings (thousands of pages)	10.6	10.8	10.6	10.6
31. All meetings serviced by the subprogramme	10.6	10.8	10.6	10.6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	4	4
32. On the Biological Weapons Convention	3	3	4	4
Seminars, workshops and training events (number of days)	70	70	70	70
33. United Nations Disarmament Fellowship, Training and Advisory Services Programme	70	70	70	70
Technical materials (number of materials)	–	3	–	–
34. On the submission of the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects	–	3	–	–
C. Substantive deliverables				
Databases and substantive digital materials: databases relating to annual national reports on compliance, Protocol V and Amended Protocol II to the Convention on Certain Conventional Weapons, explosive remnants of war under Protocol V to the Convention, articles 7 and 8 (9) of the Convention on the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction, and article 7 of the Convention on Cluster Munitions; electronic reporting system for the confidence-building measures and the cooperation and assistance database of the Biological Weapons Convention; website relating to the Conference on Disarmament, the Geneva Branch of the Office for Disarmament Affairs, including web pages on financial matters, fissile material, the Biological Weapons Convention, the Convention on Certain Conventional Weapons, the Convention on the Prohibition of Military or Any Other Hostile Use of Environmental Modification Techniques, the Convention on Cluster Munitions and the Anti-Personnel Landmines Convention, the United Nations Disarmament Fellowship, Training and Advisory Services Programme and the Group of Governmental Experts to further consider nuclear disarmament verification issues.				
D. Communication deliverables				
Outreach programmes, special events and information materials: briefings and outreach materials on disarmament, arms limitation and non-proliferation to the Geneva-based permanent missions and governmental, non-governmental and civil society organizations; digital tools to improve national reporting and compliance (Biological Weapons Convention and Convention on Certain Conventional Weapons).				
Digital platforms and multimedia content: web pages on financial issues in support of conventions; digital tools to improve national reporting and compliance.				

Subprogramme 2

Weapons of mass destruction

Objective

- 4.27 The objective, to which this subprogramme contributes, is to advance disarmament and non-proliferation in all aspects of nuclear weapons and all other weapons of mass destruction and their means of delivery.

Strategy

- 4.28 To contribute to the objective, the subprogramme will:
- (a) Facilitate and support the process of negotiations, deliberations and consensus-building in the areas of disarmament and non-proliferation of weapons of mass destruction, in particular nuclear weapons and their means of delivery;
 - (b) Support the full implementation of international instruments dealing with the disarmament and non-proliferation of nuclear weapons, including the Treaty on the Non-Proliferation of Nuclear Weapons and the Treaty on the Prohibition of Nuclear Weapons, and for the entry into force of the Comprehensive Nuclear-Test-Ban Treaty;
 - (c) Support Member States in their negotiations on the establishment of a Middle East zone free of nuclear weapons and all other weapons of mass destruction;
 - (d) Provide substantive and technical support to office bearers of the First Committee and the Disarmament Commission;
 - (e) Continue to raise awareness of the dangers posed by nuclear weapons, including through substantive and technical support to the International Day for the Total Elimination of Nuclear Weapons and the International Day against Nuclear Tests;
 - (f) Strengthen cooperation with other relevant intergovernmental organizations, such as the International Atomic Energy Agency, in areas such as nuclear security and non-proliferation, and expand interaction, as appropriate, with civil society, in particular research and academic institutions and non-governmental organizations working in the areas of disarmament and non-proliferation of nuclear weapons and their delivery systems;
 - (g) Continue its close cooperation with the Organisation for the Prohibition of Chemical Weapons (OPCW) to promote the universality and full implementation of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction;
 - (h) Support efforts to ensure accountability for the use of chemical weapons by, inter alia, supporting OPCW efforts in this regard and by working with members of the Security Council in order to build unity on the issue. The subprogramme will also continue to provide briefings to the Council on the implementation of resolution [2118 \(2013\)](#) on the elimination of the chemical weapons programme of the Syrian Arab Republic;
 - (i) Continue to enhance the operational readiness of the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons by organizing, with interested Member States and relevant partners, training and capacity-building activities for experts and analytical laboratories.
- 4.29 The above-mentioned work is expected to result in:
- (a) The building of trust and understanding among Member States in order to facilitate consensus on effective measures relating to the total elimination of nuclear weapons and measures to

prevent any use of a nuclear weapon, and to uphold the norms against the proliferation and testing of nuclear weapons;

- (b) The strengthening and reinforcement of the norm against chemical weapons use;
- (c) Enhanced ability of Member States to uphold the global norms against the use of weapons of mass destruction;
- (d) Strengthened coordination capabilities of Member States to respond to incidents involving the use of biological weapons.

Programme performance in 2023

Implementation of the Treaty on the Prohibition of Nuclear Weapons by States parties

- 4.30 Consistent with the mandate contained in General Assembly Resolution [77/54](#) in 2023, the subprogramme supported the second Meeting of States Parties to the Treaty on the Prohibition of Nuclear Weapons and its intersessional work programme.
- 4.31 Progress towards the objective is presented in the performance measure below (see table 4.7).

Table 4.7
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	<p>A declaration entitled “Our commitment to a world free of nuclear weapons” and the Vienna Action Plan for further implementation of the Treaty was adopted at the first Meeting of States Parties to the Treaty on the Prohibition of Nuclear Weapons</p> <p>An intersessional programme of work was established</p>	<p>A declaration entitled “Our commitment to upholding the prohibition of nuclear weapons and averting their catastrophic consequences” was adopted at the second Meeting of States Parties to the Treaty on the Prohibition of Nuclear Weapons</p> <p>An intersessional programme of work was established</p>

Planned results for 2025

Result 1: enhanced operational readiness of the Secretary-General’s Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons

Programme performance in 2023 and target for 2025

- 4.32 The subprogramme’s work contributed to strengthening the operational readiness of the Secretary-General’s Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons, which met the planned target.
- 4.33 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 4.8).

Table 4.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased understanding of qualified experts and laboratory focal points on the Mechanism and planned strategic missions Access to improved training for qualified experts	All newly nominated experts onboarded had an increased understanding of the Mechanism An increase in the nomination of experts for the roster	Strengthened operational readiness of the Mechanism through enhanced capacity of qualified experts and laboratory focal points based on the Mechanism’s training catalogue, including participation in two basic training and three skills training courses and onboarding of newly nominated experts	All newly nominated experts onboarded have an increased understanding of the Mechanism Increase in the number of experts with specialized skills training relevant to the Mechanism, and a broader geographical and skills base of rostered experts	All newly nominated experts onboarded have an increased understanding of the Mechanism Increase in the number of nominated experts with basic training and specialized skills training relevant to the Mechanism

Result 2: strengthening the multilateral nuclear disarmament and non-proliferation regime

Programme performance in 2023 and target for 2025

- 4.34 The subprogramme’s work contributed to the successful holding of the first session of the Preparatory Committee for the 2026 Review Conference of Parties to the Treaty on the Non-Proliferation of Nuclear Weapons, which met the planned target.
- 4.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 4.9).

Table 4.9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Enhanced dialogue between Member States on achieving the goals of the Treaty on the Non-Proliferation of Nuclear Weapons	The 2020 Review Conference of the Parties to the Treaty, which was delayed by two years owing to the coronavirus disease (COVID-19) pandemic, was held States parties established a working group to further strengthen the review process of the Treaty	The first session of the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons was held	The second Preparatory Committee meeting for the 2026 Review Conference of the Parties to the Treaty is held	The third session of the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons is held States agree on arrangements for the 2026 Review Conference

Result 3: process to achieve the establishment of a Middle East zone free of nuclear weapons and other weapons of mass destruction

Proposed programme plan for 2025

4.36 The General Assembly, in its decision 73/546, requested the Secretary-General to convene annual sessions of a conference on the establishment of a Middle East zone free of nuclear weapons and other weapons of mass destruction until it concluded the elaboration of a legally binding treaty creating the aforementioned zone. The subprogramme contributes to advancing the process, through its support for the Conference.

Lessons learned and planned change

4.37 The lesson for the subprogramme was that the progressively more technical nature of discussions at the third and fourth sessions of the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction would benefit from engagement from national experts, including from relevant agencies. In applying the lesson, the subprogramme will support States to include such experts in their delegations to support the technical discussions.

4.38 Expected progress towards the objective is presented in the performance measure below (see table 4.10).

Table 4.10
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	The Conference undertook substantive discussions and agreed to continue deliberations at its intersessional working committee meetings on, inter alia, nuclear verification, peaceful uses and technical cooperation and an index of the list of topics to be addressed by future sessions of the Conference	The Conference undertakes substantive deliberations, including through its intersessional working committee meetings, to advance the preparations for the negotiation of a legally binding instrument Implementation of the decision adopted at the fourth session (see A/CONF.236/2023/DEC.3)	The President of the sixth session, together with the members of the Conference, undertakes organizational and substantive preparations for the sixth session aimed at reaching a common position on the negotiation of a Middle East zone treaty

Deliverables

4.39 Table 4.11 lists all deliverables of the subprogramme.

Table 4.11

Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	99	126	106	146
1. Reports of and notes by the Secretary-General to the General Assembly on nuclear and chemical weapons	9	7	10	8
2. Reports and documents for the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	20	19	16	20
3. Reports and documents for the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	70	72	80	88
4. Reports and documents for the Meetings of States Parties to the Treaty on the Prohibition of Nuclear Weapons	–	28	–	30
Substantive services for meetings (number of three-hour meetings)	82	122	84	148
5. Meetings of the First Committee	25	25	25	25
6. Meetings of the Disarmament Commission	15	10	15	15
7. Plenary meetings of the high-level plenary meeting to commemorate and promote the International Day for the Total Elimination of Nuclear Weapons	2	2	2	2
8. High-level plenary meetings to commemorate and promote the International Day against Nuclear Tests	2	2	2	2
9. Meetings of the Conference and the Bureau of the Conference on Facilitating the Entry into Force of the Comprehensive Nuclear-Test-Ban Treaty	2	2	–	2
10. Meetings of the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	6	9	10	10
11. Pre-session consultations and meetings for the Meetings of States Parties to the Treaty on the Prohibition of Nuclear Weapons	–	41	–	60
12. Pre-session consultations and meetings for the Preparatory Committee for the 2026 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons	30	31	30	32
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	30	44	35	38
13. Intersessional briefings of the Conference on the Establishment of a Middle East Zone Free of Nuclear Weapons and Other Weapons of Mass Destruction	6	8	3	8
14. Training courses for the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons on chemical weapons investigations and updating the roster of experts	24	36	32	30
C. Substantive deliverables				
Consultation, advice and advocacy: impartial technical, substantive and procedural advice provided to Member States; consultations with civil society, including on participation by civil society in treaty-related conferences; consultations with academia and specialized technical institutions; liaison with relevant intergovernmental organizations (e.g. OPCW, International Atomic Energy Agency and Comprehensive Nuclear-Test-Ban Treaty Organization); interdepartmental coordination, including as Vice-Chair of the United Nations Global Counter-Terrorism Coordination Compact Working Group on Emerging Threats and Critical Infrastructure Protection.				
D. Communication deliverables				
Outreach programmes, special events and information materials: fact sheets on weapons of mass destruction disarmament and associated treaties; side events at relevant United Nations and ad hoc conferences; newsletter of the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons; outreach and advocacy to the general public and students conducted through events organized by the subprogramme, Member States, civil society, academia and other stakeholders.				
Digital platforms and multimedia content: website and social media platforms related to weapons of mass destruction issues.				

Subprogramme 3 Conventional arms

Objective

- 4.40 The objective, to which this subprogramme contributes, is to advance the regulation and limitation of conventional weapons and ammunition, taking into account the legitimate needs of States for self-defence.

Strategy

- 4.41 To contribute to the objective, the subprogramme will:
- (a) Provide substantive support, including preparatory activities for intergovernmental processes, to the following:
 - (i) First Committee of the General Assembly and the Security Council;
 - (ii) Preparatory meeting of States on the Global Framework for Through-life Conventional Ammunition Management;
 - (b) Support and assist with the development, updating, revision, translation and dissemination, as appropriate, of the following:
 - (i) International Ammunition Technical Guidelines through the SaferGuard programme;
 - (ii) Database on military expenditures;
 - (iii) Register of Conventional Arms;
 - (iv) Modular Small-arms-control Implementation Compendium;
 - (v) Repository of military confidence-building measures;
 - (vi) Database on national reports of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects;
 - (vii) Online platform and reporting database related to the Global Framework for Through-life Conventional Ammunition Management;
 - (viii) Dedicated fellowship training programmes on through-life conventional ammunition management and on small arms and light weapons control;
 - (c) Assist States in the implementation of the outcomes of the fourth United Nations Conference to Review Progress Made in the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, to be held in 2024;
 - (d) Assist States in the regional and national implementation of the Global Framework for Through-life Conventional Ammunition Management;
 - (e) Provide capacity-building support for requesting States to collect and consolidate data to support monitoring of indicator 16.4.2 of the Sustainable Development Goals;
 - (f) In partnership with United Nations system entities:
 - (i) Promote safe and secure weapons and ammunition management, in disarmament, demobilization and reintegration processes and in peace operation contexts;
 - (ii) In line with the 2030 Agenda for Sustainable Development, support the integration of small arms control considerations into United Nations country-level system-wide approaches to development;

- (g) Support, implement and facilitate assistance projects that develop the capacity of national institutions with regard to conventional arms and ammunition control, including through the United Nations Trust Facility Supporting Cooperation on Arms Regulation, the Saving Lives Entity fund and the SaferGuard Programme, through the establishment and operationalization of an efficient and agile global mechanism for requesting, offering and receiving assistance in through-life conventional ammunition management; support the continued work of the Ammunition Management Advisory Team; and support the Silencing the Guns by 2030 and its Africa Amnesty Month initiative of the African Union;
 - (h) Implement, as required, relevant recommendations issued in 2022 by the Group of Governmental Experts on the United Nations Register of Conventional Arms, take stock of the work of the Group in 2024 and undertake preparations for the meetings of the Group to be held in 2025;
 - (i) Manage the transparency instruments on military expenditures and the Register of Conventional Arms and provide support to States for their increased participation and use;
 - (j) Support initiatives and efforts for fostering military confidence-building measures at the subregional and regional levels.
- 4.42 The above-mentioned work is expected to result in:
- (a) Strengthened implementation of global arms control instruments, including legislation, policies and regulations on small arms and light weapons and conventional ammunition at the national, regional and subregional levels;
 - (b) Enhanced effectiveness of existing international assistance frameworks through the implementation of the Programme of Action on Small Arms, the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons (the International Tracing Instrument) and the Global Framework for Through-life Conventional Ammunition Management;
 - (c) Improved integration of small arms and light weapons and conventional ammunition control considerations into development and prevention processes and frameworks;
 - (d) Reduced armed violence and risk of armed conflict by reducing the destabilizing effect of increasing arms and ammunition transfers and accumulations, as well as fostering confidence-building measures among States;
 - (e) Continued relevance and improved participation of States in the United Nations Report on Military Expenditures and the Register of Conventional Arms.

Programme performance in 2023

Integration of small arms and ammunition control into national development frameworks

- 4.43 In partnership with the Development Coordination Office and other relevant United Nations entities, the subprogramme has been developing guidance for country-level approaches to integrate small arms and ammunition control into national development frameworks. The subprogramme established and operationalized, with the support of the United Nations Development Programme and the Peacebuilding Fund, a sustainable financing mechanism, the Saving Lives Entity fund, to support the integration of small arms and ammunition control into national development frameworks and address the supply and demand of small arms towards the reduction of armed violence and conflict.
- 4.44 Progress towards the objective is presented in the performance measure below (see table 4.12).

Table 4.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Member States, in partnership with United Nations country teams, gained access to \$5 million in funds from the Saving Lives Entity fund	Cameroon, Jamaica and South Sudan partnered with United Nations country teams to implement pilot projects related to small arms control and reduction of armed violence	Three pilot countries – Cameroon, Jamaica and South Sudan – agreed to review their common country analyses and United Nations Sustainable Development Cooperation Frameworks to integrate small arms control
Member States integrated small arms control into national development programming		10 countries that participated in the bilateral consultations agreed to consider small arms control as part of their sustainable development plans

Planned results for 2025

Result 1: improved management of safety and security risks of conventional ammunition

Programme performance in 2023 and target for 2025

- 4.45 The subprogramme’s work contributed to the adoption of a new Global Framework for Through-life Conventional Ammunition Management by the General Assembly, elaborated by the open-ended working group on conventional ammunition at its third and fourth substantive sessions in 2023, which met the planned target.
- 4.46 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 4.13).

Table 4.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The second and third sessions of the Group of Governmental Experts on problems arising from the accumulation of conventional ammunition stockpiles in surplus were held in a hybrid format	The open-ended working group held a series of informal consultations, one organizational session and two substantive sessions on through-life ammunition management	The General Assembly adopted the new Global Framework for Through-life Conventional Ammunition Management, elaborated by the open-ended working group, which held its third and fourth substantive sessions in 2023	Initiation of a follow-up process based on General Assembly guidance related to a global framework on through-life ammunition management	Review and follow-up process for the effective implementation of the Global Framework is initiated by Member States with the convening of the first preparatory meeting of States, which prepares a Meeting of States in 2027
The Group adopted its final report (A/76/324) by consensus				

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
On the basis of the Group’s recommendations, the General Assembly established an open-ended working group (see resolution 76/233)				

Result 2: strengthened implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons

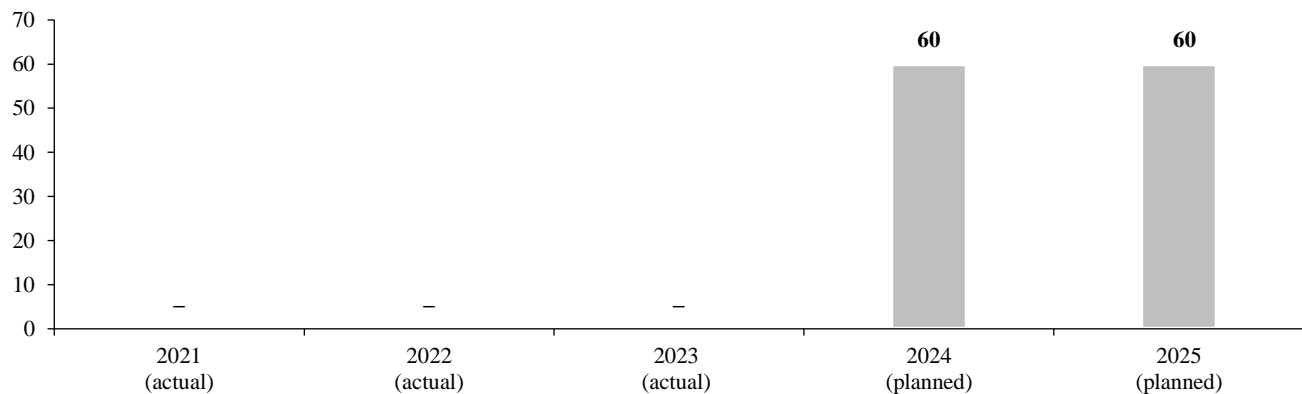
Programme performance in 2023 and target for 2025

- 4.47 The subprogramme’s work contributed towards the preparation of the dedicated fellowship training programme commencing in 2024.
- 4.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 4.I).

Figure 4.I

Performance measure: government officials benefiting from a dedicated fellowship training programme on small arms and light weapons to strengthen the implementation of the Programme of Action on Small Arms and the International Tracing Instrument

(Number of fellows)



Result 3: increased utilization of the global assistance mechanism for through-life ammunition management

Proposed programme plan for 2025

- 4.49 In December 2023, the General Assembly adopted the Global Framework for Through-life Conventional Ammunition Management as a dedicated regulatory international instrument. The subprogramme supports the implementation of the Global Framework, which requires the establishment, under the *SaferGuard* programme, of an efficient and agile global mechanism for requesting, offering and receiving assistance in through-life conventional ammunition management.

Lessons learned and planned change

- 4.50 The lesson for the subprogramme was that the gathering of good practices and lessons learned from other assistance mechanisms would help with the conceptualization of the global assistance mechanism for through-life ammunition management and maximize its utility for Member States. In applying the lesson, the subprogramme will conduct a design phase process, including consultations with relevant stakeholders, which takes into account relevant existing assistance mechanisms at the international, regional and subregional levels.
- 4.51 Expected progress towards the objective is presented in the performance measure below (see table 4.14).

Table 4.14
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	The General Assembly requested the establishment, under the SaferGuard programme, of an efficient and agile global mechanism for requesting, offering and receiving assistance in through-life conventional ammunition management	Strengthened cooperation with relevant stakeholders in the conceptualization of the processes and modalities for the global assistance mechanism for through-life ammunition management	Member States make requests and access offers for assistance in utilizing the global assistance mechanism for through-life ammunition management

Deliverables

- 4.52 Table 4.15 lists all deliverables of the subprogramme.

Table 4.15
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	8	6	23
1. Reports of the Secretary-General to the General Assembly on conventional arms, arms transfers, military expenditures, small arms and light weapons, disarmament and development	5	6	6	6
2. Report of the Secretary-General to the Security Council on small arms and light weapons	1	1	–	1
3. Report of the Group of Governmental Experts on the United Nations Register of Conventional Arms	–	–	–	1
4. Report of the open-ended working group on conventional ammunition	1	1	–	–
5. Report and documents of the preparatory meeting of States on the Global Framework for Through-life Conventional Ammunition Management	–	–	–	15

Part II Political affairs

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Substantive services for meetings (number of three-hour meetings)	39	50	71	75
6. Meetings of the First Committee	25	29	25	25
7. Meetings of the Group of Governmental Experts on the United Nations Register of Conventional Arms	–	–	10	20
8. Meetings of the fourth Review Conference of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons under the Programme of Action on Small Arms	–	–	20	–
9. Meetings of the preparatory committee for the fourth Review Conference of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons under the Programme of Action on Small Arms	–	–	10	–
10. Informal consultations among Member States further to the fourth Review Conference of the Programme of Action on Small Arms	4	1	6	–
11. Meetings of the open-ended working group on conventional ammunition	10	20	–	–
12. Meetings of the preparatory meeting of States on the Global Framework for Through-life Conventional Ammunition Management	–	–	–	10
13. Informal meetings of the SaferGuard Technical Review Board	–	–	–	20
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	6
14. On the implementation of the Programme of Action on Small Arms	2	2	2	2
15. Assessments and quick-response deployments under the global assistance mechanism for through-life conventional ammunition management	–	–	–	4
Seminars, workshops and training events (number of days)	5	10	90	94
16. Competency training and/or validation exercises on the International Ammunition Technical Guidelines	5	10	10	14
17. Fellowship programme on the Programme of Action on Small Arms	–	–	80	80
C. Substantive deliverables				
Consultation, advice and advocacy: one briefing to delegates on United Nations transparency instruments (Register of Conventional Arms and United Nations Report on Military Expenditures) and one briefing to the preparatory committee for the fourth Review Conference on the Programme of Action on Small Arms; three regional briefings and consultations on the new Global Framework for Through-life Conventional Ammunition Management to support the development of regional and subregional commitments; one meeting of the SaferGuard Technical Review Board and two briefings to delegations on weapons of mass destruction.				
Databases and substantive digital materials: online reporting systems related to global reported arms trade, military expenditures, military confidence-building measures and implementation of the Programme of Action on Small Arms available for use in voluntary reporting by Member States; online collaborative platform for International Ammunition Technical Guidelines management; online secured platform for the global assistance mechanism for through-life conventional ammunition management; online reporting and data collection platform related to the Global Framework for Through-life Conventional Ammunition Management.				
D. Communication deliverables				
Digital platforms and multimedia content: conventional arms webpage; website of the SaferGuard programme on ammunition.				

Subprogramme 4 Information and outreach

Objective

- 4.53 The objective, to which this subprogramme contributes, is to enhance awareness, understanding and knowledge by Member States and the public for advancing disarmament, non-proliferation and arms control.

Strategy

- 4.54 To contribute to the objective, the subprogramme will:
- (a) Carry out outreach and information-sharing activities in cooperation with Member States and other relevant partners and stakeholders by organizing panel discussions, public events, exhibitions, media briefings, book launches, film screenings and other activities;
 - (b) Produce publications and implement a comprehensive media strategy. Outreach will reflect and promote diversity through inclusion and the targeting of audiences of different ages, genders, disabilities, geographic locations and perspectives;
 - (c) Support civil society engagement in intergovernmental forums by facilitating access arrangements, organizing consultative meetings and arranging for presentations by invited civil society representatives;
 - (d) Implement the recommendations of the 2002 United Nations study on disarmament and non-proliferation education, in cooperation with Member States and other relevant partners, by producing and disseminating educational materials, developing e-modules on substantive topics and organizing peace and disarmament education activities and contests, with particular emphasis on educating young people, including young women and those not traditionally engaged, to champion and promote disarmament efforts;
 - (e) Continue to support the open-ended working group on security of and in the use of information and communications technologies 2021–2025, pursuant to General Assembly resolution [75/240](#);
 - (f) Seek specific measures to promote the meaningful and inclusive participation and empowerment of young people on disarmament and non-proliferation issues, including through the effective utilization of the dedicated digital platform Youth for Disarmament and through token grants and awards supported by voluntary contributions.
- 4.55 The above-mentioned work is expected to result in:
- (a) Increased interest in and support for multilateral disarmament efforts, enhancement of engagement by the general public and other stakeholders on these issues and the availability of clear, timely and impartial information to Member States;
 - (b) Better informed stakeholders, including government officials, civil society representatives and the general public;
 - (c) Progress in the development of common understandings in multilateral discussions by States on information and communications technology security in the context of international security, as well as improved awareness and knowledge of the subject among States and non-governmental actors.

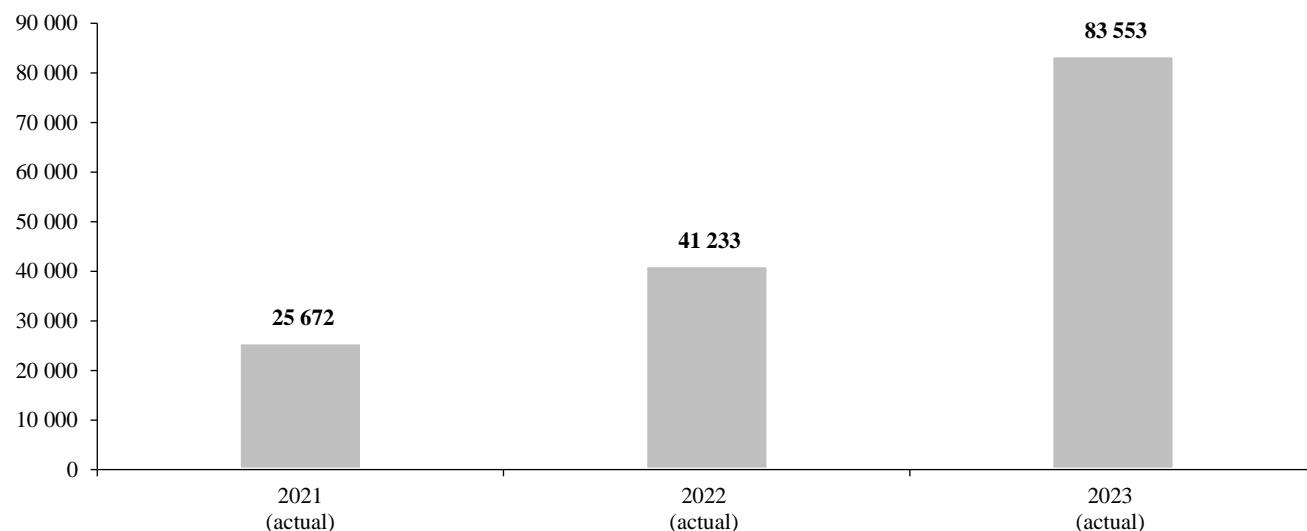
Programme performance in 2023

Increased reach to a global audience on disarmament and non-proliferation issues

- 4.56 The subprogramme helped to commemorate the inaugural International Day for Disarmament and Non-Proliferation Awareness on 5 March 2023, pursuant to resolution [77/51](#), to promote better awareness and understanding of disarmament issues among the public, especially young people. The subprogramme launched a dedicated social media campaign in cooperation with the Department of Global Communications. The campaign included, among other things, tailor-made “facts and figures” cards that showed the relationship between disarmament and development, and involved Member States in order to showcase their support for disarmament. As part of the campaign, the Office for Disarmament Affairs engaged Member States, United Nations entities, international organizations and civil society organizations to cross-promote the content.
- 4.57 Progress towards the objective is presented in the performance measure below (see figure 4.II).

Figure 4.II

Performance measure: number of social media impressions reached around the time of the International Day for Disarmament and Non-Proliferation Awareness (27 February to 5 March annually)



Planned results for 2025

Result 1: developments in the field of information and telecommunications in the context of international security, and advancing responsible State behaviour in the use of information and communications technologies

Programme performance in 2023 and target for 2025

- 4.58 The subprogramme’s work contributed to the adoption by the open-ended working group on security of and in the use of information and communications technologies 2021–2025, by consensus, of an annual progress report, which met the planned target.
- 4.59 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 4.16).

Table 4.16
Performance measure

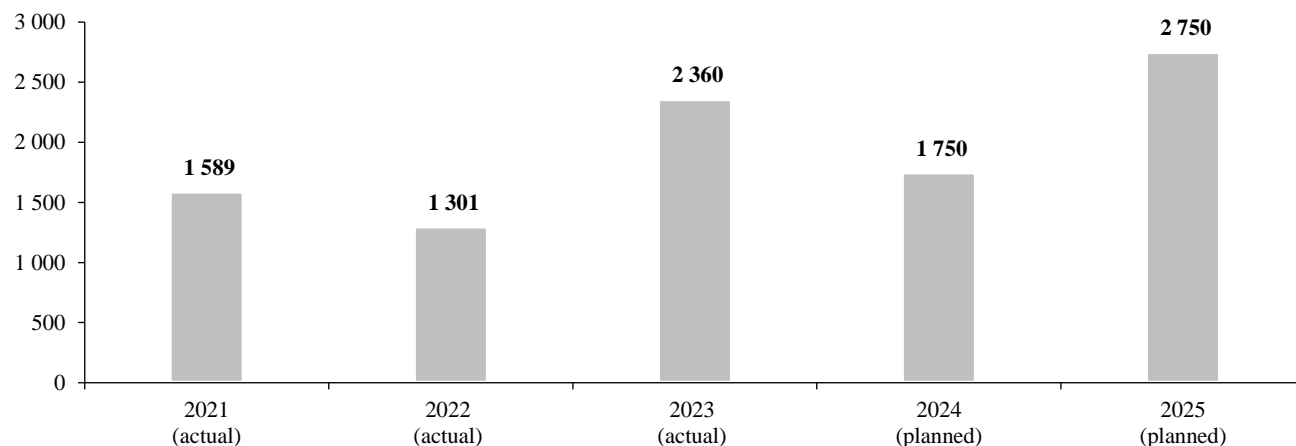
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Adoption by Member States of the consensus final reports of the previous United Nations bodies (A/75/816; A/76/135)	Adoption by the open-ended working group, by consensus, of an annual progress report	Adoption by the open-ended working group, by consensus, of an annual progress report	Adoption by the open-ended working group, by consensus, of an annual progress report	Adoption by the open-ended working group, by consensus, of an annual progress report

Result 2: United Nations Disarmament Yearbook – strengthened engagement and increased reach of topical issues and trends with respect to multilateral disarmament, non-proliferation and arms control

Programme performance in 2023 and target for 2025

- 4.60 The subprogramme’s work contributed to 2,360 unique visitors to the online *United Nations Disarmament Yearbook*, which exceeded the planned target of 1,600.
- 4.61 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 4.III).

Figure 4.III
Performance measure: number of unique visitors to the *United Nations Disarmament Yearbook* website (annual)



Result 3: empowerment of youth in the field of disarmament and non-proliferation

Proposed programme plan for 2025

- 4.62 The subprogramme, through its “Youth4Disarmament” outreach programme, as mandated by the General Assembly resolutions on youth, disarmament and non-proliferation, enables youth participation at formal and informal meetings on disarmament issues through creative and action-oriented educational activities.

Lessons learned and planned change

- 4.63 The lesson for the subprogramme, building on the launch of the “Youth Leader Fund for a World without Nuclear Weapons” initiative in 2023, was the importance of having an immersive youth training programme on nuclear disarmament – the top priority of the United Nations according to Member States – while ensuring the widest possible youth participation. In applying the lesson, the subprogramme will strengthen the training programme with a focus on developing more practical training, including engagements with disarmament experts from governments, academia and civil society. The activities are expected to include online self-paced courses, virtual live webinars and skills-based training sessions, as well as a week-long in-person study tour to Hiroshima and Nagasaki, Japan, to learn about the tragic consequences of nuclear weapons use.
- 4.64 Expected progress towards the objective is presented in the performance measure below (see table 4.17).

Table 4.17
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Adoption by Member States of the consensus resolution on youth, disarmament and non-proliferation (resolution 76/45)	Youth leaders developed projects to engage youth on topics related to disarmament, non-proliferation and arms control following the completion of the Leaders4Tomorrow training programme	100 youth leaders from 60 countries selected to participate in an online meeting to launch the Youth Leader Fund for a World without Nuclear Weapons	Youth leaders participate in webinars, training and site visits related to nuclear disarmament and non-proliferation	Youth leaders organize and participate in activities, such as dialogues to raise awareness and networking events, related to nuclear disarmament and non-proliferation

Deliverables

- 4.65 Table 4.18 lists all deliverables of the subprogramme.

Table 4.18
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	18	18	17	18
1. Reports of the Secretary-General, transmitting views of Member States to the General Assembly on: environmental norms in the context of disarmament and arms control; the promotion of multilateralism; the United Nations study on disarmament and non-proliferation education; the United Nations Disarmament Information Programme; the role of science and technology; and advancing responsible State behaviour in cyberspace	6	6	6	6
2. Reports of the Secretary-General on the work of the Advisory Board on Disarmament Matters (including pre-session, in-session and post-session documents)	10	10	10	10
3. Report of the Secretary-General on youth, disarmament and non-proliferation	1	1	–	1
4. Progress report of the open-ended working group on security of and in the use of information and communications technologies 2021–2025	1	1	1	1

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Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Substantive services for meetings (number of three-hour meetings)	32	42	42	32
Meetings of:				
5. The Advisory Board on Disarmament Matters	12	12	12	12
6. The open-ended working group on security of and in the use of information and communications technologies 2021–2025	20	30	30	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	1	1	1	1
7. Training of teachers on disarmament and non-proliferation	1	1	1	1
Publications (number of publications)	8	9	8	8
8. On disarmament, including the <i>United Nations Disarmament Yearbook</i> , Occasional Papers and other serialized and non-serialized publications	8	9	8	8
C. Substantive deliverables				
Databases and substantive digital materials: database on the status of disarmament and arms regulation agreements, disarmament reference library and e-documents library.				
D. Communication deliverables				
Outreach programmes, special events and information materials: pamphlets, brochures, publicity kits, guides, posters, disarmament fact sheets; disarmament activities of the Messenger of Peace, including public service announcements; symposiums, workshops, youth contests and panel discussions on disarmament issues, in particular disarmament and non-proliferation education; briefings for visitors and outside groups on disarmament; disarmament and non-proliferation education and teacher and youth training; audiovisual resources, including videos, events and exhibits on matters promoting disarmament and non-proliferation.				
External and media relations: opinion pieces placed in international, national and thematic journals.				
Digital platforms and multimedia content: websites on disarmament education and Securing Our Common Future: An Agenda for Disarmament; Youth for Disarmament web platform, the Office's Meetings Place website and the <i>United Nations Disarmament Yearbook</i> website.				

Subprogramme 5 Regional disarmament

Objective

- 4.66 The objective, to which this subprogramme contributes, is to advance regional disarmament, non-proliferation and arms control efforts and initiatives, and the effective implementation of global and regional disarmament, non-proliferation and arms control treaties and other instruments, and strengthen partnerships with regional organizations.

Strategy

- 4.67 To contribute to the objective, the subprogramme will:
- Provide technical and legal training, conduct capacity-building activities and support the implementation by Member States of relevant treaties, international standards and guidelines, including the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, the Arms Trade Treaty, the Biological Weapons Convention, Security Council resolutions [1325 \(2000\)](#), [1540 \(2004\)](#), [1673 \(2006\)](#), [1810 \(2008\)](#), [1977 \(2011\)](#), [2055 \(2012\)](#), [2325 \(2016\)](#), [2370 \(2017\)](#), [2572 \(2021\)](#), [2622 \(2022\)](#) and [2663 \(2022\)](#) and General Assembly resolutions [77/55](#), [78/56](#), [78/57](#) and [78/58](#);

- (b) Cooperate with relevant regional, subregional, civil society and other organizations, such as the African Union, the Caribbean Community (CARICOM), the Economic Community of West African States, the Organization of American States, the Association of Southeast Asian Nations, the Organization for Security and Co-operation in Europe and the Pacific Islands Forum, in the field of disarmament, non-proliferation and arms control, building on existing synergies and avoiding duplication with efforts already undertaken by such organizations.
- 4.68 The above-mentioned work is expected to result in:
- (a) Increased adherence to the disarmament instruments and strengthened small arms, light weapons and ammunition control, thereby curbing illicit trade and the circulation of small arms and light weapons to strengthen regional peace and security;
- (b) Confidence-building measures among Member States;
- (c) Closer partnerships with regional and subregional organizations.

Programme performance in 2023

Reduction of illicit proliferation of firearms and ammunition in the context of the Caribbean Firearms Road Map

- 4.69 The trafficking of illicit small arms and light weapons and ammunition contributes to all forms of armed violence and is an enabler and multiplier of violence and crime, and regional cooperation can help tackle this issue. The Caribbean Firearms Road Map, adopted by 15 CARICOM States and the Dominican Republic, aims at addressing the issue of illicit proliferation of firearms and ammunition. The Road Map serves as a guiding document for commonly agreed levels of performance at the strategic, policy and operational levels. The subprogramme supported the strengthening of data collection and reporting capabilities of Member States in the region through the development of a monitoring and evaluation and reporting platform to enable the measurement and evaluation of progress made against the Road Map.
- 4.70 Progress towards the objective is presented in the performance measure below (see table 4.19).

Table 4.19

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Deployment of a monitoring and evaluation and reporting platform in partnership with the Implementation Agency for Crime and Security of CARICOM, which included States starting baseline assessments to enable consistent reporting on the platform

Planned results for 2025

Result 1: strengthened implementation of Security Council resolution 1540 (2004)

Programme performance in 2023 and target for 2025

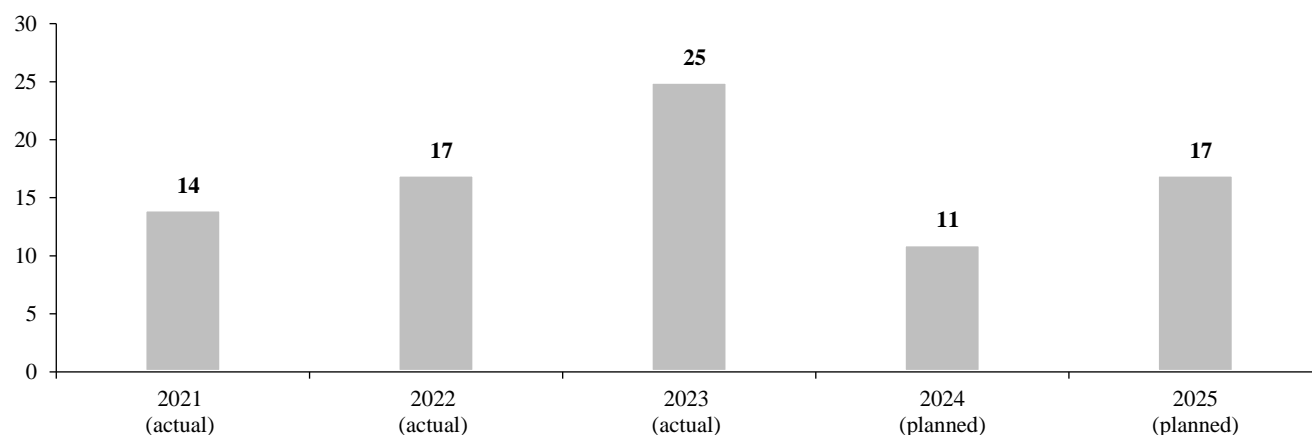
- 4.71 The subprogramme's work contributed, through the Security Council Committee established pursuant to resolution 1540 (2004), but also at the request of Member States, to enhancing the

capacity of 25 Member States to meet the requirements of resolution 1540 (2004), which exceeded the planned target of 19 Member States.

4.72 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 4.IV).

Figure 4.IV

Performance measure: number of Member States with enhanced capacity to strengthen policy on weapons of mass destruction and Security Council resolution 1540 (2004) (annual)



Result 2: disarmament and non-proliferation education and training for all

Programme performance in 2023 and target for 2025

4.73 The subprogramme’s work contributed to the engagement of new education and training partners, including academia, civil society, regional organizations and the United Nations system, in developing disarmament education programmes and non-formal education opportunities, which met the planned target.

4.74 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 4.20).

Table 4.20

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	The General Assembly adopted resolution 77/51, proclaiming 5 March as the International Day for Disarmament and Non-Proliferation Awareness A common framework for education in disarmament and non-proliferation	Greater engagement of educational and training partners in developing disarmament education programmes and non-formal education opportunities	Greater regional spread of educational opportunities through an incremental expansion of partnerships with academia and training partners Educational partners and educators deliver tailored and	Educators and educational partners, including academia, civil society and regional organizations, implement or contribute to educational initiatives in disarmament and non-proliferation in partnership with the subprogramme and use its educational

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	was made available to Member States, regional organizations and other stakeholders to strengthen coherence and coordination of educational initiatives		contextualized education to broaden knowledge and skills on disarmament and non-proliferation	materials, knowledge and skills development programmes Educational tools and available content for educators and partners are expanded and diversified to maximize reach of knowledge and skills development in disarmament and non-proliferation

Result 3: regional, subregional and national-level sensitization and support to the implementation of the Global Framework for Through-life Conventional Ammunition Management

Proposed programme plan for 2025

4.75 The subprogramme will promote the Global Framework for Through-life Conventional Ammunition Management, adopted by the General Assembly in resolution [78/47](#), and support its implementation at the regional and national levels.

Lessons learned and planned change

4.76 The lesson for the subprogramme is that the promotion, at the regional and national levels, of newly adopted instruments and treaties can help their effective implementation. In applying the lesson, the subprogramme will support the roll-out of the new instrument in the regions, using awareness-raising activities and workshops for national officials, for example, to support its implementation in line with international standards and guidelines in order to contribute to reducing the safety and security risks related to conventional ammunition.

4.77 Expected progress towards the objective is presented in the performance measure below (see table 4.21).

Table 4.21
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Adoption of the Global Framework for Through-life Conventional Ammunition Management by the General Assembly in resolution 78/47	Regional, subregional and national actors participate in activities to raise awareness of the Global Framework for Through-life Conventional	States participate in the preparatory meeting of States and explore possible options for the development of the process and modalities for the effective

Section 4 Disarmament

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
			Ammunition Management and the commitments adopted by States	implementation of the Global Framework at the regional, subregional and national levels

Deliverables

4.78 Table 4.22 lists all deliverables of the subprogramme.

Table 4.22

Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	5	3	5	3
1. Reports of the Secretary-General to the General Assembly on the United Nations regional centres for peace and disarmament; the strengthening of security and cooperation in the Mediterranean region; and confidence-building measures in the regional and subregional context	5	3	5	3
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
2. Meeting of the First Committee	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	26	24	17	15
3. On effective small arms control, including physical security and stockpile management	15	12	9	6
4. On the implementation of General Assembly resolution 65/69 on women, disarmament, non-proliferation and arms control	7	3	3	3
5. On peace and disarmament education, including projects for young people, with an emphasis on the Sustainable Development Goals	4	9	5	6
Seminars, workshops and training events (number of days)	92	162	110	126
6. Seminars, workshops and training and capacity-building events on small arms and light weapons	70	121	91	91
7. Seminars, workshops and training and capacity-building events on the non-proliferation of weapons of mass destruction and the implementation and universalization of non-proliferation instruments and relevant Security Council resolutions	20	39	17	33
8. International conferences on disarmament, non-proliferation and arms control	2	2	2	2
Publications (number of publications)	5	4	4	3
9. On disarmament, non-proliferation and arms control	5	4	4	3
C. Substantive deliverables				
Consultation, advice and advocacy: substantive, technical and legal advice as well as training on the effective implementation of relevant instruments in accordance with Security Council and General Assembly mandates upon request by Member States, regional and subregional organizations and civil society organizations in Africa, Asia and the Pacific, and Latin America and the Caribbean.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: fact sheets on the work of the regional centres and liaison office in Vienna; outreach events for young people, women and other stakeholders; websites and e-learning platforms such as the Disarmament Education Dashboard.

Digital platforms and multimedia content: website and social media accounts.

B. Proposed post and non-post resource requirements for 2025

Overview

4.79 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 4.23 to 4.25.

Table 4.23

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	10 380.9	11 610.7	383.9	746.3	–	1 130.2	9.7	12 740.9
Other staff costs	293.8	318.5	–	–	–	–	–	318.5
Hospitality	–	2.2	–	–	–	–	–	2.2
Consultants	121.0	636.9	(32.0)	742.3	–	710.3	111.5	1 347.2
Experts	496.4	616.4	(237.7)	274.2	–	36.5	5.9	652.9
Travel of representatives	(1.4)	–	–	–	–	–	–	–
Travel of staff	263.6	204.6	–	61.0	–	61.0	29.8	265.6
Contractual services	164.5	636.0	–	538.3	–	538.3	84.6	1 174.3
General operating expenses	279.3	367.0	–	27.8	–	27.8	7.6	394.8
Supplies and materials	7.3	16.8	–	1.2	–	1.2	7.1	18.0
Furniture and equipment	113.0	95.5	(9.5)	11.6	–	2.1	2.2	97.6
Improvement of premises	0.5	–	–	–	–	–	–	–
Grants and contributions	1 331.5	2 190.0	–	–	–	–	–	2 190.0
Other	5.0	–	–	–	–	–	–	–
Total	13 455.4	16 694.6	104.7	2 402.7	–	2 507.4	15.0	19 202.0

^a At the time of reporting, the expenditure presented in this table and in subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 4.24

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	68	1 USG, 1 D-2, 5 D-1, 12 P-5, 10 P-4, 11 P-3, 3 P-2/1, 3 NPO, 5 GS (PL), 13 GS (OL), 4 LL
Establishment	9	2 P-4, 2 P-3, 3 NPO, 2 GS (PL)
Proposed for 2025	77	1 USG, 1 D-2, 5 D-1, 12 P-5, 12 P-4, 13 P-3, 3 P-2/1, 6 NPO, 7 GS (PL), 13 GS (OL), 4 LL

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 4.25
Overall: proposed posts by category and grade
 (Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	5	–	–	–	–	5
P-5	12	–	–	–	–	12
P-4	10	–	2	–	2	12
P-3	11	–	2	–	2	13
P-2/1	3	–	–	–	–	3
Subtotal	43	–	4	–	4	47
General Service and related						
NPO	3	–	3	–	3	6
GS (PL)	5	–	2	–	2	7
GS (OL)	13	–	–	–	–	13
LL	4	–	–	–	–	4
Subtotal	25	–	5	–	5	30
Total	68	–	9	–	9	77

4.80 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 4.26 to 4.27 and figure 4.V.

4.81 As shown in tables 4.26 (1) and 4.27 (1), the overall resources proposed for 2025 amount to \$19,202,000 before recosting, reflecting a net increase of \$2,507,400 (or 15.0 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 4.26
Overall: evolution of financial resources by source of funding, component and subprogramme
 (Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
A. Policymaking organs	13.1	9.5	–	–	–	–	9.5
B. Executive direction and management	2 520.5	2 853.7	91.8	–	–	91.8 3.2	2 945.5

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Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
C. Programme of work								
1. Multilateral negotiations and deliberations on disarmament and arms limitation	3 160.3	3 393.2	88.1	33.2	11.7	133.0	3.9	3 526.2
2. Weapons of mass destruction	1 835.8	2 058.2	(269.7)	–	(11.7)	(281.4)	(13.7)	1 776.8
3. Conventional arms	1 075.7	2 937.8	106.2	2 241.1	–	2 347.3	79.9	5 285.1
4. Information and outreach	1 433.2	1 638.8	–	–	–	–	–	1 638.8
5. Regional disarmament	2 619.8	3 044.9	88.3	128.4	–	216.7	7.1	3 261.6
Subtotal, C	10 124.8	13 072.9	12.9	2 402.7	–	2 415.6	18.5	15 488.5
D. Programme support	796.9	758.5	–	–	–	–	–	758.5
Subtotal, 1	13 455.4	16 694.6	104.7	2 402.7	–	2 507.4	15.0	19 202.0

(2) Extrabudgetary

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	154.6	157.7	3.9	2.5	161.6
C. Programme of work					
1. Multilateral negotiations and deliberations on disarmament and arms limitation	7 724.3	8 055.8	455.6	6.1	8 511.3
2. Weapons of mass destruction	4 500.5	4 590.4	114.7	2.5	4 705.2
3. Conventional arms	2 237.0	2 482.9	258.2	10.4	2 741.1
4. Information and outreach	282.4	1 162.7	(257.7)	(22.2)	905.0
5. Regional disarmament	2 981.2	3 040.8	76.0	2.5	3 116.8
Subtotal, C	17 725.4	19 332.6	646.8	3.3	19 979.4
D. Programme support	221.1	369.6	5.3	1.4	374.9
Subtotal, 2	18 101.1	19 859.9	656.0	3.3	20 515.9
Total	31 556.5	36 554.5	3 163.4	8.7	39 717.9

Table 4.27

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	14	–	–	–	–	14
C. Programme of work						
1. Multilateral negotiations and deliberations on disarmament and arms limitation	9	–	–	–	–	9
2. Weapons of mass destruction	8	–	–	–	–	8
3. Conventional arms	7	–	6	–	6	13
4. Information and outreach	8	–	–	–	–	8
5. Regional disarmament	19	–	3	–	3	22
Subtotal, C	65	–	9	–	9	74
D. Programme support	3	–	–	–	–	3
Subtotal, 1	68	–	9	–	9	77

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Multilateral negotiations and deliberations on disarmament and arms limitation	16	2	18
2. Weapons of mass destruction	3	–	3
3. Conventional arms	4	3	7
4. Regional disarmament	13	1	14
Subtotal, C	36	6	42
D. Programme support	2	–	2
Subtotal, 2	38	6	44
Total	106	15	121

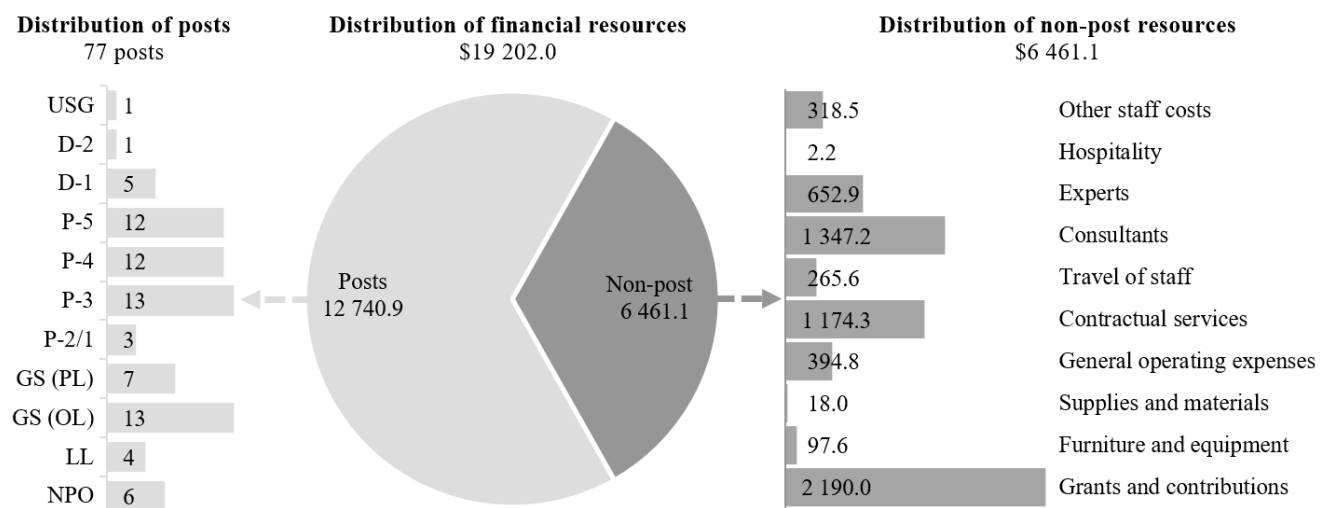
Table 4.28
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	10 380.9	11 610.7	383.9	746.3	–	1 130.2	9.7	12 740.9
Non-post	3 074.4	5 083.9	(279.2)	1 656.4	–	1 377.2	27.1	6 461.1
Total	13 455.4	16 694.6	104.7	2 402.7	–	2 507.4	15.0	19 202.0
Post resources by category								
Professional and higher		43	–	4	–	4	9.3	47
General Service and related		25	–	5	–	5	20.0	30
Total		68	–	9	–	9	13.2	77

Figure 4.V
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

4.82 As shown in table 4.26 (1), resource changes reflect a net increase of \$104,700, as follows:

- (a) **Executive direction and management.** The increase of \$91,800 relates to the higher provision at continuing vacancy rates for one post, Programme Management Officer (P-3), established in 2024 pursuant to General Assembly decision 78/541, which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

- (b) **Subprogramme 1, Multilateral negotiations and deliberations on disarmament and arms limitation** (net increase of \$88,100):
- (i) The increase of \$90,100 relates to the higher provision at continuing vacancy rates for one post, Political Affairs Officer (P-3), established in 2024 pursuant to Assembly resolution [78/238](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
 - (ii) The decrease of \$2,000 relates to the removal of non-recurrent provisions for furniture and equipment associated with the new post;
- (c) **Subprogramme 2, Weapons of mass destruction** (decrease of \$269,700). The decrease of \$237,700 under experts and \$32,000 under consultants relates to the removal of non-recurrent provisions associated with the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space pursuant to Assembly resolution [77/250](#);
- (d) **Subprogramme 3, Conventional arms** (net increase of \$106,200):
- (i) The increase of \$107,500 relates to the higher provision at continuing vacancy rates for one post, Programme Management Officer (P-4), established in 2024 pursuant to Assembly resolution [77/71](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
 - (ii) The decrease of \$1,300 relates to the removal of non-recurrent provisions for furniture and equipment associated with the new post;
- (e) **Subprogramme 5, Regional disarmament** (net increase of \$88,300):
- (i) The increase of \$94,500 relates to the higher provision at continuing vacancy rates for three posts of Programme Management Officer (NPO) established in Lomé, Kathmandu and Lima, and one post of Senior Programme Assistant (GS (PL)) established in Vienna in 2024 pursuant to Assembly resolution [77/71](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
 - (ii) The decrease of \$6,200 relates to the removal of non-recurrent provisions for furniture and equipment associated with the four new posts.

New and expanded mandates

4.83 As shown in table 4.26 (1), resource changes reflect an increase of \$2,402,700 as follows:

- (a) **Subprogramme 1, Multilateral negotiations and deliberations on disarmament and arms limitation**. The increase of \$33,200 relates to the provision of consultancy services to provide technical and substantive support to the open-ended working group on reducing space threats through norms, rules and principles of responsible behaviours in connection with General Assembly resolution [78/20](#) entitled “Reducing space threats through norms, rules and principles of responsible behaviours”;
- (b) **Subprogramme 3, Conventional arms**. The increase of \$2,241,100 comprises:
- (i) An increase of \$2,111,600 pursuant to Assembly resolution [78/47](#). The increase of \$2,111,600 comprises:
 - a. Post: an increase of \$617,900 for the proposed establishment of six posts: three posts in Geneva (1 Political Affairs Officer (P-4), 1 Programme Management Officer (P-3) and 1 Senior Programme Assistant GS (PL)), and three posts in New York (1 Political Affairs Officer (P-4), 1 Information Management Officer (P-3) and 1 Senior Programme Assistant (GS (PL))). See annex II to the present report for further details;

- b. Non-post: the increase of \$1,493,700 comprises:
- i. An amount of \$695,600 to provide for consultancy services to design and develop training curricula and materials for the fellowship training programme on through-life conventional ammunition management; develop an online platform for subregional, regional and global initiatives and an online reporting platform under the Global Framework for Through-life Conventional Ammunition Management; support the review of and update existing International Ammunition Technical Guidelines modules and develop new modules on security aspects of the through-life management of conventional ammunition; develop an online secured platform for the SaferGuard global assistance mechanism; support assessments and quick-response deployments under the SaferGuard global assistance mechanism; and provide technical expertise to support the preparatory meeting of States on the Global Framework;
 - ii. An amount of \$168,300 to cover travel expenses for 15 experts to participate in the annual SaferGuard validation exercise on physical security and stockpile management, and travel expenses for 15 State experts to attend two informal meetings on the review and further development of the International Ammunition Technical Guidelines;
 - iii. An amount of \$50,900 for the travel of staff to support the SaferGuard validation exercise, the assessments and quick response deployments under the global assistance mechanism and the two informal meetings on the review and further development of the International Ammunition Technical Guidelines;
 - iv. An amount of \$538,300 under contractual services to provide an online collaborative platform to coordinate the management and further development of the International Ammunition Technical Guidelines and related hosting costs; services to host an online secured platform for the SaferGuard global assistance mechanism; maintenance fees for the SaferGuard website; translation of the International Ammunition Technical Guidelines; services to support the development and conduct of the SaferGuard validation exercise; services to support technical components of the assessments and quick-response deployments under the SaferGuard global assistance mechanism; services to develop a self-paced online course, including translations, for the United Nations Disarmament Fellowship, Training and Advisory Services Programme; and services to cover the annual costs of hosting an online platform for subregional, regional and global initiatives and the online reporting platform for voluntary national reports, including translations;
 - v. An amount of \$40,600 related to the non-post provisions associated with the proposed establishment of six posts, including under general operating expenses (\$27,800), supplies and materials (\$1,200) and furniture and equipment (\$11,600);
- (ii) An increase of \$129,500 to support the work of the Group of Governmental Experts on the United Nations Register of Conventional Arms on transparency in armaments pursuant to Assembly resolution [77/69](#). Resource estimates include \$105,900 under experts to cover travel expenses for 20 governmental experts to attend two five-day sessions on transparency in armaments (one session in New York and one session in Geneva); \$13,500 for consultants to provide technical and substantive support to the work of the Group of Governmental Experts; and \$10,100 to cover the cost for the travel of staff to support the session in Geneva;
- (c) **Subprogramme 5, Regional disarmament.** An increase of \$128,400 to cover the costs for three posts of National Programme Management Officer (NPO) to support the new fellowship training programme for through-life conventional ammunition management requested by the Assembly in its resolution [78/47](#). See annex II for the functions of the three posts, which would be based in Lomé, Kathmandu and Lima.

Other changes

- 4.84 As shown in table 4.26 (1), the proposed changes reflect cost-neutral changes under subprogramme 1 and subprogramme 2, as follows:
- (a) **Subprogramme 1, Multilateral negotiations and deliberations on disarmament and arms limitation.** The increase of \$11,700 relates to the redeployment of resources from subprogramme 2, Weapons of mass destruction, to cover the travel of staff to attend two substantive sessions of the Group of Governmental Experts on Further Practical Measures for the Prevention of an Arms Race in Outer Space and provide technical and substantive support to the Group of Governmental Experts;
- (b) **Subprogramme 2, Weapons of mass destruction.** The decrease of \$11,700 reflects the redeployment of resources to subprogramme 1 as explained in paragraph 4.84 (a) above.

Extrabudgetary resources

- 4.85 As reflected in tables 4.26 (2) and 4.27 (2), extrabudgetary resources amount to \$20,515,900. The resources would complement regular budget resources and would be used to provide for 44 posts (2 P-5, 6 P-4, 15 P-3, 2 P-2, 1 GS (PL), 12 GS (OL) and 6 LL), and non-post resources. The resources would be used to: (a) conduct research and analysis on topics such as conventional arms ammunition management and its global trends, biological and toxin weapons threats, new developments in weapon technologies, and women, youth and disarmament issues; (b) support meetings and conventions, raise awareness and build technical and substantive capacity at the national and regional levels; and (c) strengthen partnerships and participation aimed at contributing to the advancement of international agreements on disarmament best practices. Anticipated in-kind contributions would provide for rent-free premises with an estimated value of \$86,800.
- 4.86 The extrabudgetary resources under the present section are subject to the oversight of the Office for Disarmament Affairs, in accordance with the delegation of authority by the Secretary-General. The extrabudgetary resources under the present section for the United Nations Institute for Disarmament Research (UNIDIR) are subject to the oversight of the Advisory Board on Disarmament Matters.

Policymaking organs

- 4.87 The resources proposed under this component would provide for the policymaking organs as shown in table 4.29.

Table 4.29

Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Brief description</i>	<i>Additional information</i>	<i>2025 estimate (before recosting)</i>	
			<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Conference on Disarmament	The Conference on Disarmament is the single multilateral disarmament negotiating forum of the international community. As requested by the General Assembly in its resolution 34/83 L, the Secretary-General provides staff, as well as the assistance and services needed by the Conference and any subsidiary bodies that it might establish, in accordance with the arrangements set out in its rules of procedure. The secretariat of the Conference consists of officers of the secretariat and the Geneva Branch of the Office for Disarmament Affairs	Mandate: final document of the tenth special session of the General Assembly, paragraph 120 (resolution S-10/2) Membership: 65 government officials, including of 5 nuclear weapon States and other key militarily significant States Number of sessions in 2025: 1 session of 24 weeks conducted in 3 parts	9.5	9.5
Total			9.5	9.5

Section 4 Disarmament

- 4.88 The proposed regular budget resources for 2025 amount to \$9,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 4.30.

Table 4.30

Policymaking organs: evolution of financial resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Non-post								
Travel of staff	13.1	9.5	–	–	–	–	–	9.5
Total	13.1	9.5	–	–	–	–	–	9.5

Executive direction and management

- 4.89 The executive direction and management component comprises the immediate Office of the High Representative for Disarmament Affairs, the Office of the Director and Deputy to the High Representative, the Science, Technology and International Security Unit and the Policy Coordination and Change Management Unit. The High Representative is assisted by a director who serves as Deputy. The component is responsible for the overall direction, supervision and management of the Office for Disarmament Affairs in the implementation of its mandates and its approved programme of work and advises and supports the Secretary-General on all disarmament, non-proliferation, arms control and related security matters and, in that respect, represents the Secretary-General as required. The component is also responsible for providing authoritative analysis and assessment of developments for policy guidance and decision-making purposes and acts as focal point on these matters between the Secretariat and Member States.
- 4.90 The Office of the Director is responsible for supporting the High Representative; preparing and monitoring the implementation of the programme of work of the Office for Disarmament Affairs and the effective delivery of the programmatic mandates of the Office; preparing reports and notes on political and managerial issues; providing strategic guidance on programme implementation; and providing advice to the High Representative on all substantive, organizational, administrative, personnel and budgetary matters, including the overall coordination in the preparation and revision of the inputs of the Office to the annual programme plan and the programme budget.
- 4.91 The Science, Technology and International Security Unit provides advice to the Office of the High Representative, the Office of the Director and subprogrammes on scientific and technological issues in the context of international security, other strategic issues, including autonomous weapons, outer space and information and telecommunications technology issues, and normative and analytical research activities, in support of the priorities of the Secretary-General related to disarmament. The Unit is responsible for the preparation of political analyses and substantive background notes on a broad range of initiatives and topics within its area of expertise.
- 4.92 The Policy Coordination and Change Management Unit provides direct support to the High Representative and the Office for Disarmament Affairs on cross-cutting policy issues and internal coordination and change management, including coordination of the mainstreaming and inclusion of gender perspectives in the programmatic work of the Office and oversight of gender parity within the Office.

- 4.93 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office for Disarmament Affairs will continue to reduce its carbon footprint by significantly reducing the usage of photocopy paper and the printing of documentation by encouraging staff to work increasingly with only electronic versions of various documents, including mission reports, assessment notes, inter-office memorandums, submissions by Member States, background materials and talking points. Additional efforts will be made to reduce travel and instead optimize participation in meetings through videoconferencing.
- 4.94 Information on the timely submission of documentation and advance booking for air travel is reflected in table 4.31. While the rate has improved compared with 2022, the non-compliance rate in 2023 is due mainly to the late confirmation of meetings. Travel ticket purchases will continue to be monitored closely by the Office, and reports will be shared with all branch chiefs and the High Representative for intervention, as required.

Table 4.31
Compliance rate
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	99	100	100
Air tickets purchased at least two weeks before the commencement of travel	24	39	63	100	100

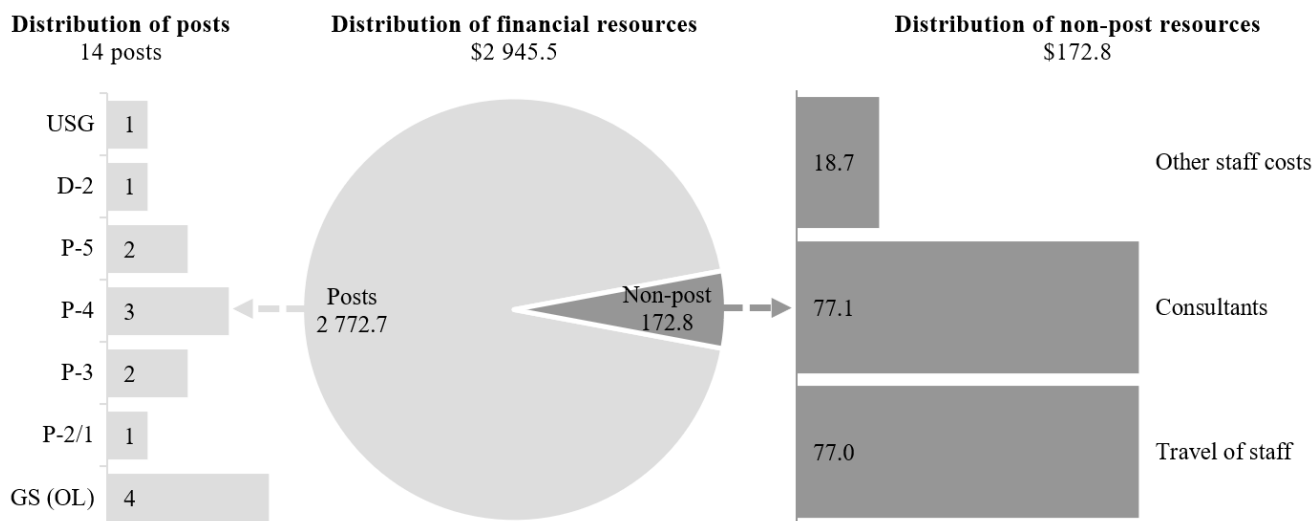
- 4.95 The proposed regular budget resources for 2025 amount to \$2,945,500 and reflect an increase of \$91,800 compared with the approved budget for 2024. The proposed change is explained in paragraph 4.82 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 4.32 and figure 4.VI.

Table 4.32
Executive direction and management: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 365.6	2 680.9	91.8	–	–	91.8	3.4	2 772.7
Non-post	154.8	172.8	–	–	–	–	–	172.8
Total	2 520.5	2 853.7	91.8	–	–	91.8	3.2	2 945.5
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		4	–	–	–	–	–	4
Total		14	–	–	–	–	–	14

Figure 4.VI
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

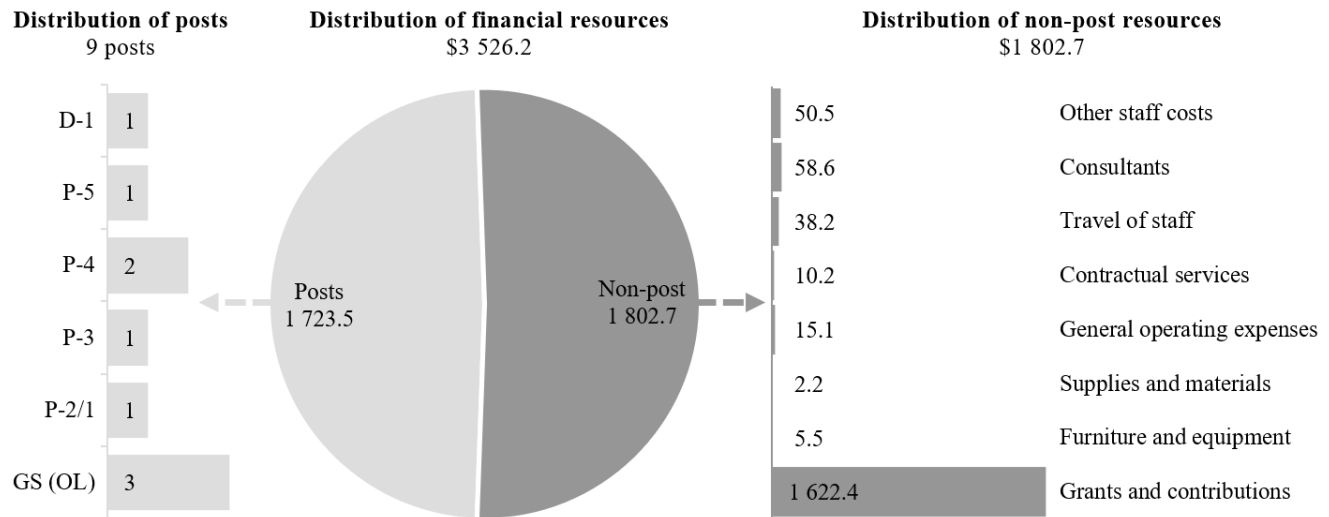
Multilateral negotiations and deliberations on disarmament and arms limitation

- 4.96 The proposed regular budget resources for 2025 amount to \$3,526,200 and reflect an increase of \$133,000 compared with the approved budget for 2024. The proposed change is explained in paragraphs 4.82 (b) and 4.83 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 4.33 and figure 4.VII.
- 4.97 Pursuant to General Assembly resolution [75/253 A](#), the resources of \$3,526,200 include a provision for a subvention in the amount of \$763,700 to UNIDIR for 2025, reflecting no change compared with the appropriation for 2024. The amount is reflected under grants and contributions and includes a provision of: (a) \$676,500 towards the costs of two posts (1 D-2 and 1 P-5) and general temporary assistance to help organize quarterly briefings for all regional groupings on research and ideas of relevant disarmament topics to promote disarmament and non-proliferation knowledge, ideas and dialogue to a broader and more diverse community; and (b) \$87,200 to support the conduct of three events in countries that are not members of the Organisation for Economic Co-operation and Development to promote disarmament and non-proliferation knowledge, ideas and dialogue to a broader and more diverse community.

Table 4.33
Subprogramme 1: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 496.2	1 633.4	90.1	–	–	90.1	5.5	1 723.5
Non-post	1 664.1	1 759.8	(2.0)	33.2	11.7	42.9	2.4	1 802.7
Total	3 160.3	3 393.2	88.1	33.2	11.7	133.0	3.9	3 526.2
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		9	–	–	–	–	–	9

Figure 4.VII
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



**Subprogramme 2
 Weapons of mass destruction**

4.98 The proposed regular budget resources for 2025 amount to \$1,776,800 and reflect a net decrease of \$281,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 4.82 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 4.34 and figure 4.VIII.

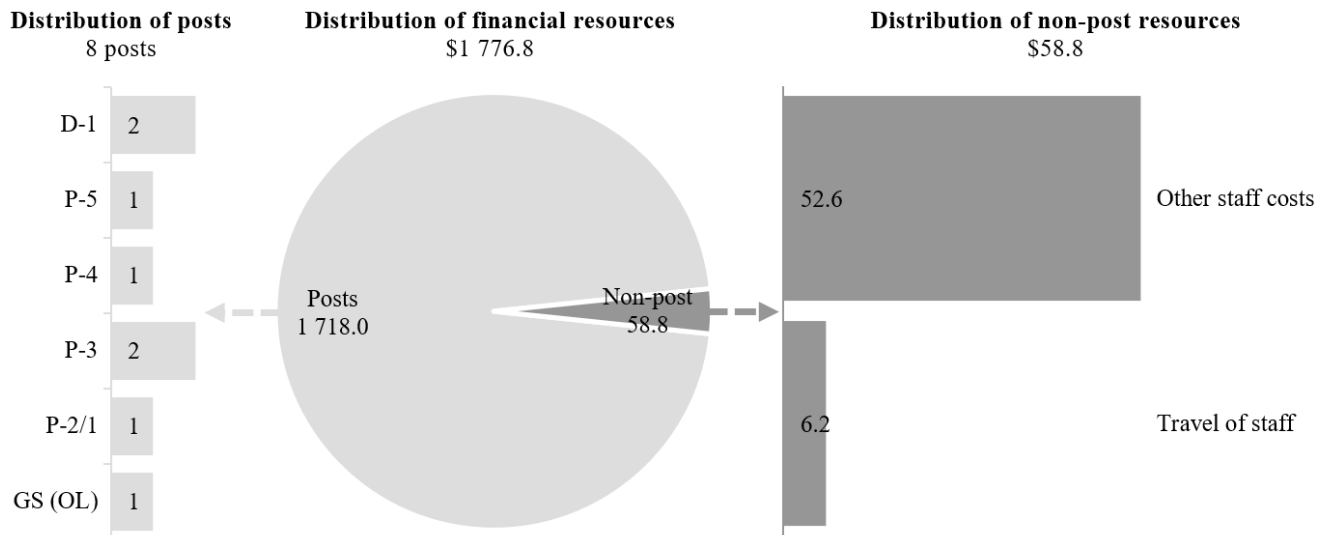
Table 4.34
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	1 591.6	1 718.0	–	–	–	–	–	1 718.0
Non-post	244.2	340.2	(269.7)	–	(11.7)	(281.4)	(82.7)	58.8
Total	1 835.8	2 058.2	(269.7)	–	(11.7)	(281.4)	(13.7)	1 776.8
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		1	–	–	–	–	–	1
Total		8	–	–	–	–	–	8

Figure 4.VIII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



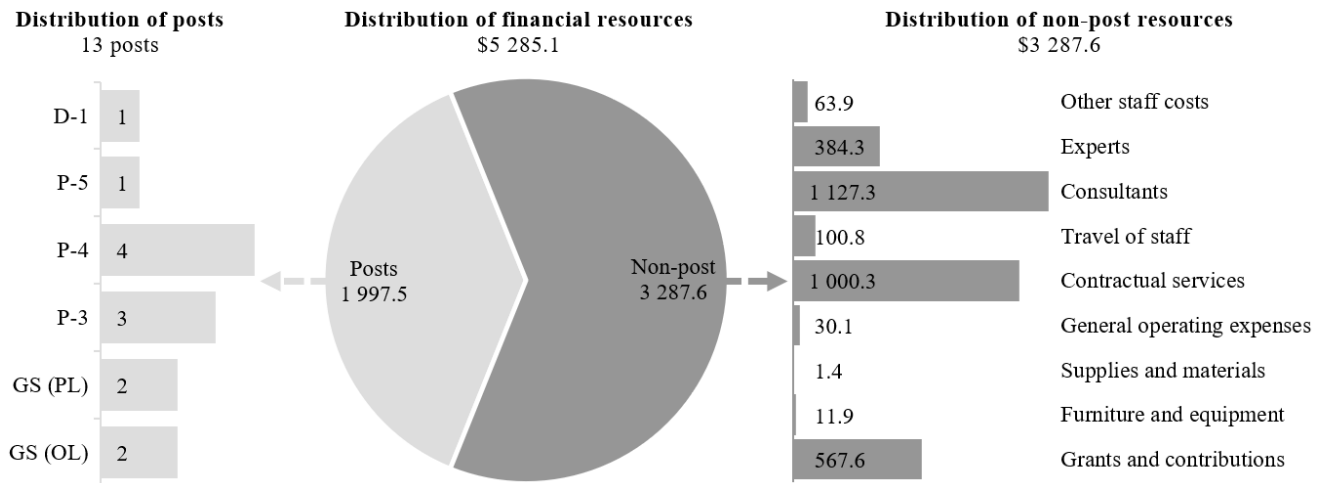
**Subprogramme 3
 Conventional arms**

4.99 The proposed regular budget resources for 2025 amount to \$5,285,100 and reflect an increase of \$2,347,300 compared with the approved budget for 2024. The proposed change is explained in paragraphs 4.82 (d) and 4.83 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 4.35 and figure 4.IX.

Table 4.35
Subprogramme 3: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	977.6	1 272.1	107.5	617.9	–	725.4	57.0	1 997.5
Non-post	98.1	1 665.7	(1.3)	1 623.2	–	1 621.9	97.4	3 287.6
Total	1 075.7	2 937.8	106.2	2 241.1	–	2 347.3	79.9	5 285.1
Post resources by category								
Professional and higher		5	–	4	–	4	80.0	9
General Service and related		2	–	2	–	2	100.0	4
Total		7	–	6	–	6	85.7	13

Figure 4.IX
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



**Subprogramme 4
 Information and outreach**

4.100 The proposed regular budget resources for 2025 amount to \$1,638,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 4.36 and figure 4.X.

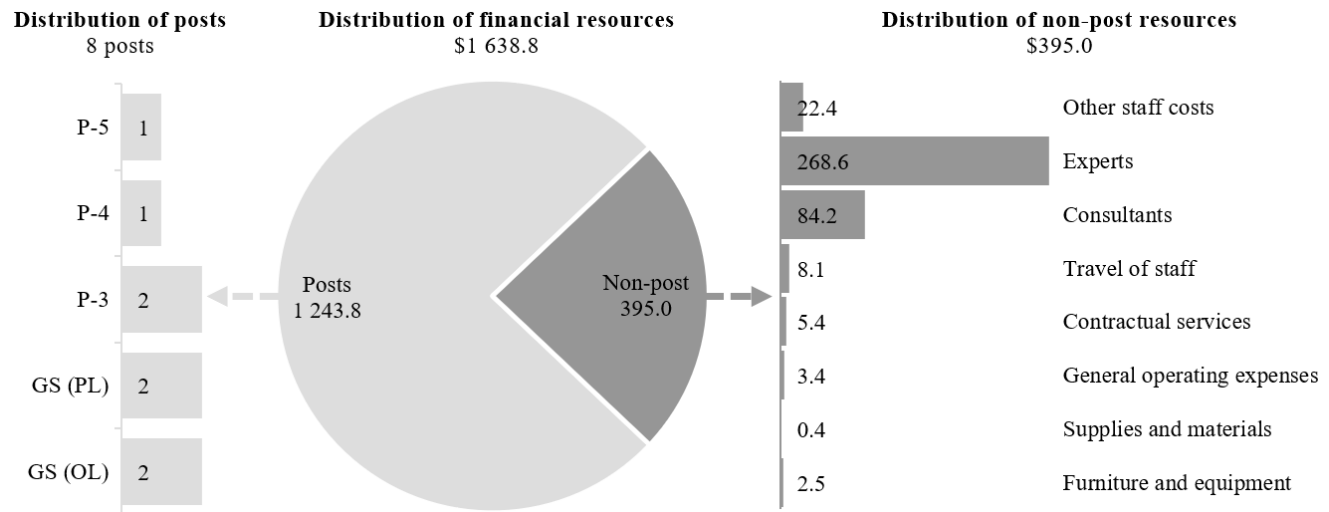
Table 4.36
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 164.7	1 243.8	–	–	–	–	–	1 243.8
Non-post	268.5	395.0	–	–	–	–	–	395.0
Total	1 433.2	1 638.8	–	–	–	–	–	1 638.8
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		4	–	–	–	–	–	4
Total		8	–	–	–	–	–	8

Figure 4.X
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 5
Regional disarmament**

4.101 The proposed regular budget resources for 2025 amount to \$3,261,600 and reflect an increase of \$216,700 compared with the approved budget for 2024. The proposed change is explained in paragraphs 4.82 (e) and 4.83 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 4.37 and figure 4.XI.

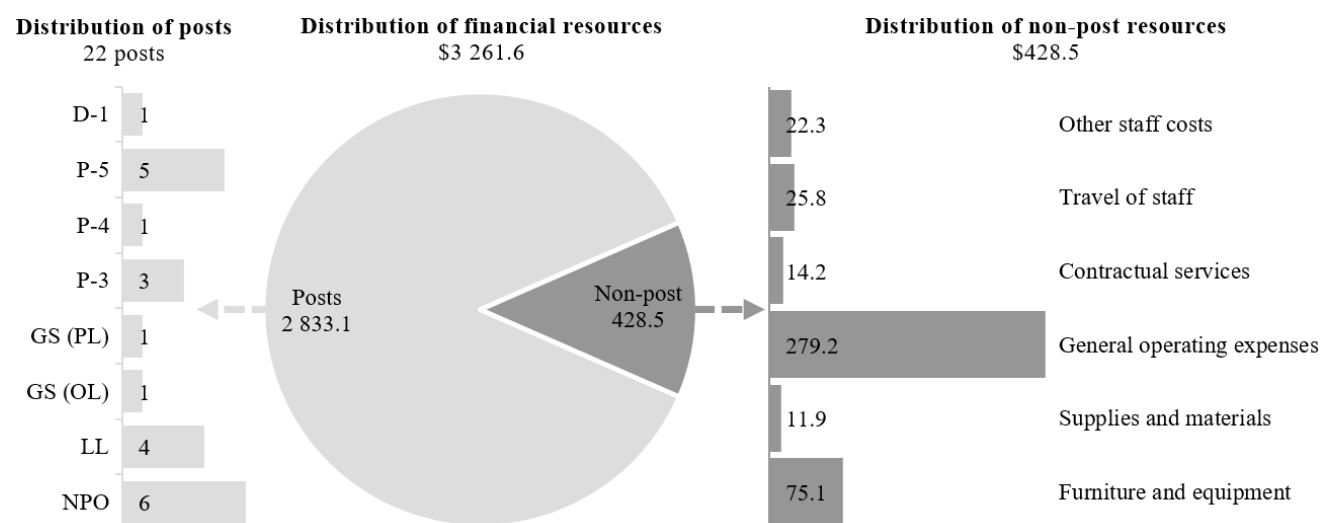
Table 4.37
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 316.9	2 610.2	94.5	128.4	–	222.9	8.5	2 833.1
Non-post	302.9	434.7	(6.2)	–	–	(6.2)	(1.4)	428.5
Total	2 619.8	3 044.9	88.3	128.4	–	216.7	7.1	3 261.6
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		9	–	3	–	3	33.3	12
Total		19	–	3	–	3	15.8	22

Figure 4.XI
Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

- 4.102 The Executive Office provides central administrative services related to human resources and financial and general administration, including resource planning and the use of common services, together with administrative support for policymaking organs and meetings, as required.
- 4.103 The proposed regular budget resources for 2025 amount to \$758,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 4.38 and figure 4.XII.

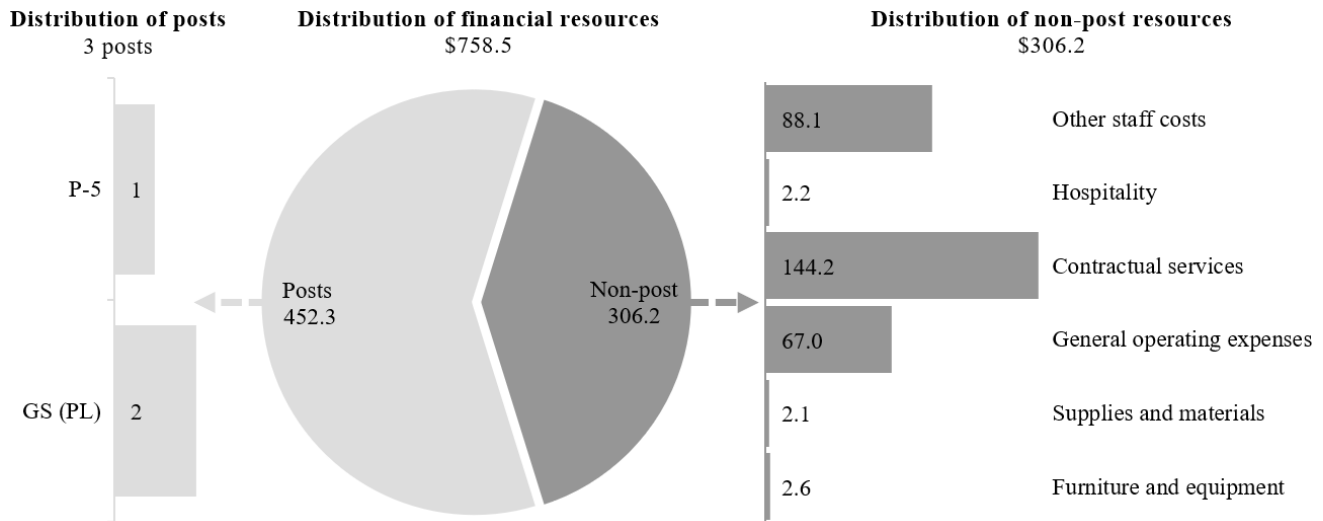
Table 4.38
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	468.2	452.3	–	–	–	–	–	452.3
Non-post	328.7	306.2	–	–	–	–	–	306.2
Total	796.9	758.5	–	–	–	–	–	758.5
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
General Service and related		2	–	–	–	–	–	2
Total		3	–	–	–	–	–	3

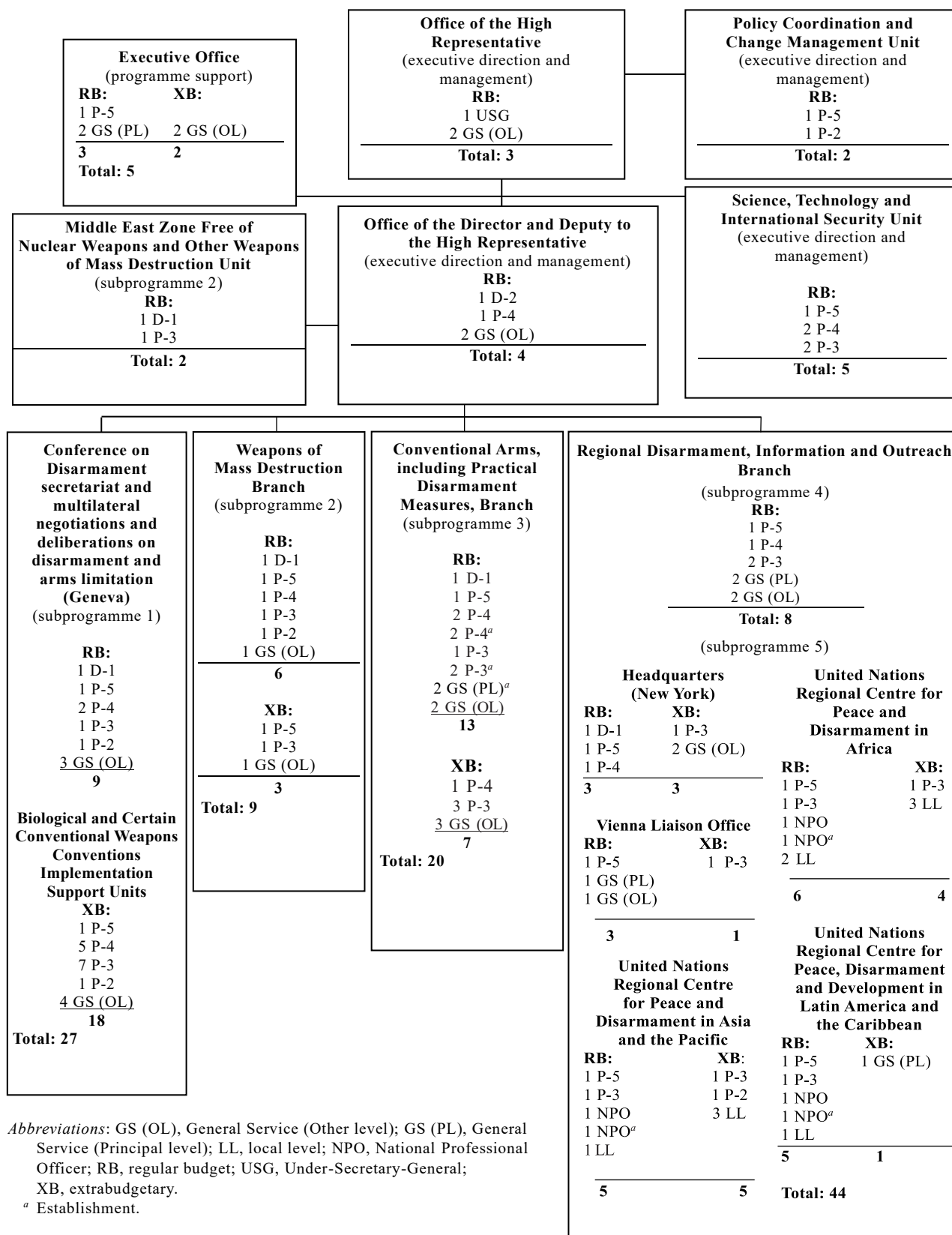
Figure 4.XII
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025



Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 3 Conventional arms	1	P-4	Establishment of Political Affairs Officer (Geneva)	To implement the mandate provided in paragraphs 6 and 12 of General Assembly resolution 78/47, the incumbent would provide substantive oversight of the strengthening of the SaferGuard programme and its operational activities. The functions include managing the establishment and operationalization of an efficient and agile global mechanism for requesting, offering and receiving assistance in through-life conventional ammunition management, including modalities and processes. The incumbent would also oversee the review, updating and further development of the International Ammunition Technical Guidelines, which involves coordinating the review of the existing Guidelines modules with interested States and other stakeholders and overseeing the design and development of new Guidelines modules on security-related aspects, as well as promoting the global accessibility of the Guidelines by overseeing the maintenance and updating of the SaferGuard website and the translation of the Guidelines.
Subprogramme 3 Conventional arms	1	GS (PL)	Establishment of Senior Programme Management Assistant (Geneva)	To implement the mandate provided in paragraphs 6 and 12 of General Assembly resolution 78/47, the incumbent would manage the administrative and financial aspects of the SaferGuard programme and the fellowship training programme on through-life conventional ammunition management, including monitoring budgets, managing logistics, including travel, and handling consultant and general contractual services. This position would serve as the administrative point of contact for all activities under the SaferGuard programme and the fellowship training programme.
Subprogramme 3 Conventional arms	1	P-3	Establishment of Programme Management Officer (Geneva)	To implement the mandate provided in paragraph 11 of General Assembly resolution 78/47, whereby the Assembly decided to establish a new standing dedicated fellowship training programme on “through-life conventional ammunition management to strengthen the technical and practical knowledge and expertise of government officials directly responsible for the implementation of the Global Framework for Through-life Conventional Ammunition Management”. The incumbent would serve as the global programme manager and substantive lead, responsible for the development of training materials to ensure cohesiveness and alignment with global guidance (the International Ammunition Technical Guidelines and other tools and support materials) and for managing, monitoring, reporting on and evaluating the fellowship training programme, including the development and updating of training materials.
Subprogramme 3 Conventional arms	1	P-4	Establishment of Political Affairs Officer (New York)	To implement the mandate provided in paragraphs 6 to 11 and 18 of General Assembly resolution 78/47, the incumbent would provide substantive Secretariat support to the follow-up meetings on the Global Framework for Through-life Conventional Ammunition Management, manage the follow-up and review process of the Global Framework, including the preparatory meeting of States in

Part II Political affairs

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 3 Conventional arms	1	P-3	Establishment of Information Management Officer (New York)	2025 and the Meeting of States in 2027, and would be responsible for developing a reporting template in consultation with Member States. The incumbent would also be responsible for the substantive preparation of the report of the Secretary-General to the Assembly on the implementation of the resolution. Furthermore, the incumbent would support and provide oversight on the fellowship training programme on through-life conventional ammunition management globally and would ensure coordination and information-sharing between the operational activities of the SaferGuard programme, including on international cooperation and assistance, and the follow-up meetings of the Global Framework.
Subprogramme 3 Conventional arms	1	GS (PL)	Establishment of Senior Programme Management Assistant (New York)	To implement the mandate provided in paragraphs 6 and 10 of General Assembly resolution 78/47, the incumbent would develop, manage, maintain and update an online reporting database for the Global Framework for Through-life Conventional Ammunition Management, including a national and regional point-of-contact database, as well as an online platform for subregional, regional and global initiatives on through-life conventional ammunition management. The incumbent would also be responsible for developing, managing, maintaining and updating an online secured platform for the SaferGuard global assistance mechanism.
Subprogramme 3 Conventional arms	1	GS (PL)	Establishment of Senior Programme Management Assistant (New York)	To implement the mandate provided in paragraphs 7 to 10 of General Assembly resolution 78/47, the incumbent would manage the administrative aspects of the follow-up process of the Global Framework for Through-life Ammunition Management, including the preparatory meeting of States in 2025, the intersessional process and subsequent follow-up meetings in preparation for the Meeting of States in 2027. The incumbent would also assist with the selection and contracting of consultants in support of the follow-up meetings on the Global Framework as well as with the logistical and contracting services for the development, maintenance and updating of the online platform for subregional, regional and global initiatives, and the online reporting platform.
Subprogramme 5 Regional disarmament	3	NPO	Establishment of Programme Management Officer (1 each in Lomé, Lima and Kathmandu)	To implement the mandate provided in paragraph 11 of General Assembly resolution 78/47, the incumbents, under the supervision of the directors of the regional centres for peace and disarmament, would coordinate and execute the regional administration of the fellowship training programme on through-life conventional ammunition management and coordinate with partner training institutions. The functions include tailoring the overall course material to regional contexts, identifying key technical expertise to support the training programme and determining the eligibility of and selecting the fellows. The incumbents would serve as the key liaisons to the fellows both before, during and after the fellowship in their respective regions. They would also support programme monitoring, evaluation and reporting through the Programme Management Officer in Geneva and under the global coordination of the programme at United Nations Headquarters in New York.

Abbreviation: NPO, National Professional Officer; GS (PL), General Service (Principal level).



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Programme planning

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Part II

Political affairs

Section 5

Peacekeeping operations

Programme 4

Peacekeeping operations

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

I. Department of Peace Operations

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 5.1 The Department of Peace Operations is responsible for supporting the maintenance of international peace and security by providing political and executive direction to peace operations within its purview in accordance with and by the authority derived from the principles and purposes of the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [72/262 C](#), and the annual comprehensive reviews of the entire question of peacekeeping operations in all their aspects and the annual consideration of cross-cutting issues related to peacekeeping operations. The objectives of the programme are also conceived by taking into account Security Council mandates. The Department provides integrated strategic, political, operational and management advice, direction and support on military, police, mine action and other relevant issues to all operations under its responsibility in order to ensure the effective implementation of their mandates. Through its efforts to improve peacekeeping, enhance its performance and adapt to contemporary risks and challenges, the Department will continue to help conflict-affected countries on their path back to sustainable peace. The work of the Department is critical to continuously ensuring the relevance and effectiveness of United Nations peacekeeping, which remains a vital instrument for international peace and security.

Strategy and external factors for 2025

- 5.2 The strategy of the Department remains guided by all relevant Security Council mandates. The Department will continue to prioritize the full implementation of the peace and security reform objectives. The Action for Peacekeeping initiative and its implementation plan, Action for Peacekeeping Plus, will guide the programme, in line with the commitments set out in the Declaration of Shared Commitments on United Nations Peacekeeping Operations, taking into account the views expressed by Member States. The areas of focus continue to be:
- (a) To enhance political strategies and advance lasting political solutions, including by developing country and regional strategies, through the integrated approach of the peace and security pillar, to develop proposals for the consideration of the Security Council on the sequencing and prioritization of mandates and to reflect Action for Peacekeeping priorities in reporting;
 - (b) To implement the women and peace and security agenda across all peace functions, including by developing a methodology for gender-sensitive conflict analysis, distributing guidance to ensure women's full, equal and meaningful participation in peace processes and systematizing reporting on women and peace and security outcomes;
 - (c) To strengthen the protection provided by peacekeeping operations, including by maintaining the protection of civilians, where mandated, as one of the core objectives of the relevant peacekeeping operations, updating and disseminating the policy on the protection of civilians in United Nations peacekeeping, integrating strategic approaches to protection into the strategic thinking and action of missions and conducting context-specific training on the protection of civilians, on the protection of children, and on preventing and responding to conflict-related sexual violence;
 - (d) To support effective performance and accountability of all mission components through the ongoing implementation of the Comprehensive Planning and Performance Assessment System,

as part of the integrated peacekeeping performance and accountability framework, to evaluate mission performance using data and analysis and increase engagement with troop- and police-contributing countries on performance;

- (e) To strengthen the impact of peacekeeping on sustaining peace, including by implementing joint transition and mobilization strategies and coordinating closely with the Department of Political and Peacebuilding Affairs, including the Peacebuilding Support Office, as well as other United Nations entities and external partners;
 - (f) To improve the safety and security of peacekeepers, including by implementing the related action and training plans and introducing and using technologies, which should be implemented with transparency and in consultation with Member States, as appropriate;
 - (g) To improve peacekeeping partnerships by strengthening United Nations-African Union cooperation on political efforts, including through joint field visits and briefings, as well as through capacity-building and the light coordination mechanism, which will strengthen efforts to identify training requirements and match capacity-building providers with new and emerging troop-contributing countries in need of support;
 - (h) To strengthen the conduct of peacekeeping operations and personnel and enhance the operationalization of the human rights due diligence policy on United Nations support to non-United Nations security forces.
- 5.3 With regard to cooperation with other entities at the global, regional, national and local levels, partnerships with peace and security actors, in particular regional organizations, and with humanitarian and development actors, including international financial institutions, will remain essential to strengthening the overall impact of international efforts in peacekeeping contexts. The Department will also maintain its strategic and operational partnerships with the African Union and other regional and subregional organizations in Africa, as well as with the European Union. The Department will continue to cooperate closely with other regional organizations, including the League of Arab States, the North Atlantic Treaty Organization, the Collective Security Treaty Organization, the Association of Southeast Asian Nations and the Organization for Security and Cooperation in Europe, on issues related to policy, information-sharing and training, among others.
- 5.4 With regard to inter-agency coordination and liaison, the Department will continue to review and refine the implementation of the reform of the peace and security pillar and ensure coherence, working with the Department of Political and Peacebuilding Affairs with a view to, in particular, strengthening a common organizational culture that fosters inclusion, innovation and professional development. The Department will work closely with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support in assisting peacekeeping operations. The Department will maintain strong coordination with the reformed management and development pillars.
- 5.5 The Department will continue to maintain its strong relations with other United Nations agencies, funds and programmes by chairing or participating in a range of inter-agency groups and processes, including the United Nations-World Bank Working Group, the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, the Inter-Agency Security Sector Reform Task Force, the Inter-Agency Coordination Group on Mine Action and the Inter-Agency Task Force on Policing. Other cross-agency cooperation will be undertaken through the global focal point arrangement for the rule of law and the Peacebuilding Strategy Group.
- 5.6 With regard to the external factors, the Department considered applicable risks and, accordingly, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States continue to support the advancement of the Action for Peacekeeping initiative and its implementation strategy, Action for Peacekeeping Plus;
 - (b) The Security Council reaches consensus on clear, focused and achievable mandates for peacekeeping operations and Member States support their implementation;

- (c) Peacekeeping partners and other entities sustain the common political strategies supported by peace operations;
 - (d) Availability of capabilities required for deployment to peacekeeping operations.
- 5.7 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, it implements the women and peace and security agenda through guidance on women’s full and meaningful participation in peace and political processes, gender-sensitive analysis and the mainstreaming of a gender perspective into planning, budgeting, implementation and reporting, and through the promotion of the increased representation of women uniformed personnel.
- 5.8 In line with the United Nations Disability Inclusion Strategy, the Department will support Secretariat-wide efforts on disability inclusion, including through the implementation of a joint Department of Political and Peacebuilding Affairs-Department of Peace Operations disability inclusion action plan.

Legislative mandates

- 5.9 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

49/37; 76/263; 77/302	Comprehensive review of the whole question of peacekeeping operations in all their aspects	72/199	Restructuring of the United Nations peace and security pillar
58/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	72/262 C	Special subjects relating to the programme budget for the biennium 2018–2019 (sect. III)
60/180	The Peacebuilding Commission	74/80; 76/74	Assistance in mine action
61/279; 65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations	76/84 B; 77/128 B	United Nations global communications policies and activities
70/262	Review of the peacebuilding architecture	76/274 77/64	Cross-cutting issues Countering the threat posed by improvised explosive devices

Security Council resolutions

1325 (2000)	2436 (2018)
1894 (2009)	2447 (2018)
2151 (2014)	2518 (2020)
2185 (2014)	2553 (2020)
2250 (2015)	2589 (2021)
2272 (2016)	2594 (2021)
2282 (2016)	2668 (2022)
2365 (2017)	2686 (2023)
2382 (2017)	

Deliverables

- 5.10 Table 5.1 lists all cross-cutting deliverables of the programme.

Table 5.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	12	11
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Formal session of the Special Political and Decolonization Committee	1	1	1	1
5. Formal session of the Special Committee on Peacekeeping Operations	1	1	1	1
6. Meetings of the Security Council on cross-cutting strategic, policy and structural issues related to peacekeeping	3	3	3	2
7. Meetings of the General Assembly and its subsidiary organs on the developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: visits to troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping; and meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on peacekeeping.				
D. Communication deliverables				
Outreach programmes, special events and information materials: 20 special events, including conferences and exhibits, as well as public briefings and associated promotional materials.				
External and media relations: media events, including interviews and press briefings on thematic and mission-specific topics; and approximately 25 media engagements of senior leadership.				
Digital platforms and multimedia content: approximately 1,500 items of peacekeeping-themed content on 10 digital and social media platforms.				

Evaluation activities

- 5.11 A thematic evaluation by the Office of Internal Oversight Services of the youth, peace and security agenda: youth participation (E/AC.51/2023/7), completed in 2023, has guided the proposed programme plan for 2025.
- 5.12 In response to the results of the evaluation referenced above, the Department will integrate the youth, peace and security agenda into relevant new and revised policies and guidance, and establish a youth, peace and security coordination network at Headquarters and in the field to improve knowledge-sharing on existing and upcoming guidance. Furthermore, the Department will develop terms of reference for youth, peace and security focal points, raise awareness of the youth, peace and security agenda across communication platforms, including on social media, and continue to seek dedicated capacities at Headquarters and in the field. Pursuant to Security Council resolution 2436 (2018), the Department will also continue to support the implementation of the Comprehensive Planning and Performance Assessment System in all United Nations peacekeeping operations, as part of the integrated peacekeeping performance and accountability framework, which will help the Department and missions to strengthen mandate implementation. The Department will also resume its evaluation functions in 2024 following their temporary suspension in 2018 to repurpose its capacities for the development of the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework.
- 5.13 Three evaluations of the Department’s programme activities, on topics to be determined, are planned for 2025.

Programme of work

Subprogramme 1 Operations

Objective

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

Strategy

- 5.15 To contribute to the objective, the subprogramme will:
- (a) Improve mission- and context-specific analysis and reporting on peacekeeping to the Security Council, the General Assembly and other intergovernmental bodies and troop- and police-contributing countries;
 - (b) Ensure that integrated planning processes are completed according to Security Council substantive and time requirements, with an emphasis on supporting transitions between peacekeeping operations and follow-up United Nations presences;
 - (c) Incorporate regional aspects in country- and mission-specific strategies, as part of the emphasis on a regional approach to peace, security and stability further to the reform of the peace and security pillar;
- 5.16 The above-mentioned work is expected to result in:
- (a) Better information on peacekeeping operations being available to the General Assembly, the Security Council and other intergovernmental bodies;
 - (b) Better planning for mandate delivery by peacekeeping operations and for transitions;
 - (c) More coherent and impactful United Nations engagement and support in matters of peace and security provided to countries and the regions in which they are situated.

Programme performance in 2023

Ngok Dinka and Misseriya communities in Abyei reached agreements to reduce intercommunal violence

- 5.17 Beginning in April 2023, the United Nations Interim Security Force for Abyei (UNISFA) took a series of measures to ensure continued mandate implementation in the face of challenges associated with the conflict in the Sudan. This allowed a continued focus on mandated activities in Abyei, including support for peace between the Ngok Dinka and Misseriya communities. The two communities have experienced intermittent incidents of intercommunal violence in recent years, notably during the seasonal migration when pastoralists move their cattle to reach fresh pastures. UNISFA, with the support of the subprogramme, engaged in intercommunal reconciliation efforts, which resulted in agreements reached in March and December 2023. These agreements established conflict mitigation mechanisms and identified migration corridors to enable freedom of movement. As the migration period in the latter part of 2023 got under way, no significant incidents of violence were recorded between these two communities.
- 5.18 Progress towards the objective is presented in the performance measure below (see table 5.2).

Table 5.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Intermittent incidents of intercommunal violence between the Ngok Dinka and Misseriya communities, with 11 clashes resulting in deaths or injuries	Intermittent incidents of intercommunal violence between the Ngok Dinka and Misseriya communities, with eight clashes resulting in deaths or injuries	Intermittent incidents of intercommunal violence between the Ngok Dinka and Misseriya communities, with 10 clashes resulting in deaths or injuries through August, and none during the rest of the year The Ngok Dinka and Misseriya communities reached agreement on continuing dialogue and preventing violence during the traditional annual migration process

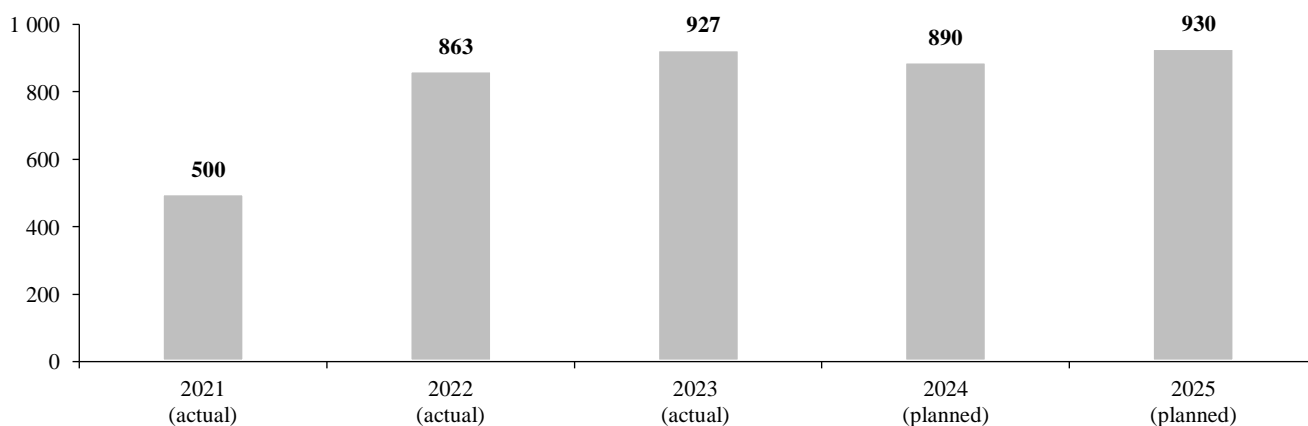
Planned results for 2025

Result 1: improved intercommunity relations and a secure environment for all communities in Kosovo¹

Programme performance in 2023 and target for 2025

- 5.19 The subprogramme’s work contributed to the organization of 927 activities by municipal institutions, civil society and local organizations, including women’s organizations, promoting intercommunity trust-building and integration, which exceeded the planned target of 880 activities.
- 5.20 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 5.I).

Figure 5.I
Performance measure: number of activities organized by municipal institutions, civil society and local organizations promoting intercommunity trust-building and integration in Kosovo (annual)



¹ References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

Result 2: progress in the peace process in the Central African Republic is maintained, including through continued preparation for local and general elections

Programme performance in 2023 and target for 2025

- 5.21 The subprogramme’s work contributed to the revitalization and decentralization of the peace process through enhanced national ownership, which met the planned target.
- 5.22 The subprogramme’s work also contributed to continued planning and preparations for the holding of local elections, which did not meet the planned target of announcement of results of the local elections. The target was not met due to the postponement of elections until after the holding of a constitutional referendum in 2023.
- 5.23 The subprogramme’s work also contributed to progress in the operationalization of the Truth, Justice, Reparation and Reconciliation Commission, which held its first-ever round table to update partners on its three-year plan for 2023–2025 and priorities for 2023, which met the planned target.
- 5.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 5.3).

Table 5.3
Performance measure: progress made in the peace process

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
The President-elect is sworn in within the constitutional timeline	Planning and preparations to hold local elections continued; however, local elections were postponed to mid-2023	Revitalization and decentralization of the peace process through enhanced national ownership	Preparations commence for organization of general presidential and legislative elections	Preparations commence for organization of general presidential and legislative elections scheduled for 2025 or 2026
Planning and preparations to hold local elections are undertaken, including the development of the electoral calendar and a resource mobilization strategy	Dialogue was maintained between Central African authorities and those armed groups that remained committed to the 2019 peace agreement, resulting in the dissolution of four armed groups	Continued planning and preparations for the holding of local elections; however, local elections were postponed until 2024 or 2025	Progress in the implementation of the peace agreement, including dialogue between government and armed groups	Dialogue between the Government and armed groups in the context of the peace process is maintained
		Progress in the operationalization of the Truth, Justice, Reparation and Reconciliation Commission continued		

Result 3: progress in the implementation of the 2018 Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan

Proposed programme plan for 2025

- 5.25 Since 2011, South Sudan has experienced two civil wars, culminating in the signing of peace agreements in 2015 and 2018. The United Nations has been supporting South Sudan towards democratic and transparent governance for long-term peace and stability.

Lessons learned and planned change

- 5.26 The lesson for the subprogramme was the need to promote continued dialogue between key stakeholders to preserve and build on gains made in the peace process. With elections scheduled to take place in December 2024, the subsequent political and security context would be affected by the response of the stakeholders to election results. In applying the lesson, the subprogramme will support the United Nations Mission in South Sudan (UNMISS) in maintaining continued dialogue between key stakeholders and mitigating the risk of post-election violence.
- 5.27 Expected progress towards the objective is presented in the performance measure below (see table 5.4).

Table 5.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Limited progress in the implementation of the Revitalized Peace Agreement	Limited progress in the implementation of the Revitalized Peace Agreement	Legislation on the National Elections Commission, the National Constitutional Review Commission and the Political Parties Council passed into law and members sworn in First and second batches of the Necessary Unified Forces trained and deployed	Preparations for elections begin, with UNMISS support at a level to be decided by the Security Council	The political transition is completed in accordance with the provisions contained in the Revitalized Peace Agreement

Deliverables

- 5.28 Table 5.5 lists all deliverables of the subprogramme.

Table 5.5
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	55	46	55	36
1. Reports of the Secretary-General to the Security Council on matters related to peacekeeping operations	35	30	35	23
2. Letters from the Secretary-General to the President of the Security Council	20	16	20	13
Substantive services for meetings (number of three-hour meetings)	35	52	35	36
3. Meetings of the Security Council on peacekeeping issues	35	52	35	36

Section 5 Peacekeeping operations

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	12	7	13	7
4. Workshops for heads of political components of peacekeeping operations	5	2	5	3
5. Workshops for regional and subregional political strategies for peacekeeping in the Middle East	2	5	3	2
6. Workshops for regional and subregional political strategies for peacekeeping in Africa	5	–	5	2
C. Substantive deliverables				
Consultation, advice and advocacy: advice and information on relevant aspects of peacekeeping operations to approximately 120 troop- and police-contributing countries; consultations with/among 5 regional organizations to promote regional peacekeeping capacities expanded in the context of specific operations; and advice to at least 120 permanent missions to the United Nations, the Bretton Woods institutions, 13 international and regional governance and security organizations and non-governmental organizations on peacekeeping issues.				

Subprogramme 2 Military

Objective

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

Strategy

- 5.30 To contribute to the objective, the subprogramme will:
- (a) Provide briefings and analysis to Member States on the military aspects of new or anticipated developments, and crisis and security situations;
 - (b) Strengthen partnerships with regional organizations to develop common standards in planning peacekeeping operations, generate and deploy appropriate military units, conduct operational assessments and advisory visits, and prepare new troop-contributing countries for future participation in peace operations;
 - (c) Train senior military leaders and develop and update military standards for the military component to validate the operational readiness of military units prior to deployment, and conduct in-mission performance evaluations, predeployment/pre-rotation visits and military capability studies;
 - (d) Facilitate the participation of women in peace operations, at all levels, through engagement with troop-contributing countries;
 - (e) Further refine the military performance evaluation system, including implementation of the military performance evaluation tool, further develop an evaluator training mechanism, and initiate and deploy a performance evaluation process for individual uniformed personnel;
 - (f) Further refine and develop military doctrine, policies and training materials to support performance evaluation, enhance operational readiness and improve the safety and security of peacekeepers.
- 5.31 The above-mentioned work is expected to result in:
- (a) Improved reporting to the Security Council, the General Assembly, intergovernmental bodies and troop-contributing countries;
 - (b) Rapid deployment and establishment of or adjustments to peace operations in response to Security Council mandates and related decisions;

- (c) Deployment of better-tailored, better-equipped and more relevant military components to peace operations;
- (d) Improved performance and increased safety of military components in peace operations;
- (e) A safe and secure environment in the host country, with a view to enhancing the safety of civilians and the delivery of humanitarian services.

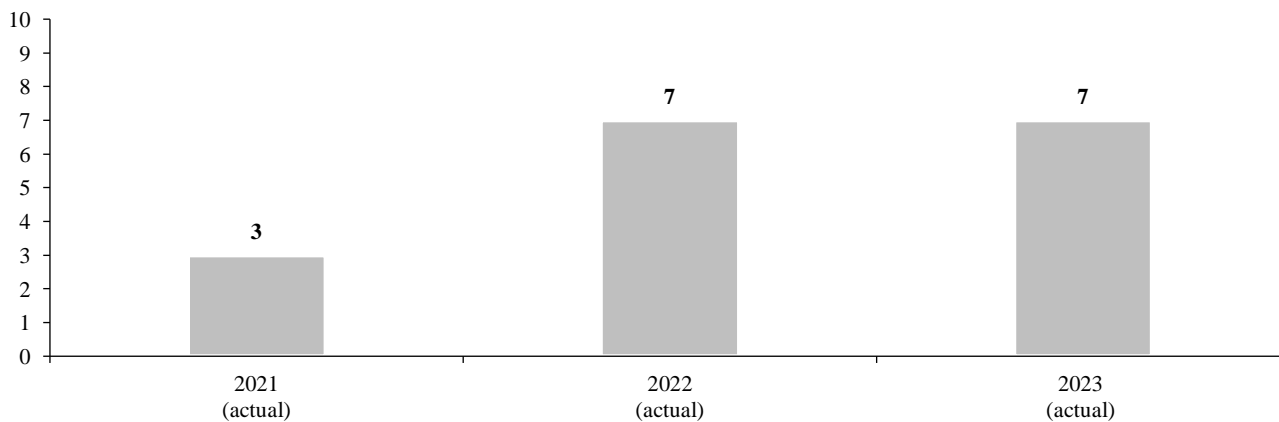
Programme performance in 2023

Peacekeeping missions utilize evaluations to improve performance

- 5.32 In its resolution [2436 \(2018\)](#), the Security Council reaffirmed its support for the development of a comprehensive and integrated performance policy framework that identifies clear standards of performance for evaluating all United Nations civilian and uniformed personnel working in and supporting peacekeeping operations. In 2021, the subprogramme adopted a task-centric approach to facilitate the measurement of military components' performance, focusing on developing clear, comprehensive and well-defined standards for the evaluation of military performance, and engaged with all peacekeeping missions to promote adherence to the in-mission performance evaluation methodology of the new military units. The evaluation system provides missions with a structured and consistent framework to assess military units against established standards and indicators, focusing on task execution and adherence to United Nations guidelines. In 2023, four new sets of tasks, standards and indicators were developed by the subprogramme for a range of specialized military units. These evaluations have led to the development and implementation of performance improvement plans, and have also informed decision-making on the deployment and training of contingents.
- 5.33 Progress towards the objective is presented in the performance measure below (see figure 5.II).

Figure 5.II

Performance measure: number of peacekeeping missions utilizing the performance evaluation methodology



Planned results for 2025

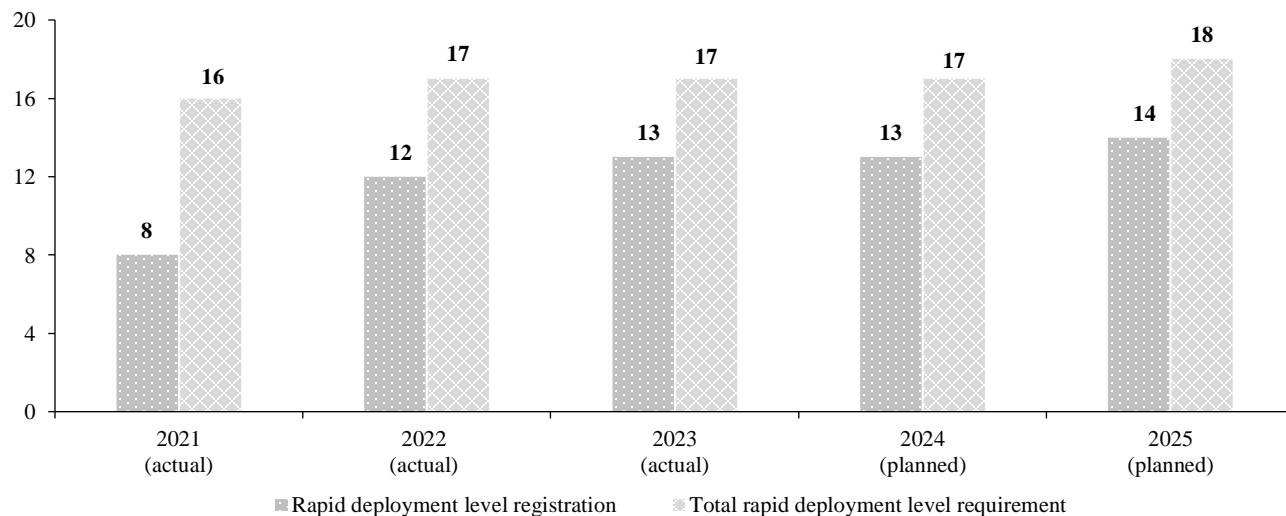
Result 1: enhanced preparedness of military units in the Peacekeeping Capability Readiness System

Programme performance in 2023 and target for 2025

- 5.34 The subprogramme's work contributed to an increase in the number of military units at the rapid deployment level in the Peacekeeping Capability Readiness System to 13, which exceeded the planned target of 12 military units.

5.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 5.III).

Figure 5.III
Performance measure: number of military units at the rapid deployment level in the Peacekeeping Capability Readiness System (annual)



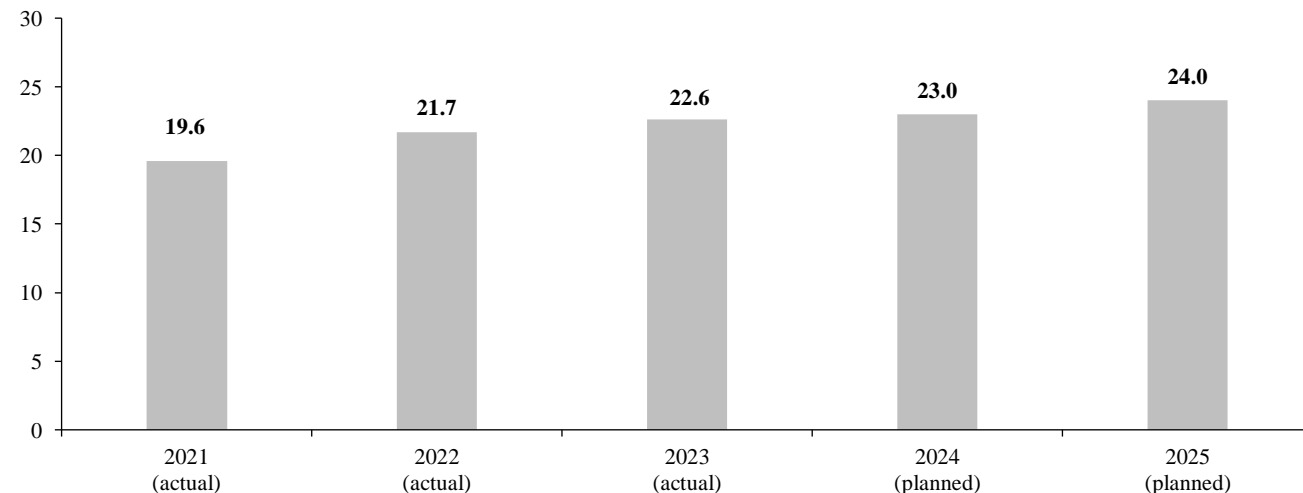
Result 2: advanced gender parity for military individual uniformed personnel in United Nations peace operations

Programme performance in 2023 and target for 2025

5.36 The subprogramme’s work contributed to the percentage of female military individual uniformed personnel in United Nations peace operations reaching 22.6 per cent, which exceeded the planned target of 22 per cent.

5.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 5.IV).

Figure 5.IV
Performance measure: percentage of female military individual uniformed personnel in United Nations peace operations (annual)



Result 3: missions establish explosive ordnance disposal capabilities to respond to threats posed by improvised explosive devices

Proposed programme plan for 2025

- 5.38 In its resolution [2370 \(2017\)](#) and its presidential statement of 24 May 2021 ([S/PRST/2021/11](#)), the Security Council called for unified efforts to respond to the threats posed by improvised explosive devices, assessing capabilities and measures necessary to better mitigate this threat. In its efforts to implement this mandate, the subprogramme started to actively engage with troop-contributing countries in order to update the statement of unit requirements, seek pledges for explosive ordnance disposal units in the Peacekeeping Capability Readiness System and add all arms search teams for combat units.

Lessons learned and planned change

- 5.39 The lesson for the subprogramme was that the existing guidance materials were not comprehensive and would benefit from greater coherence and standardization. In applying the lesson, the subprogramme will review and synchronize all relevant existing manuals on the mitigation of threats posed by improvised explosive devices and prepare and translate dedicated guidance materials, including by updating the manual for explosive ordnance disposal units to provide support to the peacekeeping missions that require explosive ordnance disposal capabilities.
- 5.40 Expected progress towards the objective is presented in the performance measure below (see table 5.6).

Table 5.6

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Limited explosive ordnance disposal capabilities and training on explosive hazard awareness in peacekeeping missions	The United Nations Multidimensional Integrated Stabilization Mission in Mali established explosive ordnance disposal capabilities	The United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo established explosive ordnance disposal capabilities	The United Nations Interim Force in Lebanon (UNIFIL) establishes explosive ordnance disposal capabilities The explosive ordnance disposal capabilities of MINUSCA are expanded to include infantry battalions with explosive ordnance disposal search-and-detect capabilities	Explosive ordnance disposal capabilities are established or strengthened by any missions with such requirements

Deliverables

- 5.41 Table 5.7 lists all deliverables of the subprogramme.

Table 5.7
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	182	163	181	161
Training events:				
1. With senior military personnel for predeployment induction and post-appointment briefings and intensive orientation	40	31	44	34
2. For command-post exercises for force headquarters	25	16	25	20
3. On the development, revision and implementation of new military policies and guidance materials	25	33	28	28
4. To mainstream a gender perspective for military components of peacekeeping operations	25	23	28	21
5. To improve situational awareness and strengthen the performance of uniformed military components, targeting operational and tactical leadership (heads of military components, sector commanders and force chiefs of staff and infantry battalion commanders)	35	23	20	20
6. On peacekeeping-intelligence/information gathering and analysis	24	29	28	30
7. For evaluators on the operational performance reporting tool	8	8	8	8
Technical materials (number of materials)	116	126	116	99
8. On significant operational developments in peacekeeping operations and on evolving conflict areas	40	49	40	36
9. On force headquarters evaluation	2	1	2	2
10. For new or significantly adjusted peacekeeping operations (strategic military plans)	6	7	6	6
11. On threat assessments reports	12	12	12	11
12. On operational requirements and troop-contributing country capabilities and recommendations prepared after predeployment, assessment and operational advisory visits	20	21	20	20
13. On military skills validation training	10	5	10	4
14. On the deployment of military forces, observers and headquarters staff	12	12	12	12
15. On the military components of peacekeeping operations (policies, guidance materials and standard operating procedures)	4	6	4	4
16. On military performance evaluation standards (scoresheets) for infantry units	6	9	6	–
17. On mid- to long-term requirements and on existing capability gaps	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to approximately 120 troop-contributing countries and the Military Staff Committee on all military aspects of peacekeeping operations; strategic discussion with 10 Member States and 3 regional organizations on military aspects of peace negotiations, agreements, peacekeeping operations, strategic and operational planning, and military performance issues; and maintenance of an organized surge capacity comprising a key nucleus of military staff/support team of up to 14 seconded military officers for possible deployment to new and existing peacekeeping operations for up to 90 days.				
Databases and substantive digital materials: information on pledged units registered in the Peacekeeping Capability Readiness System by 60 troop-/police-contributing countries; and a military performance management system.				

Subprogramme 3

Rule of law and security institutions

Objective

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

Strategy

- 5.43 To contribute to the objective, the subprogramme will provide advisory and operational support to peacekeeping operations and special political missions, as well as resident coordinators, and where otherwise authorized or requested by Member States. Specifically, the subprogramme will:
- (a) Assist host States in the reform, restructuring and development of their police and other law enforcement institutions, provide operational support and, in rare circumstances, assume interim policing functions in line with the Strategic Guidance Framework for International Policing;
 - (b) Support nationally led efforts to ensure accountability for crimes that fuel armed conflict, in particular those perpetrated against civilians, and crimes committed against United Nations personnel in peacekeeping operations and special political missions, strengthen prison security and management, re-establish the host State's justice and corrections institutions and engage in trust-building initiatives;
 - (c) Support the planning, design and evaluation of processes that remove weapons and individuals from armed groups and facilitate the reintegration of ex-combatants and elements associated with armed groups into society as civilians, and identify and formulate relevant lessons learned and guidance;
 - (d) Undertake research and develop knowledge and guidance in the areas of rule of law and security sector reform and governance, and provide targeted, strategic country support, upon request;
 - (e) Manage mine action programmes to mitigate explosive threats, train United Nations personnel and enhance national explosive ordnance disposal capacities;
 - (f) Rapidly deploy specialist capacities in all the above-mentioned areas.
- 5.44 The above-mentioned work is expected to result in:
- (a) More effective and accountable security and justice institutions in countries receiving assistance, including increased accountability for crimes that fuel armed conflict and for crimes committed against United Nations personnel in peacekeeping operations and special political missions;
 - (b) Reduced threats posed by armed groups and explosive hazards;
 - (c) Sustainable peace and the prevention of armed conflict;
 - (d) Mitigation of risks affecting the services of national and local rule of law and security institutions;
 - (e) Continuity of United Nations operations in the areas of policing, justice, corrections, disarmament, demobilization and reintegration, security sector reform and governance, and mine action assistance.

Programme performance in 2023

Towards strengthened rule of law and security institutions in States supported by special political missions

- 5.45 Countries emerging from armed conflict require a strong rule of law, as well as effective and accountable security and justice institutions, to reduce violence, prevent further conflict and build peace. The subprogramme, through its rapidly deployable standing capacities, provided expert assistance to special political missions and Member States in response to increasing requests for support, thereby advancing their political, stabilization and prevention objectives. Over the course of the 2021–2023 period, the subprogramme supported United Nations presences in 19 countries. Key results achieved in 2023 are outlined below.
- 5.46 Progress towards the objective is presented in the performance measure below (see table 5.8).

Table 5.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	<p>Libyan public prosecution services commenced digitalization to improve governance and expedite pretrial procedures</p> <p>A civil society network on security sector reform and governance in Libya was established to enhance civilian oversight</p> <p>National authorities of Sao Tome and Principe launched a reform process for the country’s justice and security sectors</p> <p>The West African Bar Association revised its constitution and strengthened its efforts to promote democratic governance and the rule of law in the subregion</p>

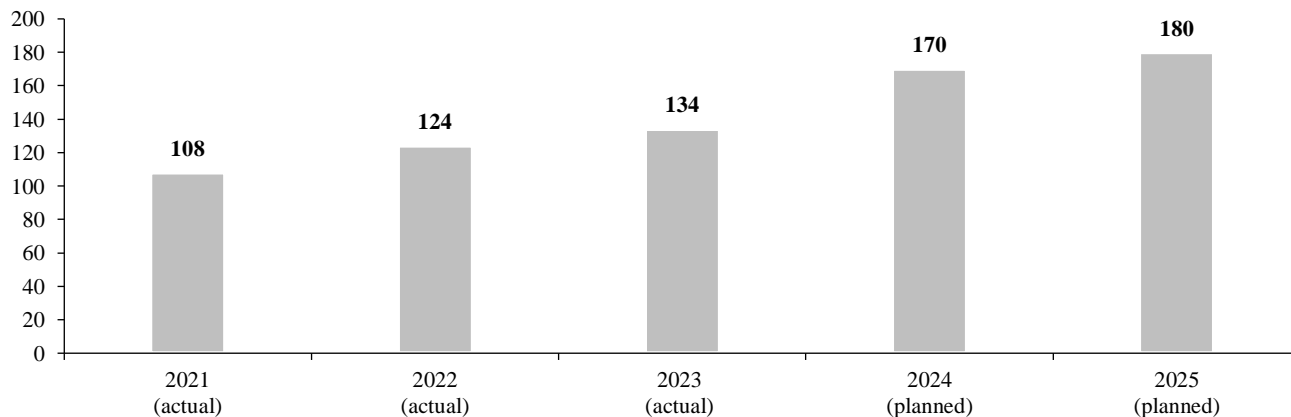
Planned results for 2025

Result 1: enhanced accountability for crimes against United Nations personnel in peacekeeping operations and special political missions

Programme performance in 2023 and target for 2025

- 5.47 The subprogramme’s work contributed to 134 confirmed investigative measures by host country authorities of the Central African Republic, the Democratic Republic of the Congo and Mali, which did not meet the planned target of 150 investigative measures. The target was not met because only 134 of the cases of fatalities as a result of malicious acts since 2013 have been formally referred by the missions concerned to national authorities for investigation and prosecution. The decision to initiate investigative measures is strictly a national prerogative. In addition, 23 individuals were convicted in 2023 for killing seven MINUSCA peacekeepers in 2020 and 2021. Furthermore, in 2023 in Lebanon, there were two confirmed investigative measures by host country authorities, and one individual was convicted for killing six UNIFIL peacekeepers in 2007.
- 5.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 5.V).

Figure 5.V
Performance measure: number of confirmed investigative measures by host country authorities of the Central African Republic, the Democratic Republic of the Congo and Mali as of October of each year (cumulative)



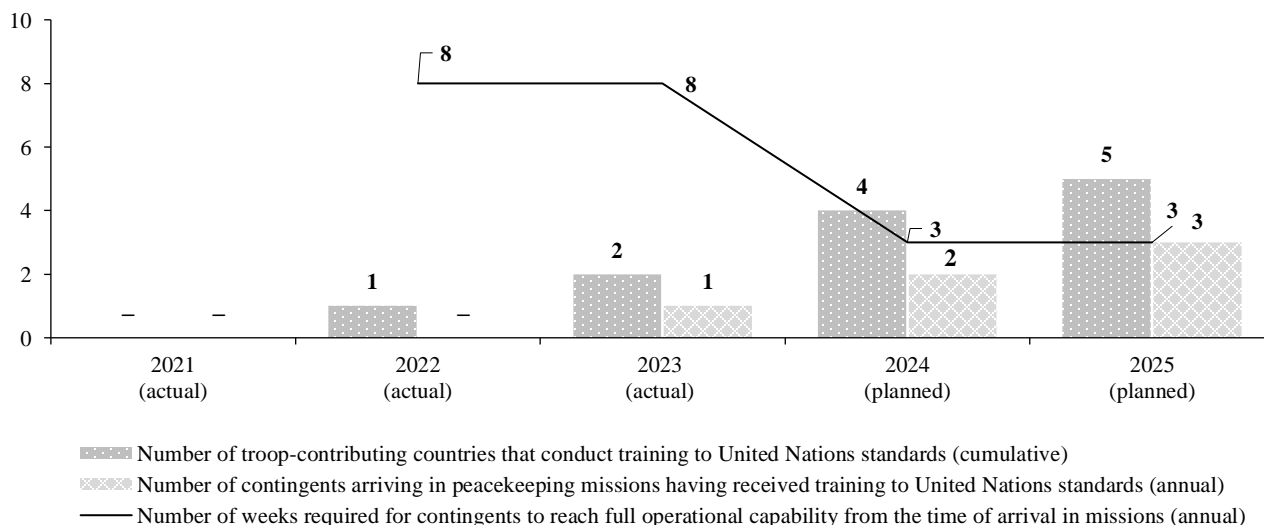
Result 2: troop-contributing countries generate well-prepared troops for deployment in high explosive ordnance threat environments

Programme performance in 2023 and target for 2025

5.49 The subprogramme’s work contributed to two troop-contributing countries conducting explosive ordnance threat mitigation training to United Nations standards, which met the planned target; one troop-contributing country arriving in a peacekeeping mission having received the predeployment training to United Nations standards, which exceeded the planned target of zero; and eight weeks for contingents to reach full operational capability from the time of arrival in mission, which met the planned target.

5.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 5.VI).

Figure 5.VI
Performance measure: improved explosive ordnance threat mitigation training by troop-contributing countries and reduced time for trained contingents to reach full operational capability



Result 3: improved performance of United Nations police to enhance mandate implementation

Proposed programme plan for 2025

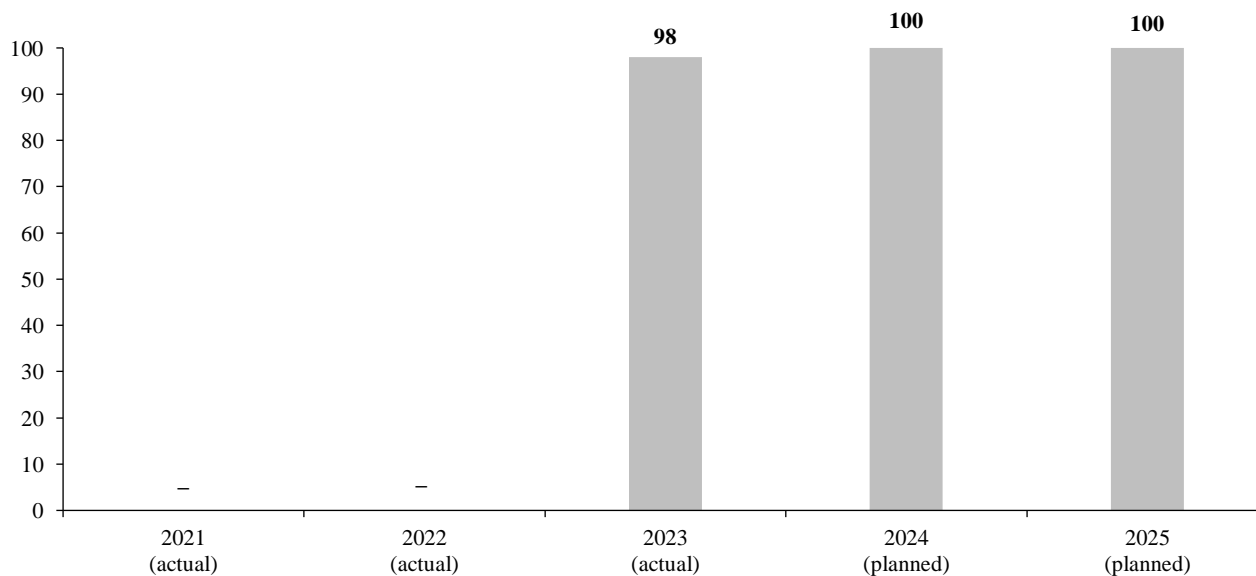
5.51 A more people-centred, innovative and data-driven United Nations police is essential to meet growing demands for specialized police support. The subprogramme has been assessing and evaluating United Nations police performance to further align with system-wide efforts to improve performance.

Lessons learned and planned change

5.52 The lesson for the subprogramme was the need to systematically analyse performance data and follow up on performance-related recommendations to integrate them into existing tools, including to support Member State mechanisms. In applying the lesson, the subprogramme will mainstream the core principles of the Strategic Guidance Framework for International Policing into the United Nations police performance management regime, thereby further strengthening the predeployment operational readiness and in-mission performance of all types of United Nations police personnel. The subprogramme will assess United Nations police performance on a quarterly basis and formulate tailored performance improvement plans, as required, to inform future rotations and deployments.

5.53 Expected progress towards the objective is presented in the performance measure below (see figure 5.VII).

Figure 5.VII
Performance measure: percentage of evaluations of United Nations formed police units that indicate a performance level of “satisfactory” or above (annual)



Deliverables

5.54 Table 5.9 lists all deliverables of the subprogramme.

Table 5.9
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	22	28	26	27
Briefings to Member States on:				
1. Mission/field- and police-specific issues	14	14	14	14
2. Mine action matters	4	6	6	6
3. Accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	4	4	3	4
4. Justice and/or corrections	–	4	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	42	57	48	53
5. On police thematic expertise, including on planning and police reform to missions/the field	3	3	3	3
6. On police requirements and capacity and resource needs (predeployment visits to Member States)	5	5	5	5
7. For the development and management of programmes in support of justice and corrections systems	2	4	2	2
8. On mine action (technical and advisory support to field missions and Member States for design of mine action field programmes and oversight)	8	8	8	12
9. On deployment of humanitarian mine action assets	1	1	1	1
10. On risk education in mine action programmes	14	15	15	14
11. On security sector reform and governance	2	4	2	2
12. On assessment of training capability of troop-contributing countries on improvised explosive device threat mitigation	–	8	5	6
13. On disarmament, demobilization and reintegration and community violence reduction	2	2	2	3
14. On accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	5	5	5	5
Seminars, workshops and training events (number of days)	73	82	67	69
15. Seminars on the national selection mechanisms for the readiness, deployment and training of individual police personnel and units	47	47	47	47
16. Training for future heads of police components	6	12	6	6
17. Training/workshops on justice and corrections practices, including predeployment training for corrections officers	10	10	1	3
18. Training/workshops on the investigation and prosecution of crimes against United Nations personnel in peacekeeping operations and special political missions	10	10	10	10
19. Seminars on mine action for national mine action directors	–	3	3	3
Publications (number of publications)	1	1	1	1
20. Multi-donor report on the activities of the Mine Action Service	1	1	1	1
Technical materials (number of materials)	24	27	24	25
21. On disarmament, demobilization and reintegration and community violence reduction	7	7	7	7
22. On strategic police capability, police operational plans, standard operating procedures and concepts of operation for police components	6	6	6	6
23. On policing for police-contributing countries, United Nations police and national authorities	4	4	4	4
24. To strengthen assistance in justice and corrections areas	1	4	1	2

Section 5 Peacekeeping operations

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
25. On security sector reform, and governance	2	2	2	2
26. On issues related to mine action	2	2	2	2
27. On the prevention, investigation and prosecution of serious crimes against United Nations personnel in peacekeeping operations and special political missions	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: consultations with and advice to 22 Member States to strengthen the capacities of national police services and other law enforcement entities; consultations with 47 Member State groupings, regional organizations and specialized institutions on policing; consultations with 35 Member States on disarmament, demobilization and reintegration and community violence reduction, including with the Group of Friends of Disarmament, Demobilization and Reintegration; policy and technical advice to 25 Member States to build the capacity of national authorities and local partners on mine action, weapons and ammunition management and improvised explosive device threat mitigation; advice to facilitate consensus-building on security sector reform options and modalities in “sustaining peace” contexts; consultations and advice to mobilize coordinated and integrated Member State and related partner support for national justice and corrections efforts; consultations with and advice to 40 Member States on issues related to the implementation of Security Council resolution [2589 \(2021\)](#); advice to and advocacy with Member States’ senior police executives and other partners.

Databases and substantive digital materials: pledged formed police units registered in the Peacekeeping Capability Readiness System and other personnel matters in the computerized human resources system; and online database on accountability for crimes against peacekeepers, pursuant to Security Council resolution [2589 \(2021\)](#).

D. Communication deliverables

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

Subprogramme 4 Policy, evaluation and training

Objective

- 5.55 The objective, to which this subprogramme contributes, is to enhance the performance and effectiveness of peace operations within the purview of the Department.

Strategy

- 5.56 To contribute to the objective, the subprogramme will:
- Promote and facilitate policy development, evaluation, organizational learning and training on issues relating to peacekeeping, taking into consideration the views and recommendations provided by Member States on the Action for Peacekeeping initiative launched by the Secretary-General in 2018, the subsequent Action for Peacekeeping Plus initiative launched in 2021 and the Strategy for the Digital Transformation of United Nations Peacekeeping, in line with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere;
 - Support peacekeeping operations in the implementation of the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework;
 - Formulate, update and disseminate policies and practical guidance and provide support to missions in specific thematic areas, such as the protection of civilians, conflict-related sexual violence, community engagement with a view to supporting sustainable political solutions, and child protection, as well as the use of strategic communications, the countering of disinformation and misinformation and the distribution of accurate content;
 - Strengthen knowledge-sharing and guidance development for peacekeeping operations and coordinate the development of guidance for the peace and security pillar and for the

Department of Operational Support, in close cooperation with the Department of Political and Peacebuilding Affairs and the Department of Operational Support;

- (e) Build the capacity of policy and best practices officers and focal points in field missions through advice, coordination and training, and continue to strengthen systems and infrastructure for knowledge management by increasing the quality and number of relevant documents available to users in field missions;
- (f) Support Member States that are contributing uniformed personnel through strategic force generation engagement and expanded partnerships with national and regional training institutions and partners for the delivery of predeployment training and train-the-trainer courses and the timely completion and dissemination of core and specialist predeployment training materials to support predeployment training for troop- and police-contributing countries, specifically in areas related to emerging challenges;
- (g) Provide civilian predeployment training and leadership and management training for all mission components and support the delivery of in-mission training through train-the-trainer courses in operational and support skills for uniformed and civilian personnel;
- (h) Use a learning management system accessible by Member States to host courses, enable the registration of participants, deliver online elements of programmes and enable testing ahead of face-to-face course sessions.

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

- (a) Improved and more responsive decision-making by senior mission management, given that comprehensive planning and performance assessment provides senior leadership with data-based evidence showing how resources in their missions are utilized and whether any reorientation of priorities is needed;
- (b) Increased use by missions of specialized information, thematic policy support and guidance, reflecting lessons learned and promoting an exchange of good practices between missions;
- (c) Strengthened and sustained mission performance through consistently trained uniformed and civilian leaders, contingents and individuals.

Programme performance in 2023

The United Nations Mission in South Sudan responds to risks to peace and security associated with climate change

5.58 The Security Council, in its resolutions [2567 \(2021\)](#), [2625 \(2022\)](#) and [2677 \(2023\)](#), recognized the adverse effects of climate change, among other factors, on the humanitarian situation and stability in South Sudan, and emphasized the need for comprehensive risk assessments and risk management strategies by the Government of South Sudan and the United Nations to inform programmes relating to these factors. The subprogramme, through a joint initiative with the Department of Political and Peacebuilding Affairs, the United Nations Environment Programme and the United Nations Development Programme, supported the deployment of an adviser in 2022 to UNMISS to integrate considerations related to climate change into the Mission's risk analysis and response strategies. In response to the Council's request in its resolution [2677 \(2023\)](#), the UNMISS adviser, supported by the subprogramme, provided training to increase the Mission's capacity to analyse risks associated with climate change that may have an adverse impact on peace and security in South Sudan and implementation of the mandate. These efforts have enabled UNMISS to analyse and respond to risks associated with climate change.

5.59 Progress towards the objective is presented in the performance measure below (see table 5.10).

Table 5.10
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	UNMISS began to integrate climate change considerations into its risk analysis and response strategies	UNMISS further enhanced dykes to protect internally displaced persons camps from flood damage UNMISS monitored access to water in areas where migratory cattle herders were present and promoted dialogue between communities and cattle herders on the sharing of resources

Planned results for 2025

Result 1: improved access to knowledge and guidance materials by United Nations peacekeeping personnel

Programme performance in 2023 and target for 2025

- 5.60 The subprogramme’s work contributed to improved access by United Nations peacekeeping personnel to multimedia guidance and best practice materials through animated learning videos highlighting lessons and policy principles in mandated areas such as the protection of civilians and conflict-related sexual violence, which met the planned target.
- 5.61 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 5.11).

Table 5.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Peacekeeping personnel have access to the multimedia page on the policy and practice database	Improved access to knowledge and guidance materials by United Nations peacekeeping personnel through the launch of the “Policy meets practice” podcast series and 6 guidance and best practice webinars	Improved access to multimedia guidance and best practices by peacekeeping personnel through animated videos on the protection of civilians and conflict-related sexual violence	Improved access to peacekeeping guidance by peacekeeping personnel through summary guidance materials, multimedia guidance and best practice and improved feedback exchange	Peacekeeping personnel can access and generate customized information from the Policy and Practice Database through enhanced functionalities enabled by artificial intelligence

Result 2: troop-contributing countries prepare infantry battalions in line with United Nations standards

Programme performance in 2023 and target for 2025

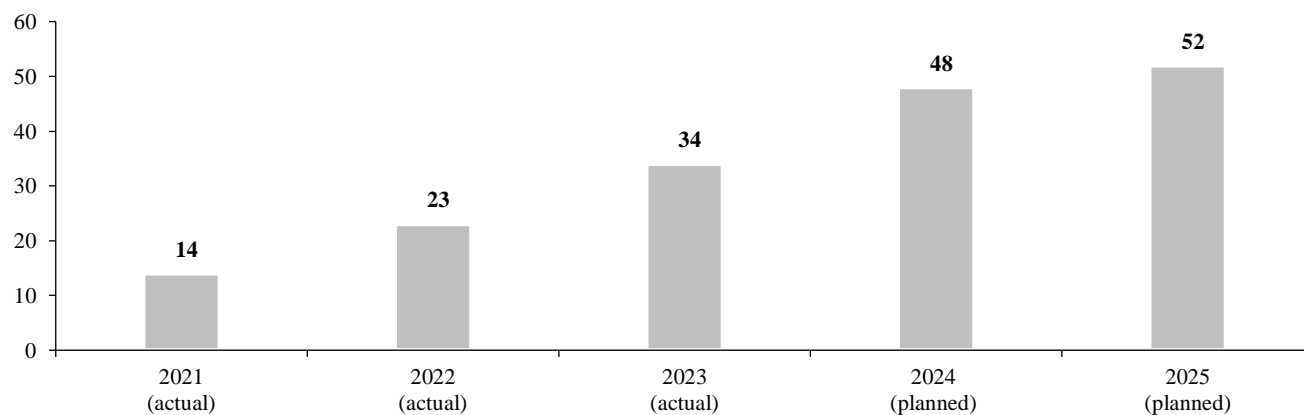
- 5.62 The subprogramme’s work contributed to 34 troop-contributing countries deploying infantry battalions prepared in line with United Nations standards, which did not meet the planned target of

36 infantry battalions. The target was not met due to administrative and logistical challenges precluding two Member States from receiving the training.

5.63 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 5.VIII).

Figure 5.VIII

Performance measure: number of troop-contributing countries deploying infantry battalions prepared in line with United Nations standards (cumulative)



Result 3: an online platform to foster direct collaboration among Member States on the preparation of peacekeeping personnel

Proposed programme plan for 2025

5.64 The subprogramme supports Member States that contribute peacekeeping personnel through partnerships, including with training institutions, for the delivery of training, and through capacity-building in the form of training infrastructure, equipment, and logistical and financial support to ensure the preparation, performance, safety and security of military and police personnel. In past years, training calendars were consolidated manually, on an annual basis.

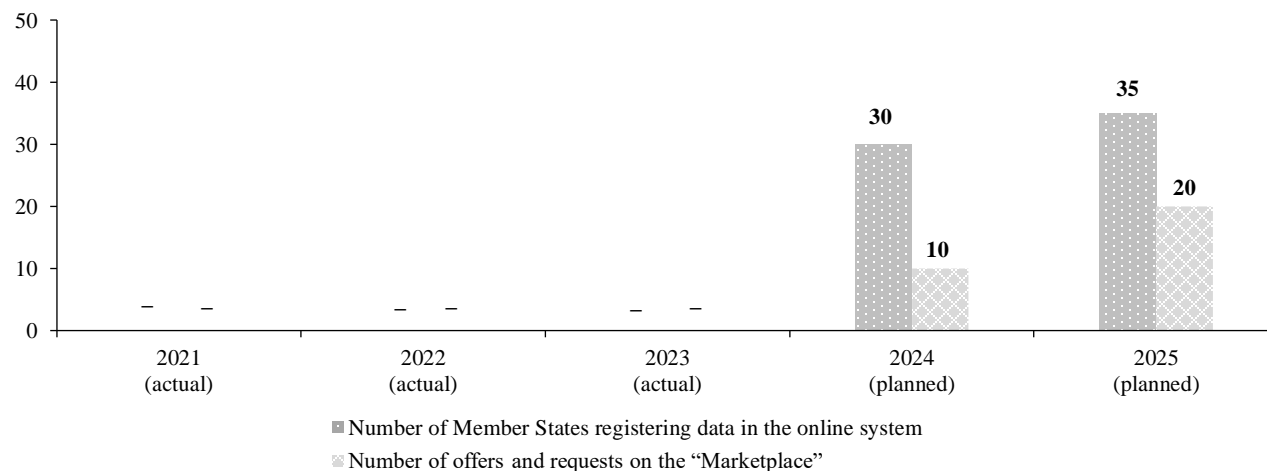
Lessons learned and planned change

5.65 The lesson for the subprogramme was that the manual consolidation of training calendars did not provide insight into eventual amendments to or cancellations of the planned activities once submitted. In applying the lesson, the subprogramme developed an online platform in 2023, which was opened for Member State registration in January 2024, to allow Member States to securely share their peacekeeping-related training activities with the light coordination mechanism by having designated users enter, update and share data with other Member States and receive alerts about scheduling conflicts. Increased use of the platform will contribute to better information-sharing and coordination among Member States and enable real-time insight into training plans, current capacities and partnerships. In 2024, the subprogramme will add a second feature, the “Marketplace”, through which Member States can directly engage with each other on offers of and requests for training and capacity-building support.

5.66 Expected progress towards the objective is presented in the performance measure below (see figure 5.IX).

Figure 5.IX

Performance measure: number of Member States registering their peacekeeping-related training and capacity-building data in the light coordination mechanism online system, and number of offers and requests on the “Marketplace”



Deliverables

5.67 Table 5.12 lists all deliverables of the subprogramme.

Table 5.12

Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	38	38	38	40
2. Meetings of the Special Committee on Peacekeeping Operations	34	34	34	36
3. Meetings of the Fourth Committee	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	6	5	5
4. In the areas of protection of civilians, child protection, community engagement, conflict-related sexual violence, policy planning, partnerships and force generation	5	6	5	5
Seminars, workshops and training events (number of days)	422	423	424	425
5. Workshops for the provision of strategic guidance, training-of-trainers and assistance in curriculum development and delivery, training methodology, materials and training gap identification to Member States, regional peacekeeping training and policy institutions, and field missions	365	365	367	367
6. Training events on leadership, management and administration for senior civilian and uniformed personnel from field missions and supporting offices, Member States and regional organizations	45	45	47	47
7. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	11	12	10	10

Part II Political affairs

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
8. Workshops for the European Union and its States members on operational support for United Nations peacekeeping operations	1	1	–	1
Technical materials (number of materials)	38	38	36	34
9. On all aspects of peacekeeping for Member States and field missions (policy papers, standard operating procedures, technical reports, lessons learned reports, training materials)	34	34	32	30
10. On capability requirements for United Nations peacekeeping operations	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: briefings and presentations to Member States on peacekeeping issues; expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional organizations and non-governmental organizations on peacekeeping issues.				
Databases and substantive digital materials: the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework; the Peacekeeping Capability Readiness System; the troop- and police-contributing countries knowledge management system; the policy and practice database; and the peacekeeping resource hub accessible to all Member States.				
D. Communication deliverables				
Outreach programmes, special events and information materials: knowledge management newsletter for 15,000 staff; training newsletters for approximately 120 troop- and police-contributing countries and their training institutions.				

B. Proposed post and non-post resource requirements for 2025

Overview

5.68 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 5.13 to 5.15.

Table 5.13

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	5 593.9	5 834.0	–	–	–	–	–	5 834.0
Other staff costs	114.4	130.3	–	–	–	–	–	130.3
Hospitality	–	1.6	–	–	–	–	–	1.6
Travel of staff	28.6	29.1	–	–	–	–	–	29.1
Contractual services	189.6	144.3	–	–	–	–	–	144.3
General operating expenses	99.2	98.1	–	–	–	–	–	98.1
Supplies and materials	4.3	45.1	–	–	–	–	–	45.1
Furniture and equipment	9.5	–	–	–	–	–	–	–
Total	6 039.5	6 282.5	–	–	–	–	–	6 282.5

Table 5.14

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2/1, 9 GS (OL)
Proposed for 2025	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2/1, 9 GS (OL)

Table 5.15

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
ASG	3	–	–	–	–	3
D-2	4	–	–	–	–	4
D-1	4	–	–	–	–	4

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); USG, Under-Secretary-General.

Part II Political affairs

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
P-5	3	–	–	–	–	3
P-3	1	–	–	–	–	1
P-2/1	2	–	–	–	–	2
Subtotal	18	–	–	–	–	18
General Service and related						
GS (OL)	9	–	–	–	–	9
Subtotal	9	–	–	–	–	9
Total	27	–	–	–	–	27

5.69 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 5.16 to 5.18 and figure 5.X.

5.70 As shown in tables 5.16 (1) and 5.17 (1), the overall resources proposed for 2025 amount to \$6,282,500 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.16

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total			
A. Executive direction and management	852.6	747.9	–	–	21.4	21.4	2.9	769.3	
B. Programme of work									
1. Operations	2 822.8	3 277.2	–	–	(8.0)	(8.0)	(0.2)	3 269.2	
2. Military	539.0	534.8	–	–	(6.7)	(6.7)	(1.3)	528.1	
3. Rule of law and security institutions	1 121.6	891.4	–	–	(6.7)	(6.7)	(0.8)	884.7	
4. Policy, evaluation and training	318.6	413.4	–	–	–	–	–	413.4	
Subtotal, B	4 802.0	5 116.8	–	–	(21.4)	(21.4)	(0.4)	5 095.4	
C. Programme support	384.9	417.8	–	–	–	–	–	417.8	
Subtotal, 1	6 039.5	6 282.5	–	–	–	–	–	6 282.5	

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	14 620.4	15 711.5	361.6	2.3	16 073.1
B. Programme of work					
1. Operations	11 435.2	13 341.8	(1 569.1)	(11.8)	11 772.7
2. Military	30 512.0	30 236.7	(174.5)	(0.6)	30 062.2

Section 5 Peacekeeping operations

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
3. Rule of law and security institutions	23 242.9	25 291.2	58.9	0.2	25 350.1
4. Policy, evaluation and training	14 453.6	14 677.9	29.0	0.2	14 706.9
Subtotal, B	79 643.7	83 547.6	(1 655.7)	(2.0)	81 891.9
C. Programme support	2 932.8	3 296.5	1.4	0.0	3 297.9
Subtotal, 2	97 196.9	102 555.6	(1 292.7)	(1.3)	101 262.9

(3) Extrabudgetary

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Executive direction and management	9 560.7	10 153.3	(350.0)	(3.4)	9 803.3
B. Programme of work					
1. Operations	251.6	95.1	–	–	95.1
2. Military	1 225.3	1 456.3	–	–	1 456.3
3. Rule of law and security institutions	48 178.3	44 999.4	–	–	44 999.4
4. Policy, evaluation and training	8 661.1	10 748.1	–	–	10 748.1
Subtotal, B	58 316.3	57 298.9	–	–	57 298.9
C. Programme support	1 099.4	1 204.5	–	–	1 204.5
Subtotal, 3	68 976.4	68 656.7	(350.0)	(0.5)	68 306.7
Total (1+2+3)	172 212.8	177 494.8	(1 642.7)	(0.9)	175 852.1

Table 5.17

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

<i>Component/subprogramme</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Executive direction and management	3	–	–	–	–	3
B. Programme of work						
1. Operations	15	–	–	–	–	15
2. Military	3	–	–	–	–	3
3. Rule of law and security institutions	3	–	–	–	–	3
4. Policy, evaluation and training	3	–	–	–	–	3
Subtotal, B	24	–	–	–	–	24
C. Programme support	–	–	–	–	–	–
Subtotal, 1	27	–	–	–	–	27

Part II Political affairs

(2) *Other assessed*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Executive direction and management	73	1	74
B. Programme of work			
1. Operations	59	(7)	52
2. Military	127	(1)	126
3. Rule of law and security institutions	108	–	108
4. Policy, evaluation and training	59	–	59
Subtotal, B	353	(8)	345
C. Programme support	7	–	7
Subtotal, 2	433	(7)	426

(3) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Executive direction and management	17	(1)	16
B. Programme of work			
1. Operations	–	–	–
2. Military	1	–	1
3. Rule of law and security institutions	64	–	64
4. Policy, evaluation and training	19	–	19
Subtotal, B	84	–	84
C. Programme support	8	–	8
Subtotal, 3	109	(1)	108
Total (1+2+3)	569	(8)	561

Table 5.18

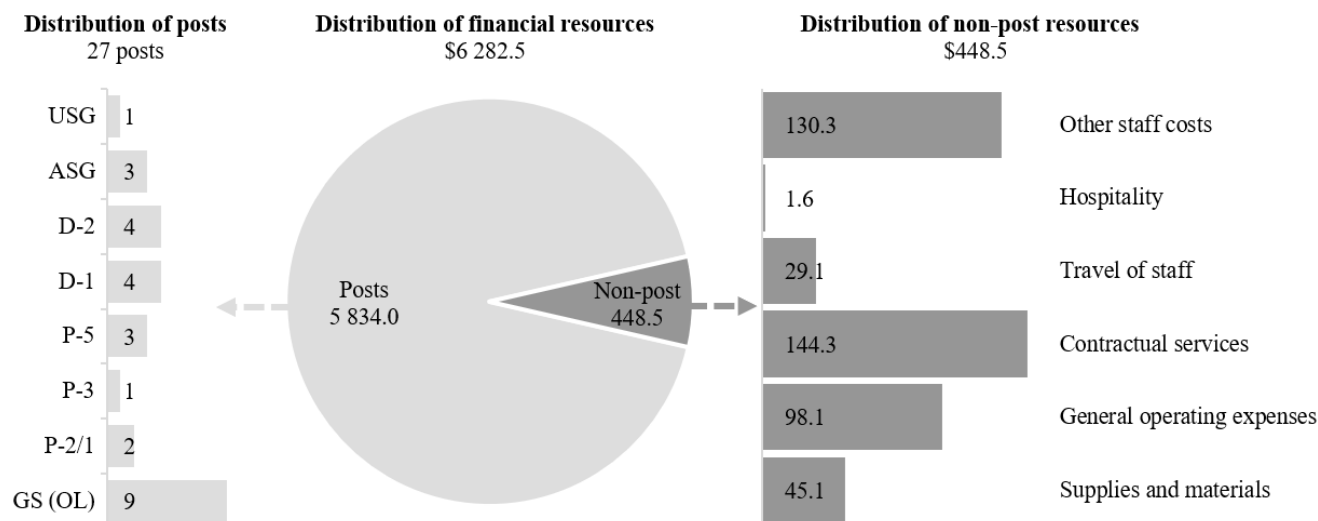
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>					<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Posts	5 593.9	5 834.0	–	–	–	–	–	5 834.0
Non-post	445.6	448.5	–	–	–	–	–	448.5
Total	6 039.5	6 282.5	–	–	–	–	–	6 282.5
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		9	–	–	–	–	–	9
Total		27	–	–	–	–	–	27

Figure 5.X
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

5.71 As shown in table 5.16 (1) cost-neutral changes are proposed as follows:

- (a) **Executive direction and management.** The increase of \$21,400 under travel of staff relates to the proposed redeployment of travel resources from subprogrammes 1, 2 and 3 to executive direction and management. Depending on the destination and duration of the trip, the amount of \$21,400 would cover approximately four trips by the Under-Secretary-General, to conduct consultations on various peacekeeping aspects in support of the mandate. Based on historical spending patterns, the majority of travel relates to trips undertaken by the Under-Secretary-General, resulting in the proposed redeployment of resources to executive direction and management;
- (b) **Subprogramme 1, Operations.** The decrease of \$8,000 under travel of staff relates to the proposed redeployment of resources under executive direction and management, as explained above;
- (c) **Subprogramme 2, Military.** The decrease of \$6,700 under travel of staff relates to the proposed redeployment of resources under executive direction of management, as explained above;
- (d) **Subprogramme 3, Rule of law and security institutions.** The decrease of \$6,700 under travel of staff relates to the proposed redeployment of resources under executive direction and management, as explained above.

Other assessed resources

5.72 As reflected in tables 5.16 (2) and 5.17 (2), other assessed resources amount to \$101,262,900. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 (A/78/746).

Extrabudgetary resources

- 5.73 As reflected in tables 5.16 (3) and 5.17 (3), extrabudgetary resources amount to \$68,306,700. The resources would complement regular budget resources and would be used mainly to provide for 108 posts (1 D-1, 13 P-5, 40 P-4, 30 P-3, 3 P-2/1, 3 General Service (Principal level) and 18 General Service (Other level)) and non-post resources that would be used to support the United Nations mine action programme, implementation of the Action for Peacekeeping initiative, digital innovation and transformation, the implementation of priorities related to women and peace and security, effective weapons management, regional capacity-building and the implementation of conflict-related sexual violence mandates.
- 5.74 The extrabudgetary resources under the present section are subject to the oversight of the Under-Secretary-General of the Department of Peace Operations, as per the delegation of authority by the Secretary-General.

Executive direction and management

- 5.75 The executive direction and management component comprises the Office of the Under-Secretary-General, the Gender Unit, the Integrated Assessment and Planning Unit, the Office of the Director for Peacekeeping Strategic Partnership and the Office of the Director for Coordination and Shared Services.
- 5.76 The main responsibilities of the executive direction and management component include the following functions:
- (a) Direct, manage and provide political and policy guidance and strategic direction to the Department-led operations, including in the performance of political, programmatic, managerial and administrative functions;
 - (b) Formulate guidelines and policies for peacekeeping operations, based on Security Council mandates;
 - (c) Advise the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners, and protection of civilians;
 - (d) Maintain high-level contact with parties to conflict and Member States, in particular the Security Council, as well as troop-, police- and financially contributing countries, in the implementation of the Security Council mandates;
 - (e) Support peacekeeping operations.
- 5.77 The Integrated Assessment and Planning Unit will strengthen analysis and planning at Headquarters and in the missions and provide related guidance, training and support to planning processes in line with the Action for Peacekeeping Plus implementation strategy. The Gender Unit will facilitate the implementation of commitments on gender equality and women and peace and security through strategic and policy guidance, capacity-building and knowledge management, data driven evidence-generation, gender analysis and systematized gender integration, including the operational and technical backstopping of peacekeeping operations.
- 5.78 The Office of the Director for Peacekeeping Strategic Partnership will undertake reviews of peacekeeping operations mandated by the General Assembly. In particular, the Office will coordinate and drive implementation of the action plan for improving the safety and security of United Nations peacekeepers with Headquarters and all high-risk missions and undertake integrated studies and after-action reviews.

- 5.79 The Office of the Director for Coordination and Shared Services, which reports to the Under-Secretaries-General of both the Departments of Peace Operations and Political and Peacebuilding Affairs, includes the joint Executive Office, the Leadership Support Section, the Peacekeeping Situation Centre, the Strategic Communications Section, the Focal Point for Security, the Information Management Unit and the Registry. The Office will continue to provide support to peacekeeping operations for organizational resilience and crisis management, as well as the enhancement of reporting and data analytics capacities and products. The Office will pursue its strategic communication efforts in support of peacekeeping, with particular emphasis on social media and countering misinformation and disinformation. It will coordinate processes for the selection of, and support for, senior mission leadership and will continue outreach efforts to increase and diversify the pool of candidates.
- 5.80 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. The Department will continue to rely on electronic record-keeping and communications in order to reduce printing, paper-based filing and the use of photocopy paper. The Department also plans to improve e-waste management to facilitate the environmentally friendly disposal of expendable e-waste.
- 5.81 Information on the timely submission of documentation and advance booking for air travel is reflected in table 5.19. The Department has continued its efforts to raise awareness among staff through various forms of communication on the importance of early planning for travels and complying with the 16-day advance purchase policy. Managers are required to implement preventive and corrective measures. In 2023, all documents were submitted within the prescribed timelines.

Table 5.19
Compliance rate
(Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	65	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	40	33	33	100	100

- 5.82 The proposed regular budget resources for 2025 amount to \$769,300 and reflect an increase of \$21,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 5.71 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 5.20 and figure 5.XI.

Table 5.20
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

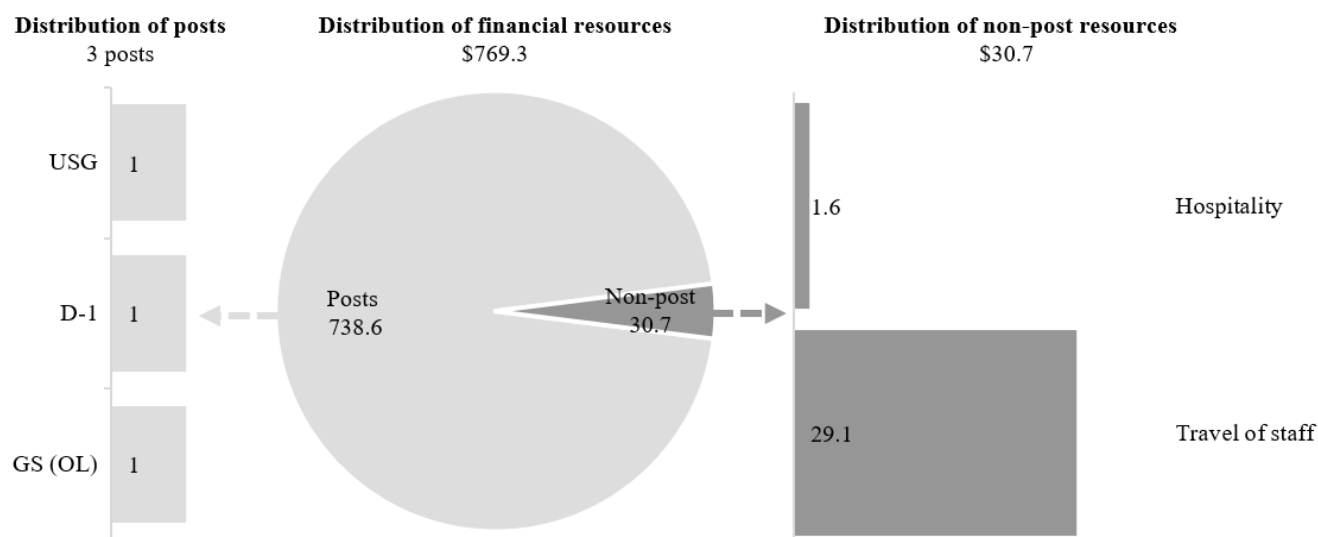
	2023 <i>expenditure</i>	2024 <i>approved</i>	<i>Changes</i>					2025 <i>estimate</i> (before <i>recosting</i>)
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Posts	815.6	738.6	–	–	–	–	–	738.6
Non-post	37.0	9.3	–	–	21.4	21.4	230.1	30.7
Total	852.6	747.9	–	–	21.4	21.4	2.9	769.3

Part II Political affairs

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		2	–	–	–	–	2
General Service and related		1	–	–	–	–	1
Total		3	–	–	–	–	3

Figure 5.XI
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

**Subprogramme 1
 Operations**

5.83 The proposed regular budget resources for 2025 amount to \$3,269,200 and reflect a decrease of \$8,000 compared with the approved budget for 2024. The proposed change is explained in paragraph 5.71 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 5.21 and figure 5.XII.

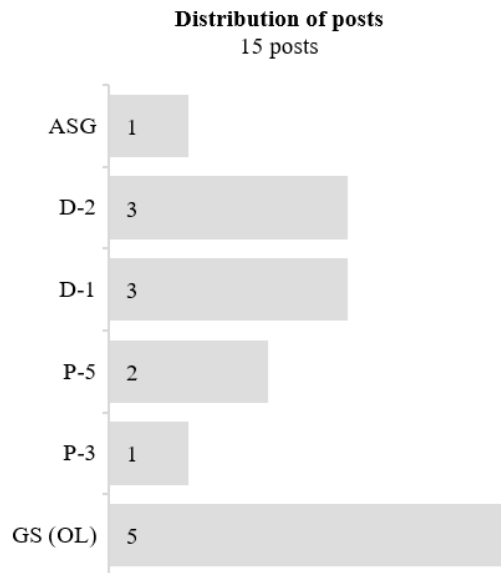
Table 5.21
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	2 799.5	3 269.2	–	–	–	–	3 269.2	
Non-post	23.3	8.0	–	–	(8.0)	(8.0)	–	
Total	2 822.8	3 277.2	–	–	(8.0)	(8.0)	(0.2)	3 269.2
Post resources by category								
Professional and higher		10	–	–	–	–	10	
General Service and related		5	–	–	–	–	5	
Total		15	–	–	–	–	15	

Figure 5.XII
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 2
Military

5.84 The proposed regular budget resources for 2025 amount to \$528,100 and reflect a decrease of \$6,700 compared with the approved budget for 2024. The proposed change is explained in paragraph 5.71 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 5.22 and figure 5.XIII.

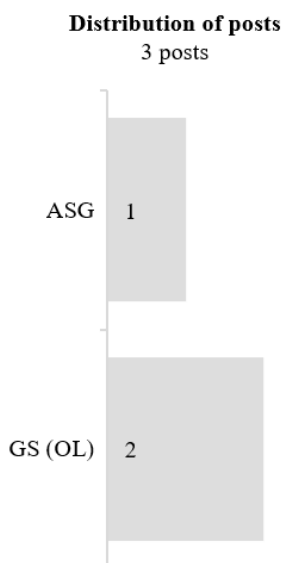
Table 5.22
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	538.6	528.1	–	–	–	–	528.1
Non-post	0.4	6.7	–	–	(6.7)	(6.7)	–
Total	538.0	534.8	–	–	(6.7)	(6.7)	528.1
Post resources by category							
Professional and higher		1	–	–	–	–	1
General Service and related		2	–	–	–	–	2
Total		3	–	–	–	–	3

Figure 5.XIII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3
Rule of law and security institutions

5.85 The proposed regular budget resources for 2025 amount to \$884,700 and reflect a decrease of \$6,700 compared with the approved budget for 2024. The proposed change is explained in paragraph 5.71 (d). Additional details on the distribution of the proposed resources for 2025 are reflected in table 5.23 and figure 5.XIV.

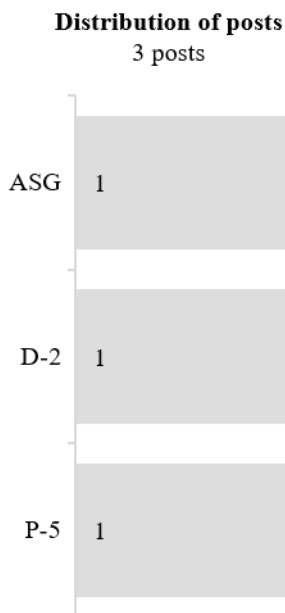
Table 5.23
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 121.6	884.7	–	–	–	–	–	884.7	
Non-post	–	6.7	–	–	(6.7)	(6.7)	(100.0)	–	
Total	1 121.6	891.4	–	–	(6.7)	(6.7)	(0.8)	884.7	
Post resources by category									
Professional and higher		3	–	–	–	–	–	3	
General Service and related		–	–	–	–	–	–	–	
Total		3	–	–	–	–	–	3	

Figure 5.XIV
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 4
Policy, evaluation and training

5.86 The proposed regular budget resources for 2025 amount to \$413,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 5.24 and figure 5.XV.

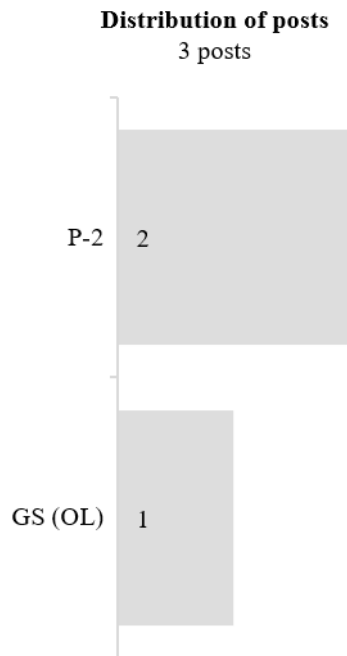
Table 5.24
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	318.6	413.4	–	–	–	–	–	–	413.4
Total	318.6	413.4	–	–	–	–	–	–	413.4
Post resources by category									
Professional and higher		2	–	–	–	–	–	–	2
General Service and related		1	–	–	–	–	–	–	1
Total		3	–	–	–	–	–	–	3

Figure 5.XV
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

5.87 The proposed regular budget resources for 2025 amount to \$417,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 5.25 and figure 5.XVI.

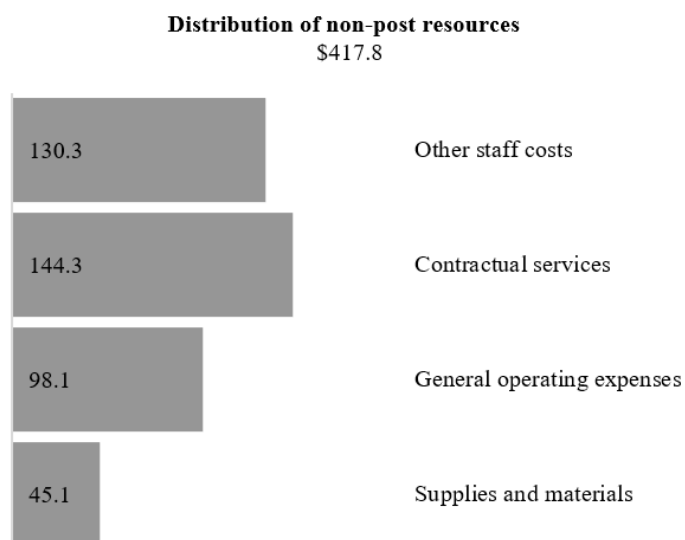
Table 5.25
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Non-post	384.9	417.8	–	–	–	–	–	417.8	
Total	384.9	417.8	–	–	–	–	–	417.8	

Figure 5.XVI
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



II. United Nations Truce Supervision Organization

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 5.88 The United Nations Truce Supervision Organization (UNTSO) is mandated to assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements. Its mandate derives from Security Council resolutions and decisions, including resolutions [50 \(1948\)](#), [54 \(1948\)](#) and [73 \(1949\)](#). The military observers, assigned to assist the United Nations Mediator in supervising the truce in Palestine pursuant to resolution [50 \(1948\)](#), became UNTSO pursuant to resolution [73 \(1949\)](#) to supervise the Armistice Agreements between the parties to the Arab-Israeli conflict. Following the wars of 1956, 1967 and 1973, the functions of the observers were adapted in response to altered circumstances.
- 5.89 UNTSO activities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic are aimed at maintaining the regional liaison architecture established under the Armistice Agreements. UNTSO provides trained military observers to the United Nations Disengagement Observer Force (UNDOF) and the United Nations Interim Force in Lebanon.

Programme of work

Objective

- 5.90 The objective, to which UNTSO contributes, is to ensure adherence to the Armistice Agreements of 1949 and related agreements.

Strategy and external factors for 2025

- 5.91 To contribute to the objective, UNTSO will:
- (a) Provide trained military observers to UNDOF and UNIFIL to assist in their mandate implementation by providing timely and accurate observation, reports, investigations and inspections. The mission provides administrative, logistical, communications and security support to all outstations and liaison offices;
 - (b) Conduct regional liaison through strategic engagement and regular interaction with the parties, as well as senior representatives of troop-contributing countries and other Member States in the mandate area, and conduct regular liaison, through offices in Egypt, Lebanon and the Syrian Arab Republic, and with Israel and Jordan from its headquarters;
 - (c) Support informed strategic analysis and decision-making within the Organization, with peacekeeping partners and among regional actors through regional assessments, and support peacekeeping partnerships in coordination with other United Nations entities;
 - (d) Conduct seminars, briefings and information exchanges with regional stakeholders, think tanks and senior representatives of troop-contributing countries and other Member States.
- 5.92 The above-mentioned work is expected to result in:
- (a) Reliable communications channels and relations of confidence with the parties, conflict resolution, reduced tensions, avoidance of misunderstandings that could escalate into cross-

boundary conflict and expanded liaison and information networks with national and local community representatives and with actors with influence in the areas of interest;

- (b) Strengthened situational awareness and decision-making by other United Nations entities, enhancing the impact of regional United Nations presences;
 - (c) Improved cooperation and understanding of cross-cutting regional issues among regional counterparts.
- 5.93 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) All parties to the Armistice Agreements of 1949 and related agreements will cooperate with UNTSO in the performance of its functions;
 - (b) All parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.
- 5.94 With regard to cooperation with other entities and inter-agency coordination and liaison, UNTSO will engage with relevant national and regional organizations, and cooperate and closely coordinate with its regional peacekeeping partners, special political missions, humanitarian coordinators, United Nations security management systems in all five countries in which it operates and other relevant agencies. These engagements are intended to facilitate the sharing and validation of information from the ground, integrate assessments, ensure consistent key messages and capture synergies to enhance the collective value of regional United Nations presences in the Middle East. This strategic cooperation will take place between the heads of missions and agencies through regular consultations and regional inter-mission engagements, as well as at the working level. UNTSO will continue to expand information-sharing and analysis on regional trends affecting the implementation of United Nations mandates, including through consultative inter-mission coordination activities.
- 5.95 The mission will continue to integrate a gender perspective in its operational activities, deliverables and results, as appropriate. This will include ensuring the inclusion of female military observers in operations and female language assistants in UNTSO activities.

Evaluation activities

- 5.96 The following evaluations conducted by UNTSO and completed in 2023 have guided the proposed programme plan for 2025:
- (a) Evaluation of the distribution of equipment and supplies across the mission's areas of operations;
 - (b) Evaluation of the complexity of the supply chain process across countries and for liaison offices and observer groups.
- 5.97 In response to the results of the evaluations referenced above and the increasing complexity of distributing equipment and supplies, including restrictions at crossings and lengthy administrative and clearance procedures, UNTSO will continue to adapt its operations to ensure continued support of mandated activities across the mission area. UNTSO will implement mitigation measures, including adjusting its activity schedules, consolidating shipments where possible for more efficient utilization of human and material resources, increasing liaison with regional missions for support, undertaking additional communication with local authorities and pursuing local sourcing, where possible, to expedite the delivery of required material, ensuring compliance with local technical standards and minimizing potential customs clearance difficulties.

Programme performance in 2023

Increased awareness of the mandate of the United Nations Truce Supervision Organization and its contribution to stability in the region

- 5.98 The mission regularly engages with diverse national and international actors with regional and country-level expertise to enable a comprehensive situational awareness of regional trends and drivers of armed conflict. UNTSO took the opportunity of the seventy-fifth anniversary of the mission and United Nations peacekeeping to engage with host countries and other Member State representatives in the region, including through commemorations in Beirut, Damascus and Jerusalem. In addition, following increased tensions in the region since October 2023, the mission increased its outreach and engagement with host countries, the resident diplomatic community and representatives of troop-contributing countries to increase awareness of the UNTSO mandate and its contribution to stability in the region.
- 5.99 Progress towards the objective is presented in the performance measure below (see table 5.26).

Table 5.26
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Through strategic communication, the mission increased awareness among host countries, the resident diplomatic community and 28 troop-contributing countries of the UNTSO mandate and its contribution to stability in the region

Planned results for 2025

Result 1: improved situational awareness in the Sinai

Programme performance in 2023 and target for 2025

- 5.100 The mission’s work contributed to improved situational awareness in the Sinai, with the resumption of patrolling in central Sinai in August 2023 and northern Sinai in December 2023, which met the planned target.
- 5.101 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 5.27).

Table 5.27
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
General inspection and administrative move to Cairo completed to support planning for the resumption of patrolling in the Sinai	Patrolling in the Sinai restarted, providing situational awareness in the region	Improved situational awareness through resumption of patrolling in central Sinai in August 2023 and northern Sinai in December 2023	Improved situational awareness through maintained patrolling operations in the Sinai	Situational awareness maintained through patrolling operations throughout the Sinai

Result 2: improved confidence in decision-making by the United Nations Disengagement Observer Force through upgraded observation

Programme performance in 2023 and target for 2025

- 5.102 The mission’s work contributed to the maintenance of reporting through observation within existing capability and planning for the reoccupation of observation post 52, which did not meet the planned target of improved accuracy and quality of reporting through upgraded 24-hour observation equipment with recording capability and increased observation capability through reconstruction and reopening of observation post 52. The target was not met due to the security situation, which delayed the delivery, and therefore deployment, of upgraded observation equipment and the reconstruction and reoccupation of observation post 52.
- 5.103 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 5.28).

Table 5.28
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Limited visibility and object identification at night and lack of recording capability	Reporting maintained through observation with existing capability	Improved confidence in decision-making by UNDOF enabled by improved accuracy and quality of reporting through upgraded 24-hour observation equipment at five observation posts	Improved quality of reporting enabled by additional observation of the area of separation and its limits, the Alpha and Bravo lines

Result 3: increased engagement in the mandate and work of the United Nations Truce Supervision Organization

Proposed programme plan for 2025

- 5.104 Building on the commemoration of the seventy-fifth anniversary of the mission and United Nations peacekeeping, the mission has been exploring ways to strengthen its outreach.

Lessons learned and planned change

- 5.105 The lesson for the mission was to utilize strategic communication to raise awareness, build support for the mandate of UNTSO and disseminate accurate and reliable information. In applying the lesson, the mission will further develop its regional liaison function with a comprehensive set of meetings strengthened by a new digital outreach to effectively reach specific intended audiences, including host Governments and other Member States, as well as troop-contributing countries, think tanks and academics, in line with the Strategy for the Digital Transformation of United Nations Peacekeeping.
- 5.106 Expected progress towards the objective is presented in the performance measure below (see table 5.29).

Table 5.29
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Information on the history and mandate of UNTSO available through the seventy-fifth anniversary commemorations and the corresponding Yearbook	Increased engagement by think tanks and academics, enabling better analysis and awareness of national and regional dynamics and perspectives	Enhanced regional liaison through diversified engagement with target audiences, including Member States, troop-contributing countries, think tanks and academics

Legislative mandates

5.107 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to UNTSO.

Security Council resolutions

50 (1948)

73 (1949)

54 (1948)

Deliverables

5.108 Table 5.30 lists all deliverables of UNTSO.

Table 5.30
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	16	23	16	16
1. Seminars on the implications of regional developments for peacekeeping areas	2	2	2	2
2. Seminars on UNTSO operations (requested by Member States and international organizations)	14	21	14	14
C. Substantive deliverables				
Consultation, advice and advocacy: consultation and liaison with national authorities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic, as well as local government officials, community leaders, international interlocutors and United Nations operations, organizations and country offices in the mission area to assess regional stability/security conditions, regional trend effects and potential disturbances among the parties and on peacekeeping areas of operation, and with the 28 troop-contributing countries and other Member State representatives.				
E. Enabling deliverables				
Administration: weekly, monthly, and annual situation reports; analytical assessment and thematic reports and briefings; quarterly update briefs on each mandate country; tactical operational reports, including daily operational reports, incident reports and investigation reports; inter-mission support agreements with the Office of the Special Coordinator for the Middle East Peace Process, UNIFIL and UNDOF; and monthly mandatory induction training of incoming military observers prior to deployment in observer groups and liaison offices, and tactical training of military observers on the use of observation equipment.				

B. Proposed post and non-post resource requirements for 2025

Overview

5.109 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 5.31 to 5.33.

Table 5.31

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	24 097.7	24 157.4	–	–	22.2	22.2	0.1	24 179.6
Other staff costs	9 785.3	10 378.7	–	–	–	–	–	10 378.7
Hospitality	8.0	8.1	–	–	–	–	–	8.1
Travel of staff	327.4	349.8	–	–	50.7	50.7	14.5	400.5
Contractual services	685.6	700.0	–	–	(139.2)	(139.2)	(19.9)	560.8
General operating expenses	2 114.7	2 144.9	–	–	(76.3)	(76.3)	(3.6)	2 068.6
Supplies and materials	702.2	487.1	–	–	(20.1)	(20.1)	(4.1)	467.0
Furniture and equipment	2 515.7	2 675.8	–	–	843.0	843.0	31.5	3 518.8
Improvement of premises	38.1	109.3	–	–	110.7	110.7	101.3	220.0
Other	(50.7)	–	–	–	–	–	–	–
Total	40 224.0	41 011.1	–	–	791.0	791.0	1.9	41 802.1

Table 5.32

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	229	1 ASG, 2 D-1, 2 P-5, 3 P-4, 3 P-3, 70 FS, 2 NPO, 146 LL
Reclassification	–	P-4 to P-5 for Chief Security Officer
Proposed for 2025	229	1 ASG, 2 D-1, 3 P-5, 2 P-4, 3 P-3, 70 FS, 2 NPO, 146 LL

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer.

Table 5.33
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	2	–	–	1	1	3
P-4	3	–	–	(1)	(1)	2
P-3	3	–	–	–	–	3
Subtotal	11	–	–	–	–	11
General Service and related						
FS	70	–	–	–	–	70
NPO	2	–	–	–	–	2
LL	146	–	–	–	–	146
Subtotal	218	–	–	–	–	218
Total	229	–	–	–	–	229

5.110 Additional details on the distribution of the proposed resources for 2025 are reflected in table 5.34 and figure 5.XVII.

5.111 As shown in table 5.34, the overall resources proposed for 2025 amount to \$41,802,100 before recosting, reflecting an increase of \$791,000 (or 1.9 per cent) compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

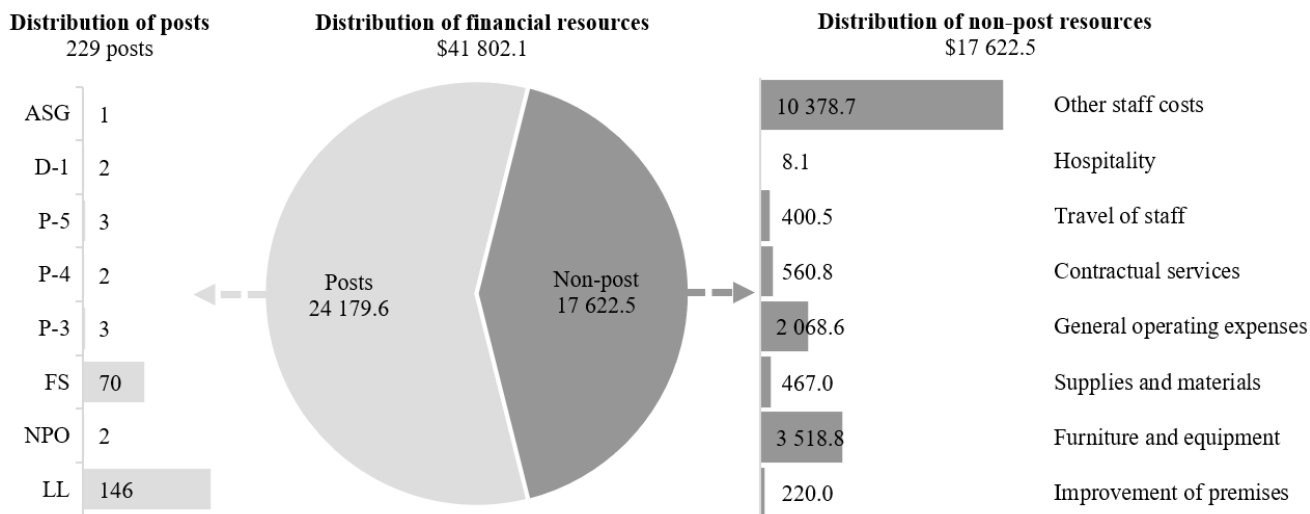
Table 5.34
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Posts	24 097.7	24 157.4	–	–	22.2	22.2	0.1	24 179.6
Non-post	16 126.3	16 853.7	–	–	768.8	768.8	4.6	17 622.5
Total	40 224.0	41 011.1	–	–	791.0	791.0	1.9	41 802.1
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		218	–	–	–	–	–	218
Total		229	–	–	–	–	–	229

Figure 5.XVII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

5.112 As shown in table 5.31, resource changes reflect a net increase of \$791,000 as follows:

- (a) **Posts.** The increase of \$22,200 reflects the proposed reclassification of one post of Chief Security Officer from the P-4 to the P-5 level (see annex II);
- (b) **Non-posts.** The net increase of \$768,800 reflects:
 - (i) An increase of \$50,700 that would cover travel of staff to the field to install the United field remote infrastructure monitoring system and upgrade the infrastructure for communication and microwave links on the Golan, and travel to provide technical and operational support to outstations;
 - (ii) An increase of \$843,000 under furniture and equipment that would provide mainly for:
 - a. The purchase of six units of mid-range optical equipment, including the operating system, to be positioned at six observation posts at the Golan for military observers to conduct 24-hour observation and support UNTSO in recording incidents, improve the accuracy of reporting, facilitate investigations, enhance situational awareness and provide improved safety and security. The six units would supplement the two units of long-range electrical optical system cameras, including the operating system, for the observation posts to be acquired in 2024, in line with the recommendations of the military capability study (\$525,000);
 - b. The replacement of 15 vehicles and acquisition of 2 additional vehicles in 2025 (\$178,200);
 - (iii) An increase of \$110,700 under improvement of premises that would provide for periodic maintenance and upgrade of all observation posts on both Alpha and Bravo sides of the Golan to ensure safe accessibility to and from observation posts for military observers;

(iv) The increased requirements are partially offset by reductions of \$235,600 under the following: contractual services (\$139,200); general operating expenses (\$76,300), due to reduced maintenance work planned for the premises at UNTSO headquarters in Jerusalem; and supplies and materials (\$20,100), due to lower requirements for the replacement of uniforms.

5.113 In 2023, UNTSO remained steadfast in enforcing stringent measures to maintain compliance with the advance ticket purchase policy, resulting in a 96 per cent compliance rate. UNTSO diligently monitored adherence to the policy through standard Umoja Business Intelligence reports, aiming to streamline the process of requesting and approving official travel.

Table 5.35
Compliance rate

(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Air tickets purchased at least two weeks before the commencement of travel	74	97	96	100	100

III. United Nations Military Observer Group in India and Pakistan

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2025

- 5.116 To contribute to the objective, UNMOGIP will:
- (a) Continue to focus on the core mandated tasks of prevention, early warning, observation and reporting, and confidence-building;
 - (b) Provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate;
 - (c) Continue to employ military observers on both sides of the line of control for the conduct of patrols, inspections; and investigations of alleged violations of the ceasefire and the performance of other tasks in the vicinity of the line of control to the extent permitted by the host countries.
- 5.117 The above-mentioned work is expected to result in adherence to the ceasefire through the presence of United Nations military observers.
- 5.118 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Host countries cooperate with UNMOGIP in observing the ceasefire and refraining from hostilities and any action that may aggravate the situation or endanger international peace as embodied in Security Council resolution [307 \(1971\)](#);
 - (b) India and Pakistan remain willing to support UNMOGIP in the conduct of its activities for the delivery of its mandate.
- 5.119 The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. This includes ensuring that the United Nations military observers engage in a

comprehensive manner with local communities, among both men and women, to ensure that the mission has a gender-sensitive understanding of community perspectives of the situation on the ground and to facilitate the planning and conduct of mission operations.

Programme performance in 2023

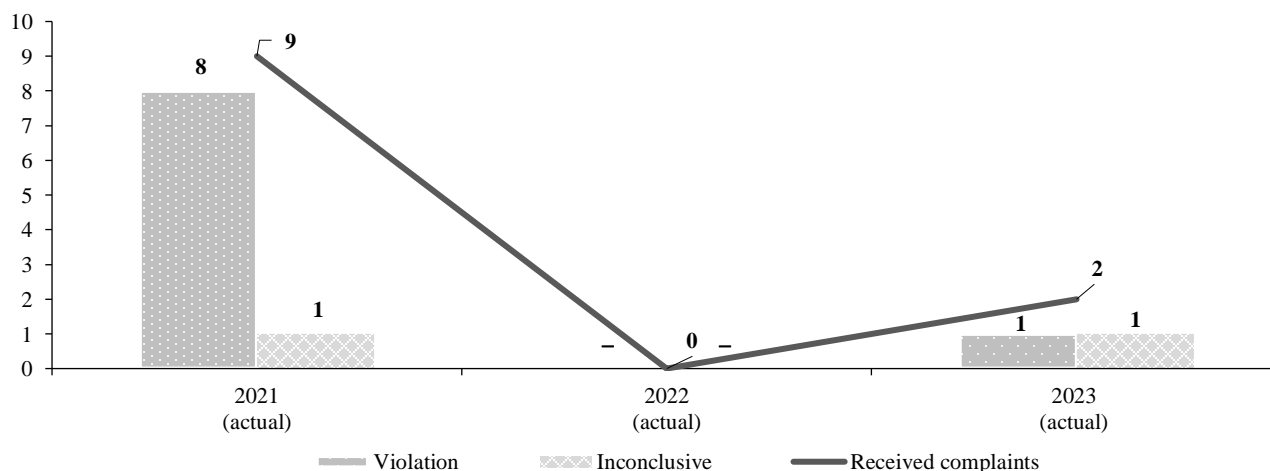
Limited number of complaints concerning alleged ceasefire violations

5.120 To implement its mandate, UNMOGIP undertakes best efforts to monitor the ceasefire between India and Pakistan at the line of control. During 2023, the mission ensured supervision of the ceasefire through the presence of United Nations military observers at the 10 UNMOGIP field stations on both sides of the line of control. UNMOGIP continued to implement its mandate by performing core field tasks. The mission received two complaints concerning alleged ceasefire violations in 2023. In addition, it received 17 petitions from recognized political groups on the situation at and in the vicinity of the line of control in Jammu and Kashmir, expressing concerns over developments affecting Kashmir, in both India and Pakistan.

5.121 Progress towards the objective is presented in the performance measure below (see figure 5.XVIII).

Figure 5.XVIII

Performance measure: number of investigated complaints (annual)



Planned results for 2025

Result 1: increased presence at the line of control

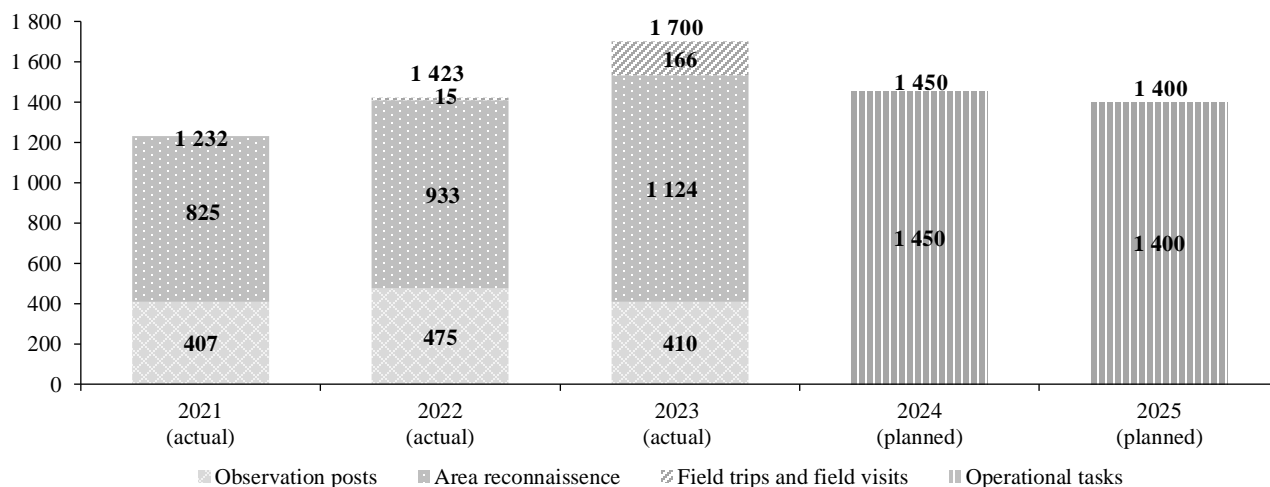
Programme performance in 2023 and target for 2025

5.122 The mission's work contributed to the increased presence of United Nations military observers at UNMOGIP field stations on both sides of the line of control, with 1,700 operational tasks conducted, which exceeded the planned target of 1,400 operational tasks.

5.123 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 5.XIX).

Figure 5.XIX
Performance measure: presence at the line of control (annual)

(Number of operational tasks)



Result 2: enhanced observation along the line of control

Programme performance in 2023 and target for 2025

- 5.124 The mission’s work contributed to the use of new software by a limited number of field stations, which did not meet the planned target of increased accuracy of observation through new software to store, review and analyse data. The target was not met due to the need for further training of military observers on using the software.
- 5.125 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 5.36).

Table 5.36
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Use of observation equipment with limited capabilities and scoping of the requirements for new equipment	Enhanced field observation and reporting at field stations with the new observation equipment	Use of new software to store, review and analyse data by a limited number of field stations	Enhanced observation and reporting along the line of control with all field stations using the new observation equipment	Quality of observation and reporting maintained by all field stations

Result 3: improved situational awareness through geospatial information systems

Proposed programme plan for 2025

- 5.126 United Nations military observers routinely travel by land through insecure mountain ranges to inspect vast and remote areas along the line of control. Because of the rugged terrain in the area of operation, routes are often in bad and unpredictable condition, and the military observers therefore need geospatial technologies to better plan patrols and observer missions. In 2022, a new operational map was used by the mission to plan observer missions.

Lessons learned and planned change

- 5.127 The lesson for the mission was the need to further enhance the operational map to enable a comprehensive picture to be gained of the situation on the ground and to provide real-time information to support patrols. In applying the lesson, the mission will work with the United Nations Global Service Centre to utilize geospatial information systems to add additional layers of information and data points into the operational map, such as the location of field posts, public facilities and road infrastructure. The use of such systems will also enable real-time tracking of the movements of military observers and information-sharing on security incidents.
- 5.128 Expected progress towards the objective is presented in the performance measure below (see table 5.37).

**Table 5.37
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023(actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Observation based on traditional handheld global positioning systems and VHF/HF radio systems	Planning of observer missions through the introduction of the first stage of an operational map	Identification of requirements to enhance operational maps to ensure that they are fit for purpose	Patrols planned through pilot testing of operational maps with additional data points and information layers	Enhanced security and improved planning of patrols through the use of comprehensive operational maps with real-time information

Legislative mandates

- 5.129 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to UNMOGIP.

Security Council resolutions

39 (1948) 307 (1971)
47 (1948)

Deliverables

- 5.130 Table 5.38 lists all deliverables of UNMOGIP.

**Table 5.38
Deliverables for 2025, by category and subcategory**

<i>Category and subcategory</i>
C. Substantive deliverables
Consultation, advice, and advocacy: regular engagement with military personnel of host nations.
D. Communication deliverables
Outreach programmes, special events and information materials: briefings and presentations to troop-contributing countries' ambassadors and military attachés.
Digital platforms and multimedia content: UNMOGIP website.
E. Enabling deliverables
Administration: investigation reports, field trips reports, incident reports, daily, weekly, monthly and annual situation reports, monthly induction training of incoming military observers, and bimonthly training of officers-in-charge.

B. Proposed post and non-post resource requirements for 2025

Overview

5.131 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 5.39 to 5.41.

Table 5.39

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	5 376.5	5 152.8	–	–	–	–	–	5 152.8
Other staff costs	1 542.6	1 701.1	–	–	–	–	–	1 701.1
Hospitality	19.1	20.9	–	–	–	–	–	20.9
Travel of staff	388.8	412.2	–	–	(17.0)	(17.0)	(4.1)	395.2
Contractual services	251.1	319.1	–	–	(70.9)	(70.9)	(22.2)	248.2
General operating expenses	1 130.4	1 307.8	–	–	(87.3)	(87.3)	(6.7)	1 220.5
Supplies and materials	400.0	333.0	–	–	76.4	76.4	22.9	409.4
Furniture and equipment	800.5	559.9	–	–	98.8	98.8	17.6	658.7
Other	59.5	–	–	–	–	–	–	–
Total	9 968.5	9 806.8	–	–	–	–	–	9 806.8

Table 5.40

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	74	1 D-2, 1 P-5, 1 P-4, 22 FS, 49 LL
Proposed for 2025	74	1 D-2, 1 P-5, 1 P-4, 22 FS, 49 LL

Table 5.41

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	–	–	–	1
Subtotal	3	–	–	–	–	3

Note: The following abbreviations are used in tables and figures: FS, Field Service; (LL), Local level.

Part II Political affairs

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
FS	22	–	–	–	–	22
LL	49	–	–	–	–	49
Subtotal	71	–	–	–	–	71
Total	74	–	–	–	–	74

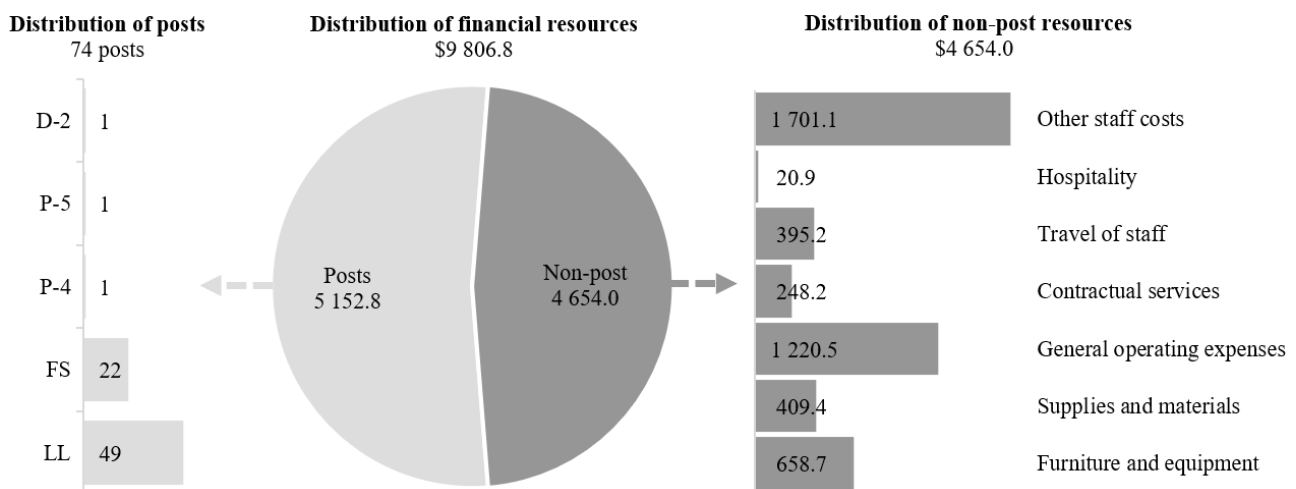
5.132 Additional details on the distribution of the proposed resources for 2025 are reflected in table 5.42 and figure 5.XX.

5.133 As shown in table 5.42, the overall resources proposed for 2025 amount to \$9,806,800 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient, and effective implementation of mandates.

Table 5.42 Overall: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	5 376.5	5 152.8	–	–	–	–	–	5 152.8
Non-post	4 592.0	4 654.0	–	–	–	–	–	4 654.0
Total	9 968.5	9 806.8	–	–	–	–	–	9 806.8
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		71	–	–	–	–	–	71
Total		74	–	–	–	–	–	74

Figure 5.XX Distribution of proposed resources for 2025 (before recosting)
(Number of posts/thousands of United States dollars)



Section 5 **Peacekeeping operations**

5.134 Information on advance booking for air travel is reflected in table 5.43. UNMOGIP continues to raise awareness among staff and emphasize the importance and need to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are mentioned, and statistics and trends are distributed to managers on a quarterly basis.

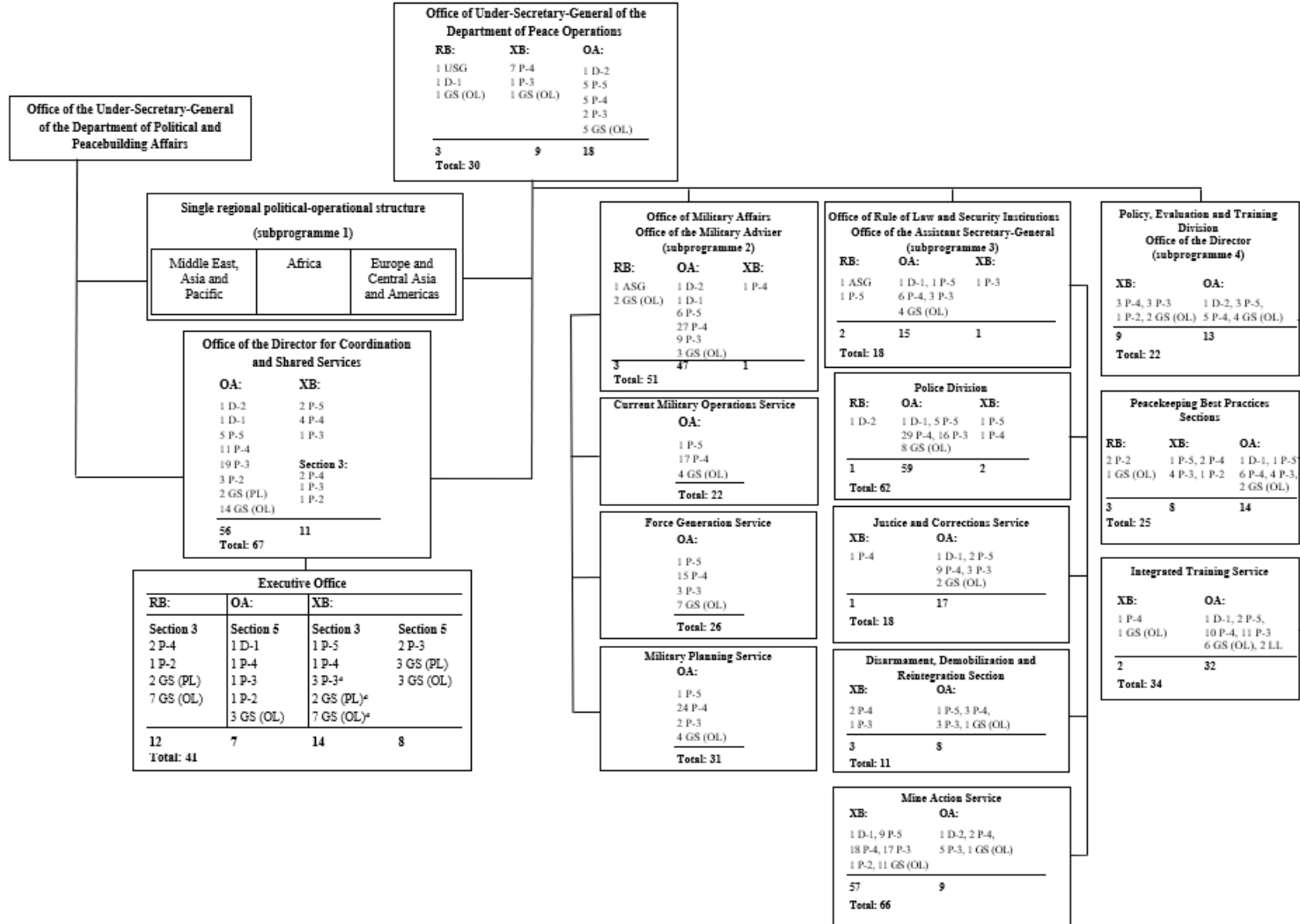
Table 5.43
Compliance rate
(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Air tickets purchased at least two weeks before the commencement of travel	32	40	38	100	100

Annex I

Organizational structure and post distribution for 2025

A. Department of Peace Operations



^a 2 P-3 posts, 1 General Service (Principal level) post and 2 General Service (Other level) posts funded from extrabudgetary resources of the Office of Counter-Terrorism are located in the joint Executive Office of Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

B. Single regional political-operational structure (subprogramme 1)^a

Office of the Assistant Secretary-General Middle East, Asia, Pacific			
RB:		OA:	
Section 3	Section 5	Section 5	
1 ASG 1 P-5 1 P-3 2 GS (OL)	1 GS (OL)	1 P-4	
5	1	1	
Total: 7			

Middle East Division			
RB:		OA:	XB:
Section 3	Section 5	Section 5	Section 3
1 D-2 1 D-1 3 P-5 2 P-4 2 P-3 1 P-2 3 GS (OL)	1 D-1	1 P-5 2 P-4 1 P-3 1 P-2 2 GS (OL)	1 P-5 7 P-4 3 P-3 3 GS (OL)
13	1	7	14
Total: 35			

Asia and Pacific Division			
RB:		OA:	XB:
Section 3	Section 5	Section 5	Section 3
1 D-1 2 P-5 2 P-4 5 P-3 2 P-2 4 GS (OL)	1 D-2	1 P-3	3 P-4
16	1	1	3
Total: 21			

Office of the Assistant Secretary-General Africa			
RB:		OA:	XB:
Section 3	Section 5	Section 5	Section 3
1 P-4 2 GS (OL)	1 ASG 1 P-5 1 GS (OL)	1 P-5 1 P-4 1 P-3 1 GS (OL)	1 D-1 1 P-5 2 P-3
3	3	4	4
Total: 14			

Eastern Africa Division			
RB:		OA:	XB:
Section 3	Section 5	Section 5	Section 3
1 D-2 2 P-5 4 P-4 4 P-3 ^b 2 P-2 5 GS (OL) 1 LL ^a	1 D-1 1 GS (OL)	1 D-1 2 P-5 5 P-4 2 P-3 1 P-2 3 GS (OL)	1 P-4 2 P-3
19	2	14	3
Total: 38			

Central and Southern Africa Division			
RB:		OA:	XB:
Section 3	Section 5	Section 5	Section 3
1 D-1 2 P-5 4 P-4 2 P-3 2 P-2 3 GS (OL)	1 D-2 1 D-1 1 P-3 2 GS (OL)	1 D-1 2 P-5 3 P-4 3 P-3 1 P-2 3 GS (OL)	1 P-5 1 P-3
14	5	13	2
Total: 34			

Western Africa Division			
RB:		OA:	XB:
Section 3	Section 5	Section 3	
1 D-2 1 D-1 2 P-5 2 P-4 3 P-3 2 P-2 5 GS (OL)	1 P-3	1 P-5	
16	1	1	
Total: 18			

Northern Africa Division			
RB:		OA:	XB:
Section 3	Section 5	Section 5	Section 3
2 P-3 2 P-2 1 GS (OL)	1 D-2 1 P-5	1 D-1 1 P-3 2 GS (OL)	2 P-3
5	2	4	2
Total: 13			

Office of the Assistant Secretary-General Europe, Central Asia, Americas	
RB:	OA:
Section 3	Section 5
1 ASG 1 P-5 1 P-3 2 GS (OL)	1 GS (OL)
5	1
Total: 6	

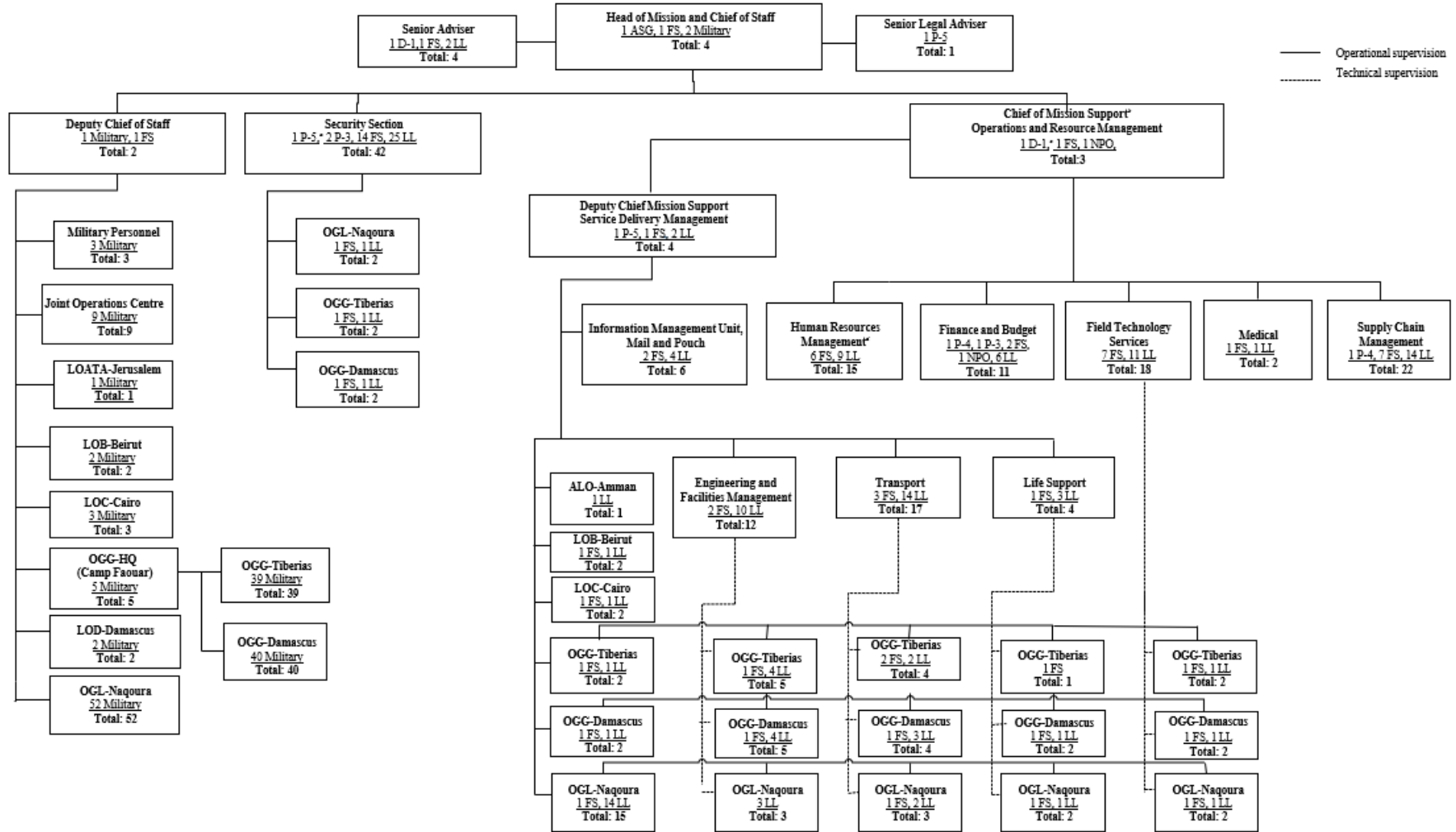
Europe and Central Asia Division			
RB:		OA:	XB:
Section 3	Section 5	Section 3	
1 D-2 2 P-5 2 P-4 2 P-3 1 P-2 3 GS (OL)	1 D-1 1 P-5 2 P-4 1 P-2 1 GS (OL)	2 P-5 1 P-4 3 P-3 3 GS (OL)	
11	6	9	
Total: 26			

Americas Division	
RB:	XB:
Section 3	Section 3
1 D-2 1 D-1 4 P-5 3 P-4 1 P-3 2 P-2 4 GS (OL)	1 P-4 1 P-3
16	2
Total: 18	

^a In line with General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and of the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under section 3 are provided for information purposes.

^b 1 P-3 post and 1 Local level post based in Nairobi.

C. United Nations Truce Supervision Organization



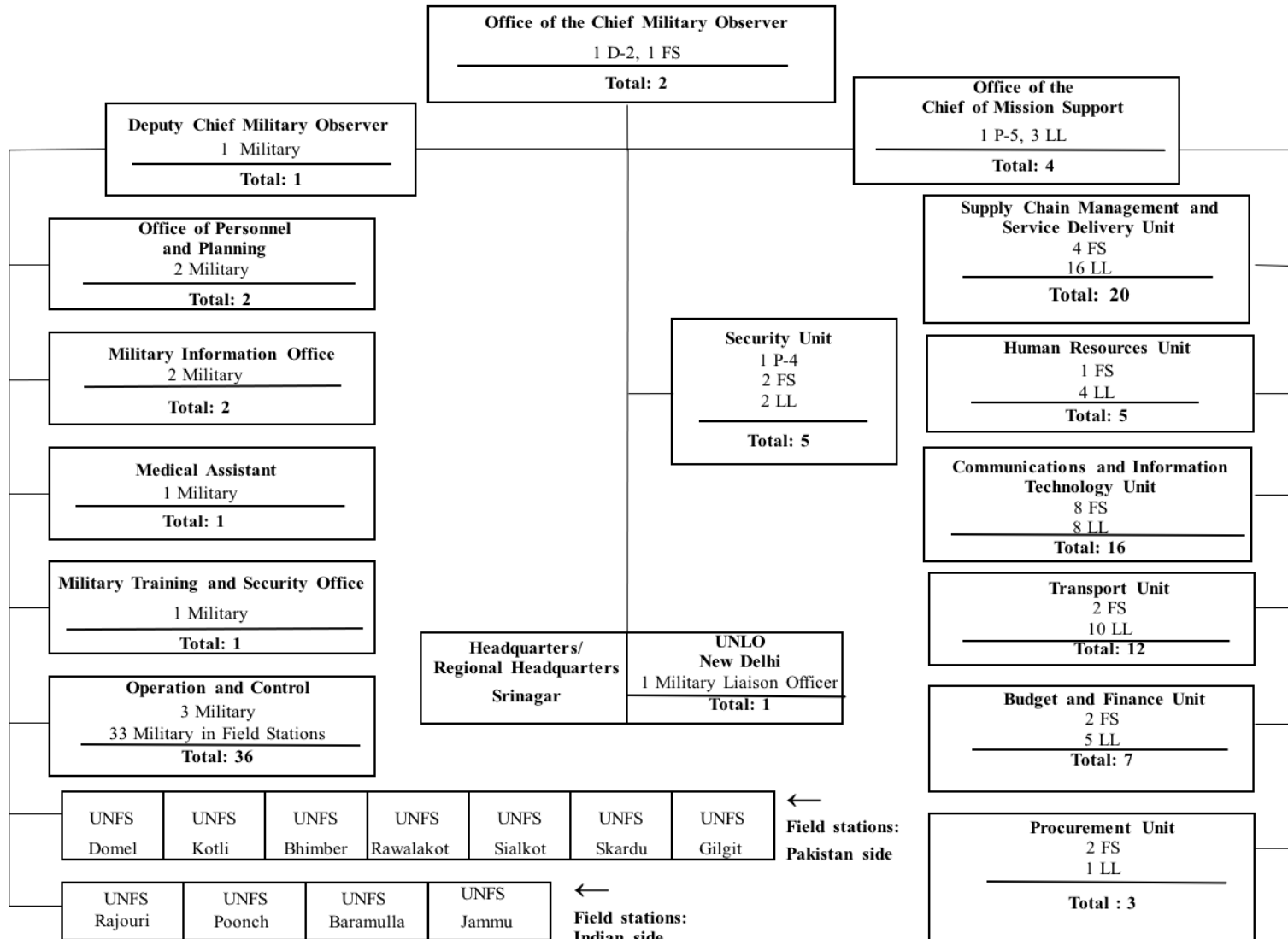
^a Reclassification.

^b D-1 Chief of Mission Support for United Nations Truce Supervision Organization and the Special Coordinator for the Middle East Peace Process.

^c Includes protocol and occupational health and safety.

^d Includes Travel Unit and Training Unit.

D. United Nations Military Observer Group in India and Pakistan



Abbreviations: ALO, Administrative and Logistics Office; ASG, Assistant Secretary-General; FS, Field Service; GS (OL), General Service, (Other level); HQ, headquarters; LL, Local level; LOATA, Liaison Office Amman/Tel Aviv; LOB, Liaison Office Beirut; LOC, Liaison Office Cairo; LOD, Liaison Office Damascus; NPO, National Professional Officer; OA, other assessed; OGG, Observer Group Golan; OGL, Observer Group Lebanon; RB, regular budget; UNFS, United Nations Field Station; UNLO, United Nations Liaison Office; USG, Under-Secretary-General; XB, extrabudgetary.

Annex II

United Nations Truce Supervision Organization: summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Security Section	1	P-4 to P-5	Reclassification of one Chief Security Officer	<p>The reclassification of the post of Chief Security Officer from the P-4 to the P-5 level is to reflect the increased level of responsibility of this post to support the mandate of UNTSO across all five countries, which have an increasingly diverse and challenging security context.</p> <p>The Chief Security Officer provides direct security support to mandate delivery provided by 388 UNTSO personnel (159 military and 229 civilian) and has direct supervision of 53 international and national security staff spread across seven outstations. The Chief Security Officer liaises directly with seven designated officials to ensure security in seven very different and increasingly complex areas in five countries of the UNTSO mandate, and coordinates UNTSO operations with seven P-5 and P-4 Security Advisers. The Chief Security Officer also reviews and reconciles the different security protocols adopted by the seven designated officials and translates them into coherent guidance for UNTSO leadership and personnel.</p>

Abbreviation: UNTSO, United Nations Truce Supervision Organization.

Annex III

Overview of financial and post resources by entity and funding source

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Financial resources												
Department of Peace Operations	6 282.5	6 282.5	–	102 555.6	101 262.9	(1 292.7)	68 656.7	68 306.7	(350.0)	177 494.8	175 852.1	(1 642.7)
United Nations Truce Supervision Organization	41 011.1	41 802.1	791.0	–	–	–	–	–	–	41 011.1	41 802.1	791.0
United Nations Military Observer Group in India and Pakistan	9 806.8	9 806.8	–	–	–	–	–	–	–	9 806.8	9 806.8	–
Total	57 100.4	57 891.4	791.0	102 555.6	101 262.9	(1 292.7)	68 656.7	68 306.7	(350.0)	228 312.7	227 461.0	(851.7)
Post resources												
Department of Peace Operations	27	27	–	433	426	(7)	109	108	(1)	569	561	(8)
United Nations Truce Supervision Organization	229	229	–	–	–	–	–	–	–	229	229	–
United Nations Military Observer Group in India and Pakistan	74	74	–	–	–	–	–	–	–	74	74	–
Total	330	330	–	433	426	(7)	109	108	(1)	872	864	(8)



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part II

Political affairs

Section 6

Peaceful uses of outer space

Programme 5

Peaceful uses of outer space

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 6.1 The Office for Outer Space Affairs is responsible for advancing international cooperation in space activities. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [1472 A \(XIV\)](#), [76/3](#), entitled “The ‘Space2030’ Agenda: space as a driver of sustainable development”, [78/72](#) on international cooperation in the peaceful uses of outer space and [76/55](#) on transparency and confidence-building measures in outer space activities, as appropriate.
- 6.2 The core functions of the Office are: (a) serving as the secretariat of the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies (resolution [1472 A \(XIV\)](#)), as the executive secretariat of the International Committee on Global Navigation Satellite Systems and its Providers’ Forum (resolutions [61/111](#) and [64/86](#)) and as the secretariat of the Space Mission Planning Advisory Group (resolution [71/90](#)); (b) implementing the United Nations Programme on Space Applications (resolutions [2601 \(XXIV\)](#) and [37/90](#)) and the programme on the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) (resolution [61/110](#)); (c) maintaining the Register of Objects Launched into Outer Space (resolutions [1721 B \(XVI\)](#) and [3235 \(XXIX\)](#)); (d) discharging the responsibilities of the Secretary-General under the United Nations treaties and principles on outer space and related resolutions (resolutions [2222 \(XXI\)](#), [2345 \(XXII\)](#), [2777 \(XXVI\)](#), [3235 \(XXIX\)](#), [34/68](#), [37/92](#), [41/65](#), [47/68](#), [59/115](#) and [62/101](#)); and (e) supporting Member States in fulfilling the “Space2030” Agenda implementation plan (resolution [76/3](#)).

Programme of work

Peaceful uses of outer space

Objective

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

Strategy and external factors for 2025

- 6.4 To contribute to the objective, the Office will support the work of the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies and promote international cooperation in the exploration and use of outer space for peaceful purposes. Specifically, the Office will:
- (a) Provide substantive secretariat services to the Committee, the Scientific and Technical Subcommittee, the Legal Subcommittee, the International Committee on Global Navigation Satellite Systems and its Providers’ Forum and the Space Mission Planning Advisory Group;
 - (b) Provide secretariat services to the working groups of the Committee and its subsidiary bodies, including the Working Group on Legal Aspects of Space Resource Activities and the Working Group on the Long-term Sustainability of Outer Space Activities;
 - (c) Work with Member States, intergovernmental and non-governmental entities and other partners to promote the peaceful use of outer space, including through: (i) the implementation of the

international legal framework governing space activities; (ii) the registration of space objects launched into outer space; (iii) space debris mitigation; (iv) transparency and confidence-building measures in outer space activities, as appropriate; (v) civil satellite-based positioning, navigation, timing and value added services; and (vi) assistance to the Committee in further developing the governance of outer space activities;

- (d) Deliver training events and technical advisory support to assist States, upon their request, and institutions in: (i) enhancing their capacities in areas such as space law and policy, space sustainability, space economy, climate change, environmental monitoring, natural resources management, precision farming and agriculture, global health, satellite communications, space weather, space exploration, astronomy, search and rescue, disaster risk reduction and emergency response, and global navigation satellite systems; and (ii) developing collaborative platforms and promoting knowledge-sharing for space-based solutions;
- (e) Cooperate with the regional centres for space science and technology education affiliated to the United Nations to deliver training in remote sensing and geographic information systems, meteorological satellite applications, satellite communications, space and atmospheric science and global navigation satellite systems;
- (f) Promote and augment the impact of the work of the Committee and the Office on progress towards achieving the Sustainable Development Goals, through: (i) targeted outreach activities that develop a greater understanding and increased adoption of space technology, data and services, including through issuing publications, information leaflets and training materials; and (ii) exchanges with relevant stakeholders to promote more systematic sharing of space-based data and information to foster sustainable development and space sustainability.

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

- (a) A safer and more sustainable outer space;
- (b) Space-based solutions enabling monitoring of and progress towards the achievement of the Sustainable Development Goals;
- (c) Greater understanding, acceptance and application of the international legal regime governing outer space activities;
- (d) An increased number of countries with access to space and space benefits, in particular developing countries, in using science and technology and related applications, including space-based solutions, to achieve sustainable development, disaster risk reduction and emergency response;
- (e) Greater compatibility and interoperability of global navigation satellite systems;
- (f) Space capabilities being more readily available through strengthened cooperative relationships and new partnerships.

6.6 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that governmental, intergovernmental and non-governmental organizations are able and willing to support the Office in implementing the programme.

6.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will, in line with its mandate, leverage its established partnerships with governmental, intergovernmental and non-governmental organizations, including space agencies, industry, academia, institutions and other space-related entities, to pursue new opportunities to meet the growing demand for support to strengthen the capacity of countries, in particular developing countries, in using space science and technology and their applications. The Office will also pursue cooperative relationships, including with the private sector. It will enhance transparency in its programme activities and regularly inform the Committee of the projects being implemented and of its partnerships with space agencies, governmental and non-governmental organizations and the private sector.

- 6.8 With regard to inter-agency coordination and liaison, the Office will lead the Inter-Agency Meeting on Outer Space Activities (UN-Space) to promote coherence and increase collaboration on space-related work among entities of the United Nations system, with a view to better coordinating their data-sharing and cooperating on the procurement of space-based information, to accelerate the application of space assets in order to achieve the Sustainable Development Goals.
- 6.9 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate, as demonstrated by the implementation of its Space for Women project to promote the empowerment of women and girls in the areas of space science, technology, innovation and exploration, and to increase awareness of education and career opportunities in science, technology, engineering and mathematics. The Office will work with partners to strengthen the capacity and skills of individuals and institutions, with an emphasis on enhancing the participation and retention of women and girls in space activities.
- 6.10 In line with the United Nations Disability Inclusion Strategy and through its Space for Persons with Disabilities project, the Office raises awareness and identifies opportunities for disability inclusion in the space sector. The Office will develop partnerships to enhance the prospects of careers in science, technology, engineering and mathematics for people with disabilities and will share good practices for accessibility and in scientific research, education and outreach, and publish related information through a dedicated web page.

Evaluation activities

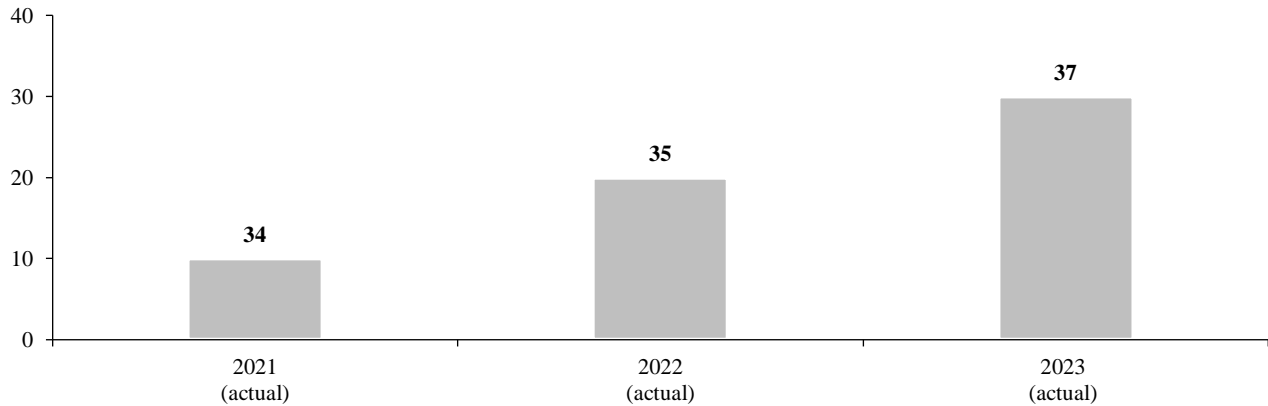
- 6.11 The planned evaluation for 2023 of the activities under the Access to Space for All initiative was delayed and will be completed in 2024.
- 6.12 An evaluation of the Space4Water portal is planned for 2025.

Programme performance in 2023

Increased commitment on compatibility, interoperability and transparency in the use of global navigation satellite systems

- 6.13 Satellite-based positioning, navigation and timing services provide a number of services, such as enabling road traffic management, maritime and aviation navigation, supporting precision agriculture and assisting in humanitarian search and rescue missions. The proliferation and increasing development of satellite navigation systems can benefit from enhanced compatibility, interoperability and transparency among these systems to promote and protect the use of their open service applications, to help to ensure that civilian users globally can benefit in full from global navigation satellite systems and their applications. The programme, as executive secretariat to the International Committee on Global Navigation Satellite Systems, provides services and supports intergovernmental discussions and coordination among Member States, United Nations entities and governmental, intergovernmental and non-governmental organizations on issues relating to global navigation satellite systems, and organizes regional workshops, training courses and technical seminars on the use of technologies relating to those systems.
- 6.14 Progress towards the objective is presented in the performance measure below (see figure 6.I).

Figure 6.I
Performance measure: States Members of the United Nations, United Nations entities and governmental, intergovernmental and non-governmental organizations participating in the International Committee on Global Navigation Satellite Systems (cumulative)



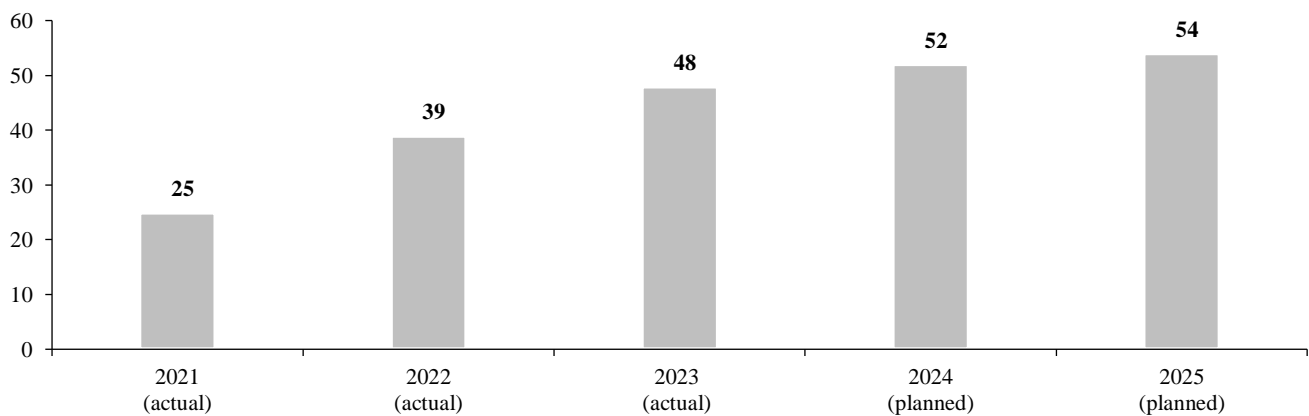
Planned results for 2025

Result 1: increased understanding and application of the international legal regime governing outer space activities

Programme performance in 2023 and target for 2025

- 6.15 The programme’s work contributed to 48 countries taking action to increase understanding of, adhere to and/or implement the international legal regime governing outer space activities, which exceeded the planned target of 41 countries.
- 6.16 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 6.II).

Figure 6.II
Performance measure: number of countries taking action to increase understanding, adhere to and/or implement the international legal regime governing outer space activities (cumulative)



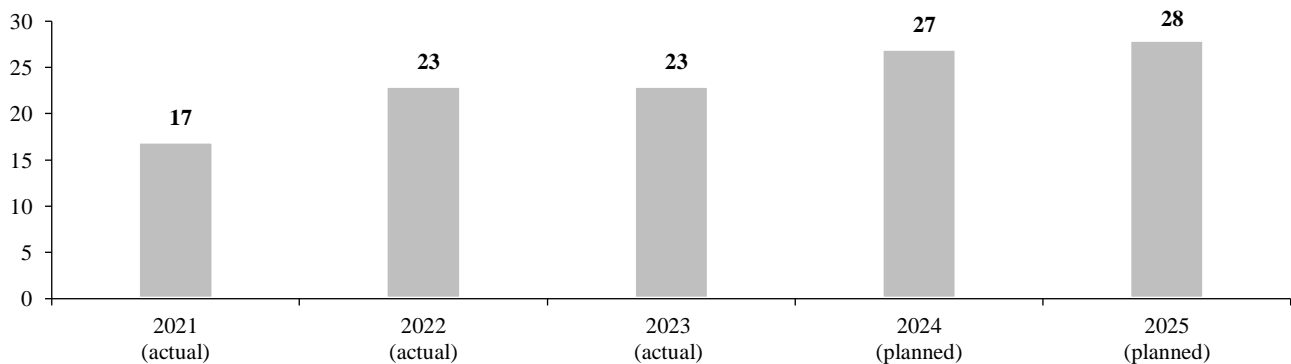
Result 2: direct access to space-based emergency response mechanisms

Programme performance in 2023 and target for 2025

- 6.17 The programme's work contributed to 23 national disaster management agencies becoming authorized users of the International Charter on Space and Major Disasters, which did not meet the planned target of 25. The target was not met because there were no official requests from national management authorities to become an authorized user of the International Charter.
- 6.18 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 6.III).

Figure 6.III

Performance measure: number of national disaster management agencies becoming authorized users of the International Charter on Space and Major Disasters (cumulative)



Result 3: increased access to space

Proposed programme plan for 2025

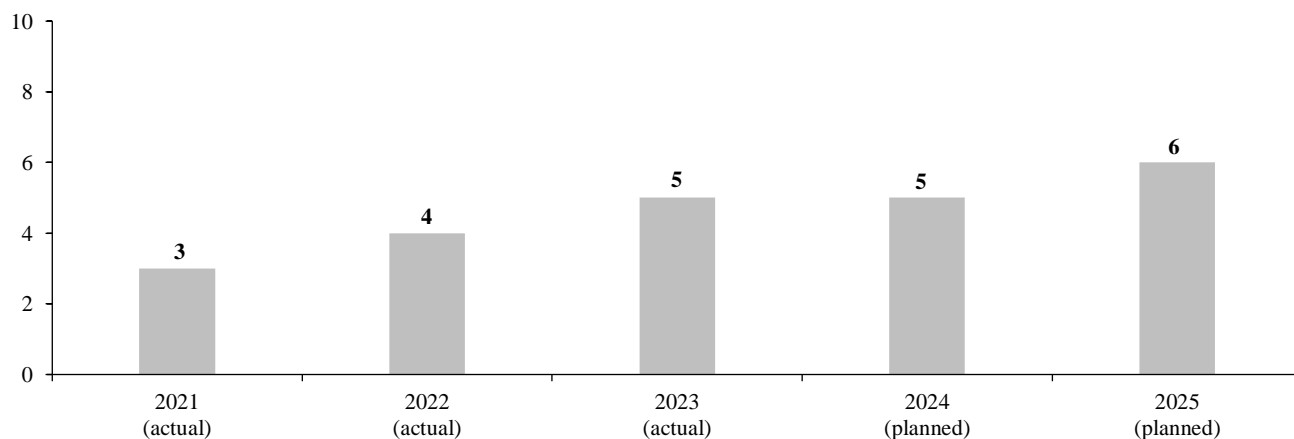
- 6.19 Increased access to space technologies can strengthen national capabilities of Member States to develop space-based solutions that foster socioeconomic development and address global challenges. The programme assists Member States in developing the capacity to build and launch satellites into outer space through partnerships with space agencies, research institutions and industry to develop specialized know-how and engineering processes for satellite development and space exploration.

Lessons learned and planned change

- 6.20 The lesson for the programme was the possibility to strengthen the capacity of individuals and teams to plan and execute activities within the entire development cycle of space technology, from preparing project proposals and applications to the launching of satellites and data usage, thereby increasing their capacity for gaining access to space opportunities more broadly. In applying the lesson, the programme will focus its efforts on supporting participants through technical advice and specialized training, with the purpose of increasing their capacity to develop competitive and high-quality project proposals and applications and to maximize the learning outcomes of individuals.
- 6.21 Expected progress towards the objective is presented in the performance measure below (see figure 6.IV).

Figure 6.IV

Performance measure: number of satellites launched into outer space through the Access to Space for All initiative (cumulative)



Legislative mandates

6.22 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

1472 A (XIV); 1721 B (XVI); 2453 A–B (XXIII); 2601 (XXIV); 3234 (XXIX); 61/111; 64/86; 71/90; 74/82; 77/121; 78/72	International cooperation in the peaceful uses of outer space	47/68	Principles Relevant to the Use of Nuclear Power Sources in Outer Space
2222 (XXI)	Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies	54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
2345 (XXII)	Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space	59/2	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
2777 (XXVI)	Convention on International Liability for Damage Caused by Space Objects	59/115	Application of the concept of the “launching State”
3235 (XXIX)	Convention on Registration of Objects Launched into Outer Space	61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
34/68	Agreement Governing the Activities of States on the Moon and Other Celestial Bodies	62/101	Recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space	65/271	International Day of Human Space Flight
37/92	Principles Governing the Use by States of Artificial Earth Satellites for International Direct Television Broadcasting	68/74	Recommendations on national legislation relevant to the peaceful exploration and use of outer space
41/65	Principles Relating to Remote Sensing of the Earth from Outer Space	69/283	Sendai Framework for Disaster Risk Reduction 2015–2030
		70/1	Transforming our world: the 2030 Agenda for Sustainable Development
		72/78	Declaration on the fiftieth anniversary of the Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies

Part II	Political affairs		
72/79	Consideration of the fiftieth anniversary of the United Nations Conference on the Exploration and Peaceful Uses of Outer Space	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
73/6	Fiftieth anniversary of the first United Nations Conference on the Exploration and Peaceful Uses of Outer Space: space as a driver of sustainable development	76/3	The “Space2030” Agenda: space as a driver of sustainable development
74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	77/29	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
		77/120	Space and global health

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

1/CP.21 Adoption of the Paris Agreement

Deliverables

6.23 Table 6.1 lists all deliverables of the programme.

Table 6.1
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	105	106	105	105
1. Reports to the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	105	106	105	105
Substantive services for meetings (number of three-hour meetings)	76	79	72	65
2. Meetings of the General Assembly	2	–	2	–
3. Meetings of the Fifth Committee	1	1	1	1
4. Meetings of the Committee for Programme and Coordination	1	1	1	1
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. Meetings of the Fourth Committee and its Working Group of the Whole on the agenda item entitled “International cooperation in the peaceful uses of outer space”	3	3	3	3
7. Meetings of the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	60	56	56	56
8. Intersessional consultations of the Working Groups of the Committee on the Peaceful Uses of Outer Space, including its Scientific and Technical and Legal Subcommittees	8	17	8	3
Conference and secretariat services for meetings (number of three-hour meetings)	14	18	14	14
9. Executive secretariat services to the International Committee on Global Navigation Satellite Systems and its Providers’ Forum	10	11	10	10
10. Secretariat services to the Space Mission Planning Advisory Group	4	7	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	75	82	80	76
11. Training events on space law and policy, including for new space actors	17	15	17	17
12. Training events on space science and technology and their applications	24	27	24	24
13. Training events and technical advisory missions on the use of space technology in disaster management	21	26	30	24
14. World Space Forum	3	3	3	3

Section 6 Peaceful uses of outer space

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
15. Planetary Defense Conference (asteroid and comet threats to Earth)	5	4	–	3
16. Panels on Space for Women	2	3	3	3
17. Open forum for Member States and meetings of United Nations entities on the use of space technology	3	4	3	2
Publications (number of publications)	6	6	5	6
18. Publications on the Office's activities and the Committee on the Peaceful Uses of Outer Space	6	6	5	6
Technical materials (number of materials)	75	76	74	74
19. Information furnished in accordance with the United Nations treaties and principles on outer space	5	6	4	4
20. Information furnished in accordance with the Convention on Registration of Objects Launched into Outer Space and General Assembly resolution 1721 B (XVI)	70	70	70	70

C. Substantive deliverables

Consultation, advice and advocacy: normative support to Working Group C of the International Committee on Global Navigation Satellite Systems, the Space for Women network and meetings on the sustainability of space activities; expert advice to Member States, upon request, on: (a) the registration of space objects; (b) space science and technology and their applications; (c) activities of the United Nations-affiliated regional centres for space science and technology education; (d) the use of space-based information in disaster management plans, policies and disaster risk management activities in approximately 5 Member States; and (e) space-based information to support emergency and humanitarian response in at least 4 developing countries; and the organization of long-term training opportunities in the field of space science and technology and related applications.

Databases and substantive digital materials: Register of Objects Launched into Outer Space and Online Index of Objects Launched into Outer Space, UN-SPIDER knowledge portal, International Committee on Global Navigation Satellite Systems portal, Space for Water portal, Space Solutions Compendium (database), e-learning courses including space for climate action and agriculture and national space law collection.

D. Communication deliverables

Outreach programmes, special events and information materials: exhibits, promotional and educational materials, and celebrations of achievements and other anniversaries relating to outer space.

External and media relations: press releases and press conferences on the work of the Office and the Committee on the Peaceful Uses of Outer Space.

Digital platforms and multi-media content: websites for the Office for Outer Space Affairs, Space for Women, Space for Climate Action and space sustainability.

B. Proposed post and non-post resource requirements for 2025

Overview

6.24 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 6.2 to 6.4.

Table 6.2

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	3 381.3	3 724.7	–	–	–	–	–	3 724.7
Other staff costs	143.7	151.5	–	–	–	–	–	151.5
Hospitality	–	0.9	–	–	–	–	–	0.9
Consultants	–	39.7	–	–	–	–	–	39.7
Experts	100.8	28.9	–	–	(2.9)	(2.9)	(10.0)	26.0
Travel of staff	113.0	105.2	–	–	4.8	4.8	4.6	110.0
Contractual services	149.5	173.9	–	–	(9.1)	(9.1)	(5.2)	164.8
General operating expenses	7.5	15.9	–	–	3.1	3.1	19.5	19.0
Supplies and materials	0.5	6.5	–	–	–	–	–	6.5
Furniture and equipment	1.7	8.3	–	–	–	–	–	8.3
Improvement of premises	0.1	–	–	–	–	–	–	–
Grants and contributions	379.0	528.3	–	–	4.1	4.1	0.8	532.4
Total	4 277.0	4 783.8	–	–	–	–	–	4 783.8

^a At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 6.3

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	25	1 D-2, 1 D-1, 2 P-5, 7 P-4, 6 P-3, 3 P-2/1, 5 GS (OL)
Proposed for 2025	25	1 D-2, 1 D-1, 2 P-5, 7 P-4, 6 P-3, 3 P-2/1, 5 GS (OL)

Note: The following abbreviation is used in the tables and figures: GS (OL), General Service (Other level).

Table 6.4
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
D-2	1	–	–	–	–	–	1
D-1	1	–	–	–	–	–	1
P-5	2	–	–	–	–	–	2
P-4	7	–	–	–	–	–	7
P-3	6	–	–	–	–	–	6
P-2/1	3	–	–	–	–	–	3
Subtotal	20	–	–	–	–	–	20
General Service and related							
GS (OL)	5	–	–	–	–	–	5
Subtotal	5	–	–	–	–	–	5
Total	25	–	–	–	–	–	25

6.25 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 6.5 to 6.7 and figure 6.V.

6.26 As reflected in tables 6.5 (1) and 6.6 (1), the overall resources proposed for 2025 amount to \$4,783,800 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 6.5
Overall: evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) Regular budget

Component	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Programme of work	4 277.0	4 783.8	–	–	–	–	–	4 783.8	
Subtotal, 1	4 277.0	4 783.8	–	–	–	–	–	4 783.8	

(2) Extrabudgetary

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	1 647.8	1 584.8	79.4	5.0	1 664.2
Subtotal, 2	1 647.8	1 584.8	79.4	5.0	1 664.2
Total (1+2)	5 924.8	6 368.6	79.4	1.2	6 448.0

Table 6.6

Overall: proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	25	–	–	–	–	25
Subtotal, 1	25	–	–	–	–	25

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Programme of work	7	1	8
Subtotal, 2	7	1	8
Total	32	1	33

Table 6.7

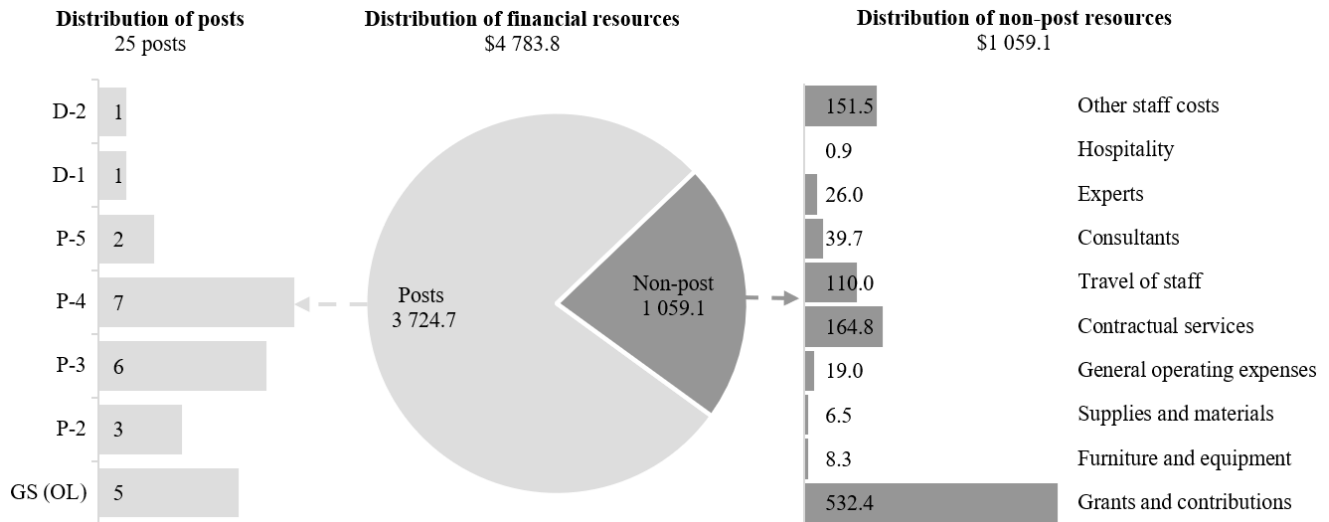
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	3 381.3	3 724.7	–	–	–	–	–	3 724.7
Non-post	895.7	1 059.1	–	–	–	–	–	1 059.1
Total	4 277.0	4 783.8	–	–	–	–	–	4 783.8
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		5	–	–	–	–	–	5
Total		25	–	–	–	–	–	25

Figure 6.V
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 6.27 As reflected in tables 6.5 (2) and 6.6 (2), extrabudgetary resources amount to \$1,664,200. The resources would complement regular budget resources and would be used mainly to provide for eight posts (1 P-3, 2 P-2/1 and 5 General Service (Other level)) and non-post resources to support capacity development activities and other services to Member States.
- 6.28 Anticipated in-kind contributions with an estimated value of \$1,793,000 reflect staff provided on a non-reimbursable loan basis, expert support and launch services provided under the Access to Space for All initiative and the value of the rental of conference facilities, meeting services, room and board for participants, transport and other contractual services provided on a no-cost basis for training events and other activities organized by the Office for Outer Space Affairs.
- 6.29 The extrabudgetary resources under the present section are subject to the oversight of the Office in accordance with the delegation of authority from the Secretary-General.

Other information

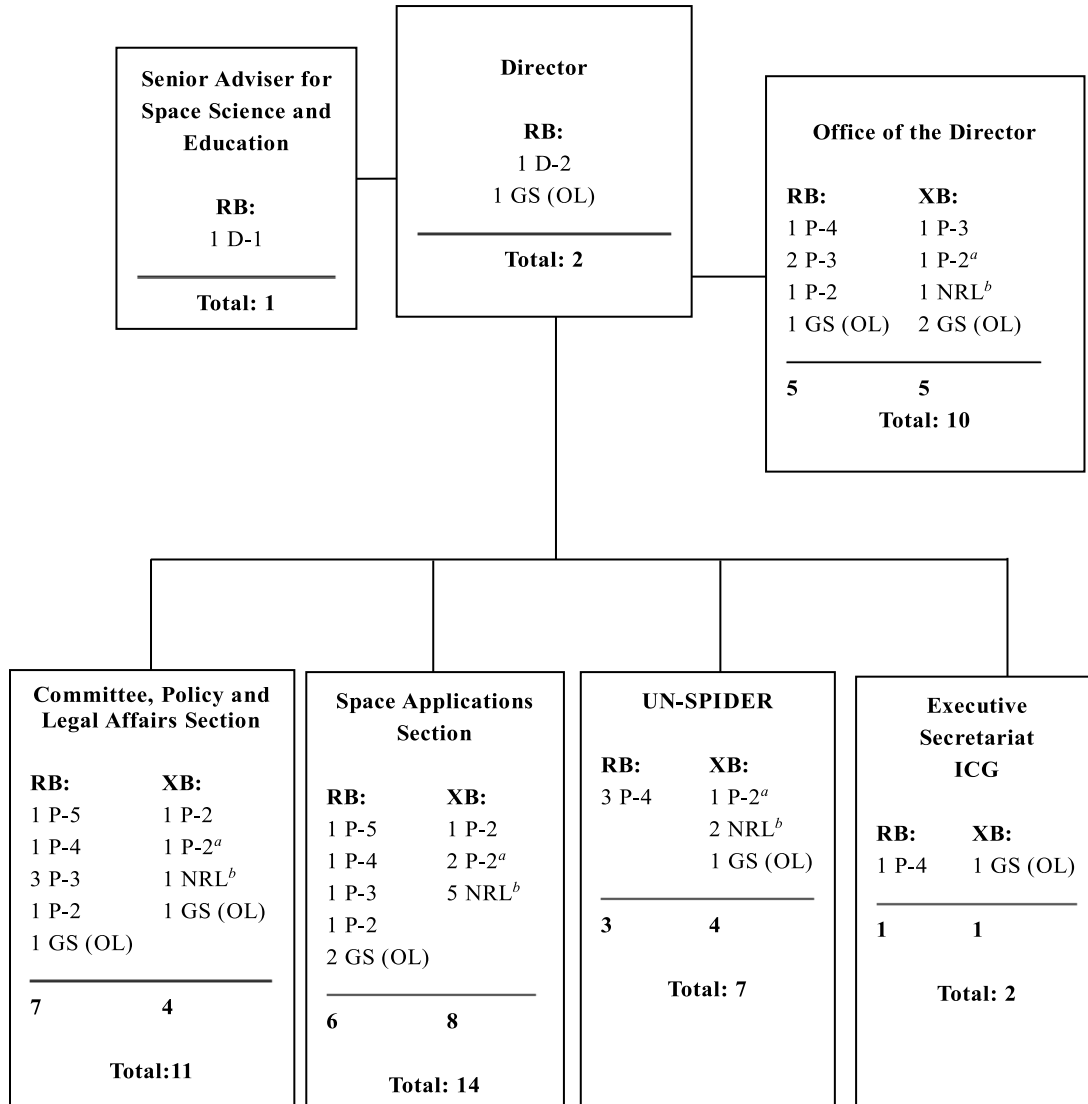
- 6.30 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office for Outer Space Affairs complies with the policies and procedures rolled out by the United Nations Office at Vienna. The Vienna headquarters is a climate neutral facility, running 100 per cent on renewable energy. Since 2020, the Vienna-based organizations of the United Nations common system have started to renew entrances, replaced existing air-curtains and upgraded or refurbished all elevator cabins. While some of these projects have been completed in parts of the compound, they are still ongoing in others, combined with an increased focus on upgrading air conditioning units and on replacing pipes and insulation and lighting systems throughout the Vienna International Centre from the 1978 standards. These projects, which will continue throughout 2025 and beyond, will result in a further reduction in the environmental impact of the Vienna International Centre as they will increase energy efficiency.
- 6.31 Information on the timely submission of documentation and advance booking for air travel is reflected in table 6.8. Advance purchasing of some tickets was restricted owing to operational constraints arising from the late availability of extrabudgetary funding sources. The Office for Outer Space Affairs will review late bookings to mitigate instances that have an impact on compliance.

Table 6.8
Compliance rate
(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	92	59	77	100	100
Air tickets purchased at least two weeks before the commencement of travel	22	90	74	100	100

Annex

Organizational structure and post distribution for 2025



Abbreviations: GS (OL), General Service (Other level); ICG, International Committee on Global Navigation Satellite Systems; NRL, non-reimbursable loan; RB, regular budget; UN-SPIDER, United Nations Platform for Space-based Information for Disaster Management and Emergency Response; XB, extrabudgetary.

^a Junior Professional Officer.

^b Positions on a non-reimbursable loan basis are expected from the Brazilian Air Force, the China National Space Agency, the Government of France, the Government of the Republic of Korea, the Japan Aerospace Exploration Agency, the Ministry of Emergency Management of China and the United States Department of State.



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Proposed programme budget for 2025

Proposed programme budget for 2025

Part III

International justice and law

Section 7

International Court of Justice

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* [A/79/50](#).

** The part consisting of the proposed programme plan for 2025 is submitted for the consideration of the General Assembly in accordance with the established budgetary procedures and practices reaffirmed in paragraph 7 of resolution [77/267](#).

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 7.1 The International Court of Justice is responsible for settling, in accordance with international law, legal disputes that are submitted to it by States and to give advisory opinions on legal questions referred to it by bodies authorized to do so under the terms of the Charter of the United Nations. It is composed of 15 judges elected by the General Assembly and the Security Council and is one of six principal organs of the United Nations and the principal judicial organ of the Organization. It functions in accordance with the Statute of the Court, which is an integral part of the Charter. All 193 States Members of the United Nations are parties to the Statute, and 74 of them have recognized the Court's jurisdiction as compulsory, in line with Article 36, paragraph 2, of its Statute. In addition, more than 300 bilateral and multilateral treaties grant the Court compulsory jurisdiction in the resolution of various types of disputes. States that are not members of the United Nations may become parties to the Statute on conditions to be determined in each case by the Assembly upon the recommendation of the Council. The Court may also be open to States not parties to its Statute, subject to the conditions laid down by the Council and currently set out in its resolution 9 (1946), adopted on 15 October 1946. The Court submits annual reports to the Assembly, the most recent of which is contained in document [A/78/4](#). Under the terms of regulation 2.14 of the Financial Regulations and Rules of the United Nations, the programme budget proposals of the Court are prepared by the Court, in consultation with the Secretary-General, and are submitted to the Assembly by the Secretary-General, together with such observations as the latter may deem desirable.
- 7.2 Although the Court cannot forecast its main workload indicators (e.g. the number of cases that will be pending before the Court in 2025 and the number of new proceedings that will be instituted, including incidental proceedings in pending cases), it has made every effort to assess its requirements for 2025 against the background of its workload for the current and previous budgetary periods.
- 7.3 While the Court has no control over the volume of its activities, which depend in large part on the number of proceedings that will be instituted before it, it must at all times be able to exercise the functions entrusted to it under the Charter. New cases are brought before the Court by States, and advisory opinions are requested of the Court by authorized organs of the United Nations and specialized agencies, all of whom may seize the Court at any time. When a case is pending before the Court, it is not possible to anticipate whether and when recourse will be made to incidental proceedings (e.g. requests for provisional measures). Historically, there have been significant variations in the number of new proceedings commenced in a given year, although in recent times there has been an upward trend in the Court's caseload. In order to meet the demands of its workload, the Court now routinely considers three cases simultaneously. In 2023, the Court was seized of a record number of seven new cases, including three requests for advisory opinions, one of which involved the filing of 57 written statements by States and intergovernmental organizations. In 2023, the Court also delivered three judgments and six orders on requests for the indication or modification of provisional measures and held seven sets of hearings. With 24 cases pending on its General List as at 30 April 2024 – which involve, inter alia, 127 States Members of the United Nations – the Court will no doubt maintain its intense pace of judicial activity in the years to come.
- 7.4 The workload represented by each decision of the Court is high. In principle, the parties to cases brought before the Court each submit one set of written pleadings to the Court: a memorial and a counter-memorial. The Court may authorize them to submit a further set of pleadings, namely, a reply and a rejoinder. In practice, these additional pleadings are almost always submitted. The pleadings are tending to become increasingly voluminous, notwithstanding the Court's appeals to the parties not to repeat arguments already exposed. Hearings can also be long and complex, depending on the nature of the case. In cases involving difficult factual issues (e.g. of a highly technical character), parties may

call witnesses and experts to testify. Once it has heard the submissions of the parties, the Court does everything in its power to deliver a judgment within as short a time as possible, allowing for the complexity of the case. The entire proceedings must be conducted simultaneously in both of the Court's official languages, English and French, both at the written and oral stages and during deliberations.

- 7.5 In deciding the cases submitted to it, the Court renders decisions that form a coherent body of jurisprudence and which may assist in preventing disputes that may arise between other States. In addition, in giving advisory opinions in response to the requests of duly authorized organs and specialized agencies of the United Nations, the Court facilitates the proper functioning of the United Nations system and contributes to preventive diplomacy and the development of international law.
- 7.6 Given that the Court is both a judicial body and an international institution that is administratively independent from the Secretariat, its Registry must take on the dual role of providing assistance to the Court in the exercise of its judicial functions and managing the administrative and budgetary matters of an international secretariat. In carrying out this role, the Registry is guided by the Statute, the Rules of the Court and the Instructions for the Registry. Pursuant to Article 21, paragraph 2, of the Statute and articles 22 and 23 of the Rules of Court, respectively, the Registrar and Deputy-Registrar are elected by the Court for a term of seven years each and may be re-elected. In accordance with Article 21, paragraph 2, of the Statute, the staff of the Registry are appointed by the Court. The Court adopts its own staff regulations.

Programme of work

Registry

Objective

- 7.7 The objective, to which the Registry contributes, is to ensure that the needs of the Court are met in an efficient and effective manner for the sound administration of international justice and the fulfilment by the Court of its mandate under the Charter.

Strategy and external factors for 2025

- 7.8 To contribute to the objective, the Registry will:
- (a) Respond to the needs of the Court in carrying out its judicial activities;
 - (b) Ensure the timely provision of substantive, conference, secretariat and documentation services and legal, diplomatic, linguistic and technical support in cases pending before the Court.
- 7.9 The above-mentioned work is expected to result in the needs of the Court being met in an effective and efficient manner in 2025.
- 7.10 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that the Court's judicial activities in 2025 will involve a similar level of work as in 2023 and 2024.
- 7.11 With regard to cooperation with other entities, the Registry of the Court will continue to cooperate closely with United Nations offices and institutions in 2025.

Programme performance in 2023

Increased awareness about the Court's activities among networks of professionals

- 7.12 The work of the Registry contributed to increased dissemination of information about the Court's judicial activities by further developing and strengthening the Court's social media profile, with a

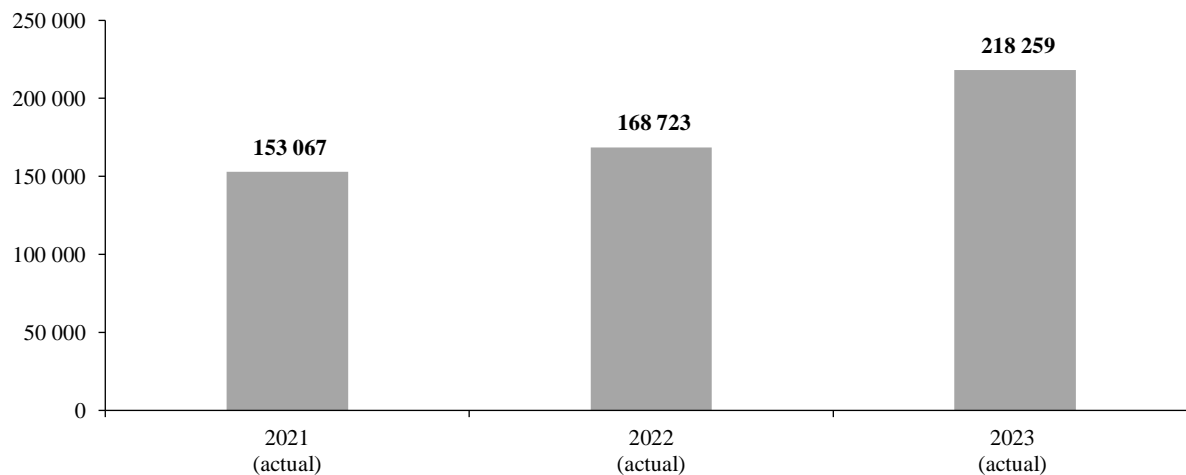
particular focus on professional networking platforms, which allow the Court to share information about its activities with networks of professionals interested in its work. Press releases announcing the institution of proceedings, upcoming hearings and the delivery of the Court's decisions, links to watch the Court's public sittings and other relevant information related to the Court's judicial functions are regularly shared through such platforms.

7.13 Progress towards the objective is presented in the performance measure below (see figure 7.I).

Figure 7.I

Performance measure: number of professionals kept abreast of the Court's judicial activities through professional networking platforms

(Number of followers on LinkedIn per year)



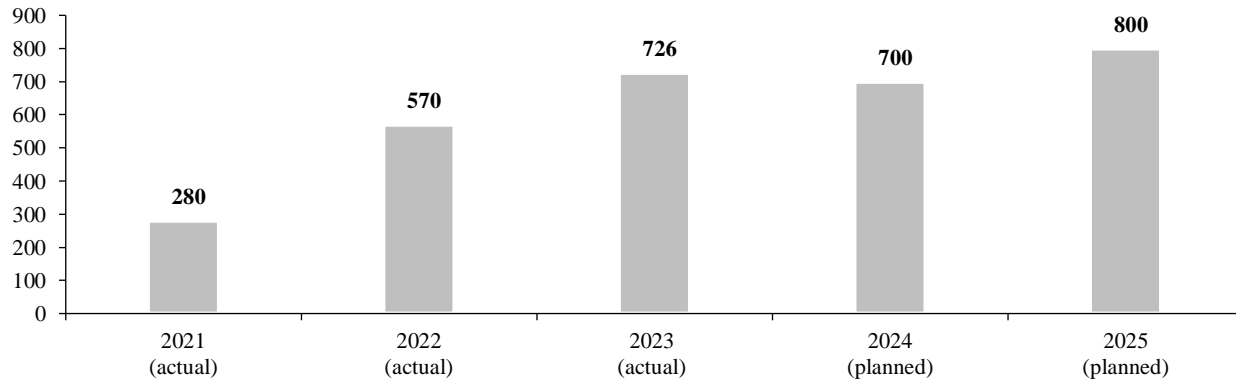
Planned results for 2025

Result 1: improved understanding and awareness of the Court's proceedings among the diplomatic and legal community

Programme performance in 2023 and target for 2025

- 7.14 The Registry's work contributed to 726 stakeholders in the diplomatic and legal community having improved understanding and awareness of the Court's proceedings, which exceeded the planned target of 450 stakeholders.
- 7.15 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 7.II).

Figure 7.II
Performance measure: number of stakeholders in the diplomatic and legal community with improved understanding and awareness of the Court’s proceedings (annual)



Result 2: increased dissemination of the Court’s publications

Programme performance in 2023 and target for 2025

- 7.16 The work of the Registry contributed to making the Court’s anniversary book, entitled *The International Court of Justice: 75 Years in the Service of Peace and Justice*, accessible for persons with print disabilities, including persons with a visual impairment, and publishing for the general public a catalogue of the Court’s publications and the reprinted decisions of the Permanent Court of International Justice, which met the planned target.
- 7.17 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 7.1).

Table 7.1
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased accessibility of Court publications through access by the general public to digital collections in the United Nations iLibrary; access by the general public to a revised consolidated version of the Court’s basic documents	Access by the general public to the anniversary book and the new catalogue of the Court’s publications since 1946	Persons with print disabilities, including persons with a visual impairment, have access to the anniversary book; access by the general public to a catalogue of new publications and the entire set of the reprinted decisions of the Permanent Court of International Justice	Access by the general public to an increased digital collection of publications in the United Nations iLibrary and on the redesigned “Publications” page on the Court’s website	Access by the general public to an updated version of the Court’s Handbook, a booklet of official case citations of the Permanent Court of International Justice and the International Court of Justice, and an interactive catalogue of new titles

Result 3: enhanced process of transmission and receipt of documents relating to judicial proceedings

Proposed programme plan for 2025

- 7.18 The judicial proceedings before the Court generate a large volume of documents, both for internal distribution and for communication to and from the Court, including correspondence to participants in pending cases and the United Nations Secretariat, notes, memorandums and minutes of private meetings of the Court. With a view to streamlining its working methods, the Registry of the Court has turned to electronic means for the transmission of some case-related documents, where appropriate, including letters to States Members of the United Nations and States entitled to appear before the Court.

Lessons learned and planned change

- 7.19 The lesson for the Registry was that, where appropriate, electronic means may constitute an effective tool for the transmission of certain case-related documents, while at the same time achieving gains in effectiveness and optimizing the Registry's workflow. In applying the lesson, the Registry will consider further expanding its use of electronic means of transmission, by identifying categories of documents that are suitable for such mode of communication. Transmission by electronic means not only is faster, thus allowing States to receive documents more promptly, but also increases the recipient's ease of retrieval, access, tracing and follow-up on case-related documents transmitted by the Court.
- 7.20 Expected progress towards the objective is presented in the performance measure below (see table 7.2).

Table 7.2

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States and States entitled to appear before the Court receive case-related letters through electronic means, where appropriate	United Nations Secretariat receives documents and notifications through electronic means, where appropriate	Member States and States entitled to appear before the Court receive other case-related documents (written pleadings, hearing programmes and judges' folders for hearings) through electronic means, where appropriate

Legislative mandates

- 7.21 The International Court of Justice is the principal judicial organ of the United Nations. Its activities are governed by the Charter of the United Nations and by its Statute, which forms an integral part of the Charter. Pursuant to its Statute, the Court's role is to settle, in accordance with international law, legal disputes submitted to it by States and to give advisory opinions on legal questions referred to it by authorized United Nations organs and specialized agencies.

Deliverables

7.22 Table 7.3 lists all deliverables of the Registry.

Table 7.3

Registry: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Annual report of the Court to the General Assembly	1	1	1	1
Judicial documentation (number of judgments, advisory opinions and orders)	Unforeseeable^a	19	Unforeseeable^a	Unforeseeable^a
2. Judgments, advisory opinions and orders	Unforeseeable ^a	19	Unforeseeable ^a	Unforeseeable ^a
Substantive services for judicial proceedings (number of documents)	1 585	2 548	1 585	2 300
3. Preparation of documents (minutes of private meetings of the Court, case-related letters and distributions prepared, memorandums, speeches, etc.)	1 585	2 548	1 585	2 300
Conference and secretariat services for judicial proceedings (number of three-hour sittings)	149	163	165	164
4. Interpretation at private meetings and public hearings of the Court	149	163	165	164
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. Meetings of the Fifth Committee	1	1	1	1
Documentation services for judicial proceedings (thousands of words)	27 800	43 549	32 800	41 300
7. Translation of documents related to the Court's judicial activities	7 800	10 761	7 800	9 300
8. Processing (editing and proofreading) of documents related to the Court's judicial activities	20 000	32 788	25 000	32 000
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	30	30	35
9. Presentations, briefings, workshops and conferences on proceedings of the Court for the diplomatic and legal community	6	30	30	35
Publications of the Court (number of publications)	25	40	39	90
10. Applications/special agreements (including annexes)	Unforeseeable ^a	5	Unforeseeable ^a	Unforeseeable ^a
11. <i>ICJ Reports</i> : bound volumes of judgments, advisory opinions and orders of the Court	2	2	2	2
12. Relevant chapter in <i>Yearbook of the United Nations</i>	1	1	1	1
13. Pleadings series volumes	19 ^b	20 ^b	31 ^b	80 ^b
14. <i>International Court of Justice Annuaire/Yearbook</i>	1	1	1	1
15. Other publications of the Court (non-recurrent, reprints, publications for special occasions (illustrated books, handbooks, etc.))	2	11	4	6

^a It is inherently impossible to forecast the number of cases that will be pending before the Court and the number of new proceedings that will be instituted, including incidental proceedings in pending cases.

^b Includes the annexes to the pleadings, which are contained in USB sticks accompanying the hard copy volumes. These annexes are accounted for at a rate of 1,000 pages per volume.

B. Proposed post and non-post resource requirements for 2025

Overview

7.23 The proposed regular budget resources for 2025 including the breakdown of resource changes, as applicable, are reflected in tables 7.4 to 7.6.

Table 7.4

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Posts	14 428.1	16 427.6	107.0	–	524.8	631.8	3.8	17 059.4
Other staff costs	1 671.0	2 373.4	(151.0)	–	983.9	832.9	35.1	3 206.3
Non-staff compensation	7 917.6	8 783.7	(396.5)	–	20.2	(376.3)	(4.3)	8 407.4
Hospitality	7.4	9.7	–	–	–	–	–	9.7
Consultants	39.7	46.6	–	–	–	–	–	46.6
Experts	–	81.6	–	–	–	–	–	81.6
Travel of staff	51.0	71.0	–	–	–	–	–	71.0
Contractual services	1 413.3	1 754.2	(40.6)	10.0	9.4	(21.2)	(1.2)	1 733.0
General operating expenses	2 287.1	2 411.2	(25.2)	–	44.5	19.3	0.8	2 430.5
Supplies and materials	216.7	331.0	(9.4)	–	(66.2)	(75.6)	(22.8)	255.4
Furniture and equipment	221.6	190.6	–	–	103.5	103.5	54.3	294.1
Grants and contributions	105.3	134.2	–	–	–	–	–	134.2
Other	34.4	–	–	–	–	–	–	–
Total	28 393.2	32 614.8	(515.7)	10.0	1 620.1	1 114.4	3.4	33 729.2

Table 7.5

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	118	1 ASG, 1 D-2, 1 D-1, 4 P-5, 18 P-4, 17 P-3, 20 P-2/1, 6 GS (PL), 50 GS (OL)
Establishment	7	1 Reviser (P-4), 2 Legal Officers (P-3), 1 Associate Finance and Budget Officer (P-2), 1 Associate Procurement Officer (P-2), 1 Legal Assistant (GS (OL)) and 1 Information Management Assistant (GS (OL)) all under Registry
Proposed for 2025	125	1 ASG, 1 D-2, 1 D-1, 4 P-5, 19 P-4, 19 P-3, 22 P-2/1, 6 GS (PL), 52 GS (OL)

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Table 7.6
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
ASG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	1	–	–	–	–	1
P-5	4	–	–	–	–	4
P-4	18	–	–	1	1	19
P-3	17	–	–	2	2	19
P-2/1	20	–	–	2	2	22
Subtotal	62	–	–	5	5	67
General Service and related						
GS (PL)	6	–	–	–	–	6
GS (OL)	50	–	–	2	2	52
Subtotal	56	–	–	2	2	58
Total	118	–	–	7	7	125

7.24 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 7.7 to 7.9 and figure 7.III.

7.25 As shown in tables 7.7 and 7.9, the overall resources proposed for 2025 amount to \$33,729,200 before recosting, reflecting a net increase of \$1,114,400 (or 3.4 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 7.7
Overall: evolution of financial resources by component

(Thousands of United States dollars)

Regular budget

Component/subprogramme	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Members of the Court	7 619.0	8 896.4	(396.5)	–	20.2	(376.3)	(4.2)	8 520.1
Registry	16 428.4	19 171.0	(44.0)	–	1 519.5	1 475.5	7.7	20 646.5
Programme support	4 345.8	4 547.4	(75.2)	10.0	80.4	15.2	0.3	4 562.6
Total	28 393.2	32 614.8	(515.7)	10.0	1 620.1	1 114.4	3.4	33 729.2

Table 7.8
Overall: proposed posts for 2025 by component

(Number of posts)

Component/subprogramme	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Registry	118	–	–	7	7	125
Total	118	–	–	7	7	125

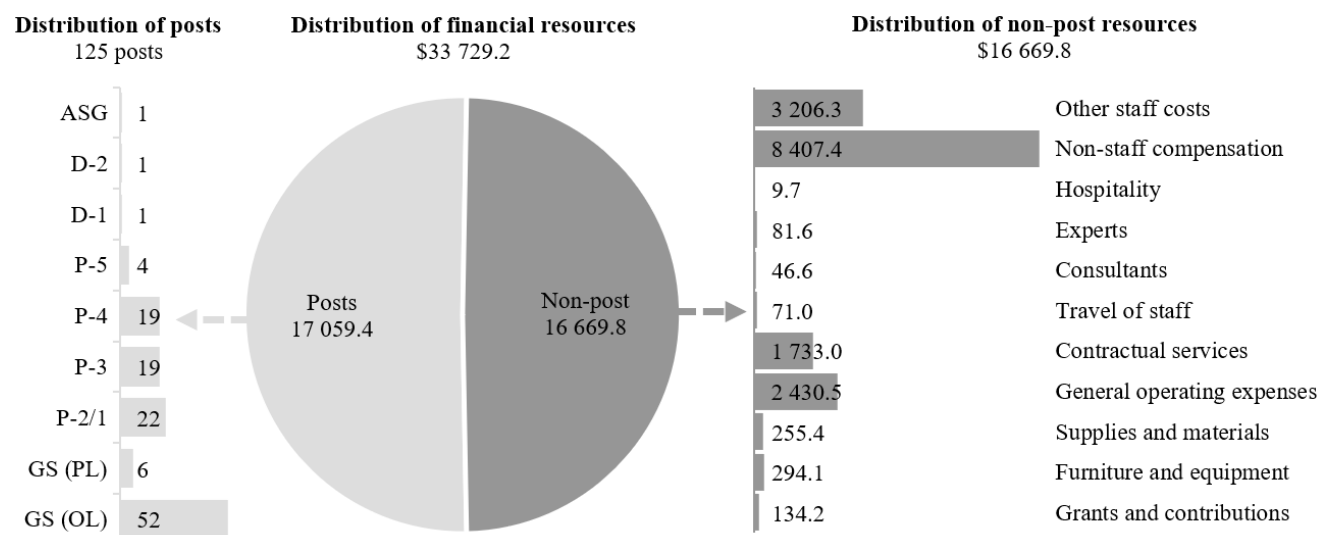
Table 7.9
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	14 428.1	16 427.6	107.0	–	524.8	631.8	3.8	17 059.4
Non-post	13 965.1	16 187.2	(622.7)	10.0	1 095.3	482.6	3.0	16 669.8
Total	28 393.2	32 614.8	(515.7)	10.0	1 620.1	1 114.4	3.4	33 729.2
Post resources by category								
Professional and higher		62	–	–	5	5	8.1	67
General Service and related		56	–	–	2	2	3.6	58
Total		118	–	–	7	7	5.9	125

Figure 7.III
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor and component

Overall resource changes

Technical adjustments

- 7.26 As shown in table 7.9, resource changes reflect a net decrease of \$515,700, as follows:
- (a) **Members of the Court.** The decrease of \$396,500 under non-staff compensation relates to the removal of non-recurrent provisions approved for 2024 that are no longer required in 2025, associated with the repatriation and installation costs for five judges whose terms of office ended in February 2024;
 - (b) **Registry.** The net decrease of \$44,000 results from the removal of non-recurrent provisions under other staff costs, for the provision of advisory proceedings in the case concerning *Legal Consequences arising from the Policies and Practices of Israel in the Occupied Palestinian Territory, including East Jerusalem*, pursuant to General Assembly resolution [77/247](#), and the advisory proceedings on the *Obligations of States in respect of Climate Change*, pursuant to Assembly resolution [77/276](#) (\$151,000). The decrease is partially offset by an increase of \$107,000 under posts relating to the higher provision, at continuing vacancy rates, for one Reviser (French) (P-4) post established in 2024, pursuant to Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
 - (c) **Programme support.** The decrease of \$75,200 under contractual services (\$40,600), general operating expenses (\$25,200) and supplies and materials (\$9,400) relates to the removal of non-recurrent provisions associated with the advisory proceedings on the *Obligations of States in respect of Climate Change*, pursuant to General Assembly resolution [77/276](#), which were approved for 2024 and are no longer required in 2025.

New and expanded mandates

- 7.27 As shown in table 7.9, resource changes under programme support reflect an increase of \$10,000 under contractual services to cover printing of documents for dissemination to all States Members of the United Nations for the advisory proceedings on the *Obligations of States in respect of Climate Change*, pursuant to General Assembly resolution [77/276](#).

Other changes

- 7.28 As reflected in table 7.9, resource changes reflect a net increase of \$1,620,100, as follows:
- (a) **Members of the Court.** The net increase of \$20,200, under non-staff compensation, reflects the net effect of an increase of \$153,000 relating to the greater number of former judges entitled to pensions and the greater number of children of judges entitled to an education grant, partly offset by a decrease of \$132,800 under travel of non-resident judges to Court sessions and of resident judges and their dependants to their home countries;
 - (b) **Registry.** The increase of \$1,519,500 relates to:
 - (i) *Posts.* An increase of \$524,800 for the proposed establishment of seven new posts: one Reviser (French) (P-4), two Legal Officers (P-3), one Legal Assistant (GS (OL)), one Associate Finance and Budget Officer (P-2), one Associate Procurement Officer (P-2) and one Information Management Assistant (GS (OL)) (see annex II);
 - (ii) *Other staff costs.* The net increase of \$994,700 relates to:
 - a. The proposed establishment of six general temporary assistance positions to support the Court in addressing the unprecedented level of increased judicial activity and to normalize the workload of existing staff. The six positions include: one Reviser (French) (P-4), one Translator (French) (P-3), one Language Reference Assistant

- (GS (OL)), one Legal Officer (P-3), one Associate Information Management Officer (P-2) and one Publishing Assistant (pre-press) (GS (OL)) (\$893,500);
- b. An increase in temporary assistance for meetings to address the upsurge in judicial activity and preparation of hearings, including contact with the media (\$50,000);
 - c. An increase in general temporary assistance (from 60 days to 180 days) to support the Registry with respect to the asbestos remediation project in the Peace Palace (\$61,300);
 - d. An increase in requirements to cover peak work periods related to the yearly physical verification of the Court's inventory (\$10,300);
 - e. A decrease of \$20,400, relating to the redeployment of requirements to cover the hiring of additional security personnel for high-profile hearings to general operating expenses under programme support;
- (c) **Programme support.** The net increase of \$80,400 relates to:
- (i) *Contractual services.* A net increase of \$18,200, reflecting an increase \$30,000 for the cost of printing the updated edition of the Court's Handbook in its English and French versions, that is partly offset by a decrease of \$11,800 under data processing services, to be achieved as a result of the use of new information technology services, such as SharePoint, and moving the Court's email to Exchange Online;
 - (ii) *General operating expenses.* A net decrease of \$12,000, reflecting a decrease of \$32,400 resulting from the reductions in the rental of audiovisual equipment for the Court's public sittings achieved by the recent replacement of the audiovisual equipment in the Great Hall of Justice, which is partly offset by an increase of \$20,400 attributed to the redeployment of resources from the Registry as explained in paragraph 7.28 (b) (ii) e. above;
 - (iii) *Supplies and materials.* A decrease of \$7,100 to be achieved through the greater use of electronic means of transmission for judicial proceedings;
 - (iv) *Furniture and equipment.* An increase of \$81,300 relating to the planned replacement of one of the Court's vehicles and the purchase of an e-bike.

Members of the Court

- 7.29 The International Court of Justice is composed of 15 judges ("members of the Court"), who are elected to nine-year terms of office by the General Assembly and the Security Council. Every three years, one third of the Court is elected, the sitting judges being eligible for re-election. The Court, as the principal judicial organ of the United Nations, is a universal body, within which the principal legal systems of the world and the main forms of civilization have to be represented in a balanced way (Article 9 of the Statute). It is as an institution composed in this broad-based way that the Court settles legal disputes submitted to it by States and gives advisory opinions on legal questions referred to it by authorized United Nations organs and specialized agencies. All the members of the Court are, in principle, required to participate in every case before it (Article 25 of the Statute). In accordance with Article 31 of the Court's Statute, a State party to a case may choose a judge ad hoc if the Court includes upon the Bench no judge of the nationality of the parties or a judge of the nationality of another party. Judges ad hoc take part in the decisions of the Court on terms of complete equality with the members of the Court.
- 7.30 The proposed regular budget resources for 2025 amount to \$8,520,100 and reflect a net decrease of \$376,300 compared with the approved budget for 2024. The proposed change is explained in paragraphs 7.26 (a) and 7.28 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 7.10 and figure 7.IV.

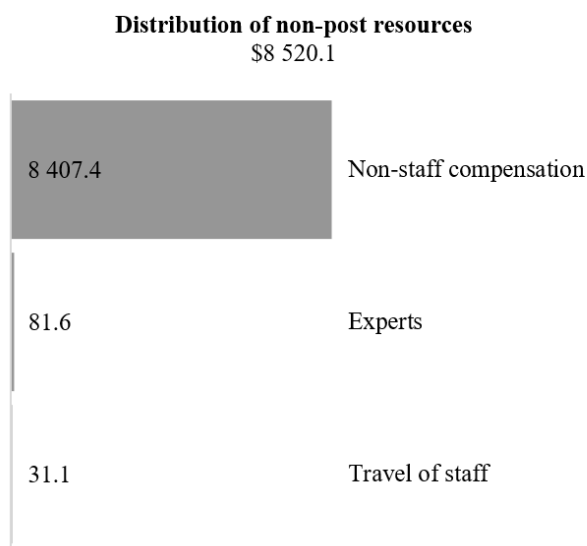
Table 7.10
Members of the Court: evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Technical adjustments	Changes			2025 estimate (before recosting)	
				New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	7 619.0	8 896.4	(396.5)	–	20.2	(376.3)	(4.2)	8 520.1
Total	7 619.0	8 896.4	(396.5)	–	20.2	(376.3)	(4.2)	8 520.1

Figure 7.IV
Members of the Court: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Registry

- 7.31 Given that the Court is both a judicial body and an international institution that is administratively independent from the Secretariat, its Registry must take on the dual role of an *auxiliaire de la justice* and an international secretariat. The Registry provides legal, diplomatic, linguistic and technical support to the Court. It is responsible for administrative, conference, archival, distribution and documentary and library services, including digitization and digitalization, and acts as the regular channel for communications to and from the Court.
- 7.32 Information on the timely submission of documentation and advance booking for air travel is reflected in table 7.11. The Court will continue its efforts to improve its travel compliance rate by reinforcing internal controls and procedures. In 2023, the Court continued to submit all its documents within the prescribed timelines.

Table 7.11
Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	86	61	73	100	100

7.33 The proposed regular budget resources for 2025 amount to \$20,646,500 and reflect a net increase of \$1,475,500 compared with the approved budget for 2024. The proposed change is explained in paragraphs 7.26 (b) and 7.28 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 7.12 and figure 7.V.

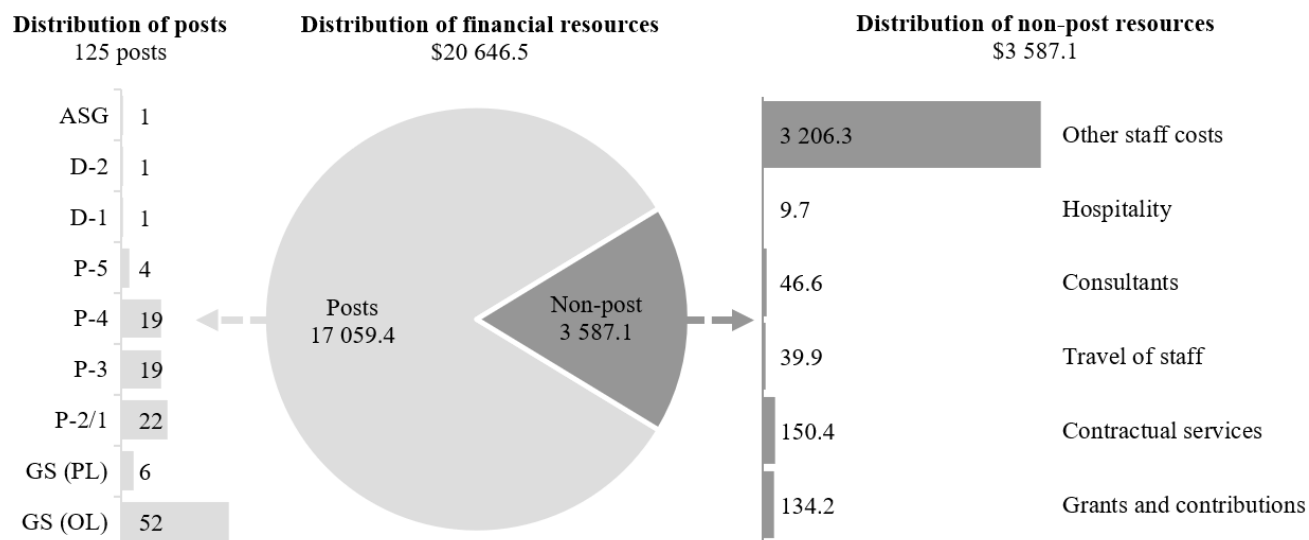
Table 7.12
Registry: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	14 428.2	16 427.6	107	–	524.8	631.8	3.8	17 059.4	
Non-post	2 000.2	2 743.4	(151.0)	–	994.7	843.7	30.8	3 587.1	
Total	16 428.4	19 171.0	(44.0)	–	1 519.5	1 475.5	7.7	20 646.5	
Post resources by category									
Professional and higher		62	–	–	5	5	8.1	67	
General Service and related		56	–	–	2	2	3.6	58	
Total		118	–	–	7	7	5.9	125	

Figure 7.V
Registry: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

7.34 The provisions under programme support relate to the common service requirements of the Court and its Registry, including the contribution of the United Nations to the Carnegie Foundation for the use of the Peace Palace at The Hague.

7.35 The proposed regular budget resources for 2025 amount to \$4,562,600 and reflect a net increase of \$15,200 compared with the approved budget for 2024. The proposed change is explained in paragraphs 7.26 (c), 7.27 and 7.28 (c). Additional details on the distribution of the proposed resources are reflected in table 7.13 and figure 7.VI.

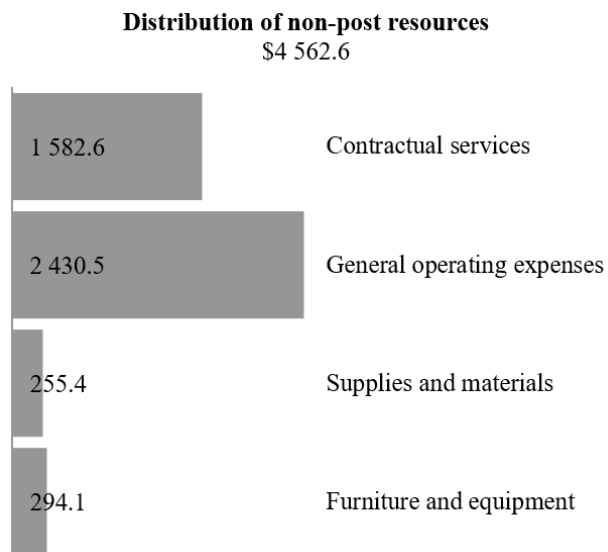
Table 7.13
Programme support: evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Non-post	4 345.8	4 547.4	(75.2)	10.0	80.4	15.2	0.3	4 562.6	
Total	4 345.8	4 547.4	(75.2)	10.0	80.4	15.2	0.3	4 562.6	

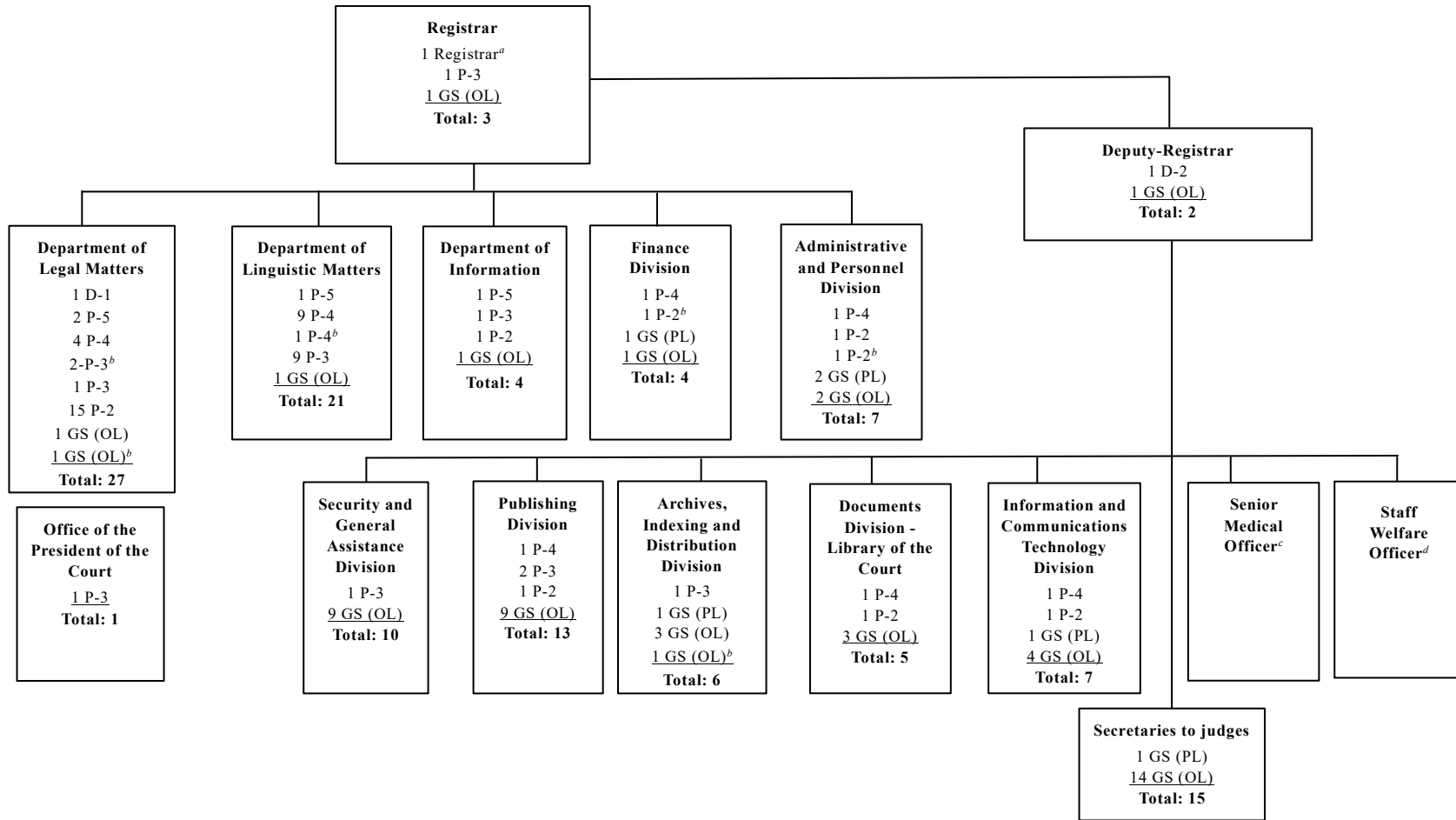
Figure 7.VI
Programme support: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025



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

^a In accordance with Articles 21 and 32 of the Statute of the Court, the Registrar is appointed by the Court. The Registrar's salary is fixed by the General Assembly upon the proposal of the Court, and the post is budgeted at the Assistant Secretary-General level.

^b New posts.

^c One 25 per cent part-time general temporary assistance position (P-5).

^d One 25 per cent part-time general temporary assistance position (P-3).

Annex II

Summary of proposed post changes, by component

<i>Component</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reasons for change</i>
Registry	1	P-4	Establishment of 1 Reviser (French)	<p>The unprecedented level of judicial activity of the International Court of Justice, including the rise in the number of incidental proceedings and cases involving multiple participants (interventions, advisory proceedings), has led to an exponential growth in the workload of the Department of Linguistic Matters, with the number of words translated and revised each year rising from 7,457,363 words in 2015 to 9,351,000 in 2020, 10.5 million in 2022 and 12.2 million in 2023. In 2025, the Department needs to work on cases being heard and under deliberation and prepare for cases that will be ready for hearing in 2026, as well as any new proceedings brought before the Court.</p> <p>While the Department of Linguistic Matters has recently been strengthened (with the approval of one new Reviser (French) P-4 in 2024), the continued increase in the quantity and length of written pleadings submitted by States involved in proceedings before the Court calls for the establishment of a new Reviser, to deal with an accumulation of written pleadings awaiting revision and provide more training and support to the in-house and external translators.</p> <p>The establishment of the new post, together with computer-assisted translation tools, would enable the Court to increase its output, while maintaining the quality of that output.</p>
Registry	2	P-3	Establishment of 2 Legal Officers	<p>In recent years, the Court's caseload has remained exceptionally high. Of the 24 cases pending on the Court's docket on 30 April 2024, 19 have been brought in the last five years, and at least five cases will be ready for hearing in 2025.</p> <p>With a higher number of active cases, several of which are being dealt with simultaneously, the Department of Legal Matters requires additional capacity to continue to deliver the requisite support for the Court's judicial activities, including assisting the Court's drafting committees, preparing diplomatic correspondence and case-related distributions, reports on the Court's activities, research memorandums, procedural notes, speaking notes, minutes and speeches, attending meetings with representatives of the parties involved in cases before the Court and answering their various queries. The establishment of the new posts would enable the Department to meet the demands of its increased workload associated with the consistently high number of cases pending on the Court's docket.</p>
Registry	1	GS (OL)	Establishment of 1 Legal Assistant	<p>The significant rise in the number of documents generated by the Department of Legal Matters (from 1,483 in 2019 to 2,548 in 2023), including minutes of private meetings of the Court, case-related letters and distributions, memorandums and speeches, has increased the workload of the Department's sole Administrative Assistant, who is responsible for ensuring the technical processing of these documents in both languages of the Court (English and French) in a timely and accurate manner. The Legal Assistant would facilitate the handling of the increased volume of documents produced and also support the Legal Officers in addressing the high number of cases pending on the Court's docket and the increased workload of the Department.</p>
Registry	1	P-2	Establishment of 1 Associate Finance and Budget Officer	<p>The Finance Division, which currently consists of the Head of the Division (P-4), one Senior Accounting Assistant (GS (PL)) and one Finance and Budget Assistant (GS (OL)), is responsible for the financial services of the Court, which include two main areas of activities: finance activities (financial accounting, processing and approval of payments, closure of accounts ensuring compliance with the International Public Sector Accounting Standards, payroll revision and processing of judges' payments) and budget activities (yearly budget preparation, yearly budget administration, reporting (performance) and financial data analysis).</p>

Section 7 International Court of Justice

<i>Component</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reasons for change</i>
Registry	1	P-2	Establishment of 1 Associate Procurement Officer	<p>The Associate Finance and Budget Officer would support the Head of the Division in performing the above functions and would address the structural need to reinforce internal controls, accountability and reporting capabilities, oversee the day-to-day operations and strengthen the Court's financial risk management. Currently, the Head of the Division and the Finance and Budget Assistant assume the functions of approving officer. The Associate Finance and Budget Officer would strengthen internal controls by performing certification functions, such as the certification of travel requests, expenses and pre-commitments in Umoja.</p> <p>The Administrative and Personnel Division, which has one Procurement Assistant (GS (PL)) who carries out the procurement functions of the Court and reports to the Head of the Administrative and Personnel Division.</p> <p>The proposed establishment of the Associate Procurement Officer would help to ensure proper and effective planning and monitoring of and reporting on the Registry's procurement activities, as well as improve compliance, cost effectiveness and quality of purchases and ensure the timely initiation and completion of procurement processes.</p>
Registry	1	GS (OL)	Establishment of 1 Information Management Assistant	<p>As the Court's level of activity increases (judicial records maintained on 194 cases since 1945, of which 18 new cases were added in the last five years), the Archives, Indexing and Distribution Division lacks the internal capacity to deal with its multiple tasks and at the same time ensure effective management of inventory and publications stocks. There are currently five staff members (one P-3, one GS (PL) and three GS (OL)) in the Division who cover a wide range of tasks, including maintaining the Court's archives and records, managing all incoming and outgoing communications and distributing internal documents to judges and staff and receiving and distributing publications.</p> <p>The Information Management Assistant would develop and maintain an inventory database, support the Division's distribution activities and help the Court to manage its inventory and publications stock.</p>

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



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part III

International justice and law

Section 8

Legal affairs

Programme 6

Legal affairs

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

I. Office of Legal Affairs

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 8.1 The Office of Legal Affairs is responsible for providing a unified central legal service for the Organization; represents the Secretary-General in legal conferences and in judicial proceedings; performs substantive and secretariat functions for organs involved in public international law, including the General Assembly and its Sixth Committee (Legal Committee), the International Law Commission and the United Nations Commission on International Trade Law (UNCITRAL), as well as for the General Assembly plenary meetings concerning oceans and the law of the sea; and performs the depositary functions of the Secretary-General for multilateral treaties and the functions of registration and publication of treaties. The structure and main functions of the Office are described in Secretary-General's bulletin [ST/SGB/2021/1](#).
- 8.2 The mandate derives from Articles 13, 98, 102, 104, 105 and other relevant provisions of the Charter of the United Nations, as well as the priorities established in relevant General Assembly resolutions, including resolution [13 \(I\)](#) of 13 February 1946, as the central legal service for the Organization (including funds and programmes and treaty bodies institutionally linked to the Organization). The Office discharges mandates from the priorities established in relevant Assembly resolutions and decisions, including resolution [2205 \(XXI\)](#), by which the Assembly established UNCITRAL to further the progressive harmonization and unification of the law of international trade, with the Office's International Trade Law Division acting as its secretariat; resolution [49/28](#), by which the Assembly requested the Secretary-General to provide secretariat services to the Meeting of the States Parties to the United Nations Convention on the Law of the Sea that are discharged through the Office's Division for Ocean Affairs and the Law of the Sea; and resolution [68/70](#), on oceans and the law of the sea, by which the Assembly established the Office as the focal point for UN-Oceans. The Secretary-General has also appointed, pursuant to resolution [78/128](#), the Under-Secretary-General for Legal Affairs and United Nations Legal Counsel, as Special Adviser on oceans and legal matters to the Presidents of the 2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14. In addition, the Legal Counsel and the Office discharge the mandates derived from resolution [77/321](#).

Strategy and external factors for 2025

- 8.3 The Office will support international law as the foundation for Member States to interact and cooperate in achieving their common goals. The Office will respond to the needs of its stakeholders and beneficiaries with a specialized legal skill set, institutional memory, credibility and neutrality, while delivering on a diverse and complex mandate.
- 8.4 The Office will respond to the increasing demands for legal services from the Secretariat and other United Nations organs, including through the provision of advice on questions relating to the interpretation and application of international law instruments and on general questions of public international law, to ensure that legal considerations are an integral part of the Organization's operations and the effective functioning of its principal and subsidiary organs.
- 8.5 The Office will support Member States in the implementation of the 2030 Agenda for Sustainable Development and be a key partner in the United Nations system efforts to advance the decade of action and delivery for sustainable development. The Office will continue to provide input and to support processes relating to the Sustainable Development Goals in which it has a specific mandate, such as Goals 8, 14 and 16. It will engage with stakeholders within and outside the United Nations

system on ocean-related initiatives, to enhance the coordination and consistency with current processes and mandates. Similarly, it will support the processes and initiatives that are discussed with Member States relating to the implementation of international law.

- 8.6 The Office will contribute to international justice and accountability and continue its role in the Organization's action to improve the United Nations response to allegations of sexual exploitation and abuse and in efforts to hold accountable personnel who have engaged in such behaviour. Furthermore, the Office will contribute to the efforts to combat sexual exploitation and abuse, whether committed by United Nations personnel or by non-United Nations security forces operating under a United Nations mandate.
- 8.7 The Office will also support initiatives of the Secretary-General envisioned to increase the Organization's capacity to deliver. To advance the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, the Office will continue to provide guidance on the legal aspects relating to the implementation of the policy on data protection and privacy policy for the United Nations Secretariat. The Office will also support the legal aspects relating to the implementation of the Secretary-General's strategic action plan on addressing racism and promoting dignity for all in the Secretariat.
- 8.8 With regard to the general legal services provided to United Nations organs and programmes, the Office will provide those services to maximize the protection of the legal interests of the Organization and minimize its legal liabilities. The Office will advise on the legal aspects arising from United Nations institutional and operational activities and provide legal services for resolving disputes of a private law character involving the operations of the Organization, its subsidiary bodies and organs, and its separately administered funds and programmes.
- 8.9 The Office will also support the progressive development and codification of international law and the conclusion of legal instruments resulting in the promotion of universal respect for international law, including by continuing to serve as the secretariats of the Sixth Committee, the International Law Commission, the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization, other special or ad hoc committees and diplomatic conferences convened to consider and formulate legal instruments. The Office will disseminate materials on international law through the United Nations Audiovisual Library of International Law and major legal publications.
- 8.10 In support of the implementation and promotion of the Sustainable Development Goals, in particular Goal 14, the Office will engage in processes relating to oceans and the law of the sea and the increased participation of States in and the effective implementation and application of the United Nations Convention on the Law of the Sea and its implementing agreements, including by providing secretariat functions to oceans-related processes of the General Assembly and the Commission on the Limits of the Continental Shelf. The Office will also continue to deliver capacity-building activities on that topic, including for developing countries.
- 8.11 To further the progressive harmonization, modernization and unification of the law of international trade, the Office will ensure the widespread adoption and use of harmonized and modernized substantive private law rules to govern international commercial transactions, strengthen technical cooperation and promote the participation of developing countries in the law-making activities of UNCITRAL. The Office will support Member States in the preparation of universally acceptable legislative and non-legislative texts.
- 8.12 The Office will intensify the use of technological tools and other means to enhance the custody, registration and publication of treaties, including the registration of treaties and treaty actions in line with Article 102 of the Charter, and fulfil the depositary functions of the Secretary-General. The Office will continue to provide legal assistance and advice to States, specialized agencies, United Nations programmes and offices, treaty bodies and other entities on the law of treaties. The Office will also promote and ensure wider knowledge of the law of treaties, including through capacity-building activities and workshops, thereby preventing issues of interpretation and implementation of treaty provisions by contracting States.

- 8.13 With regard to cooperation with other entities at the global, regional national and local levels, the Office will continue to enable the International Law Commission to exchange knowledge, experience and ideas with the President of the International Court of Justice, the African Union Commission on International Law, the Inter-American Juridical Committee, the Asian-African Legal Consultative Organization and the Committee of Legal Advisers on Public International Law of the Council of Europe. The Office will also continue to cooperate with States and bodies established under the United Nations Convention on the Law of the Sea. In the fields of the law of the sea and ocean governance and of international trade law, the Office will continue to cooperate with international financial institutions, donor agencies, intergovernmental organizations, non-governmental organizations (NGOs) and natural and juridical persons.
- 8.14 With regard to inter-agency coordination and liaison, the Under-Secretary-General for Legal Affairs and United Nations Legal Counsel serves as the focal point for UN-Oceans, the inter-agency coordination mechanism on oceans and coastal issues within the United Nations system. In addition, the Office coordinates the work of organizations dealing with international trade law and encourages cooperation among them. The Office will exchange knowledge with the networks of legal advisers of United Nations agencies, funds and programmes.
- 8.15 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Extrabudgetary resources are available to complement the programme budget, allowing the Office to respond to the increased demand for its services;
 - (b) Principal and subsidiary organs of the United Nations continue to request legal advice as a main component of the decision-making process;
 - (c) Specific mandates relating to international trade law, oceans and law of the sea and others are renewed or confirmed by the competent intergovernmental bodies.
- 8.16 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Office will continue to promote gender equality and the empowerment of women throughout all its subprogrammes, notably by continuing to use gender-inclusive language, in the context of the Office’s capacity-building programmes and other related aspects.
- 8.17 In line with the United Nations Disability Inclusion Strategy, the Office will integrate disability inclusion in its operational activities, deliverables and results, as appropriate.

Legislative mandates

- 8.18 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

Charter of the United Nations

Article 13	Article 104
Article 98	Article 105
Article 102	

General Assembly resolutions

13 (I)	Organization of the Secretariat	62/63; 78/102	Criminal accountability of United Nations officials and experts on mission
22 (I)	Privileges and immunities of the United Nations	62/70; 63/128; 70/118; 78/112	The rule of law at the national and international levels
2099 (XX); 78/107	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law	63/253; 78/248	Administration of justice at the United Nations

78/108	Report of the International Law Commission on the work of its seventy-fourth session	78/116	Report of the Committee on Relations with the Host Country
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**Subprogramme 1
Provision of legal services to the United Nations system as a whole**

General Assembly resolutions

2819 (XXVI)	Security of missions accredited to the United Nations and safety of their personnel and establishment of the Committee on Relations with the Host Country	77/299	Extraordinary Chambers in the Courts of Cambodia – residual functions
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**Subprogramme 3
Progressive development and codification of international law**

General Assembly resolutions

174 (II)	Establishment of an International Law Commission	77/107	Status of the Protocols Additional to the Geneva Convention of 1949 and relating to the protection of victims of armed conflicts
487 (V)	Ways and means for making the evidence of customary international law more readily available	77/108	Consideration of effective measures to enhance the protection, security and safety of diplomatic and consular missions and representatives
987 (X)	Publication of the documents of the International Law Commission		
3006 (XXVII)	<i>United Nations Juridical Yearbook</i>	77/112	The law of transboundary aquifers
3499 (XXX)	Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization	77/249	Crimes against humanity
		78/110	Expulsion of aliens
76/119	Protection of persons in the event of disasters	78/111	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
77/97	Responsibility of States for internationally wrongful acts		
		78/113	The scope and application of the principle of universal jurisdiction
77/105	Diplomatic protection		
		78/114	Responsibility of international organizations
77/106	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm	78/115	Measures to eliminate international terrorism

**Subprogramme 4
Law of the sea and ocean affairs**

United Nations Convention on the Law of the Sea

Articles 16 (2), 47 (9), 63 (2), 64, 75 (2), 76 (9), 84 (2), 116–119, 287 (8), 298 (6), 312, 313 (1) and 319 (1) and (2)	Annex VI: articles 4 (2) and (4) and 5 (3)
Annex II: articles 2 (2), (3) and (5) and 6 (3)	Annex VII: article 2 (1)
Annex V: articles 2 and 3 (e)	Annex VIII: article 3 (e)

Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks

Articles 26 and 36

General Assembly resolutions

37/66	Third United Nations Conference on the Law of the Sea	58/14; 71/123; 73/125; 74/18; 75/89; 76/71; 77/118; 78/68	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
49/28	Law of the Sea		
52/26; 55/7; 60/30; 63/111; 64/71; 65/37 A and B; 67/78; 68/70; 69/245; 73/124; 74/19; 75/239; 76/72; 77/248; 78/69	Oceans and the law of the sea	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
52/251	Agreement on Cooperation and Relationship between the United Nations and the International Tribunal for the Law of the Sea	71/312 72/249	Our ocean, our future: call for action International legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction
54/33	Results of the review by the Commission on Sustainable Development of the sectoral theme of "Oceans and seas": international coordination and cooperation	77/242; 78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
56/13	Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks	77/321	Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction

Subprogramme 5

Progressive harmonization, modernization and unification of the law of international trade

General Assembly resolutions

2205 (XXI)	Establishment of the United Nations Commission on International Trade Law	77/99	Report of the United Nations Commission on International Trade Law on the work of its fifty-fifth session
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Subprogramme 6

Custody, registration and publication of treaties

General Assembly resolutions

23 (I)	Registration of treaties and international agreements	33/141	Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations
24 (I)	Transfer of certain functions, activities and assets of the League of Nations	51/158	Electronic treaty database
97 (I)	Registration and publication of treaties and international agreements: regulations to give effect to Article 102 of the Charter of the United Nations	52/153; 54/28 73/210; 75/144; 76/120; 78/236	United Nations Decade of International Law Strengthening and promoting the international treaty framework
364 (IV); 482 (V)	Registration and publication of treaties and international agreements		

Deliverables

8.19 Table 8.1 lists all cross-cutting deliverables of the programme.

Table 8.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	6	31	10	10
1. Report and notes to the General Assembly	3	9	6	6
2. Report of the Committee on Relations with the Host Country	1	1	1	1
3. Letters to the Security Council	2	2	3	3
4. Documents for the intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction	–	19	–	–
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
Meetings of the:				
5. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. Committee for Programme and Coordination	1	2	1	1
7. Fifth Committee	1	1	1	1
8. Committee on Relations with the Host Country	5	4	5	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	4	3	5	6
9. Workshops on international law	4	3	5	6
C. Substantive deliverables				
Consultation, advice and advocacy: advice and legal opinions in the context of the participation of the Legal Counsel in the Senior Management Group, the Executive Committee and other ad hoc groups.				
D. Communication deliverables				
Outreach programmes, special events and information materials: speeches and presentations to Member State representatives, international organizations and academic and civil society organizations regarding the work of the Office and issues of public international law, the law of the sea and international trade law; annual treaty event during the opening plenary meeting of the General Assembly session; and events on international law, including those provided at the request of and in coordination with Member States.				
E. Enabling deliverables				
Internal justice and oversight: representation of the Secretary-General before the United Nations Appeals Tribunal and advice on administrative law of the Organization.				
Legal services: legal advice, opinions and services to all principal and subsidiary organs of the United Nations, as detailed in all the subprogrammes, on privileges and immunities, public international law, international humanitarian law, international human rights law and the amicable settlement of disputes; administrative law of the Organization; claims arising from operational activities of the Organization; procurement activities; the Organization’s accountability measures and the areas of oceans and law of the sea, treaty law and international trade law; and legal support for initiatives on data strategy and anti-racism.				

Evaluation activities

8.20 The following evaluations conducted by the Office and completed in 2023 have guided the proposed programme plan for 2025:

- (a) Evaluation of the International Trade Law Division’s Case Law on UNCITRAL Texts (CLOUT) system (2019–2023);
- (b) Evaluation of the Office of the Legal Counsel’s support for peacekeeping operations (2018–2023).

- 8.21 In response to the results of the evaluations referenced above, with respect to the evaluation of the CLOUT system, the Office is strengthening the integration of cross-cutting issues into the system, as well as developing new layouts that better suit an online format for the enhanced use of legal professionals. Furthermore, the evaluation reflected the importance of monitoring the development of artificial intelligence applications and of promoting the no-cost availability of legal resources, including online databases, to experts from all regions as an alternative to commercial databases. With respect to the evaluation of the Office of the Legal Counsel's support for peacekeeping operations, the evaluation confirmed that the Office consistently demonstrated high relevance by offering responsive and request-based legal advice and guidance integral to the operational efficacy of peacekeeping operations. In addition, a broader assessment on capacity-building activities has informed the proposal to continue the strategic management and coordination of all capacity-building activities, including special initiatives, through the Office of the Under-Secretary-General for Legal Affairs. This will further improve the leveraging of partnerships and the replication of good practices regarding legal technical assistance across the Office, better assisting relevant stakeholders and responding to requests by Member States, as demonstrated by the first workshop of international law for West Africa, in 2023, and the second workshop on international law for East Africa and the Indian Ocean, held in February 2024.
- 8.22 An evaluation to be conducted by the Office of a select area of work of the executive office, focusing on internal procedures, is planned for 2025.

Programme of work

Subprogramme 1

Provision of legal services to the United Nations system as a whole

Objective

- 8.23 The objective, to which this subprogramme contributes, is to ensure respect for and adherence to public international law, and the development of international justice and accountability.

Strategy

- 8.24 To contribute to the objective, the subprogramme will:
- (a) Provide legal advice on questions relating to the interpretation and application of the Charter, legal agreements and United Nations resolutions, rules and regulations, as well as on general questions of public international law, including international human rights law, international humanitarian law and international criminal law;
 - (b) Advise the United Nations and United Nations-assisted criminal tribunals and their oversight bodies, and other international accountability mechanisms, including on their founding arrangements, statutes, terms of reference and rules of procedure, and on the functions of the Secretary-General thereunder.
- 8.25 The above-mentioned work is expected to result in:
- (a) A uniform and consistent practice of the law and, subsequently, in the effective functioning of the principal and subsidiary organs of the United Nations in accordance with international law;
 - (b) The protection of the privileges and immunities of the United Nations;
 - (c) The effective functioning of the United Nations and entities entrusted with mandates in the areas of international law;
 - (d) The appointment and reappointment of the principals of the United Nations and United Nations-assisted international criminal tribunals and other international accountability mechanisms.

Programme performance in 2023

Publication of a dossier of documents on the International Court of Justice website in relation to an advisory opinion on the obligations of States in respect of climate change

- 8.26 On 29 March 2023, the General Assembly, in its resolution [77/276](#), requested the International Court of Justice to render an advisory opinion regarding the obligations of States in respect of climate change. The subprogramme prepared and submitted a dossier containing a collection of all documents that were likely to throw light on the questions raised by the Assembly in its request in order to assist the Court in its consideration of the request for an advisory opinion.
- 8.27 Progress towards the objective is presented in the performance measure below (see table 8.2).

Table 8.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Publication of dossier of documents on the International Court of Justice website in relation to an advisory opinion on the obligations of States in respect of climate change

Planned results for 2025

Result 1: a data protection and privacy framework for the Secretariat

Programme performance in 2023 and target for 2025

- 8.28 The subprogramme’s work contributed to the completion of the legal work to adopt a Secretary-General’s bulletin on the data protection and privacy policy of the United Nations Secretariat, which did not meet the target of the promulgation of the Secretary-General’s bulletin. The target was not met owing to the postponement of the promulgation to 2024.
- 8.29 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.3).

Table 8.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
United Nations Secretariat entities provide inputs in accordance with international law principles towards completion of the draft Secretary-General’s bulletin on the data protection and privacy policy of the United Nations Secretariat	Revised Secretary-General’s bulletin on the data protection and privacy policy of the United Nations Secretariat adhering to principles of international law based on consultations prior to the bulletin’s promulgation	Legal work on the Secretary-General’s bulletin on the data protection and privacy policy of the United Nations Secretariat completed	United Nations Secretariat entities implement actions on data protection-related matters in line with the Secretary-General’s bulletin	United Nations Secretariat entities implement additional actions on data protection-related matters in line with the Secretary-General’s bulletin

Result 2: legal and procedural framework for United Nations conferences, including the fourth International Conference on Small Island Developing States

Programme performance in 2023 and target for 2025

- 8.30 The subprogramme’s work contributed to progress towards the finalization and signature of the host country agreement, which did not meet the planned target of signature of the host country agreement. The target was not met owing to ongoing consideration and negotiation of specific provisions in the host country agreement.
- 8.31 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.4).

Table 8.4
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Call by the General Assembly for the convening of the fourth International Conference on Small Island Developing States	Decision by the General Assembly to convene the fourth International Conference on Small Island Developing States	General Assembly adopted resolution 77/328 on further modalities of the fourth International Conference on Small Island Developing States Progress towards the finalization and signature of the host country agreement with necessary privileges and immunities and related requirements allowing for full participation by all participants in the Conference	Fourth International Conference on Small Island Developing States is held	Signature of the host country agreement for the 2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14 2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14 is held

Result 3: conclusion of an agreement concerning continuing residual functions of the Extraordinary Chambers in the Courts of Cambodia

Proposed programme plan for 2025

- 8.32 Under the Addendum on Transitional Arrangements and the Completion of Work of the Extraordinary Chambers, the United Nations and the Government of Cambodia shall review the progress of the residual functions and determine which functions should continue to be performed by the Extraordinary Chambers and for how long after 2025. The subprogramme is undertaking consultations with the Government in order to reach an agreement and undertake necessary action with respect to the legal framework.

Lessons learned and planned change

- 8.33 The lesson for the subprogramme from negotiations of the Addendum was that, while many issues could be negotiated utilizing virtual methods, for issues that required more complex and political consideration, there was value in holding in-person negotiations. In applying the lesson, the subprogramme will aim to ensure that there will be opportunities for in-person negotiations.

8.34 Expected progress towards the objective is presented in the performance measure below (see table 8.5).

Table 8.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Adoption of General Assembly resolution 75/257 B in which the Assembly approved the draft Addendum on Transitional Arrangements and the Completion of Work of the Extraordinary Chambers	Implementation of the Addendum and commencement of negotiations regarding supplementary arrangements	Continued implementation of the Addendum by the Government of Cambodia and the United Nations	Government of Cambodia, in consultation with the United Nations, agrees on the continuing residual functions required and the time period and framework for performance of those functions	Government of Cambodia, in partnership with the United Nations, undertakes action required to ensure that the legal framework reflects agreement concerning the continuing residual functions after 2025, the time period for those functions and the framework for the performance of those functions

Deliverables

8.35 Table 8.6 lists all deliverables of the subprogramme.

Table 8.6
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	19	19	14	11
1. Report and notes to the General Assembly	11	8	7	6
2. Report of the Credentials Committee	1	1	1	1
3. Report of the Committee on Relations with the Host Country	1	1	1	1
4. Report of the Credentials Committee on United Nations conferences	1	2	2	2
5. Reports concerning the election of judges of the International Court of Justice	3	3	–	–
6. Letters to the Security Council	2	4	3	1
Substantive services for meetings (number of three-hour meetings)	79	82	81	74
Meetings of the:				
7. General Assembly and its committees	25	24	25	25
8. Credentials Committee of the General Assembly	1	1	1	1
9. Security Council and its subsidiary bodies	6	2	3	2
10. Economic and Social Council and its commissions	10	23	15	15
11. United Nations treaty bodies and United Nations conferences	30	23	30	25

Section 8 Legal affairs

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
12. Credentials Committee on United Nations conferences	1	2	2	2
13. Committee on Relations with the Host Country	5	4	5	4
14. Panels of experts of the Secretary-General's trust fund to assist States in the settlement of disputes through the International Court of Justice	1	3	–	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	18	22	22	18
15. Workshops on international law matters	4	8	10	6
16. Training events on United Nations rules of procedure	5	4	2	2
17. Training events on peacekeeping matters	2	2	2	2
18. Annual meeting of the legal advisers and legal liaison officers of the United Nations offices, funds and programmes, specialized agencies and related and other organizations and field legal advisers and officers	7	8	8	8
C. Substantive deliverables				
Consultation, advice and advocacy: legal advice to and consultation with the General Assembly, the Security Council and the Main Committees of the Assembly on constitutional, institutional and procedural questions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: speeches and presentations to Member State representatives, international organizations and academic and civil society organizations regarding the work of the Office of the Legal Counsel and issues of public international law; and events to promote public international law.				
E. Enabling deliverables				
Legal services: legal advice to and support for the Secretariat and the funds and programmes on privileges and immunities, in particular in support of host country agreements entered into by the United Nations, and public international law, including international humanitarian law, international human rights law and the pacific settlement of disputes; legal advice to and support for 1 United Nations criminal tribunal and its oversight body and other international accountability mechanisms; legal advice to and support for an estimated 12 peacekeeping and 36 special political missions; liaison with the International Court of Justice and fulfilment of the responsibilities of the Secretary-General under the Statute of the Court; legal advice to and support for 4 Secretariat offices and 4 other entities and bodies on disarmament, sanctions and security; and legal advice to 18 United Nations entities on the interpretation and implementation of the Relationship Agreement between the United Nations and the International Criminal Court.				

**Subprogramme 2
General legal services provided to United Nations organs and programmes**

Objective

- 8.36 The objective, to which this subprogramme contributes, is to maximize the protection of the legal interests of the Organization and to minimize its legal liabilities.

Strategy

- 8.37 To contribute to the objective, the subprogramme will:
- (a) Assist in ensuring external accountability of the United Nations and related personnel, including on internal sanctions and external enforcement action and liaison with national authorities;
 - (b) Advise on the legal aspects arising from United Nations institutional and operational activities, including the Organization's development, technical assistance, peacekeeping, humanitarian and other operations;

- (c) Assist the Organization, its organs or its separately administered funds and programmes by providing legal advice on procurement and substantial contracts and on operational and technical assistance activities of those entities;
- (d) Provide legal services for resolving disputes of a private law character involving the operations of the Organization, its organs or its funds and programmes, including representing the Organization in settlement negotiations and in arbitral proceedings;
- (e) Advise on management issues and matters in the system for the administration of justice, including determining whether to appeal against a judgment of the United Nations Dispute Tribunal, and represent the Secretary-General before the United Nations Appeals Tribunal;
- (f) Respond to requests by the Organization for urgent legal advice arising from humanitarian and emergency situations.

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

- (a) The full maintenance of the status, legal rights and privileges and immunities of the Organization arising from United Nations operational activities;
- (b) The reduction of actual legal liabilities of the Organization.

Programme performance in 2023

Access to numerous instances of legal advice to support the activities of the seventy-eighth session of the General Assembly and high-level week

8.39 In 2023, the subprogramme provided significant legal assistance to support many activities in the lead up to the seventy-eighth session of the General Assembly and the high-level week, both to protect the Organization’s legal interests and to minimize the legal risks and liability relating to those activities.

8.40 Progress towards the objective is presented in the performance measure below (see table 8.7).

Table 8.7
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	Access to numerous instances of legal advice to support many activities in the lead-up to the seventy-eighth session of the General Assembly and high-level week

Planned results for 2025

Result 1: strengthened capacity for the United Nations to stay and deliver through COVID-19 vaccinations

Programme performance in 2023 and target for 2025

8.41 The subprogramme’s work contributed to timely access by the Department of Operational Support to legal support, including arrangements for the acquisition and administration of coronavirus disease (COVID-19) vaccines to eligible personnel, which met the planned target for 2023.

8.42 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.8).

Table 8.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Access by the Department of Operational Support to timely legal support for the implementation of the United Nations system-wide COVID-19 vaccination programme and related arrangements	Access by the Department of Operational Support to timely legal support for the implementation of the United Nations system-wide COVID-19 vaccination programme	Department of Operational Support received timely legal support for the implementation of the United Nations system-wide COVID-19 vaccination programme and related arrangements, including the administration of booster shots	Access by the Department of Operational Support to timely legal support with respect to any residual issues of a legal nature following the discontinuation of the implementation of the United Nations system-wide COVID-19 vaccination programme and related arrangements	Access by the Department of Operational Support to timely legal support with respect to any residual issues of a legal nature following the discontinuation of the implementation of the United Nations system-wide COVID-19 vaccination programme and related arrangements

Result 2: a model contract for global freight-forwarding

Programme performance in 2023 and target for 2025

8.43 The subprogramme’s work contributed to a preliminary draft model freight-forwarding contract being made available for comments, which met the planned target for 2023.

8.44 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.9).

Table 8.9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Receipt by Department of Operational Support of ad hoc legal support on freight-forwarding contracts	Preliminary draft model freight-forwarding contract made available for comments	Revised draft model freight-forwarding contract made available, taking into account comments received	Final model freight-forwarding contract made available

Result 3: access by client offices to legal advice facilitated by the updated matter management system

Proposed programme plan for 2025

8.45 The subprogramme handles a large number of requests for legal advice. The subprogramme’s matter management system is the central means by which the subprogramme’s legal officers and support staff organize and work collaboratively on the subprogramme’s work. This work entails the provision of accurate, consistent and timely legal advice in order to maximize the protection of the legal

interests of the Organization and to minimize its legal liabilities. The current matter management system that is in use by the subprogramme will be phased out in 2024.

Lessons learned and planned change

- 8.46 The lesson for the subprogramme was the need for an updated matter management system that made more easily accessible previous legal advice provided to facilitate the provision of accurate, consistent and timely legal advice and to maximize the protection of the legal interests of the Organization and minimize its legal liabilities. In applying the lesson, the subprogramme will work on the design and deployment of an updated matter management system that is intended to achieve that purpose.
- 8.47 Expected progress towards the objective is presented in the performance measure below (see table 8.10).

**Table 8.10
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	–	Matter management system developed with basic features	Access by client offices to legal advice facilitated by the updated matter management system

Deliverables

- 8.48 Table 8.11 lists all deliverables of the subprogramme.

**Table 8.11
Subprogramme 2: deliverables for 2025, by category and subcategory**

Category and subcategory

E. Enabling deliverables

Internal justice and oversight: legal advice and services to all United Nations offices and departments, all principal and subsidiary organs of the United Nations, all peacekeeping and special political missions, all regional commissions, all funds and programmes, and the resident coordinator system, on administrative law, on criminal accountability for United Nations personnel, on procurement activities and drafting and negotiating contracts and other commercial matters, on commercial claims and representation before arbitral tribunals, on operational and technical assistance activities of the United Nations, including in the economic, social and humanitarian fields, on partnerships with the private sector, on the legislative and operational arrangements governing the staffing, supply and provision of peace operations, and representing the Secretary-General before the United Nations Appeals Tribunal.

**Subprogramme 3
Progressive development and codification of international law**

Objective

- 8.49 The objective, to which this subprogramme contributes, is to progressively develop, codify and advance knowledge of international law.

Strategy

8.50 To contribute to the objective, the subprogramme will:

- (a) Provide substantive support to the Sixth Committee, the International Law Commission, the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization, other special or ad hoc committees and diplomatic conferences in their consideration and formulation of legal instruments by assisting in the conduct of proceedings, rendering legal advice, preparing draft texts of legal instruments, resolutions and decisions and preparing background documents, analytical studies and reports;
- (b) Provide legal bodies of the General Assembly with assistance when considering the use by States of the procedures envisaged under the relevant resolutions of the Assembly;
- (c) Implement the mandates of the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law. This includes the planning, organization and conduct of four in-person training programmes, namely, the International Law Fellowship Programme and the United Nations Regional Courses in International Law for Africa, for Latin America and the Caribbean and for Asia-Pacific;
- (d) Further develop, disseminate and maintain the United Nations Audiovisual Library of International Law and prepare and disseminate major legal publications and information on the legal work of the United Nations;
- (e) Support Member States by assisting the bureaux of the bodies that the subprogramme services in devising and implementing working methods and work programmes that ensure business continuity.

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

- (a) The smooth deliberations of legislative and legal bodies, the conclusion of draft legal instruments and the promotion of universal respect for international law;
- (b) The wider awareness and appreciation of international law by a wider audience.

Programme performance in 2023

A new structured format of deliberations in the working group of the Sixth Committee of the General Assembly on the protection of persons in the event of disasters

8.52 Working groups convened by the Sixth Committee have traditionally followed an unstructured format, with mixed results. The subprogramme proposed to the working group on the protection of persons in the event of disasters a new structured format for its debate, organized on the basis of five thematic clusters of draft articles. With the agreement of the working group, the subprogramme implemented the new format, which resulted in a rich and substantive exchange of views among delegations, thus contributing to the successful conclusion of the work of the working group at the seventy-eighth session of the General Assembly.

8.53 Progress towards the objective is presented in the performance measure below (see table 8.12).

Table 8.12

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	Working group on the protection of persons in the event of disasters held its debate on the basis of a new structure organized on thematic clusters

Planned results for 2025

Result 1: advancement of the International Law Commission's consideration of the improvement of its working methods

Programme performance in 2023 and target for 2025

- 8.54 The subprogramme's work contributed to the decision to include the recommendation of the International Law Commission Working Group on Working Methods that an internal practice guide, handbook or manual on the working methods and procedures of the Commission be prepared, which met the planned target.
- 8.55 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.13).

Table 8.13

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Consideration of working methods in the International Law Commission Working Group on Working Methods	Consideration of working methods in the International Law Commission Working Group on Working Methods	Decision to include recommendations of the International Law Commission Working Group on Working Methods in the form of an internal practice guide, handbook or manual	Adoption of the report of the International Law Commission Working Group on Working Methods (covering 2017–2022)	Consideration by the International Law Commission Working Group on Working Methods of the practice guide, handbook or manual

Result 2: advancement of the consideration by the International Law Commission of the subsidiary means for the determination of rules of international law

Programme performance in 2023 and target for 2025

- 8.56 The subprogramme's work contributed to the consideration by the International Law Commission of the topic of subsidiary means for the determination of rules of international law through the preparation of a first Secretariat research memorandum, which met the planned target.
- 8.57 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.14).

Table 8.14

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Inclusion by the International Law Commission of the topic of subsidiary means for the determination of rules of international law in its long-term programme of work	Inclusion by the International Law Commission of the topic of subsidiary means for the determination of rules of international law in its regular programme of work and request by the	Consideration by the International Law Commission of the first part of the research memorandum on the topic	Consideration by the International Law Commission of the second part of the research memorandum on the topic	Advancement in the consideration by the International Law Commission of the first reading of the draft conclusions on subsidiary means for the determination of rules of international law

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Commission that the subprogramme prepare an in-depth study of the topic				

Result 3: applications from more States for the training programmes in international law under the programme of assistance

Proposed programme plan for 2025

8.58 Pursuant to the mandate of the Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, four in-person training programmes are conducted annually on diverse topics of international law for developing countries and countries with emerging economies. However, participation remains uneven, with some countries having had fewer than five participants between 2016 and 2020. The subprogramme has increased its outreach activities, including through social media and United Nations information centres, to encourage applications of eligible candidates from countries with few participants between 2016 and 2020.

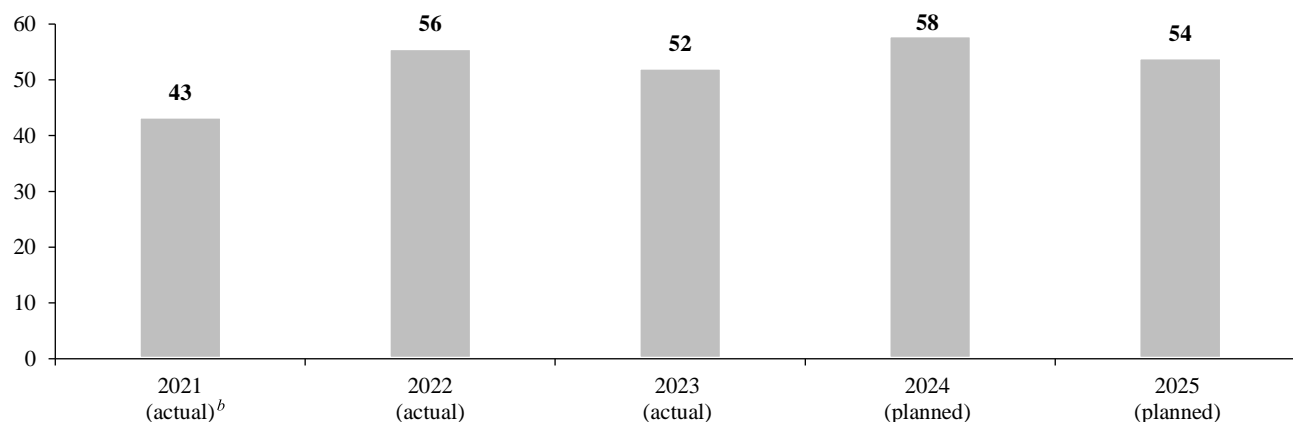
Lessons learned and planned change

8.59 The lesson for the subprogramme was that there was an opportunity for further enhancement of the dissemination of information about the training programmes among eligible government officials and young academics in order to increase the number of applicants from a given State and thereby bridge the gap between States with high and low representation rates. In applying the lesson, the subprogramme will focus its dissemination and awareness-raising efforts, including through social media, in States that had few participants between 2016 and 2020, encouraging, in particular, applications from qualified female candidates.

8.60 Expected progress towards the objective is presented in the performance measure below (see figure 8.I).

Figure 8.I
Performance measure: applicants^a from States that had few participants between 2016 and 2020 in the training programmes conducted under the Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law

(Percentage)



^a For the purposes of this table, applicants are those from eligible States that had fewer than five and no participants, attending the training programmes conducted under the Programme of Assistance between 2016 and 2020.

^b No in-person training programmes were held in 2021 owing to the COVID-19 pandemic.

Deliverables

8.61 Table 8.15 lists all deliverables of the subprogramme.

Table 8.15

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	12	15	12
1. Reports on items before the Sixth Committee of the General Assembly, including on measures to eliminate international terrorism, on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law and on criminal accountability of United Nations officials and experts on mission	12	12	15	12
Substantive services for meetings (number of three-hour meetings)	137	146	143	137
Meetings of the:				
2. Sixth Committee	40	54	46	40
3. International Law Commission	87	84	87	87
4. Advisory Committee on the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law	1	1	1	1
5. Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization	7	7	7	7
6. Ad Hoc Committee established by General Assembly resolution 51/210 of 17 December 1996	2	–	2	2
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	76	76	76	76
7. International Law Fellowship Programme	25	25	25	25
8. United Nations Regional Course in International Law for Africa	17	17	17	17
9. United Nations Regional Course in International Law for Asia-Pacific	17	17	17	17
10. United Nations Regional Course in International Law for Latin America and the Caribbean	17	17	17	17
Publications (number of publications)	9	9	8	8
11. <i>Repertory of Practice of United Nations Organs</i>	1	–	1	1
12. <i>United Nations Legislative Series</i>	1	2	–	–
13. <i>Yearbook of the International Law Commission</i>	5	6	5	5
14. <i>United Nations Juridical Yearbook</i>	1	–	1	1
15. <i>Reports of International Arbitral Awards</i>	1	–	1	1
16. <i>Work of the International Law Commission</i> (2 vols.)	–	1	–	–
Technical materials (number of materials)	25	25	25	25
17. Entries in the United Nations Audiovisual Library of International Law, including lectures	25	25	25	25
C. Substantive deliverables				
Consultation, advice and advocacy: advice to intergovernmental and expert bodies, including the Sixth Committee and the International Law Commission; and provision of technical expertise to the Special Rapporteurs of the International Law Commission, including in relation to reports to the Commission.				
D. Communication deliverables				
Outreach programmes, special events and information materials: lectures and briefings, upon request, on public international law.				
Digital platforms and multimedia content: Sixth Committee, International Law Commission and Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law websites; and online United Nations Audiovisual Library of International Law, which provides high-quality legal content to an unlimited number of individuals and institutions around the world at no charge.				

Subprogramme 4 Law of the sea and ocean affairs

Objective

- 8.62 The objective, to which this subprogramme contributes, is to strengthen the law of the sea for the peaceful use of the oceans and for their conservation and sustainable use, and as the basis for national, regional and global action and cooperation in the marine sector.

Strategy

- 8.63 To contribute to the objective, the subprogramme will:
- (a) Provide expert advice to States and international organizations on the law of the sea and ocean affairs, in particular with respect to the United Nations Convention on the Law of the Sea of 1982, the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks of 1995, the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction, and the work of the General Assembly on oceans and the law of the sea and sustainable fisheries;
 - (b) Support the implementation of the Convention and the United Nations Fish Stocks Agreement in respect of sustainable fisheries-related cooperative activities among States and other entities;
 - (c) Provide secretariat services to intergovernmental bodies and the Commission on the Limits of the Continental Shelf;
 - (d) Undertake capacity-building activities (fellowships, training courses and workshops) relating to oceans and the law of the sea in collaboration with relevant stakeholders, including to promote a better understanding of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction.
- 8.64 The above-mentioned work is expected to result in:
- (a) An increased number of States parties to the Convention and its implementing agreements and their effective implementation by States;
 - (b) Enhanced cooperation and coordination among stakeholders on ocean and coastal issues, leading to enhanced conservation and sustainable use of the oceans and their resources;
 - (c) A better understanding of the legal regime for the oceans and the enhanced human resource capacity of Member States, in particular developing countries, to implement that regime effectively.

Programme performance in 2023

Adoption and opening for signature of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction

- 8.65 The subprogramme, by providing substantive and administrative support to the process that led to the adoption, on 19 June 2023, by the intergovernmental conference convened by the General Assembly pursuant to its resolution [72/249](#) of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction, will contribute to achieving the ocean-related goals and targets

of the 2030 Agenda. The year 2023 was the culmination of the subprogramme’s support for 20-year-long intergovernmental negotiations in different formats, including providing support, in 2023, to 118 meetings of the intergovernmental conference and its subsidiary bodies. In its resolution [77/321](#), the Assembly, welcoming the adoption of the Agreement, approved the assumption by the Secretary-General of the functions assigned to him thereunder, including the performance, through the subprogramme, of the secretariat functions ad interim under the Agreement.

8.66 Progress towards the objective is presented in the performance measure below (see table 8.16).

Table 8.16
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	The Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas Beyond National Jurisdiction is adopted and opened for signature on 20 September 2023, and it received, by the end of 2023, 84 signatories, including the European Union (see A/CONF.232/2023/4 and A/CONF.232/2023/5)

Planned results for 2025

Result 1: enhanced coordination and cooperation on ocean issues, in particular through UN-Oceans

Programme performance in 2023 and target for 2025

- 8.67 The subprogramme’s work contributed to increased awareness of Member States about the interlinkages between the ocean and other ecosystems for sustainable development, which met the planned target.
- 8.68 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.17).

Table 8.17
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased awareness by Member States of the progress in the implementation of the United Nations Convention on the Law of the Sea and its implementing agreements on the	Increased awareness by Member States of collaborative initiatives and activities related to ocean issues of a cross-cutting nature, such as the ocean-climate	Increased awareness of Member States about the interlinkages between the ocean and other ecosystems for	Enhanced national-level coordination by Member States on ocean-related issues, using a multisectoral approach, in line with the Convention and	Enhanced national-level coordination by Member States on ocean-related issues, using a multisectoral approach, in line with the Convention and other international instruments, in

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<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
basis of responses by States to a questionnaire on the implementation of Sustainable Development Goal target 14.c	nexus, ^a marine science and coastal and marine biodiversity	sustainable development	other international instruments, rules and standards	particular the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction, and other rules and standards

^a General Assembly resolution [76/72](#), para. 211.

Result 2: strengthened role of the Commission on the Limits of the Continental Shelf and its subcommissions in accordance with the United Nations Convention on the Law of the Sea

Programme performance in 2023 and target for 2025

- 8.69 The subprogramme’s work contributed to enabling the Commission on the Limits of the Continental Shelf to continue to fulfil its role to the satisfaction the General Assembly as expressed in its resolution [78/69](#), which met the planned target for 2023.
- 8.70 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.18).

Table 8.18
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	Progress in the work of the Commission on the Limits of the Continental Shelf noted with satisfaction by the General Assembly in its resolution 77/248	Progress in the work of the Commission on the Limits of the Continental Shelf noted with satisfaction by the General Assembly in its resolution 78/69	Satisfaction for the Commission’s progress expressed by the General Assembly in its annual resolution on oceans and the law of the sea	Satisfaction for the Commission’s progress expressed by the General Assembly in its annual resolution on oceans and the law of the sea

Result 3: enhanced commitment of Member States to the conservation and sustainable use of oceans and their resources through the implementation of international law

Proposed programme plan for 2025

- 8.71 The subprogramme is supporting the preparations and providing substantive servicing for the 2025 Oceans Conference, to be held in 2025. The preparation of substantive documents and the organization of ocean action dialogues contribute to the identification by the Conference of synergies in the implementation of international law, including with regard to the science-policy interface, by increasing awareness among Member States and enhancing cross-sectoral capacity-building, in particular by creating multi-stakeholder partnerships.

Lessons learned and planned change

- 8.72 The lesson for the subprogramme was to fully utilize opportunities for enhanced coordination through the United Nations system to effectively support the Oceans Conference. In applying the lesson, the subprogramme will work through UN-Oceans to strengthen and promote coordination and coherence of United Nations system activities relating to ocean and coastal areas to ensure synergies and seamless interaction in the preparations for and delivery of the Conference outcomes.
- 8.73 Expected progress towards the objective is presented in the performance measure below (see table 8.19).

**Table 8.19
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	Member States identify gaps and challenges in the effective implementation of international law, in preparation for the 2025 Oceans Conference	Member States address gaps and challenges in the effective implementation of international law in preparation for the 2025 Oceans Conference with enhanced support of the United Nations system	Member States adopt an intergovernmentally agreed declaration on conserving and sustainably using the ocean, seas and marine resources, in line with the United Nations Convention on the Law of the Sea

Deliverables

- 8.74 Table 8.20 lists all deliverables of the subprogramme.

**Table 8.20
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory**

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	28	52	16	17
1. Reports for the General Assembly on oceans and the law of the sea and on sustainable fisheries	2	3	2	2
2. Report on the work of the Ad Hoc Working Group of the Whole of the General Assembly on the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	2	2	2	1
3. Summary of the third World Ocean Assessment	–	–	–	1
4. Documentation for the intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction	–	19	–	–
5. Documentation for meetings of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea	2	2	2	2
6. Documentation for the Meeting of the States Parties to the United Nations Convention on the Law of the Sea	5	12	5	5

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
7. Documentation for the Commission on the Limits of the Continental Shelf	5	5	5	5
8. Report on the consultations of States parties to the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks	1	1	–	1
9. Documentation for the resumed Review Conference on the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks	11	8	–	–
Substantive services for meetings (number of three-hour meetings)	639	761	663	649
10. Meetings of the General Assembly (informal consultations and plenary meetings)	30	32	30	30
11. Consultations of States parties to the Fish Stocks Agreement	4	2	4	6
12. Meetings relating to the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	32	60	66	50
13. Intergovernmental conference on an international legally binding instrument under the United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction	–	118	–	–
14. Meetings of States Parties to the United Nations Convention on the Law of the Sea	10	9	10	10
15. Meetings of the Commission on the Limits of the Continental Shelf	544	522	544	544
16. Meetings of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea (including preparatory meeting)	9	8	9	9
17. Review Conference on the United Nations Fish Stocks Agreement	10	10	–	–
Conference and secretariat services for meetings (number of three-hour meetings)	528	505	562	554
18. Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	24	22	58	50
19. Commission on the Limits of the Continental Shelf (subcommissions)	504	483	504	504
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	5	6	6
20. Hamilton Shirley Amerasinghe Memorial Fellowship on the Law of the Sea	1	1	1	1
21. United Nations-Nippon Foundation Fellowship Programme for Human Resources Development and Advancement of the Legal Order of the World's Oceans	1	2	1	1
22. United Nations-Nippon Foundation Strategic Needs Fellowship	1	1	1	–
23. Project for the promotion of the implementation of the United Nations Convention on the Law of the Sea and its implementing agreements and the 2030 Agenda for Sustainable Development in the context of ocean affairs and the law of the sea	1	1	1	–
24. Ocean governance capacity-building training programme	–	–	1	1
25. Project of assistance to strengthen participation in and implementation of the United Nations Fish Stocks Agreement	–	–	1	1
26. Project to promote a better understanding of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction, including the strengthening of capacities of developing States towards becoming parties to the Agreement and implementing it	–	–	–	1
27. United Nations-Nippon Foundation Ocean Governance Fellowship for Small Island Developing States	–	–	–	1
Seminars, workshops and training events (number of days)	56	95	40	62
28. Training events on oceans and the law of the sea	56	95	40	62

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Publications (number of publications)	4	4	4	5
29. <i>Law of the Sea Bulletin</i>	3	3	3	3
30. On the law of the sea	1	1	1	1
31. Third World Ocean Assessment	–	–	–	1
Technical materials (number of materials)	1	2	–	–
32. Technical materials including in the context of the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects	1	2	–	–

C. Substantive deliverables

Consultation, advice and advocacy: information, advice and assistance to States, organizations of the United Nations system, other intergovernmental organizations and relevant expert bodies in the field of the law of the sea and ocean affairs, in particular in the context of the work of the General Assembly and its subsidiary bodies; advice to the Meeting of States Parties to the United Nations Convention on the Law of the Sea and the Commission on the Limits of the Continental Shelf; advice for the implementation by Member States of the oceans-related Sustainable Development Goals; promotion of a better understanding of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction and support for its future implementation, in particular through UN-Oceans; substantive advice on the preparations for the 2025 Oceans Conference and on the implementation of the United Nations Decade of Ocean Science for Sustainable Development; advice and support to the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea; advice to the United Nations Framework Convention on Climate Change on oceans and climate; and advisory services to relevant inter-agency groups, such as the Inter-agency Consultative Group on Small Island Developing States and the Inter-agency Consultative Group for Landlocked Developing Countries.

Databases and substantive digital materials: Geographical Information System for the deposit of charts and geographical coordinates; and legal web-based information in relation to maritime zones.

D. Communication deliverables

Outreach programmes, special events and information materials: publicly accessible materials, briefings and events to promote a better understanding of the United Nations Convention on the Law of the Sea, the United Nations Fish Stocks Agreement, the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction, and the work of the General Assembly on oceans and the law of the sea and sustainable fisheries; events for World Oceans Day; and UN-Oceans side events.

Digital platforms and multimedia content: content on the law of the sea and ocean affairs on web portals, publications, websites and social media.

Library services: specialized reference collection and bibliographic database on the law of the sea and ocean affairs.

E. Enabling deliverables

Information and communications technology: specialized repository of geospatial data and information on outer limits of maritime zones and maritime boundaries.

Subprogramme 5 Progressive harmonization, modernization and unification of the law of international trade

Objective

- 8.75 The objective, to which this subprogramme contributes, is to further the progressive harmonization and unification of the law of international trade.

Strategy

- 8.76 To contribute to the objective, the subprogramme will:
- (a) Serve as the secretariat for UNCITRAL, provide Member States with working papers, draft reports and draft substantive private law rules on international trade, and give advice on and assistance in intergovernmental negotiations and coordinate those activities with equivalent activities of other international organizations in accordance with the UNCITRAL mandate and propose that UNCITRAL recommend the use or adoption of relevant instruments from other organizations;
 - (b) Provide technical assistance and capacity-building to Governments, including diagnostic assessments, implementation guidance and interpretative materials, as well as training activities and advice on the enactment of UNCITRAL texts in national law;
 - (c) Conduct research and facilitate the exchange of experience among Member States on reinforcing the resilience of international trade and global supply chains, with a particular focus on micro-, small and medium-sized enterprises and explore possible future legislative development to meet the challenges identified for consideration by the Member States.
- 8.77 The above-mentioned work is expected to result in:
- (a) Well-informed, transparent and inclusive deliberations of delegations in working groups and the Commission;
 - (b) Governments agreeing on substantive private law rules governing international trade and their reflection in universally acceptable instruments;
 - (c) The availability of additional UNCITRAL instruments to harmonize and unify international trade law and to encourage resilience in international trade;
 - (d) Increased government use and adoption of UNCITRAL instruments in national law and increased legal decisions on those instruments;
 - (e) Increased treaty actions, enactments and legal decisions based on UNCITRAL texts.

Programme performance in 2023

Enhanced stakeholders' knowledge of recent UNCITRAL texts and ongoing work on investor-State dispute settlement reform

- 8.78 The UNCITRAL special session on alternative dispute resolution is an annual knowledge-sharing forum and capacity-building flagship event of the subprogramme, bringing together national officials, legal experts and other stakeholders from across the Asia-Pacific region in an interactive, informal setting to discuss developments and exchange perspectives on alternative dispute resolution, including international commercial arbitration and mediation, and the adoption, implementation or uniform interpretation of related UNCITRAL instruments. The 2023 special session focused on investor-State dispute settlement reform, specifically the texts adopted in 2023 on investment mediation and the codes of conduct for arbitrators and for judges in international investment dispute resolution. In order to broaden the discussion on those topics and facilitate additional opportunities for stakeholders to strengthen their capacity, the subprogramme opened virtual participation to the public with travel support for officials from some Asia-Pacific developing States.
- 8.79 Progress towards the objective is presented in the performance measure below (see table 8.21).

Table 8.21
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
17 jurisdictions with 105 participants attended the special session on alternative dispute resolution, including 27 participants from landlocked developing countries and 14 from small island developing States	18 jurisdictions with 57 participants attended the special session on alternative dispute resolution, including two participants from landlocked developing countries and three from small island developing States	73 jurisdictions with 339 participants, an increase of more than 300 per cent, attended the special session on alternative dispute resolution, including five participants from landlocked developing countries and 71 from small island developing States

Planned results for 2025

Result 1: a negotiable cargo document for harmonized international trade

Programme performance in 2023 and target for 2025

- 8.80 The subprogramme’s work contributed to UNCITRAL Working Group VI commencing deliberations on a draft legislative instrument on negotiable cargo documents and to the development of consensus on the scope and proposed content of such an instrument through the preparation of preliminary draft provisions for the consideration of the Working Group, which met the planned target.
- 8.81 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.22).

Table 8.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
UNCITRAL member States have access to an appraisal of relevant legislation and to expert recommendations, which enables them to develop a draft new instrument on negotiable multimodal transport documents	UNCITRAL working group mandated by UNCITRAL member States to develop a draft instrument on negotiable multimodal transport documents, and commencement of deliberations of UNCITRAL Working Group VI on relevant legal and policy issues related to the new draft instrument	UNCITRAL Working Group VI commenced deliberations on a draft instrument on negotiable cargo documents, and States developed consensus through that Working Group on the scope and proposed content of such an instrument	Consensus reached by Working Group VI on the main features of a draft legislative instrument on negotiable cargo documents	Consensus reached by Working Group VI on additional features of a draft legislative instrument on negotiable cargo documents, including key provisions on electronic aspects

Result 2: reforms to investor-State dispute settlement through development of multiple solutions

Programme performance in 2023 and target for 2025

- 8.82 The subprogramme’s work contributed to the finalization of the codes of conduct for arbitrators and judges, and treaty provisions and guidelines on investment mediation, which were adopted by UNCITRAL, and consensus by Working Group III on additional reform elements, which met the planned target.
- 8.83 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.23).

Table 8.23
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Development by Working Group III of a workplan to deliver and adopt all reform elements by 2026	Consensus reached by Working Group III on a code of conduct for adjudicators and on treaty provisions and guidelines on investment mediation	Codes of conduct for arbitrators and judges and treaty provisions and guidelines on investment mediation adopted by UNCITRAL	Consensus reached by Working Group III on mechanisms for dispute prevention and an advisory centre, and further development of other reform elements	Consensus reached by Working Group III on the reform of a wide range of procedural and cross-cutting issues, and continued development of institutional reforms, including a standing mechanism to resolve investment disputes

Result 3: greater legal certainty for commercial data transactions

Proposed programme plan for 2025

- 8.84 Further to the exploratory work carried out since 2018, the subprogramme has been assisting Working Group IV in developing new model legislative provisions on the use of automation and artificial intelligence in contracting. In parallel, the subprogramme continues to support the ongoing Working Group deliberations on developing a uniform legislative text and accompanying guide on commercial data contracts.

Lessons learned and planned change

- 8.85 The lesson learned for the subprogramme was the need to ensure coordination in other international settings regarding cross-border data flows, such as the World Trade Organization, and similar regional digital trade initiatives. In applying the lesson, the subprogramme will focus efforts on liaising with other international institutions and on developing clear messaging for States regarding the synergies between the different workstreams.
- 8.86 Expected progress towards the objective is presented in the performance measure below (see table 8.24).

Table 8.24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
UNCITRAL member States had access to a draft “taxonomy” of legal issues related to data transactions	UNCITRAL member States mandated Working Group IV to commence work on data provision contracts, while requesting other types of data transactions to be monitored	Working Group IV had access to draft default rules on data provision contracts and made progress on deliberations for the future direction of the project	Consensus reached by UNCITRAL member States on the scope and content of default rules	Consensus reached by UNCITRAL member States on default rules for data provision contracts and assessment of possible future work on other data transactions

Deliverables

8.87 Table 8.25 lists all deliverables of the subprogramme.

Table 8.25
Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	208	207	208	208
1. Reports of UNCITRAL to the General Assembly	1	1	1	1
2. Reports of UNCITRAL to the Commission	13	13	13	13
3. Notes by the secretariat to the Commission and its subsidiary bodies	87	65	87	87
4. Conference room papers of the Commission and its subsidiary bodies	92	114	92	92
5. Information papers for the Commission and its subsidiary bodies	15	14	15	15
Substantive services for meetings (number of three-hour meetings)	160	153	160	160
6. Meetings of the Commission	30	27	30	30
7. Meetings of UNCITRAL subsidiary bodies	130	126	130	130
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	12	20	12	12
8. On international trade law (regional)	9	9	9	9
9. On international trade law (country-based)	3	11	3	3
Seminars, workshops and training events (number of days)	88	109	75	88
10. Training events on international trade law at the international, regional and country levels	88	109	75	88
Publications (number of publications)	7	1	6	4
11. Legal texts (international conventions, UNCITRAL model laws, legislative guides and other legal texts)	5	1	5	3
12. UNCITRAL publications (<i>Yearbook of the United Nations Commission on International Trade Law</i> , guides to UNCITRAL, digests of case law)	2	–	1	1

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Technical materials (number of materials)	84	78	84	84
13. Promotional and technical assistance materials	3	1	3	3
14. Case Law on UNCITRAL Texts (CLOUT) abstracts	81	77	81	81

C. Substantive deliverables

Consultation, advice and advocacy: advice to all Member States, upon request, on the adoption and application of international trade law texts prepared by UNCITRAL.

Databases and substantive digital materials: CLOUT (an online public database with over 2,000 records on case law on UNCITRAL texts, accessed by over 50,000 practitioners, judges, arbitrators, academics and other interested users); Transparency Registry (an online public repository with 26 records for the publication of information and documents in treaty-based investor-State arbitration); and online materials, including six online training courses for prospective UNCITRAL delegates, government officials, researchers and practitioners with a general interest in UNCITRAL and presentations on UNCITRAL texts.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, flyers and information kits on UNCITRAL; five lectures to groups of legal and other practitioners, academics and law students; one colloquium on international trade law; three international commercial law moot court competitions; and one commemoration event.

External and media relations: press releases and social media posts related to UNCITRAL meetings, accession by States to UNCITRAL texts and issuance of publications.

Digital platforms and multimedia content: UNCITRAL website.

Library services: UNCITRAL Law Library.

Subprogramme 6 Custody, registration and publication of treaties

Objective

- 8.88 The objective, to which this subprogramme contributes, is to ensure the transparency of the international treaty framework, wider knowledge of the law of treaties and broader participation in multilateral treaties concluded under the auspices of the United Nations and deposited with the Secretary-General.

Strategy

- 8.89 To contribute to the objective, the subprogramme will:
- (a) Undertake the registration and publication of treaties and treaty actions submitted under Article 102 of the Charter of the United Nations and provide timely and accurate information relating to deposited treaties, registered treaties and related actions through the electronic dissemination of treaty-related information on the online United Nations Treaty Collection and the publication of the *United Nations Treaty Series*;
 - (b) Provide legal assistance and advice to States, specialized agencies, United Nations programmes and offices, treaty bodies and other entities on the law of treaties, including final clauses of treaties, the depositary practice of the Secretary-General and the registration and publication of treaties. Such assistance would be provided in particular during the negotiation of multilateral treaties and through the holding of capacity-building seminars at Headquarters and at the national and regional levels, as well as through the elaboration of topical reference publications;

- (c) Fulfil the depositary functions of the Secretary-General in respect of more than 600 multilateral treaties and hold and conduct treaty events, including during the high-level week of the annual session of the General Assembly.
- 8.90 The above-mentioned work is expected to result in:
- (a) Improved access to treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related treaty actions submitted for registration and publication with the Secretariat;
 - (b) The prevention of issues of interpretation and implementation of final clauses of multilateral treaties by contracting States and enhanced familiarity and understanding by States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties;
 - (c) The entry into force of multilateral treaties deposited with the Secretary-General and the universal participation of States in such treaties.

Programme performance in 2023

Opening for signature of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction

- 8.91 The annual treaty event organized on the sidelines of the general debate of the seventy-eighth session of the General Assembly supported the signing of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction of 19 June 2023. On this occasion, 80 States from all regional groups and one regional economic integration organization signed the Agreement.
- 8.92 Following the adoption of the Agreement, the subprogramme prepared the original text of the Agreement and issued and circulated certified true copies for domestic ratification processes. It also provided procedural information on the opening for signature of the Agreement and reviewed instruments of full powers. Furthermore, the subprogramme made all logistical arrangements, including with respect to protocol and press coverage, to schedule 81 signature ceremonies with representatives of States. The Secretary-General’s depositary notifications and official pictures of ceremonies were circulated daily.
- 8.93 Progress towards the objective is presented in the performance measure below (see table 8.26).

Table 8.26
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	80 States from all regional groups and one regional economic integration organization signed the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction during the 2023 treaty event

Planned results for 2025

Result 1: improved access to procedural information on treaty law and practice

Programme performance in 2023 and target for 2025

- 8.94 The subprogramme's work contributed to increased knowledge of Member States representatives on treaty law and practice through two seminars at United Nations Headquarters, which did not meet the planned target of holding two seminars at United Nations Headquarters and additional seminars at the national and regional levels. The target was not met owing to insufficiency of voluntary funds.
- 8.95 No seminar could be held at the national or regional levels owing to insufficiency of voluntary funds, despite significant fundraising efforts. The subprogramme invited Member States to make voluntary contributions towards the financing of such seminars, and promoted the organization of workshops with States, international organizations and the Sixth Committee of the General Assembly. The subprogramme also participated in the Office of Legal Affairs regional workshop on international law for francophone countries of West Africa, held in Dakar in 2023.
- 8.96 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.27).

Table 8.27

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Increased knowledge of Member States representatives on treaty law and practice through two seminars at United Nations Headquarters	Increased knowledge of Member States representatives on treaty law and practice through two seminars at United Nations Headquarters	Increased knowledge of Member States representatives on treaty law and practice through two seminars at United Nations Headquarters	Increased knowledge of Member States representatives on treaty law and practice through two seminars at United Nations Headquarters and additional seminars at the national and regional levels	Increased knowledge of Member States representatives on treaty law and practice through two seminars at United Nations Headquarters and additional seminars at the national and regional levels

Result 2: action by States on multilateral treaties during the treaty event

Programme performance in 2023 and target for 2025

- 8.97 The subprogramme's work contributed to States taking actions during the 2023 treaty event held from 19 to 22 September 2023, which met the planned target.
- 8.98 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.28).

Table 8.28
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	States took treaty actions under multilateral treaties deposited with the Secretary-General during the treaty event	States took treaty actions under multilateral treaties deposited with the Secretary-General during the treaty event	States take treaty actions under multilateral treaties deposited with the Secretary-General during the treaty event	States take treaty actions under multilateral treaties deposited with the Secretary-General during the treaty event

Result 3: Member States advance discussion on treaty practice

Proposed programme plan for 2025

8.99 In its resolution [78/236](#) on strengthening and promoting the international treaty framework, the General Assembly decided to undertake a regular thematic debate in the Sixth Committee to foster a technical exchange of views on treaty practice, and in that regard invited Member States to focus their debate at the eightieth session on the subtopic “The role of technology in shaping treaty-making practice”.

Lessons learned and planned change

8.100 The lesson for the subprogramme, based on a request by Member States, was that additional information, including a report of the Secretary-General providing comprehensive information on the treaty practice of States and international organizations, was beneficial for the debate of Member States. In applying the lesson, the subprogramme will collect and publish contributions from Member States and international organizations on their treaty practice. The subprogramme will also provide information based on its review of the treaty practice available in the United Nations treaty database, which comprises more than 76,000 treaties in more than 100 languages and 134,000 treaty actions and over 600 multilateral treaties deposited with the Secretary-General.

8.101 Expected progress towards the objective is presented in the performance measure below (see table 8.29).

Table 8.29
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The Sixth Committee updated the General Assembly regulations to give effect to Article 102 of the Charter of the United Nations	–	In its resolution 78/236 , the General Assembly requested the subprogramme to support the regular thematic debate in the Sixth Committee, including for the preparation of the report on the subtopic selected	Member States and international organizations submit information on their treaty practice	The Sixth Committee holds a debate on the subtopic “The role of technology in shaping treaty-making practice”

Deliverables

8.102 Table 8.30 lists all deliverables of the subprogramme.

Table 8.30

Subprogramme 6: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	–	3
1. Meetings of the Sixth Committee of the General Assembly (informal consultations and plenary meetings)	3	3	–	3
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	2	2	2
2. Seminar on treaty law and practice	2	2	2	2
Publications (number of publications)	40	45	40	40
3. United Nations <i>Treaty Series</i> volumes	40	45	40	40
C. Substantive deliverables				
Consultation, advice and advocacy: advice to intergovernmental bodies on final clauses and the law of treaties during the negotiations of treaties to be deposited with the Secretary-General; consultation and legal advice concerning the law of treaties, depositary practice and registration of treaties to States, international organizations, secretariats and treaty bodies.				
Databases and substantive digital materials: daily online updates of depositary notifications on treaty actions and formalities regarding multilateral treaties deposited with the Secretary-General; original of treaties and certified true copies of treaties deposited with the Secretary-General; certificates of registration and other registration documents regarding treaties and treaty actions registered and filed and recorded by Member States and other entities; and the United Nations Treaty Collection database.				
D. Communication deliverables				
Outreach programmes, special events and information materials: annual treaty event during the opening session of the General Assembly and special treaty events dedicated to a particular treaty deposited with the Secretary-General.				
Digital platforms and multimedia content: up-to-date content for the United Nations Treaty Collection website.				
E. Enabling deliverables				
Legal services: legal advice to and support for United Nations offices, departments and regional commissions on the law of treaties, depositary practice and the registration of treaties.				

B. Proposed post and non-post resource requirements for 2025

Overview

8.103 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 8.31 to 8.33.

Table 8.31

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	25 193.4	28 024.7	521.2	–	–	521.2	1.9	28 545.9
Other staff costs	225.7	458.4	–	–	–	–	–	458.4
Non-staff compensation	–	0.1	–	–	–	–	–	0.1
Hospitality	–	0.7	–	–	–	–	–	0.7
Consultants	257.4	570.3	(52.0)	–	–	(52.0)	(9.1)	518.3
Experts	894.2	550.8	(293.4)	–	–	(293.4)	(53.3)	257.4
Travel of representatives	1 525.0	1 846.0	–	–	–	–	–	1 846.0
Travel of staff	643.1	989.4	(63.0)	–	–	(63.0)	(6.4)	926.4
Contractual services	883.5	1 465.8	(195.7)	107.6	–	(88.1)	(6.0)	1 377.7
General operating expenses	427.6	343.5	(1.6)	–	–	(1.6)	(0.5)	341.9
Supplies and materials	30.4	36.1	–	–	–	–	–	36.1
Furniture and equipment	103.0	130.2	(12.0)	–	–	(12.0)	(9.2)	118.2
Improvement of premises	5.3	–	–	–	–	–	–	–
Grants and contributions	241.5	954.9	(388.1)	–	–	(388.1)	(40.6)	566.8
Other	1.5	–	–	–	–	–	–	–
Total	30 431.6	35 370.9	(484.6)	107.6	–	(377.0)	(1.1)	34 993.9

Table 8.32

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	153	1 USG, 1 ASG, 4 D-2, 7 D-1, 19 P-5, 24 P-4, 27 P-3, 16 P-2/1, 12 GS (PL), 42 GS (OL)
Proposed for 2025	153	1 USG, 1 ASG, 4 D-2, 7 D-1, 19 P-5, 24 P-4, 27 P-3, 16 P-2/1, 12 GS (PL), 42 GS (OL)

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

Table 8.33
Overall: proposed posts by category and grade^a

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	4	–	–	–	–	4
D-1	7	–	–	–	–	7
P-5	19	–	–	–	–	19
P-4	24	–	–	–	–	24
P-3	27	–	–	–	–	27
P-2/1	16	–	–	–	–	16
Subtotal	99	–	–	–	–	99
General Service and related						
GS (PL)	12	–	–	–	–	12
GS (OL)	42	–	–	–	–	42
Subtotal	54	–	–	–	–	54
Total	153	–	–	–	–	153

^a Includes 11 temporary posts (2 P-4, 2 P-3, 3 P-2, 1 GS (PL) and 3 GS (OL)).

8.104 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 8.34 to 8.36 and figure 8.II.

8.105 As shown in tables 8.34 (1) and 8.35 (1), the overall resources proposed for 2025 amount to \$34,993,900 before recosting, reflecting a net decrease of \$377,000 (or 1.1 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments, and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 8.34
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
A. Policymaking organs	1 925.1	2 202.8	–	–	–	–	–	2 202.8
B. Executive direction and management	1 498.5	1 813.5	–	–	–	–	–	1 813.5
C. Programme of work								
1. Provision of legal services to the United Nations system as a whole	2 039.7	2 313.4	–	–	–	–	–	2 313.4
2. General legal services provided to United Nations organs and programmes	4 102.6	4 539.7	–	–	–	–	–	4 539.7

Part III International justice and law

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
3. Progressive development and codification of international law	4 537.0	4 991.9	–	–	–	–	–	4 991.9
4. Law of the sea and ocean affairs	7 835.7	10 333.3	(582.6)	107.6	–	(475.0)	(4.6)	9 858.3
5. Progressive harmonization, modernization and unification of the law of international trade	3 540.2	4 089.0	–	–	–	–	–	4 089.0
6. Custody, registration and publication of treaties	3 939.5	4 028.5	98.0	–	–	98.0	2.4	4 126.5
Subtotal, C	25 994.7	30 295.8	(484.6)	107.6	–	(377.0)	(1.1)	29 918.8
D. Programme support	1 013.2	1 058.8	–	–	–	–	–	1 058.8
Subtotal, 1	30 431.6	35 370.9	(484.6)	107.6	–	(377.0)	(1.1)	34 993.9

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	80.9	105.6	–	–	105.6
C. Programme of work					
1. Provision of legal services to the United Nations system as a whole	1 606.7	1 592.4	36.7	2.3	1 629.1
2. General legal services provided to United Nations organs and programmes	2 665.8	3 224.6	99.7	3.1	3 324.3
3. Progressive development and codification of international law	–	–	–	–	–
4. Law of the sea and ocean affairs	–	–	–	–	–
5. Progressive harmonization, modernization and unification of the law of international trade	–	–	–	–	–
6. Custody, registration and publication of treaties	–	–	–	–	–
Subtotal, C	4 272.5	4 817.0	136.4	2.8	4 953.4
D. Programme support	–	–	–	–	–
Subtotal, 2	4 353.4	4 922.6	136.4	2.8	5 059.0

(3) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	421.6	648.0	–	–	648.0
C. Programme of work					
1. Provision of legal services to the United Nations system as a whole	1 596.6	3 453.1	(1 310.1)	(37.9)	2 143.0

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<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
2. General legal services provided to United Nations organs and programmes	3 732.7	4 567.6	–	–	4 567.6
3. Progressive development and codification of international law	7.1	343.8	(258.3)	(75.1)	85.5
4. Law of the sea and ocean affairs	3 630.6	5 645.8	(869.9)	(15.4)	4 775.9
5. Progressive harmonization, modernization and unification of the law of international trade	1 325.9	1 455.7	0.0	0.0	1 455.7
6. Custody, registration and publication of treaties	219.1	263.3	–	–	263.3
Subtotal, C	10 512.0	15 729.3	(2 438.3)	(15.5)	13 291.0
D. Programme support	306.3	356.1	–	–	356.1
Subtotal, 3	11 239.9	16 733.5	(2 438.3)	(14.6)	14 295.2
Total	46 024.9	57 027.0	(2 678.9)	(4.7)	54 348.1

Table 8.35

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

 (1) *Regular budget*

<i>Component/subprogramme</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	9	–	–	–	–	9
C. Programme of work						
1. Provision of legal services to the United Nations system as a whole	11	–	–	–	–	11
2. General legal services provided to United Nations organs and programmes	21	–	–	–	–	21
3. Progressive development and codification of international law	20	–	–	–	–	20
4. Law of the sea and ocean affairs	40	–	–	–	–	40
5. Progressive harmonization, modernization and unification of the law of international trade	22	–	–	–	–	22
6. Custody, registration and publication of treaties	25	–	–	–	–	25
Subtotal, C	139	–	–	–	–	139
D. Programme support	5	–	–	–	–	5
Subtotal, 1	153	–	–	–	–	153

Part III International justice and law

(2) *Other assessed*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Provision of legal services to the United Nations system as a whole	6	–	6
2. General legal services provided to United Nations organs and programmes	13	–	13
3. Progressive development and codification of international law	–	–	–
4. Law of the sea and ocean affairs	–	–	–
5. Progressive harmonization, modernization and unification of the law of international trade	–	–	–
6. Custody, registration and publication of treaties	–	–	–
Subtotal, C	19	–	19
D. Programme support	–	–	–
Subtotal, 2	19	–	19

(3) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Policymaking organs	–	–	–
B. Executive direction and management	2	–	2
C. Programme of work			
1. Provision of legal services to the United Nations system as a whole	6	–	6
2. General legal services provided to United Nations organs and programmes	13	–	13
3. Progressive development and codification of international law	–	–	–
4. Law of the sea and ocean affairs	4	–	4
5. Progressive harmonization, modernization and unification of the law of international trade	6	(1)	5
6. Custody, registration and publication of treaties	1	–	1
Subtotal, C	30	(1)	29
D. Programme support	2	–	2
Subtotal, 3	34	(1)	33
Total	206	(1)	205

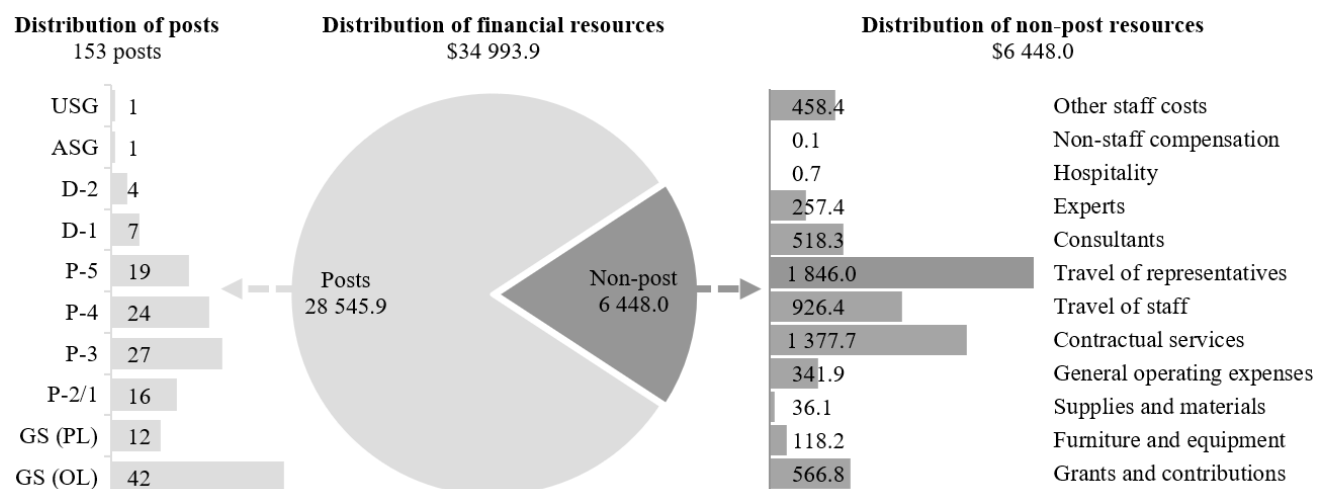
Table 8.36
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	25 193.4	28 024.7	521.2	–	–	521.2	1.9	28 545.9
Non-post	5 238.2	7 346.2	(1 005.8)	107.6	–	(898.2)	(12.2)	6 448.0
Total	30 431.6	35 370.9	(484.6)	107.6	–	(377.0)	(1.1)	34 993.9
Post resources by category								
Professional and higher		99	–	–	–	–	–	99
General Service and related		54	–	–	–	–	–	54
Total		153	–	–	–	–	–	153

Figure 8.II
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

8.106 As shown in table 8.34 (1), resource changes reflect a net decrease of \$484,600, as follows:

- (a) **Subprogramme 4, Law of the sea and ocean affairs.** The net decrease of \$582,600 relates to the following:
 - (i) An increase of \$421,100 relating to the higher provision at continuing vacancy rates for the five temporary posts (2 P-4, 1 P-2, 1 General Service (Principal level) and 1 General Service (Other level)) established in 2024 pursuant to General Assembly resolution [78/253](#), which

were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

- (ii) A decrease of \$1,003,700 relating to the removal of non-recurrent requirements under consultants (\$52,000), experts (\$293,400), travel of staff (\$63,000), contractual services (\$195,700), general operating expenses (\$1,600), furniture and equipment (\$9,900) and grants and contributions (\$388,100) to support the work related to General Assembly resolutions [75/239](#) and [77/321](#), and the subsequent approval of the resources in resolution [78/253](#), section IX, paragraph 3;
- (b) **Subprogramme 6, Custody, registration and publication of treaties.** The net increase of \$98,000 relates to:
- (i) An increase of \$100,100 relating to the higher provision at continuing vacancy rates for one P-3 post established pursuant to General Assembly resolution [78/236](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
 - (ii) A decrease of \$2,100 relating the removal of non-recurrent requirements under furniture and equipment pursuant to resolution [78/236](#).

New and expanded mandates

- 8.107 As reflected in table 8.34 (1), resource changes reflect an increase of \$107,600, as follows:

Subprogramme 4, Law of the sea and ocean affairs. The increase of \$107,600 relates to the provision under contractual services for an additional 5 terabytes of digital storage space and for technical support and maintenance of scientific analysis and plotting software, pursuant to General Assembly resolution [78/69](#).

Other assessed resources

- 8.108 As reflected in tables 8.34 (2) and 8.35 (2), other assessed resources for 2025 amount to \$5,059,000. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

Extrabudgetary resources

- 8.109 As reflected in tables 8.34 (3) and 8.35 (3), the Office of Legal Affairs expects to continue to receive both cash and in-kind contributions, which would complement regular budget resources. In 2025, extrabudgetary resources are estimated at \$14,295,200 and would provide for 33 posts (2 D-1, 2 P-5, 8 P-4, 10 P-3, 2 P-2, 7 General Service (Other level) and 2 Local level) and non-post resources. The resources would be used primarily to provide legal advice and assistance to facilitate the implementation of substantive mandates and to protect the legal interests and minimize the legal liabilities of the United Nations, including, but not limited to: (a) providing legal support and assistance in response to requests made by principal and subsidiary organs of the United Nations; (b) conducting international law training and dissemination under the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law; (c) promoting and strengthening the law of the sea for the peaceful use of the oceans and sustainable development; and (d) providing support for the progressive improvement, harmonization, understanding, knowledge, interpretation and application of international trade law and for the coordination of the work of international organizations active in that field.
- 8.110 Anticipated in-kind contributions with an estimated value of \$588,900 would provide for: (a) donated right-to-use arrangements under a memorandum of understanding between the United Nations, the Ministry of Justice of the Republic of Korea and the city of Incheon regarding the operation of and financial contributions to the UNCITRAL Regional Centre for Asia and the Pacific (\$42,000); (b) other services, such as expert advice from two legal experts, for the Regional Centre

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for Asia and the Pacific (\$123,400); and (c) technical assistance, administrative support and other services as a contribution for the World Oceans Day event (\$423,500).

8.111 The extrabudgetary resources for the Office of Legal Affairs are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

Policymaking organs

8.112 The resources proposed under this component would provide for the policymaking organs as shown in table 8.37.

Table 8.37
Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
International Law Commission	Mandate: Article 13 (1) (a) of the Charter, and General Assembly resolution 174 (II), annex, as amended by resolutions 485 (V), 984 (X), 985 (X) and 36/39 Membership: 34 experts in international law Number of sessions in 2025: 1	2 048.4	2 048.4
UNCITRAL	Mandate: Assembly resolution 2205 (XXI) Membership: 70 Member States Number of sessions in 2025: 1	154.4	154.4
Total		2 202.8	2 202.8

8.113 The proposed regular budget resources for 2025 amount to \$2,202,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 8.38 and figure 8.III.

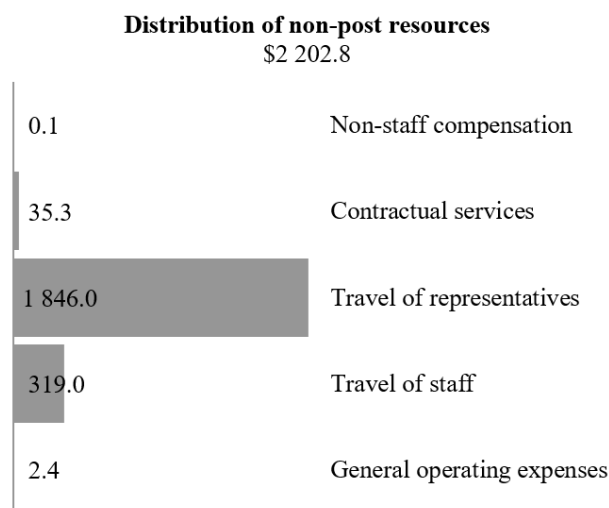
Table 8.38
Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Non-post	1 925.1	2 202.8	–	–	–	–	–	2 202.8	
Total	1 925.1	2 202.8	–	–	–	–	–	2 202.8	

Figure 8.III
Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Executive direction and management

8.114 The executive direction and management component comprises the Office of the Under-Secretary-General for Legal Affairs and the Evaluation and Strategic Planning Unit. The component is responsible for the following functions:

- (a) Providing the overall policy direction, supervision, administration and management of the Office of Legal Affairs;
- (b) Representing the Secretary-General at meetings and conferences of a legal nature and in judicial and arbitral proceedings, certifying legal instruments issued on behalf of the United Nations, convening meetings of the legal advisers of the United Nations system and representing the Organization at such meetings;
- (c) Monitoring the resources of the Office of Legal Affairs to address the changing organizational needs and workload and to improve the Office's management systems;
- (d) Formulating recommendations to the Secretary-General in interdepartmental and inter-agency bodies, supporting the coordination of the United Nations Legal Advisers Network and providing legal advice to high-level inter-agency bodies;
- (e) Ensuring the consistent monitoring and self-evaluation of subprogrammes and supporting subprogrammes with the identification, development and review of monitoring and self-evaluation methodologies and practices;
- (f) Coordinating the working groups on monitoring and evaluation and on the Sustainable Development Goals within the Office of Legal Affairs;
- (g) Acting as the focal point for information on all aspects of the work of the Office of Legal Affairs, including on capacity-building activities coordinated by the Office, coordinating interdepartmental activities and consulting and negotiating with other departments, offices, subsidiary bodies and related agencies of the United Nations system on matters of mutual concern;
- (h) Acting as the centre for coordination and supervision of all capacity-building activities, including those undertaken under the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law (subprogramme 3), and for the strengthening of the capacity of the Office of Legal Affairs to concentrate the planning,

implementation, monitoring and evaluation of those activities to allow for a more strategic and integrated management of capacity-building efforts, the leveraging of partnerships and the replication of good practices regarding legal technical assistance across organizational units to better assist relevant stakeholders and better respond to requests by Member States.

- 8.115 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office integrates environmental management practices into its operations. This includes decreasing its greenhouse gas by: (a) encouraging the use of videoconference facilities for interviews and meetings; (b) reducing print services and ensuring that all printers are set to double-sided printing; and (c) encouraging staff to turn off computers and monitors at the end of the workday.
- 8.116 Information on the timely submission of documentation and advance booking for air travel is reflected in table 8.39. The timeliness of booking compliance was affected by several factors, such as the change in participants for workshops and seminars by sponsoring Member States, delays in participants obtaining entry visas and delayed confirmations of travellers and sponsors regarding their participation in activities.

Table 8.39
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	98	99	99	100	100
Air tickets purchased at least two weeks before the commencement of travel	67	62	77	100	100

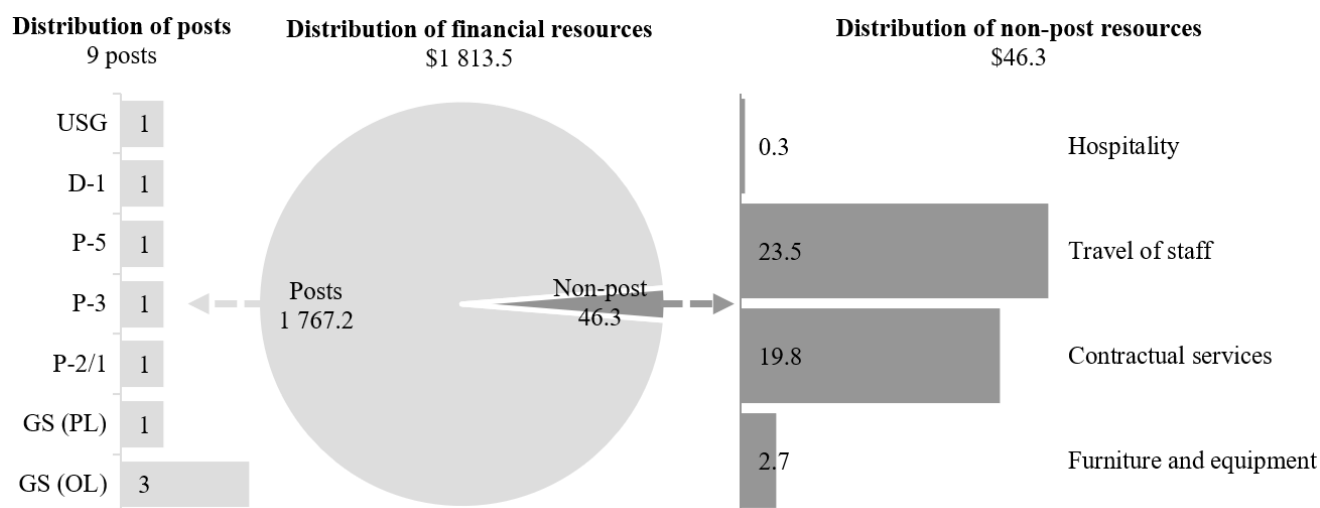
- 8.117 The proposed regular budget resources for 2025 amount to \$1,813,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 8.40 and figure 8.IV.

Table 8.40
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 458.4	1 767.2	–	–	–	–	1 767.2
Non-post	40.1	46.3	–	–	–	–	46.3
Total	1 498.5	1 813.5	–	–	–	–	1 813.5
Post resources by category							
Professional and higher		5	–	–	–	–	5
General Service and related		4	–	–	–	–	4
Total		9	–	–	–	–	9

Figure 8.IV
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Provision of legal services to the United Nations system as a whole

8.118 The proposed regular budget resources for 2025 amount to \$2,313,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 8.41 and figure 8.V.

Table 8.41
Subprogramme 1: evolution of financial and post resources

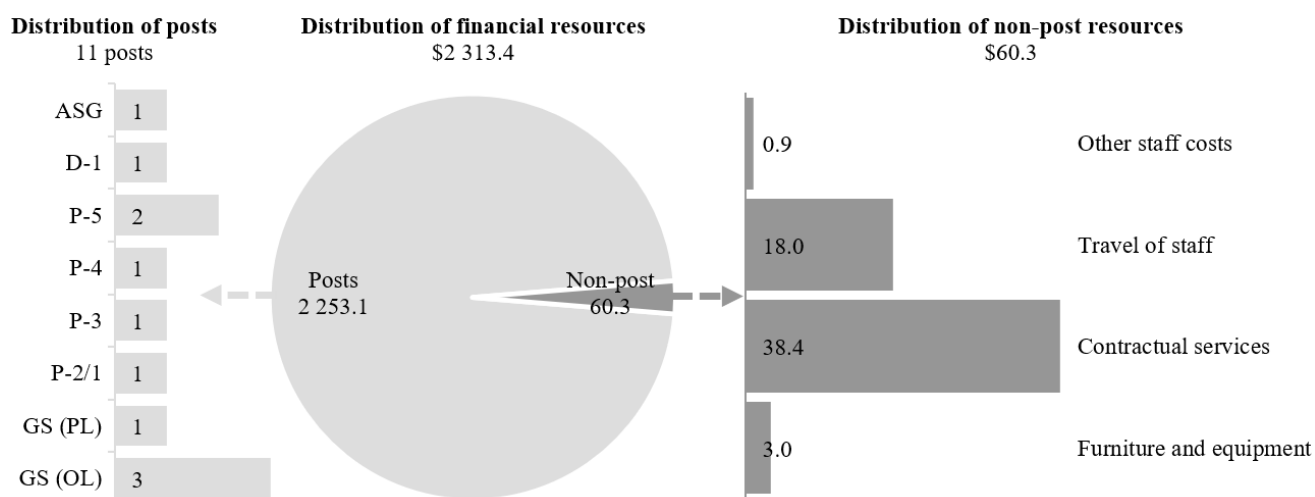
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 983.1	2 253.1	–	–	–	–	–	2 253.1
Non-post	56.6	60.3	–	–	–	–	–	60.3
Total	2 039.7	2 313.4	–	–	–	–	–	2 313.4
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		4	–	–	–	–	–	4
Total		11	–	–	–	–	–	11

Figure 8.V

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
General legal services provided to United Nations organs and programmes**

8.119 The proposed regular budget resources for 2025 amount to \$4,539,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 8.42 and figure 8.VI.

Table 8.42

Subprogramme 2: evolution of financial and post resources

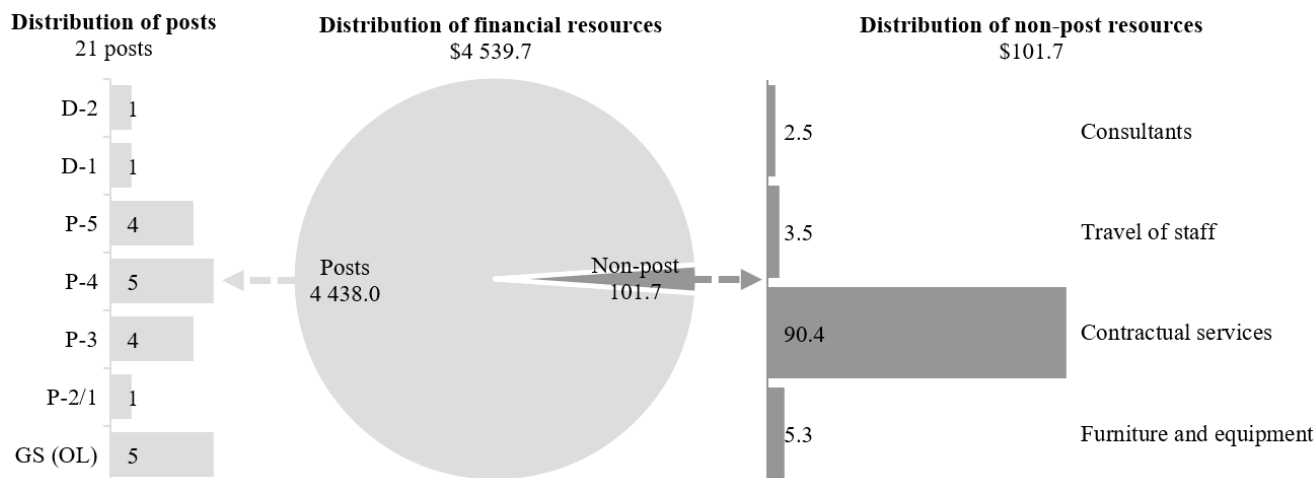
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	4 029.1	4 438.0	–	–	–	–	–	4 438.0	
Non-post	73.5	101.7	–	–	–	–	–	101.7	
Total	4 102.6	4 539.7	–	–	–	–	–	4 539.7	
Post resources by category									
Professional and higher		16	–	–	–	–	–	16	
General Service and related		5	–	–	–	–	–	5	
Total		21	–	–	–	–	–	21	

Figure 8.VI

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Progressive development and codification of international law**

8.120 The proposed regular budget resources for 2025 amount to \$4,991,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 8.43 and figure 8.VII.

Table 8.43

Subprogramme 3: evolution of financial and post resources

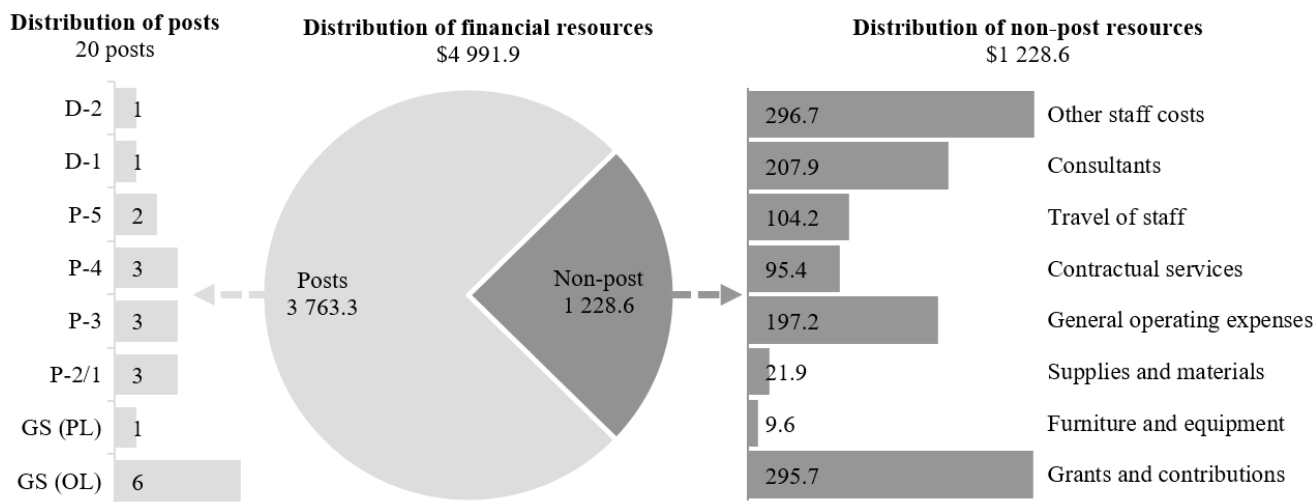
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	3 442.2	3 763.3	–	–	–	–	–	3 763.3	
Non-post	1 094.8	1 228.6	–	–	–	–	–	1 228.6	
Total	4 537.0	4 991.9	–	–	–	–	–	4 991.9	
Post resources by category									
Professional and higher		13	–	–	–	–	–	13	
General Service and related		7	–	–	–	–	–	7	
Total		20	–	–	–	–	–	20	

Figure 8.VII

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Law of the sea and ocean affairs**

8.121 The proposed regular budget resources for 2025 amount to \$9,858,300 and reflect a net decrease of \$475,000 compared with the approved budget for 2024. The proposed changes are explained in paragraphs 8.106 (a) and 8.107. Additional details on the distribution of the proposed resources for 2025 are reflected in table 8.44 and figure 8.VIII.

Table 8.44

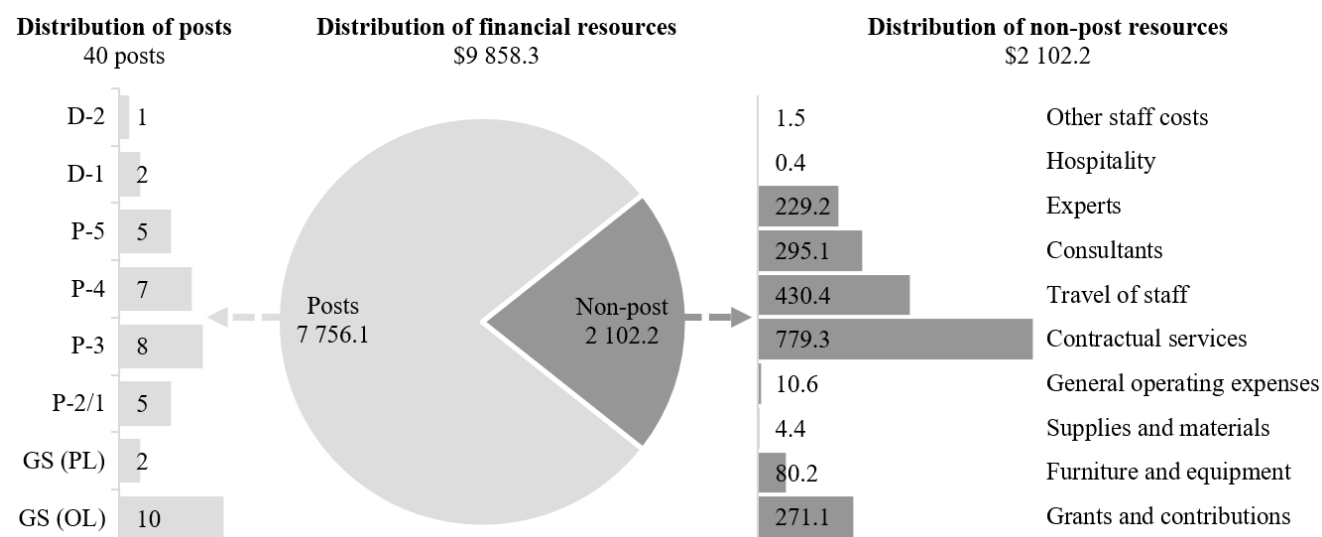
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023		Changes				2025 estimate (before recosting)	
	expenditure	2024 approved	Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	6 353.9	7 335.0	421.1	–	–	421.1	5.7	7 756.1
Non-post	1 481.9	2 998.3	(1 003.3)	107.6	–	(896.1)	(29.9)	2 102.2
Total	7 835.7	10 333.3	(582.6)	107.6	–	(475.0)	(4.6)	9 858.3
Post resources by category								
Professional and higher		28	–	–	–	–	–	28
General Service and related		12	–	–	–	–	–	12
Total		40	–	–	–	–	–	40

Figure 8.VIII
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 5 Progressive harmonization, modernization and unification of the law of international trade

8.122 The proposed regular budget resources for 2025 amount to \$4,089,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 8.45 and figure 8.IX.

Table 8.45
Subprogramme 5: evolution of financial and post resources

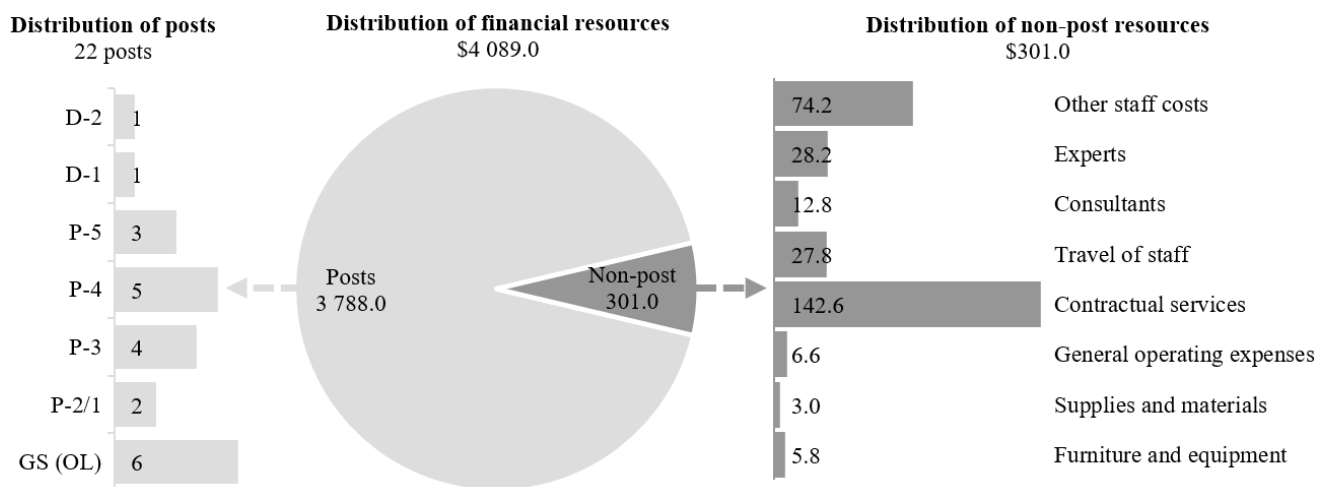
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	3 325.3	3 788.0	—	—	—	—	3 788.0
Non-post	214.9	301.0	—	—	—	—	301.0
Total	3 540.2	4 089.0	—	—	—	—	4 089.0
Post resources by category							
Professional and higher		16	—	—	—	—	16
General Service and related		6	—	—	—	—	6
Total		22	—	—	—	—	22

Figure 8.IX

Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 6
Custody, registration and publication of treaties**

8.123 The proposed regular budget resources for 2025 amount to \$4,126,500 and reflect an increase of \$98,000 compared with the approved budget for 2024. The proposed increase is explained in paragraph 8.106 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 8.46 and figure 8.X.

Table 8.46

Subprogramme 6: evolution of financial and post resources

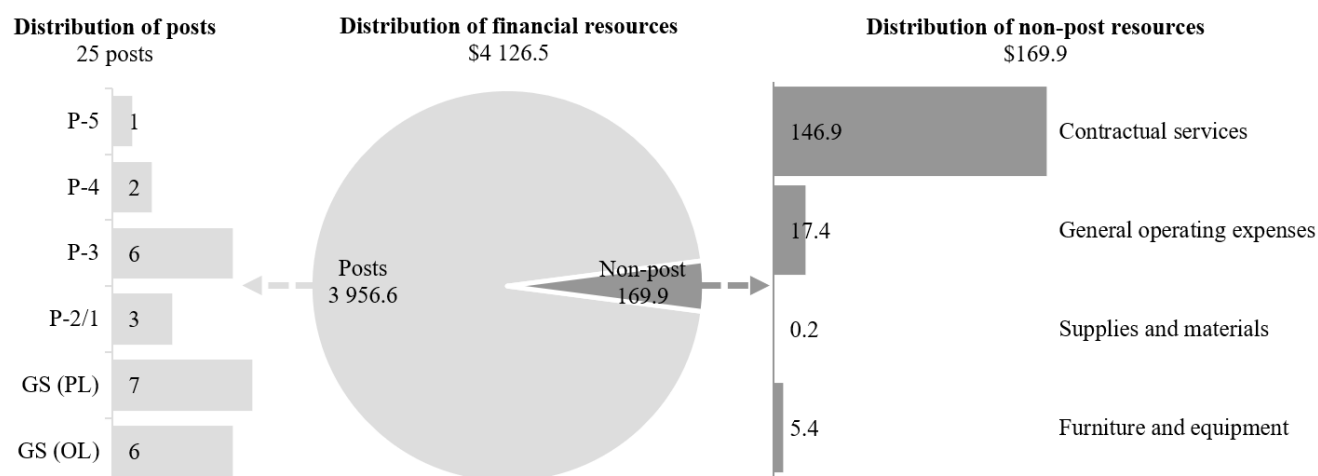
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	3 781.0	3 856.5	100.1	–	–	100.1	2.6	3 956.6
Non-post	158.5	172.0	(2.1)	–	–	(2.1)	(1.2)	169.9
Total	3 939.5	4 028.5	98.0	–	–	98.0	2.4	4 126.5
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		13	–	–	–	–	–	13
Total		25	–	–	–	–	–	25

Figure 8.X

Subprogramme 6: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

8.124 The component comprises the Executive Office, which provides administrative services to the Office of Legal Affairs and policymaking organs, including on human resources, budgetary and financial administration and resource planning.

8.125 The proposed regular budget resources for 2025 amount to \$1,058,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 8.47 and figure 8.XI.

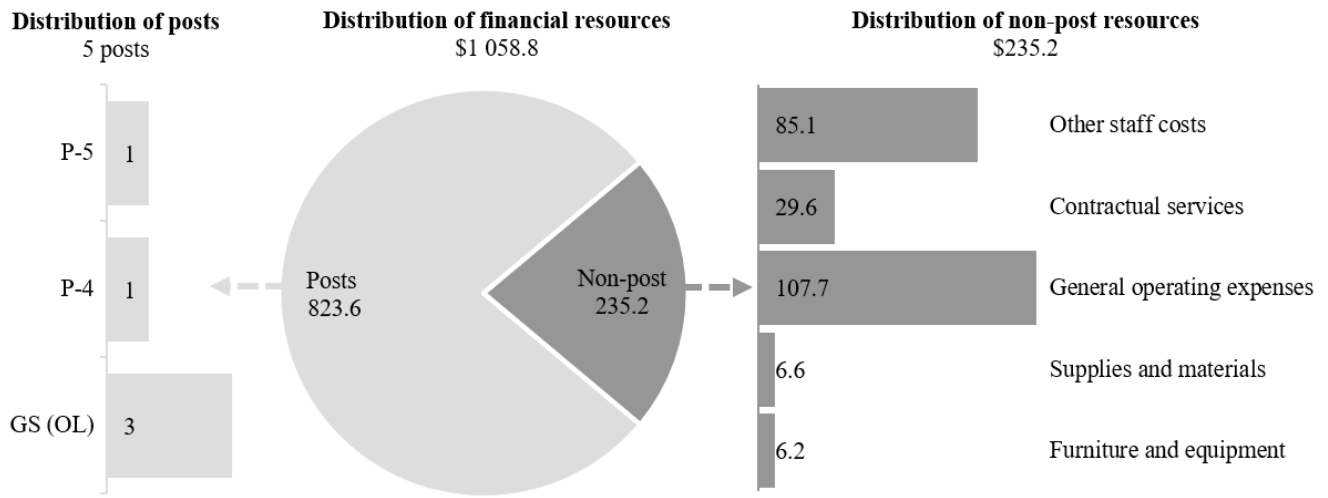
Table 8.47

Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	820.4	823.6	–	–	–	–	–	823.6	
Non-post	192.8	235.2	–	–	–	–	–	235.2	
Total	1 013.2	1 058.8	–	–	–	–	–	1 058.8	
Post resources by category									
Professional and higher		2	–	–	–	–	–	2	
General Service and related		3	–	–	–	–	–	3	
Total		5	–	–	–	–	–	5	

Figure 8.XI
Programme support: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



II. Independent Investigative Mechanism for Myanmar

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 8.126 The Independent Investigative Mechanism for Myanmar is mandated to collect, consolidate, preserve and analyse evidence of the most serious international crimes and violations of international law committed in Myanmar since 2011 and prepare files that can be shared with competent investigative, prosecutorial and judicial authorities (“competent authorities”) in order to facilitate fair and independent criminal proceedings in national, regional or international courts or tribunals. The mandate derives from Human Rights Council resolutions [39/2](#), [42/3](#), [43/26](#), [46/21](#), [47/1](#), [49/23](#), [50/3](#), [52/31](#) and [53/26](#). In its resolution [43/26](#), the Council called for close and timely cooperation between the Mechanism and any future investigations by the International Criminal Court or the International Court of Justice. The mandate is further elaborated in the Mechanism’s terms of reference ([A/73/716](#), annex).
- 8.127 The General Assembly welcomed the creation of the Mechanism in its resolution [73/264](#) and, in its resolutions [75/238](#), [76/180](#), [77/227](#) and [78/219](#), called upon the United Nations to ensure that the Mechanism was afforded flexibility in terms of staffing, location and operational freedom so that it could deliver as effectively as possible on its mandate.

Programme of work

Objective

- 8.128 The objective, to which the Mechanism contributes, is to ensure accountability of perpetrators and justice for victims of the most serious international crimes and violations of international law committed in Myanmar since 2011.

Strategy and external factors for 2025

- 8.129 To contribute to the objective, the Mechanism will:
- (a) Collect and analyse information and evidence regarding crimes within its mandate, including by undertaking investigative missions;
 - (b) Provide protection and support services to witnesses and information providers, including through cooperation with national authorities and other partners;
 - (c) Develop and maintain a secure electronic information management system that can protect against evolving risks to information and communications technology security and facilitate the analysis of vast quantities of data in multiple formats and languages;
 - (d) Share evidence and analysis with competent authorities in accordance with its mandate, including for proceedings at the International Criminal Court and the International Court of Justice;
 - (e) Engage in outreach to relevant stakeholders, in particular to victims and witnesses, using various communication tools and civil society dialogues.
- 8.130 The above-mentioned work is expected to result in:
- (a) The collection and preservation of information and evidence that can be shared with competent authorities in relation to crimes within the Mechanism’s mandate;

- (b) The initiation of fair and independent criminal proceedings by competent authorities in relation to the aforementioned crimes;
 - (c) Greater understanding of the Mechanism's mandate, work and expected results by all relevant stakeholders, including victims and the general public, in particular inside Myanmar.
- 8.131 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Some relevant Member States will permit the Mechanism to conduct evidence collection and witness interviews on their territory and facilitate the safety and well-being of witnesses and information providers;
 - (b) Some competent authorities will seek to exercise jurisdiction over the crimes within the Mechanism's mandate and such authorities will continue to request information from the Mechanism.
- 8.132 With regard to cooperation with other entities at the global, regional, national and local levels, the Mechanism continues to engage with a diverse range of actors, including Member States, individuals, civil society organizations and business entities, to seek relevant information and ensure support for its mandate.
- 8.133 With regard to inter-agency coordination and liaison, the Mechanism continues to consult with international courts and other accountability mechanisms, in particular in the areas of legal and judicial cooperation, information management systems, witness protection and support, and training. The Mechanism also cooperates with other United Nations entities working on issues relating to Myanmar.
- 8.134 The Mechanism integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Mechanism will continue its focus on sexual and gender-based crimes and crimes against children, including appropriate access to protection and support measures for victims of such crimes.

Evaluation activities

- 8.135 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) Evaluation on the methodology and processes for collecting witness statements;
 - (b) Evaluation on the effectiveness of policies and procedures on information systems and information management.
- 8.136 The results of these evaluations have been taken into account for the proposed programme plan for 2025. For example, the evaluation under subparagraph (a) affirmed the effectiveness of efforts, reflected in result 1, in taking signed witness statements of high forensic value with the broadest possible admissibility in national and international courts and tribunals, but suggested that future statements could benefit from the utilization of more culturally informed interviewing techniques. The evaluation also informed the current strategy to focus the statements on the core elements of crimes and evidence of perpetrator identity and responsibility. As a result of the evaluation under subparagraph (b), the Mechanism plans to adopt an information and technology governance and policy framework that is a better fit for the Mechanism's post-pandemic requirements and operations. The new framework will better respond to improving and evolving technology systems, and will enhance compliance by Mechanism staff and personnel.
- 8.137 An evaluation of the Mechanism's investigative mission planning process and implementation is planned for 2025.

Programme performance in 2023

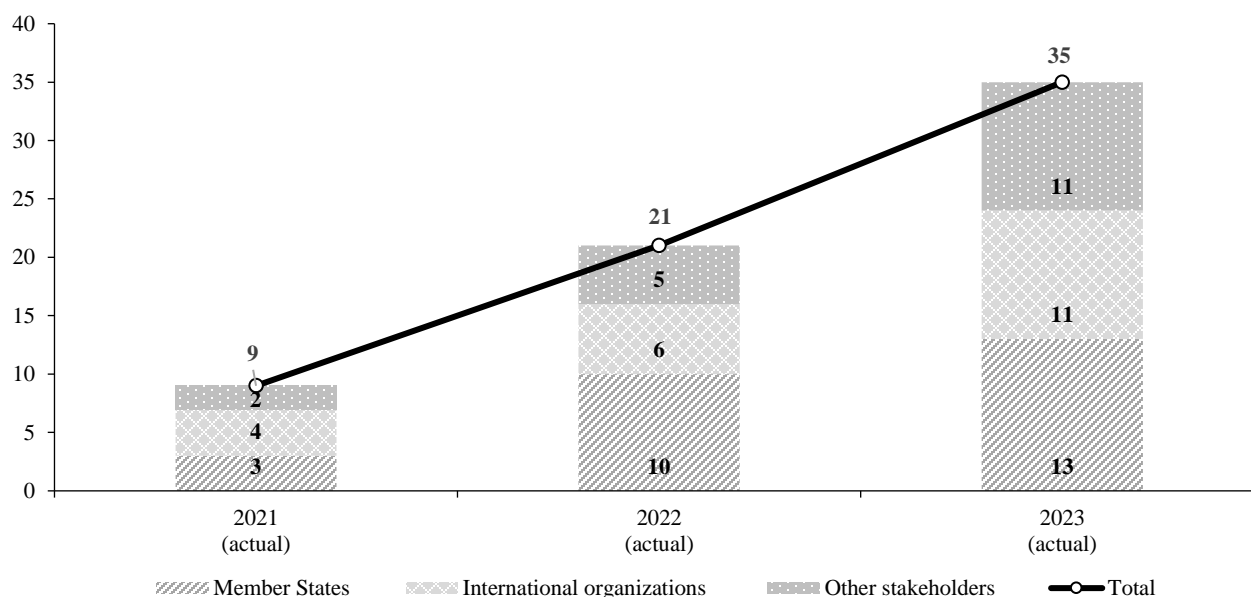
Member States and other stakeholders cooperate with the Mechanism in support of accountability for the most serious international crimes

8.138 The Mechanism requires the cooperation of numerous entities, including States, international organizations, civil society organizations, business entities and victims and survivors, in order to collect information and evidence of the most serious international crimes committed in Myanmar. The collection of direct testimonial evidence from those who witnessed or have direct knowledge of key events and information is necessary for building case files that can facilitate criminal prosecutions. Many States require the negotiation of formal arrangements regulating the parameters of their cooperation, such as for the Mechanism to conduct witness interviews in their territory. Some international organizations, civil society organizations and corporate providers also require cooperation arrangements before sharing information with the Mechanism. The conclusion of cooperation arrangements is consequently critical to the effective implementation of the Mechanism's mandate. The Mechanism's proactive engagement with States and other stakeholders from 2021 to 2023 resulted in a total number of 35 cooperation arrangements in place at the end of 2023.

8.139 Progress towards the objective is presented in the performance measure below (see figure 8.XII).

Figure 8.XII

Performance measure: number of cooperation arrangements concluded (cumulative)



Planned results for 2025

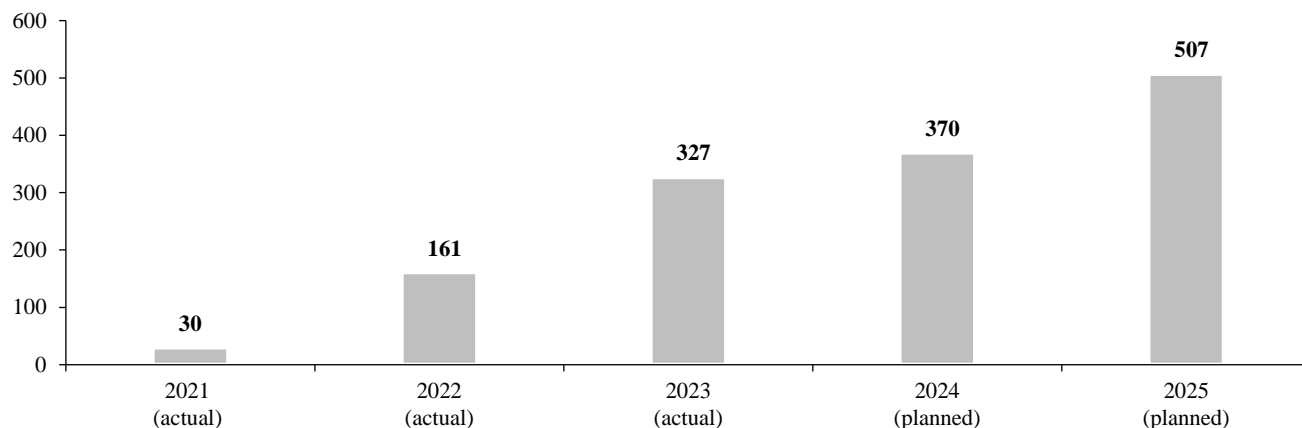
Result 1: increased access to evidence with broadest possible admissibility in national, regional and international courts

Programme performance in 2023 and target for 2025

8.140 The Mechanism's work contributed to the availability of 327 screening notes and witness statements for sharing, which exceeded the planned target of 165.

8.141 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 8.XIII).

Figure 8.XIII
Performance measure: number of screening notes and witness statements available for sharing (cumulative)^a



^a Due to a technical error, the number of screening notes and witness statements available for sharing in 2021 and 2022 was overreported in the 2023 and 2024 proposed programme plans. To maintain accountability for the programme plans, the 2021 and 2022 targets have accordingly been modified to reflect the actual number of screening notes and witness statements for those years. The error had no impact on the Mechanism meeting its planned targets for 2021 and 2022.

Result 2: domestic and international authorities have access to evidence that assists in establishing specific crimes and identifying perpetrators

Programme performance in 2023 and target for 2025

- 8.142 The Mechanism’s work contributed to domestic and international authorities having access to tailored, comprehensive and timely analytical products and underlying evidence in diverse formats that can assist such authorities in establishing specific crimes and identifying perpetrators of the most serious international crimes, which met the planned target.
- 8.143 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 8.48).

Table 8.48
Performance measure: domestic and international authorities have access to:

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Repository of diverse information and evidence	Repository and analysis of information and evidence regarding priority situations and incidents	Repository of evidence and targeted analysis of hate speech; military structures and chain of command; sexual and gender-based crimes; and two post-coup priority incidents in Kayah and Sagaing	Repository of evidence and targeted analysis of financial structures and connections between persons and groups of interest; and digital analysis and geolocation of sites of interest	Repository of evidence and analysis pertaining to key suspected individuals linked to priority situations and incidents

Result 3: victims, survivors, civil society and information providers engage in accountability processes

Proposed programme plan for 2025

8.144 The Mechanism recognizes the need to directly engage with victims, survivors, civil society representatives and other information providers and keep them informed regarding ongoing accountability processes related to crimes under its mandate. The Mechanism engages in regular dialogues and diverse forums with these stakeholders, who are on the front line of efforts to gather information and evidence, in order to increase mutual understanding and cooperation. When stakeholders are actively engaged and well-informed, accountability processes can better reflect their experiences, perspectives, needs and priorities.

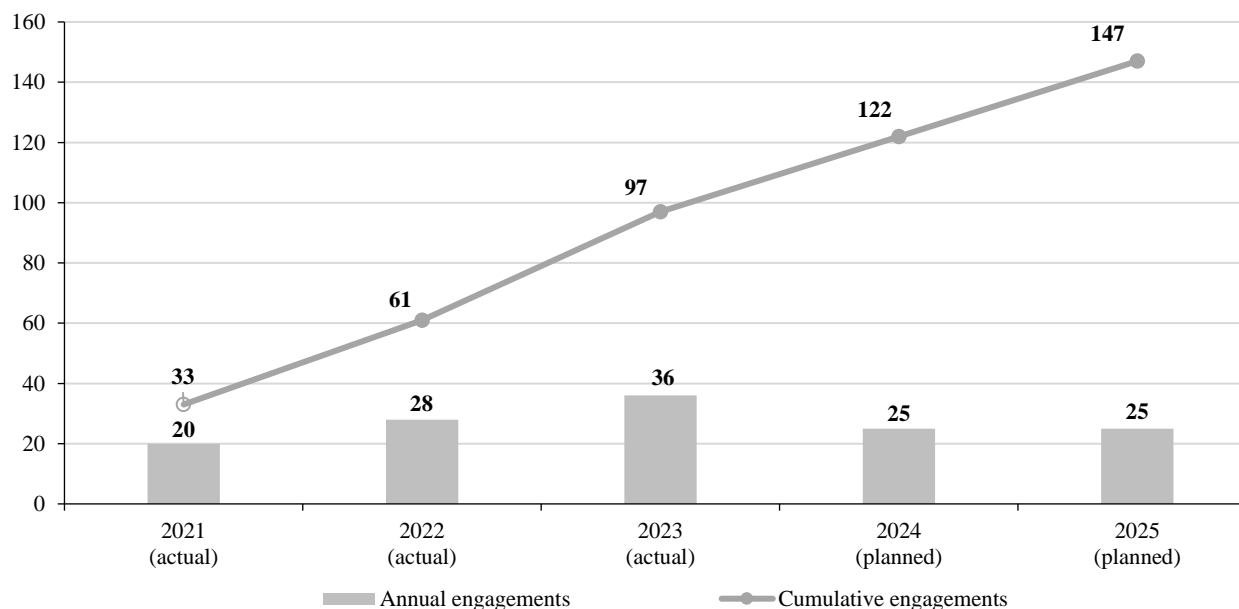
Lessons learned and planned change

8.145 The lesson for the Mechanism is that active and regular engagement with stakeholders can build trust and deepen mutual understanding of respective roles, perspectives and challenges. Examples include the Mechanism's efforts to communicate extensively with victims' and survivors' groups to maintain an ongoing and productive relationship and to develop a large network of civil society partners both within and outside the region. In applying the lesson, the Mechanism plans to expand its engagement with diverse groups of stakeholders, diversify its methods of engagement and utilize proactive strategies to effectively solicit and consider their experiences, perspectives and priorities, through different communication channels and tools.

8.146 Expected progress towards the objective is presented in the performance measure below (see figure 8.XIV).

Figure 8.XIV

Performance measure: number of engagements of victims, survivors, civil society representatives and information providers



Legislative mandates

8.147 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the Mechanism.

General Assembly resolutions

73/264	Situation of human rights in Myanmar	75/287	The situation in Myanmar
74/246; 75/238; 76/180; 77/227; 78/219	Situation of human rights of Rohingya Muslims and other minorities in Myanmar		

Human Rights Council resolutions

39/2; 42/3; 47/1; 50/3; 53/26	Situation of human rights of Rohingya Muslims and other minorities in Myanmar	43/26; 46/21; 49/23; 52/31	Situation of human rights in Myanmar
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Deliverables

8.148 Table 8.49 lists all deliverables of the Mechanism.

Table 8.49
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports for the General Assembly	1	1	1	1
2. Reports for the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
Meetings of:				
3. The Human Rights Council	1	1	1	1
4. The General Assembly	1	1	1	1
5. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
6. The Committee for Programme and Coordination	1	1	1	1
7. The Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	14	7	10
8. Workshops for national, regional and international courts or tribunals on the Mechanism’s investigations in order to facilitate proceedings	4	7	3	4
9. Workshop on collaboration between civil society groups working on Myanmar and the Mechanism	2	7	4	6
Technical materials (number of materials)	90	291	155	180
10. Compilation of information and evidence of international crimes	15	78	40	50
11. Compilation of analysis of evidence of international crimes	15	47	25	35
12. Screening notes and witness statements	60	166	90	95
Fact-finding, monitoring and investigation missions (number of missions)	5	5	6	5
13. Investigation missions to interview witnesses and collect evidence	5	5	6	5
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with more than 50 entities, including Member States and civil society organizations.				
Databases and substantive digital materials: databases and analytical tools to register, preserve, verify and analyse relevant information and evidence; information technology systems to enable safe and secure operations.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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Direct service delivery: protection and support measures for witnesses, including 150 threat assessments to identify security risks to witnesses, in-house psychosocial services to facilitate witness interviews, and referrals of witnesses to service providers to facilitate medical and psychosocial support.

D. Communication deliverables

Outreach programmes, special events and information materials: two conferences with relevant stakeholders on the Mechanism’s mandate and activities; three periodic bulletins; five visual materials about the Mechanism’s work in at least two languages of Myanmar in addition to the Myanmar language (Burmese).

External and media relations: 15 press conferences and media interviews; panels and events; and at least four briefings to the diplomatic and academic communities on progress of the Mechanism’s work.

Digital platforms and multimedia content: Mechanism’s website and social media accounts.

B. Proposed post and non-post resource requirements for 2025

Overview

8.149 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 8.50 to 8.52.

Table 8.50

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Other staff costs	9 552.4	10 622.0	–	–	–	–	10 622.0
Consultants	307.5	306.4	–	–	–	–	306.4
Experts	10.8	–	–	–	–	–	–
Travel of staff	394.3	490.7	–	–	–	–	490.7
Contractual services	1 322.0	1 658.9	–	–	–	–	1 658.9
General operating expenses	734.5	869.2	–	–	–	–	869.2
Supplies and materials	44.2	25.1	–	–	–	–	25.1
Furniture and equipment	142.4	286.8	–	–	–	–	286.8
Grants and contributions	31.2	154.0	–	–	–	–	154.0
Other	19.9	–	–	–	–	–	–
Total	12 559.1	14 413.1	–	–	–	–	14 413.1

Table 8.51

Overall: proposed general temporary assistance positions and changes for 2025

(Number of positions)

	Number	Details
Approved for 2024	57	1 ASG, 1 D-1, 4 P-5, 8 P-4, 20 P-3, 14 P-2/1, 9 GS (OL)
Redeployment		1 P-5 from Office of the Head of the Mechanism to the Collection, Analysis and Sharing Section 3 P-3 and 2 P-2 from the Collection, Analysis and Sharing Section to the Office of the Head of the Mechanism
Proposed for 2025	57	1 ASG, 1 D-1, 4 P-5, 8 P-4, 20 P-3, 14 P-2/1, 9 GS (OL)

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

Table 8.52

Overall: proposed general temporary assistance positions by category and grade

(Number of positions)

Category and grade	Changes					Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other			
Professional and higher							
ASG	1	–	–	–	–	–	1
D-1	1	–	–	–	–	–	1
P-5	4	–	–	–	–	–	4
P-4	8	–	–	–	–	–	8
P-3	20	–	–	–	–	–	20
P-2/1	14	–	–	–	–	–	14
Subtotal	48	–	–	–	–	–	48
General Service and related							
GS (OL)	9	–	–	–	–	–	9
Subtotal	9	–	–	–	–	–	9
Total	57	–	–	–	–	–	57

8.150 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 8.53 to 8.55 and figure 8.XV.

8.151 As shown in tables 8.53 (1) and 8.54 (1), the overall resources proposed for 2025 amount to \$14,413,100 before recosting, reflecting no change in the resource level compared with the approved budget for 2024. Cost-neutral resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 8.53

Overall: evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Programme of work	12 559.1	14 413.1	–	–	–	–	–	14 413.1	
Subtotal, 1	12 559.1	14 413.1	–	–	–	–	–	14 413.1	

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	3 054.9	4 634.5	(1 444.1)	(31.0)	3 190.4
Subtotal, 2	3 054.9	4 634.5	(1 444.1)	(31.0)	3 190.4
Total (1+2)	15 614.0	19 047.6	(1 444.1)	(7.6)	17 603.5

Table 8.54

Overall: proposed general temporary assistance positions for 2025 by source of funding and component

(Number of positions)

(1) *Regular budget*

Component	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	57	–	–	–	–	57
Subtotal, 1	57	–	–	–	–	57

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Programme of work	14	(2)	12
Subtotal, 2	14	(2)	12
Total (1+2)	71	(2)	69

Table 8.55

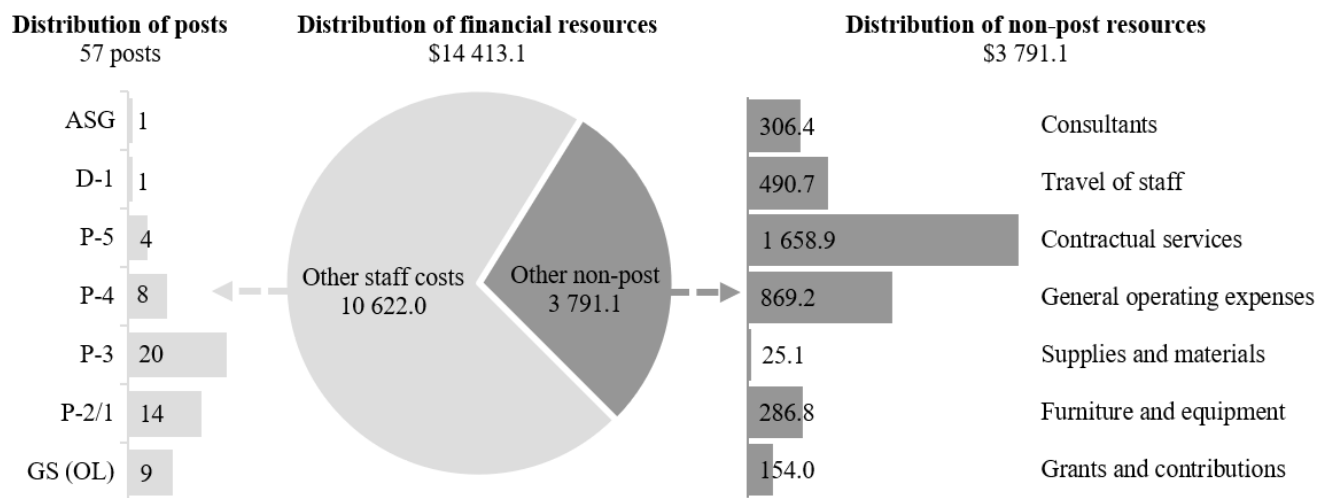
Overall: evolution of financial resources and general temporary assistance positions

(Thousands of United States dollars/number of positions)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	12 559.1	14 413.1	–	–	–	–	–	14 413.1
Total	12 559.1	14 413.1	–	–	–	–	–	14 413.1
General temporary assistance positions by category								
Professional and higher		48	–	–	–	–	–	48
General Service and related		9	–	–	–	–	–	9
Total		57	–	–	–	–	–	57

Figure 8.XV
Distribution of proposed resources for 2025 (before recosting)

(Number of positions/thousands of United States dollars)



Explanation of variances by factor

Other changes

8.152 As reflected in table 8.51, cost-neutral changes are proposed in respect of the redeployment of five general temporary assistance positions, namely, two Witness Protection and Support Officers (P-3), two Associate Witness Protection and Support Officers (P-2) and one Security Coordination Officer (P-3) from the Collection, Analysis and Sharing Section to Office of the Head of the Mechanism; and the redeployment of one Senior Legal Officer (P-5) from the Office of the Head of the Mechanism to the Collection, Analysis and Sharing Section (see annex II).

Extrabudgetary resources

8.153 As reflected in tables 8.53 (2) and 8.54 (2), extrabudgetary resources amount to \$3,190,400. The resources would complement regular budget resources and would be used mainly to provide for 12 general temporary assistance positions (3 P-4, 5 P-3 and 4 P-2) and other non-post resources to enhance the Mechanism’s investigative capacity with specialized expertise, for the procurement of specialized technology and tools for the preservation of digital information and evidence, and for the convening of a forum to engage with civil society organizations.

8.154 The extrabudgetary resources for the Mechanism are subject to the oversight of the Mechanism, which has delegated authority from the Secretary-General.

Other information

8.155 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Mechanism continues to minimize energy consumption at its facilities, where it installed special external walls with thermal insulation panels to reduce the dispersion of heat, thermal windows with energy-efficient features designed to resist the loss of heat and cold, light emitting diode lights in all office and common areas, and a heating, ventilation and air conditioning system with thermostats in all offices and common areas to enable better control of the system.

Section 8 **Legal affairs**

8.156 Information on the timely submission of documentation and advance booking for air travel is reflected in table 8.56. The Mechanism will continue its efforts to enhance the rate of travel compliance through more frequent monitoring of compliance with advance booking requirements for air travel and by bringing up the issue in the monthly resources updates provided to management.

Table 8.56
Compliance rate
(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	77	83	92	100	100

III. International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 8.157 The Mechanism is responsible for assisting in the investigation and prosecution of persons responsible for the most serious international crimes committed in the Syrian Arab Republic since March 2011. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [71/248](#), as further elucidated in the Mechanism's terms of reference ([A/71/755](#), annex). The Mechanism has a responsibility to support criminal accountability and in doing so provides support to ongoing investigations and prosecutions in competent jurisdictions. It also generates analytical products that can be shared with competent jurisdictions that either currently, or may in the future, have jurisdiction over the crimes within the Mechanism's mandate.

Programme of work

Objective

- 8.158 The objective, to which the Mechanism contributes, is to achieve accountability for the most serious international crimes committed in the Syrian Arab Republic since March 2011.

Strategy and external factors for 2025

- 8.159 To contribute to the objective, the Mechanism will:
- (a) Build the central repository through existing or new cooperation agreements and focused investigative work and analysis of evidence within the framework of its structural investigation and in response to requests for assistance from competent jurisdictions;
 - (b) Prepare analytical products in the context of projects within active lines of inquiry in its structural investigation;
 - (c) Share information, evidence, analytical products and expertise with national, regional or international courts and tribunals that have jurisdiction over these alleged crimes;
 - (d) Develop and implement its victim- and survivor-centred approach and integrate a focus on gender-based violence, including sexual violence, and crimes against children throughout its work, as well as addressing broader justice objectives, such as assisting efforts to clarify the fate of missing persons;
 - (e) Promote an integrated approach to justice and accountability through effective dialogue and coordination, including with criminal justice actors, civil society and other United Nations actors;
 - (f) Provide support and protection to witnesses who cooperate with the Mechanism to ensure that they can do so in safety and security.

- 8.160 The above-mentioned work is expected to result in:
- (a) Requesting parties having access to crucial evidence of alleged crimes, stored in a central repository and available for collation and distribution;
 - (b) Strengthened investigations, prosecutions and trials by jurisdictions with competence over the alleged crimes within the Mechanism’s mandate;
 - (c) Greater accessibility to, and influence over, justice processes for victims and survivors, including those disadvantaged by gender-based and/or age-related discrimination, of crimes in the Syrian Arab Republic;
 - (d) The strengthening of the broadest possible range of justice initiatives compatible with the Mechanism’s mandate.
- 8.161 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Entities and individuals will provide and/or facilitate the Mechanism’s access to information and evidence in various formats for inclusion in the central repository;
 - (b) Further materials on chemical weapons usage compiled by the Organisation for the Prohibition of Chemical Weapons-United Nations Joint Investigative Mechanism will be made available for collection.
- 8.162 With regard to cooperation with other entities at the global, regional, national and local levels, the Mechanism will continue to request access to a growing number of States for evidence-gathering as well as to cooperate with competent jurisdictions, international organizations, Syrian and international civil society organizations and individuals, utilizing a variety of cooperation frameworks.
- 8.163 With regard to inter-agency coordination and liaison, the Mechanism will continue to cooperate with other United Nations entities working on issues related to the Syrian Arab Republic, including the Independent International Commission of Inquiry on the Syrian Arab Republic, in accordance with its mandate.
- 8.164 The Mechanism integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Mechanism continues to incorporate a gender perspective into its evidentiary strategies to avoid bias that results in the incomplete or inaccurate recording of harm experienced by females and to ensure that due attention is paid to sexual violence against males.
- 8.165 In line with the United Nations Disability Inclusion Strategy, the Mechanism will integrate throughout its work the experiences and perspectives of persons with disabilities in the Syrian context. This is consistent with its victim- and survivor-centred approach, whereby the Mechanism seeks to bring to light and address the experiences of a broad range of victims and survivors who have been historically overlooked.

Evaluation activities

- 8.166 An evaluation on the programme of work for the period 2016–2022, conducted by the entity and completed in 2023, has guided the proposed programme plan for 2025.
- 8.167 In response to the results of this evaluation, the Mechanism engaged in a review of its strategic plan for the period 2023–2025. It further assessed its legal, analytical and investigative capacity with a view to ensuring continued support to competent jurisdictions, facilitating justice opportunities in line with its victim- and survivor-centred approach.
- 8.168 An evaluation of the digital infrastructure and capacity needs of the Mechanism’s collection, analysis and sharing activities is planned for 2025.

Programme performance in 2023

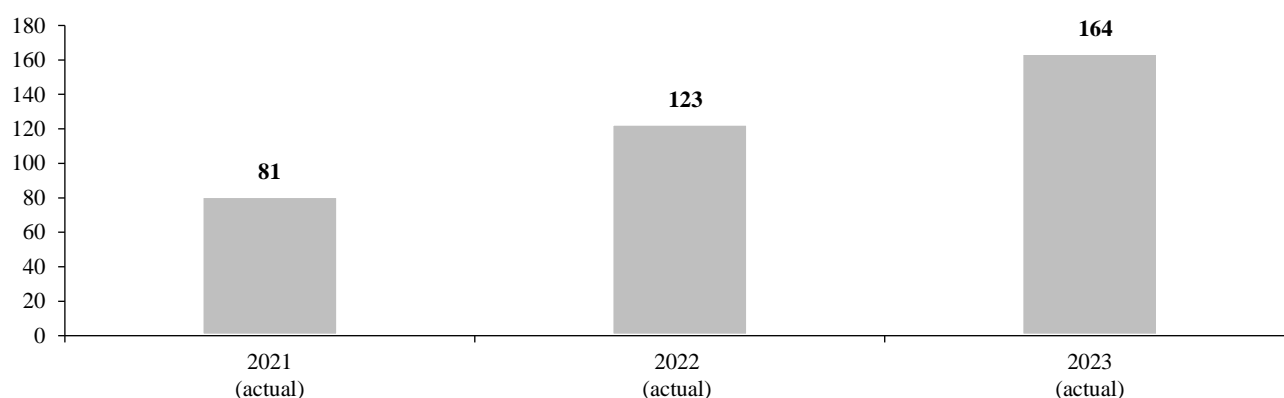
Competent jurisdictions' investigations furthering criminal accountability

8.169 The Mechanism supports criminal accountability through its mandate and, in doing so, provides support to ongoing investigations and prosecutions of most serious international crimes committed in the Syrian Arab Republic since March 2011 in competent jurisdictions. The Mechanism has supported investigations by sharing information, data sets, witness evidence, evidentiary modules and analytical products with competent jurisdictions.

8.170 Progress towards the objective is presented in the performance measure below (see figure 8.XVI).

Figure 8.XVI

Performance measure: number of distinct investigations enhanced with information provided by the Mechanism (cumulative)



Planned results for 2025

Result 1: enhanced victim- and survivor-centred approach for inclusive justice

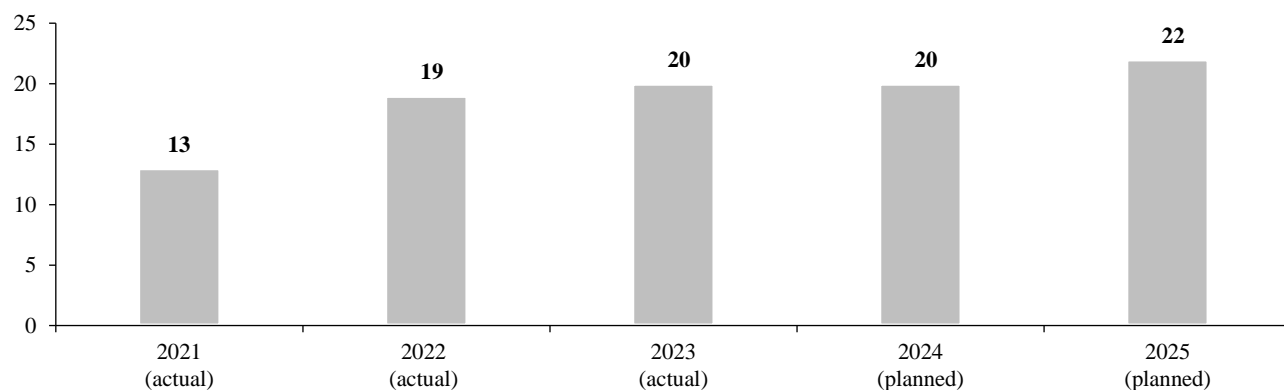
Programme performance in 2023 and target for 2025

8.171 The Mechanism's work contributed to 20 engagements of victims and survivors, which exceeded the planned target of 19 engagements.

8.172 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 8.XVII).

Figure 8.XVII

Performance measure: number of engagements of victims and survivors (annual)



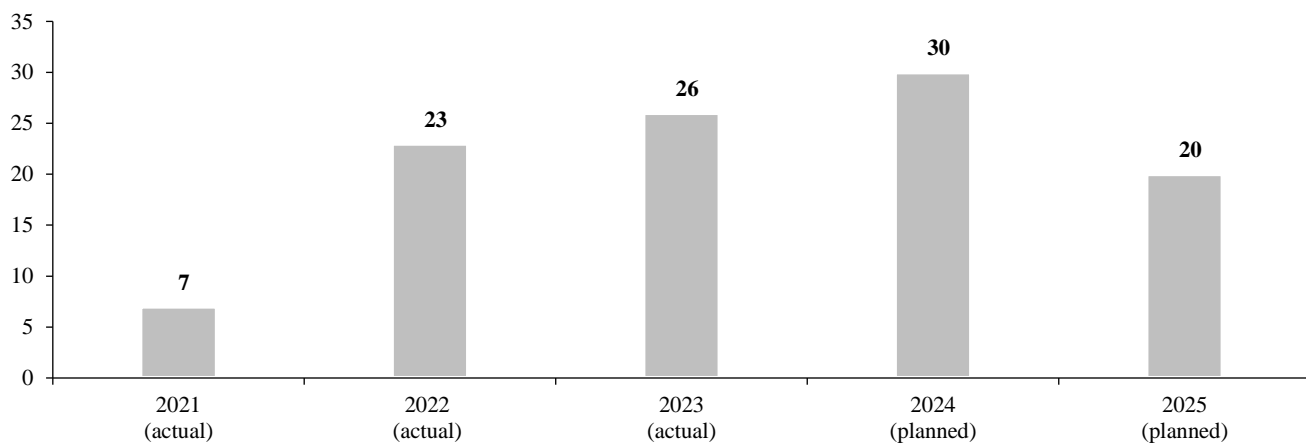
Result 2: increased availability of information in support of ongoing investigations and prosecutions and the search for missing persons

Programme performance in 2023 and target for 2025

- 8.173 The Mechanism’s work contributed to 26 information and evidence packages proactively made available to competent jurisdictions and to assist the search for missing persons, which exceeded the planned target of 25 proactive sharing activities.
- 8.174 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 8.XVIII).

Figure 8.XVIII

Performance measure: number of information and evidence packages proactively made available to competent jurisdictions and to assist the search for missing persons (annual)



Result 3: enhanced protection and support to victims, witnesses or other sources cooperating with the Mechanism

Proposed programme plan for 2025

- 8.175 In line with its terms of reference, the Mechanism is working to ensure that all witnesses, victims and any other persons who cooperate with the Mechanism can do so in safety and security. The Mechanism has established a limited internal capacity and is operationalizing best international practices in its witness and victim protection and support services, including with regard to cooperating witnesses who have relayed serious and credible concerns for their security. The Mechanism provides protection and support to concerned individuals, namely: (a) victims, witnesses and sources of information and evidence relevant to its mandate who cooperate with investigators in the context of its investigations; and (b) persons who are at risk because they are associated with someone from one of the above-mentioned groups, such as family members or friends, as and when required.

Lessons learned and planned change

- 8.176 The lesson for the Mechanism was that there was a need to respond to increasing demand from competent jurisdictions for the Mechanism to conduct witness interviews in support of their ongoing investigations. In parallel, the Mechanism’s advancement of its structural investigation led to a shift in focus from large-scale collections of existing information and evidence to more targeted collection activities and witness interviews. Both trends have resulted in new and increased witness and victim support needs. In applying the lesson, the Mechanism will increase the integration of protection and support services into investigation activities, in particular those related to witness interviews. Full integration into the process will ensure that the concerned individuals, particularly the most vulnerable, receive appropriate and timely protection and support as required.

8.177 Expected progress towards the objective is presented in the performance measure below (see table 8.57).

Table 8.57
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Enhanced protection and support for witnesses, victims and other sources, including integrated protective measures and support mechanisms available throughout every phase of the investigative process	Witnesses, victims and other sources have access to systematic support, including standing referral pathways to Member States for protection and support-related services

Legislative mandates

8.178 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the Mechanism.

General Assembly resolutions

71/248	International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011	75/193; 76/228; 77/230; 78/222	Situation of human rights in the Syrian Arab Republic
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Deliverables

8.179 Table 8.58 lists all deliverables of the Mechanism.

Table 8.58
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Reports for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
Meetings of:				
2. The General Assembly	1	1	1	1
3. The Fifth Committee	1	1	1	1
4. The Committee for Programme and Coordination	1	1	1	1
5. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	6	6	4
6. Workshops on collaboration strategies between NGOs in the Syrian Arab Republic and the Mechanism	2	2	2	2
7. Workshops on accountability for civil society	2	2	2	–
8. Seminar on victim-centred approach	2	2	2	2
Technical materials (number of materials)	195	191	193	172
9. Compilation of information and evidence of international crimes, including in response to requests for assistance by prosecuting authorities	90	109	90	90
10. Compilation of analysis of evidence of international crimes, for sharing with relevant authorities	100	82	100	80
11. Packages of analytical products relevant to individual criminal responsibility for specific international crimes	5	–	3	2
Fact-finding, monitoring and investigation missions (number of missions)	22	21	20	20
12. Investigation-related missions to identify and meet sources and potential witnesses, to interview witnesses and/or to collect evidence for the Mechanism’s repository of information and evidence	22	21	20	20
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with and cooperation in support of national judicial authorities from more than 15 countries; and consultations with civil society, including a broad range of victim and survivor communities.				
Databases and substantive digital materials: central repository of evidence of crimes committed in the Syrian Arab Republic since March 2011.				
Direct service delivery: protection and support measures for Mechanism witnesses, including threat assessments to identify security risks to witnesses and referrals of witnesses to service providers to facilitate medical and psychosocial support.				
D. Communication deliverables				
Outreach programmes, special events and information materials: periodic bulletins for some 200 NGOs and other entities; information and “frequently asked questions” for general dissemination; background papers about the Mechanism; and awareness-raising meetings for United Nations partners of the Mechanism.				
External and media relations: press statements, press conferences and interviews; panels and events; and briefings to the diplomatic and academic communities.				
Digital platforms and multimedia content: the Mechanism’s website.				

B. Proposed post and non-post resource requirements for 2025

Overview

8.180 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 8.59 to 8.61.

Table 8.59

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	9 983.6	11 470.9	–	–	–	–	–	11 470.9
Other staff costs	1 459.8	1 903.1	–	–	–	–	–	1 903.1
Hospitality	1.0	2.8	–	–	–	–	–	2.8
Consultants	344.3	443.2	–	–	(26.7)	(26.7)	(6.0)	416.5
Travel of staff	508.8	529.7	–	–	–	–	–	529.7
Contractual services	2 190.0	2 889.1	–	–	169.8	169.8	5.9	3 058.9
General operating expenses	1 085.7	1 423.1	–	–	(117.0)	(117.0)	(8.2)	1 306.1
Supplies and materials	17.5	24.4	–	–	–	–	–	24.4
Furniture and equipment	254.3	544.3	–	–	–	–	–	544.3
Grants and contributions	41.1	113.2	–	–	(26.1)	(26.1)	(23.1)	87.1
Other	28.1	–	–	–	–	–	–	–
Total	15 914.1	19 343.8	–	–	–	–	–	19 343.8

Table 8.60

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	60	1 ASG, 1 D-1, 5 P-5, 8 P-4, 25 P-3, 10 P-2/1, 1 GS (PL), 9 GS (OL)
Proposed for 2025	60	1 ASG, 1 D-1, 5 P-5, 8 P-4, 25 P-3, 10 P-2/1, 1 GS (PL), 9 GS (OL)

Section 8 Legal affairs

Table 8.61
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
ASG	1	–	–	–	–	1	
D-1	1	–	–	–	–	1	
P-5	5	–	–	–	–	5	
P-4	8	–	–	–	–	8	
P-3	25	–	–	–	–	25	
P-2/1	10	–	–	–	–	10	
Subtotal	50	–	–	–	–	50	
General Service and related							
GS (PL)	1	–	–	–	–	1	
GS (OL)	9	–	–	–	–	9	
Subtotal	10	–	–	–	–	10	
Total	60	–	–	–	–	60	

8.181 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 8.62 to 8.64 and figure 8.XIX.

8.182 As shown in tables 8.62 (1) and 8.63 (1), the overall resources proposed for 2025 amount to \$19,343,800 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 8.62
Overall: evolution of financial resources by source of funding and component

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	15 914.2	19 343.8	–	–	–	–	19 343.8
Subtotal, 1	15 914.2	19 343.8	–	–	–	–	19 343.8

(2) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work	6 466.8	8 740.8	274.9	2.9	9 015.7
Subtotal, 2	6 466.8	8 740.8	274.9	2.9	9 015.7
Total	22 381.0	28 084.6	274.9	0.9	28 359.5

Table 8.63

Overall: proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Programme of work	60	–	–	–	–	60
Subtotal, 1	60	–	–	–	–	60

(2) *Extrabudgetary*

Component	2024 estimate	Change	2025 estimate
Programme of work	40	–	40
Subtotal, 2	40	–	40
Total	100	–	100

Table 8.64

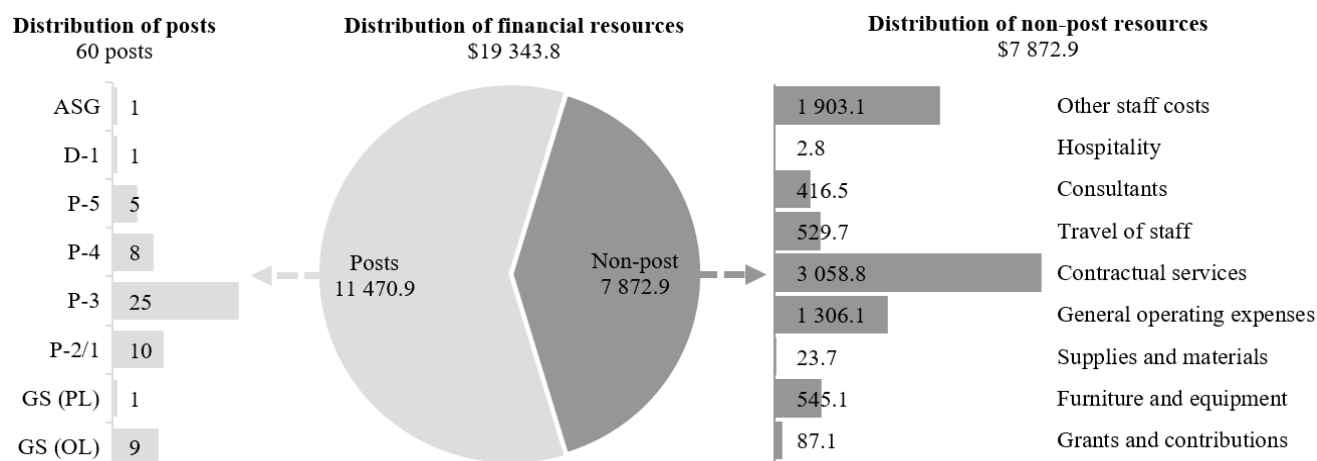
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Percentage			
Financial resources by main category of expenditure-									
Posts	9 983.6	11 470.9	–	–	–	–	–	–	11 470.9
Non-post	5 930.6	7 872.9	–	–	–	–	–	–	7 872.9
Total	15 914.1	19 343.8	–	–	–	–	–	–	19 343.8
Post resources by category									
Professional and higher		50	–	–	–	–	–	–	50
General Service and related		10	–	–	–	–	–	–	10
Total		60	–	–	–	–	–	–	60

Figure 8.XIX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 8.183 As reflected in tables 8.62 (2) and 8.63 (2), extrabudgetary resources amount to \$9,015,700. The resources would complement regular budget resources and would be used to provide for 40 posts (1 P-5, 11 P-4, 9 P-3, 16 P-2/1 and 3 General Service (Other level)) and non-post resources. The resources would also be used to support external relations and outreach, including for civil society in the Syrian Arab Republic, through virtual and in-person events and consultations. In addition, non-post resources would be used for witness protection and support activities.
- 8.184 The extrabudgetary resources for the Mechanism are subject to the oversight of the Mechanism, which has delegated authority from the Secretary-General.

Other information

- 8.185 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Mechanism is integrating environmental management practices into its operations. The Mechanism will seek to minimize its environmental footprint by participating in energy conservation efforts led by the United Nations Office at Geneva and, where appropriate and where permitted by the Secretariat, utilizing shared technological services.
- 8.186 Information on the timely submission of documentation and advance booking for air travel is reflected in table 8.65. The nature of the Mechanism’s work means that staff members are often required to travel at short notice, as they need to be reactive to the schedules of the Mechanism’s sources. The Mechanism continues to deploy initiatives that will have a positive impact on advance travel planning, including enhanced centralized monitoring and the dissemination of a guidance document on official travel containing clear procedures with regard to the travel approval process.

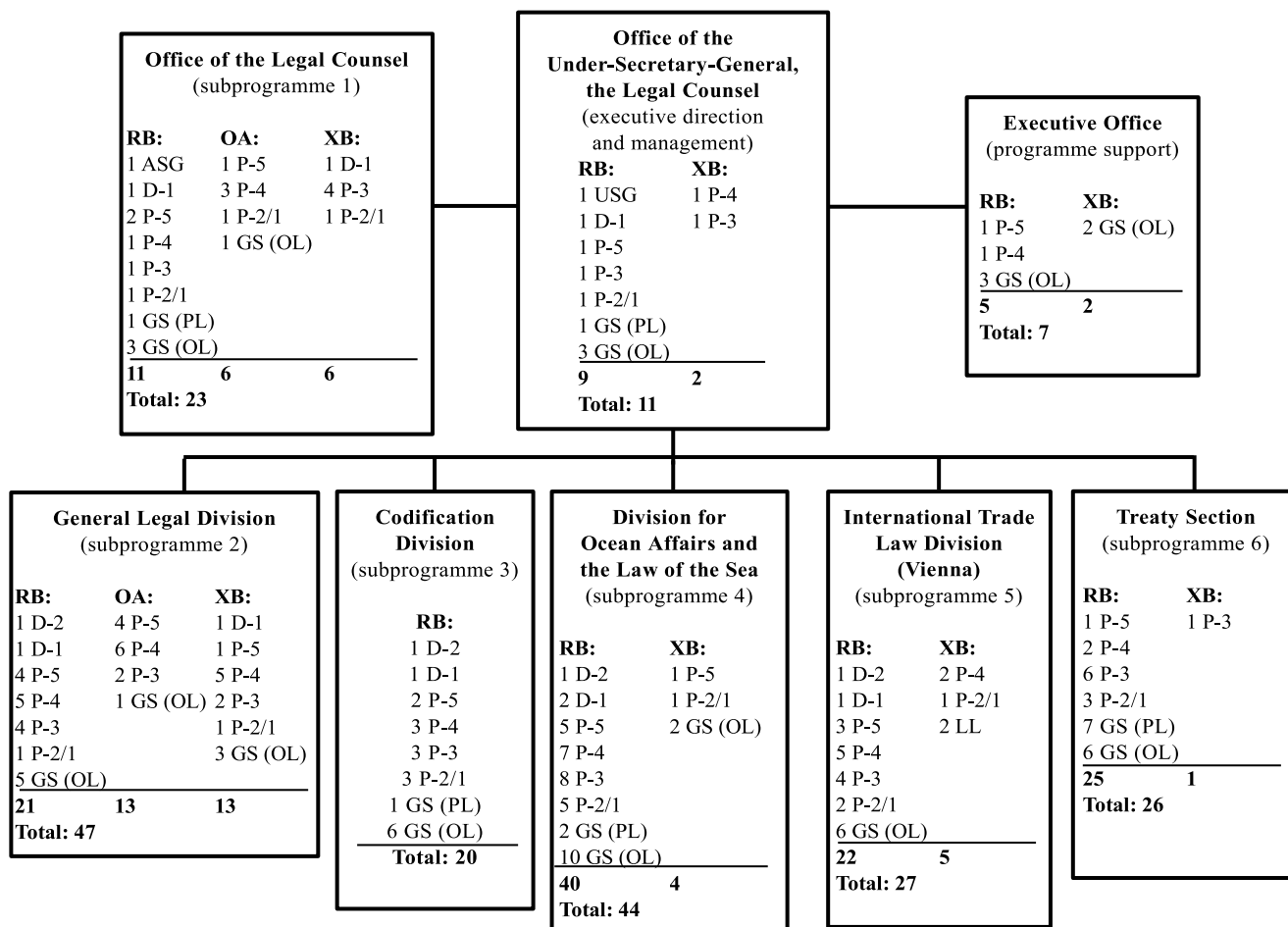
Table 8.65
Compliance rate
 (Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	48	37	70	100	100

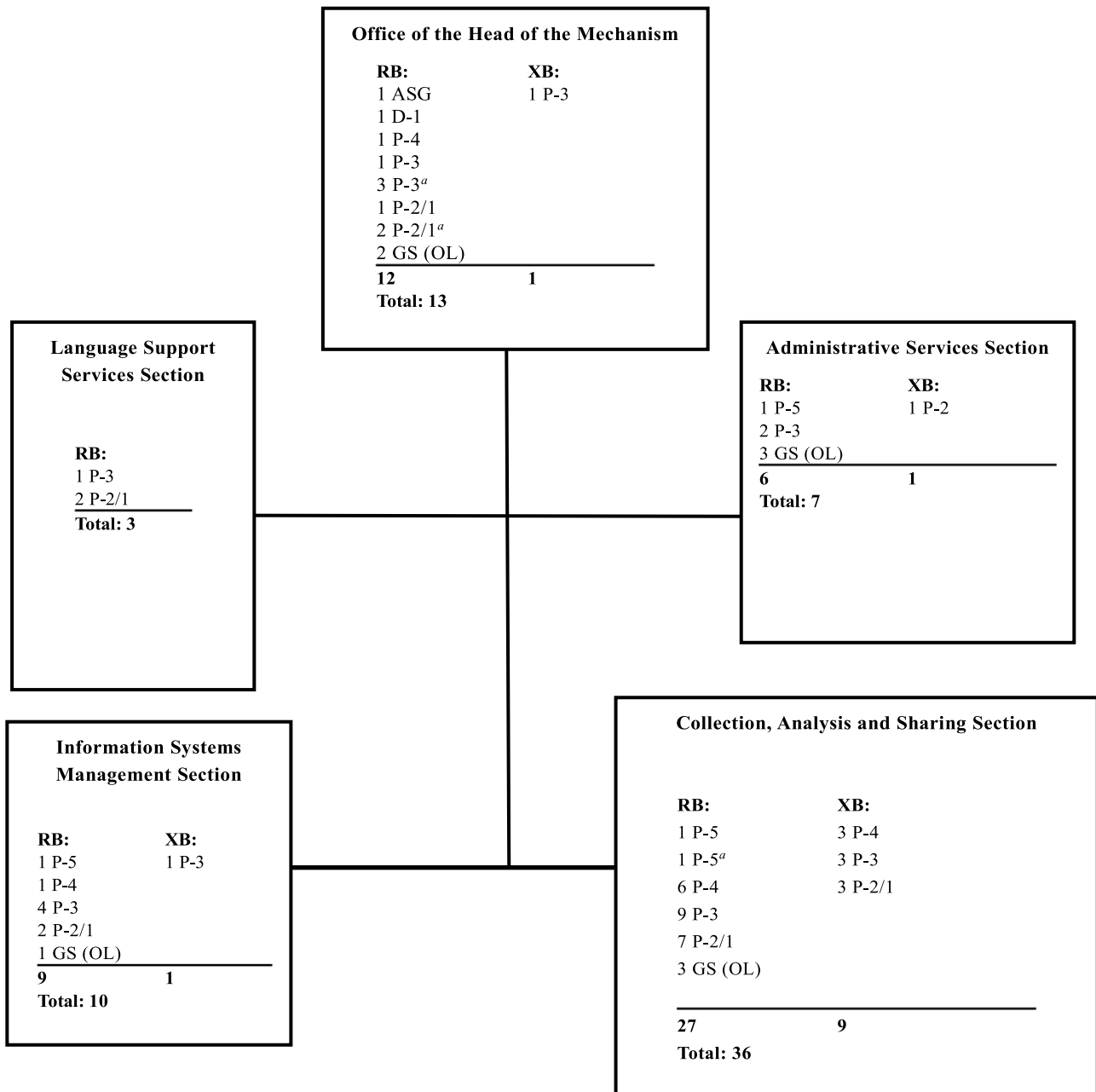
Annex I

Organizational structure and post distribution for 2025

A. Office of Legal Affairs

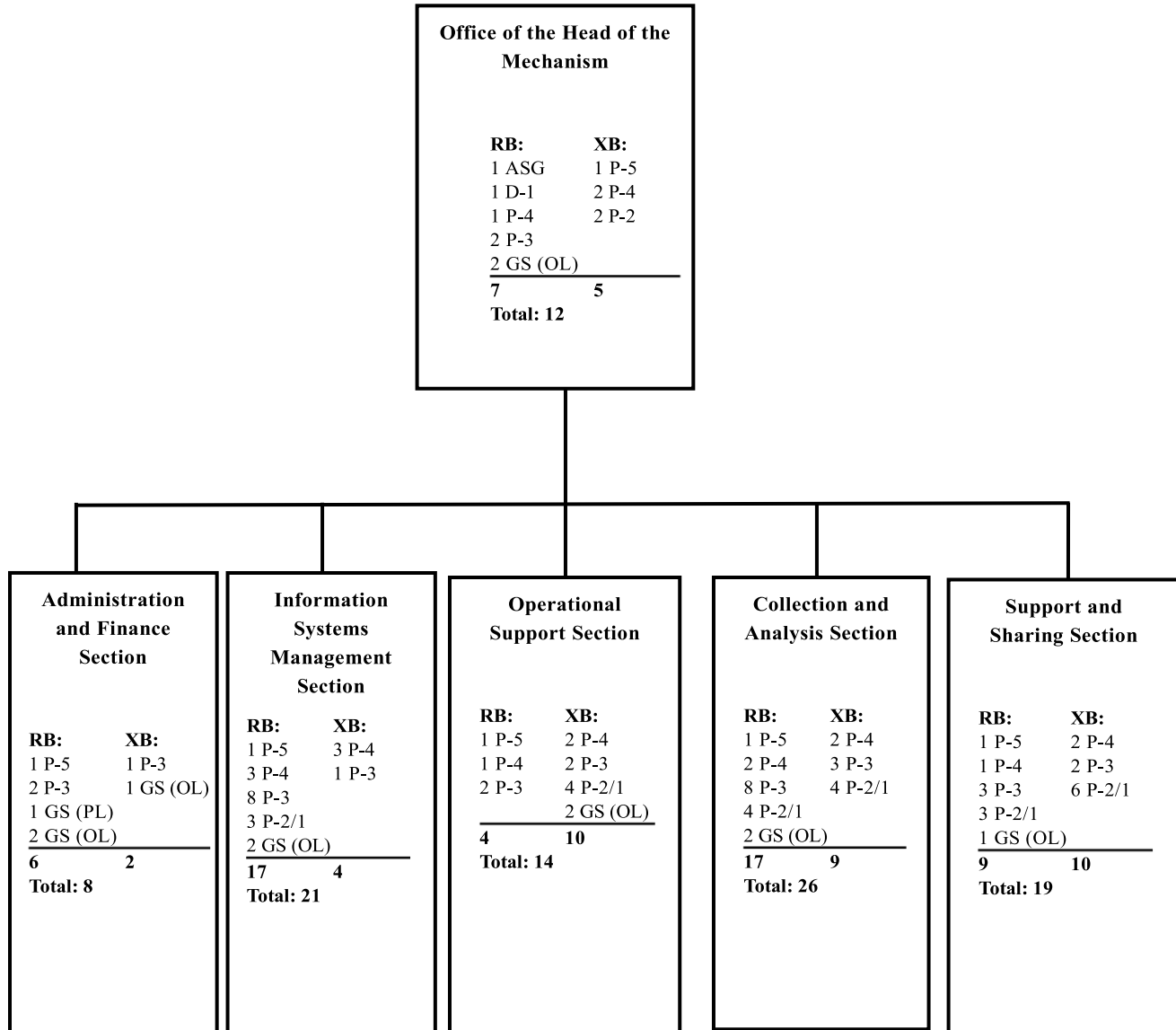


B. Independent Investigative Mechanism for Myanmar



^a Redeployment.

C. International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Annex II

Summary of proposed changes to general temporary assistance positions, by component

Independent Investigative Mechanism for Myanmar

<i>Component</i>	<i>Positions</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Programme of work	1	P-5	Redeployment of a Senior Legal Officer (P-5) from the Office of the Head of the Mechanism to the Collection, Analysis and Sharing Section	The Mechanism was established in 2018 with a particular focus on crimes committed against the Rohingya in 2016 and 2017. Since the military coup in February 2021, the number, complexity and geographic scope of crimes committed in Myanmar have continued to expand. The Mechanism has two separate teams working on each of these scenarios and requires two experienced criminal lawyers at the P-5 level to lead each team, with one team investigating crimes against the Rohingya and another team investigating crimes against other victims. The Mechanism therefore proposes that the Senior Legal Officer (P-5) be redeployed from the Office of the Head of the Mechanism to the Collection, Analysis and Sharing Section.
	2	P-3	Redeployment of Witness Protection and Support Officers from the Collection, Analysis and Sharing Section to the Office of the Head of the Mechanism	The Mechanism has two Witness Protection and Support Officers (1 P-3 and 1 P-2), who are responsible for assessing and implementing measures to ensure the protection and safety of witnesses. The other two Witness Protection and Support Officers (1 P-3 and 1 P-2) are responsible for assessing the psychosocial needs of witnesses and facilitating the required support measures. In line with established practice in international justice and accountability mechanisms, and to ensure that witness protection and support needs are prioritized during investigations, these four specialized experts need to report to the Head of the Mechanism, while continuing to advise investigation teams. The Mechanism therefore proposes the redeployment of the four Witness Protection and Support Officers from the Collection, Analysis and Sharing Section to the Witness Protection and Support Subunit in the Office of the Head of the Mechanism, which reports directly to the Head of the Mechanism.
	2	P-2		
	1	P-3	Redeployment of Security Coordination Officer from the Collection, Analysis and Sharing Section to the Office of the Head of the Mechanism	The Security Coordination Officer (P-3) is responsible for advising the Head of the Mechanism on matters related to the safety of all Mechanism personnel, as well as the security of Mechanism premises, including by conducting threat and risk assessments and developing and implementing mitigating measures. This position is particularly important for the Mechanism due to the sensitivity of its mandate and the high risks associated with all of its personnel and operational activities. In order to ensure that the Security Coordination Officer (P-3) has a direct reporting line to the Head of the Mechanism, who has overall accountability for safety and security, the Mechanism proposes that this position be redeployed from the Collection, Analysis and Sharing Section to the Office of the Head of the Mechanism.

Annex III

Overview of financial and post resources, by entity and funding source^a

(Thousands of United States dollars/number of posts)

	Regular budget			Other assessed			Extrabudgetary			Total		
	2024 approved	2025 estimate (before recosting)	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance
Financial resources												
Office of Legal Affairs	35 370.9	34 993.9	(377.0)	4 922.6	5 059.0	136.4	16 733.5	14 295.2	(2 438.3)	57 027.0	54 348.1	(2 678.9)
Independent Investigative Mechanism for Myanmar	14 413.1	14 413.1	–	–	–	–	4 634.5	3 190.4	(1 444.1)	19 047.6	17 603.5	(1 444.1)
International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011	19 343.8	19 343.8	–	–	–	–	8 740.8	9 015.7	274.9	28 084.6	28 359.5	274.5
Total	69 127.8	68 750.8	(377.0)	4 922.6	5 059.0	136.4	30 108.8	26 501.3	(3 607.5)	104 159.2	100 311.1	(3 848.1)
Post resources												
Office of Legal Affairs	153	153	–	19	19	–	34	33	(1)	206	205	(1)
Independent Investigative Mechanism for Myanmar ^b	57	57	–	–	–	–	14	12	(2)	71	69	(2)
International, Impartial and Independent Mechanism to Assist in the Investigation and Prosecution of Persons Responsible for the Most Serious Crimes under International Law Committed in the Syrian Arab Republic since March 2011	60	60	–	–	–	–	40	40	–	100	100	–
Total	270	270	–	19	19	–	88	85	(3)	364	370	(3)

^a Does not include resources for 2025 for the Extraordinary Chambers in the Courts of Cambodia, the Residual Special Court for Sierra Leone and the Special Tribunal for Lebanon, which would be requested in the related reports of the Secretary-General, if and as appropriate. Total expenditures in 2023 for the three entities amounted to \$8,374,252.77.

^b General temporary assistance positions.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part IV

International cooperation for development

Section 9

Economic and social affairs

Programme 7

Economic and social affairs

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 9.1 The Department of Economic and Social Affairs supports the development pillar of the United Nations Secretariat, including by ensuring international cooperation in the pursuit of sustainable development for all. The Department's responsibilities include: (a) providing substantive support to the bodies established under the Charter of the United Nations that deal with development issues, namely, the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies; (b) monitoring and analysing development trends, prospects and policy issues globally; and (c) providing assistance in translating policy frameworks developed in United Nations conferences and summits into policies and programmes at the country level and supporting Member States in building national capacities for implementation, with a specific focus on supporting the implementation of the 2030 Agenda for Sustainable Development and the achievement of the Sustainable Development Goals through, among others, the regular programme of technical cooperation and United Nations Development Account projects. The mandate derives from the proposals put forward in the 1997 report of the Secretary-General entitled "Renewing the United Nations: a programme for reform" (A/51/950); in implementing the proposals, the General Assembly, in its resolution 52/220, noted the creation of the new Department of Economic and Social Affairs.
- 9.2 The Department forms the backbone of the normative and analytical support provided by the Secretariat to intergovernmental bodies and the processes that address the economic, social and environmental dimensions of sustainable development, including spearheading numerous initiatives to advance economic and social development issues.

Strategy and external factors for 2025

- 9.3 The world continues to suffer significant setbacks in terms of development progress, triggered by interrelated shocks, namely, the coronavirus disease (COVID-19) pandemic, conflicts, the cost-of-living crisis and debt distress, in addition to longer-term threats and challenges, such as climate change, biodiversity loss and demographic change. Accordingly, a coherent and integrated approach to the work of the United Nations to support Member States in the urgent need to accelerate action to fulfil the vision and Goals of the 2030 Agenda remains paramount.
- 9.4 Building on the 10 critical action areas outlined by Member States in the political declaration of the 2019 Sustainable Development Goals Summit, the political declaration adopted at the 2023 Sustainable Development Goals Summit (see General Assembly resolution 78/1) recognizes the urgent need for necessary actions to reverse declines and accelerate progress to achieve the 2030 Agenda. Countries in special situations, including the least developed countries, landlocked developing countries and small island developing States, remain particularly challenged. In addition, middle-income countries still face significant challenges in achieving sustainable development.
- 9.5 Guided by the outcomes of the Sustainable Development Goals summits and informed by the report of the Secretary-General on Our Common Agenda (A/75/982), the Department continues to champion synergistic, future-focused approaches to address multiple, interlinked crises and accelerate a recovery that improves the livelihood and lives of all people, including through its work on climate action, sustainable infrastructure investment and risk-informed development cooperation.
- 9.6 The Department supports Member States through global conferences, summits and regular meetings in the economic, social and environmental fields. The Department forecasts economic, social and population trends and generates, analyses and compiles a wide range of data and statistics to inform Member States and other stakeholders as they take stock of trends and policy options to address common problems. The Department also translates policy frameworks developed in United Nations

conferences and summits into programmes at the country level and, through technical assistance, supports Member States in building national capacities.

- 9.7 Focusing on countries in special situations and countries in Africa, the Department identifies emerging trends and effective policy options for eradicating poverty, addressing inequalities and promoting opportunities and progress towards sustainable development for all.
- 9.8 In 2025, the Department will continue to:
- (a) Support Member States in preparing for important intergovernmental processes, including the Fourth International Conference on Financing for Development, and the Second World Summit for Social Development;
 - (b) Strengthen the availability of critical social, demographic and economic data and analysis for guiding transformative policy in crisis recovery, to create more resilient and inclusive societies and accelerate achievement of the Sustainable Development Goals;
 - (c) Strengthen thought leadership by taking a multidimensional and intersectional approach to analysis, in support of intergovernmental processes that account for the differentiated impacts that emerging and ongoing trends, policies and programmes have on the poorest and the most vulnerable, and on women and girls;
 - (d) Leverage workstreams on climate action, financing for sustainable development, digital transformation, data accessibility, projections and frontier issues to move the world closer to achieving sustainable development for all;
 - (e) Enhance national implementation of internationally agreed objectives through its structured strategic and substantive support for the resident coordinator system and United Nations country teams, with a focus on countries in Africa and countries in special situations;
 - (f) Continue to support development cooperation with middle-income countries, in accordance with its mandate.
- 9.9 With regard to cooperation with other entities, the Under-Secretary-General for Economic and Social Affairs serves as convener of the expanded Executive Committee on Economic and Social Affairs Plus. The Department, through this Committee, works with United Nations entities to ensure that intergovernmental bodies contribute to the work of the high-level political forum on sustainable development and enhance common approaches and synergies to support implementation of the 2030 Agenda, including continued support to enhance the voluntary national reviews and reporting of progress towards the 2030 Agenda. The Department contributes to building multi-stakeholder partnerships and capacity development in thematic areas, including natural resources, water, energy, the climate, the ocean, transport, and science and technology, and special concerns of small island developing States. The Department also contributes to the Collaborative Partnership on Forests to enhance collaboration and coordination on the sustainable management of all types of forests, and the potential of forests to address global challenges.
- 9.10 With regard to inter-agency coordination and liaison, the Department continues to support the quadrennial comprehensive policy review of operational activities for development of the United Nations system. This work is coordinated with United Nations system entities and the United Nations Sustainable Development Group. With its established internal coordination capacity to support the resident coordinator system and the United Nations country teams, the Department continues to facilitate more structured engagement with resident coordinators, through the Development Coordination Office. This engagement further strengthens the Department's delivery of its capacity-building activities, assisting Member States in translating at the national level global norms and policy frameworks for achieving the 2030 Agenda and other internationally agreed objectives. The Department continues to rely on the leadership and coordination role of the resident coordinators to help identify effective country-level entry points and partnerships. Furthermore, the Department continues to work with various agencies and stakeholders to improve its capacities for policy analysis and knowledge production. The Department continues to chair or co-chair inter-agency mechanisms on disability, Indigenous Peoples, older persons and young people, legal identity,

financing for development, statistics, and science, technology and innovation, among others, ensuring coherence across these topic areas. As part of the ongoing effort to strengthen United Nations thought leadership, the United Nations Economists' Network continues to advance policy research on key current and emerging economic, financial and social development issues.

- 9.11 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Continued cooperation with policymakers and relevant national, regional and international stakeholders and entities on sustainable development issues in the various intergovernmental processes serviced by the programme;
 - (b) Continued availability of up-to-date and accurate information, data and trends for the Department's analytical products;
 - (c) Governments and other relevant stakeholders continue to collaborate with the Department in undertaking the proposed programme activities with the necessary capacity and resources.
- 9.12 The Department continues to mainstream a gender perspective into its normative and analytical work and its support for intergovernmental bodies, including in its programme activities, deliverables and results as appropriate. It continues to apply gender analysis in its work and highlight issues related to gender equality in the substantive documentation, programme and deliberations of intergovernmental bodies, as appropriate. The Department's gender focal point network continues to serve as a resource on gender equality and mainstreaming, ensuring a gender perspective in the Department's programme of work.
- 9.13 In line with the United Nations Disability Inclusion Strategy, the Department promotes inclusive social and economic development for all, including persons with disabilities, and realizes the promise of the 2030 Agenda to leave no one behind. As secretariat to the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the Department facilitates global dialogue to address existing gaps in translating the international commitments to persons with disabilities into development policies, programming and practices at the national and international levels. This includes the compilation and analysis of disability data and the highlighting of best practices in fostering more accessible and disability-inclusive societies.

Legislative mandates

- 9.14 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development	55/279	Programme of Action for the Least Developed Countries for the Decade 2001–2010
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development	57/144	Follow-up to the outcome of the Millennium Summit
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	57/253 57/270 B	World Summit on Sustainable Development
51/176	Implementation of the Programme of Action of the International Conference on Population and Development	58/220	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields
51/240	Agenda for Development	58/269	Economic and technical cooperation among developing countries
52/220	Questions relating to the proposed programme budget for the biennium 1998–1999	59/243	Strengthening of the United Nations: an agenda for further change
55/2	United Nations Millennium Declaration	60/1	Integration of the economies in transition into the world economy
			2005 World Summit Outcome

Part IV International cooperation for development

60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals	74/4; 78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system	74/228	Role of the United Nations in promoting development in the context of globalization and interdependence
66/288	The future we want	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway		
69/143; 77/188	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	75/290 A	Review of the implementation of General Assembly resolutions 67/290 on the format and organizational aspects of the high-level political forum on sustainable development and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level
69/151	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	75/290 B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council
69/214	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	76/204; 78/152 76/220; 78/166	Disaster risk reduction Operational activities for development of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	77/150; 78/132	Information and communications technologies for sustainable development
69/321	Revitalization of the work of the General Assembly	77/179; 78/164	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	77/183; 78/165	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level	77/245; 78/232	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system		

Economic and Social Council resolutions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development	2021/30	Open-source technologies for sustainable development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all	2022/18; 2023/11 2023/14	Mainstreaming a gender perspective into all policies and programmes in the United Nations system Creating full and productive employment and decent work for all as a way of overcoming inequalities to accelerate the recovery from the COVID-19 pandemic and the full implementation of the 2030 Agenda for Sustainable Development
2008/29; 2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16		

Economic and Social Council agreed conclusion

2007	Ministerial declaration on strengthening efforts to eradicate poverty and hunger, including through the global partnership for development		
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Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

2002	The contribution of human resources development, including in the areas of health and education, to the process of development	2007	Strengthening efforts at all levels to promote pro-poor sustained economic growth, including through equitable macroeconomic policies
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development	2007	Annual ministerial review on the theme “Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development”
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001–2010	2008	Development Cooperation Forum
		2008	Annual ministerial review on the theme “Implementing the internationally agreed goals and commitments in regard to sustainable development”
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development	2015	Managing the transition from the Millennium Development Goals to the sustainable development goals: what it will take

Ministerial declarations of the high-level segment of the Economic and Social Council and the high-level political forum on sustainable development, convened under the auspices of the Council

E/HLS/2016/1	Implementing the post-2015 development agenda: moving from commitments to results Ensuring that no one is left behind	E/HLS/2021/1	Sustainable and resilient recovery from the COVID-19 pandemic that promotes the economic, social and environmental dimensions of sustainable development: building an inclusive and effective path for the achievement of the 2030 Agenda in the context of the decade of action and delivery for sustainable development
E/HLS/2017/1	Eradicating poverty in all its forms and dimensions through promoting sustainable development, expanding opportunities and addressing related challenges Eradicating poverty and promoting prosperity in a changing world	E/HLS/2022/1	Building back better from the coronavirus disease (COVID-19) while advancing the full implementation of the 2030 Agenda for Sustainable Development

Subprogramme 1

Intergovernmental support and coordination for sustainable development

General Assembly resolutions and decisions

45/264	Restructuring and revitalization of the United Nations in the economic, social and related fields	65/1	Keeping the promise: united to achieve the Millennium Development Goals
48/162	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
48/209	Operational activities for development: field offices of the United Nations development system	67/290	Format and organizational aspects of the high-level political forum on sustainable development
S-19/2	Programme for the Further Implementation of Agenda 21	68/1 ; 72/305	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
52/12 B	Renewing the United Nations: a programme for reform	68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals
60/180	The Peacebuilding Commission	70/106	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
60/252	World Summit on the Information Society		
61/16	Strengthening of the Economic and Social Council		
63/311 ; 64/289	System-wide coherence	70/184	Information and communications technologies for development

Part IV International cooperation for development

70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	74/297	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
70/262	Review of the United Nations peacebuilding architecture	74/298	Review of the implementation of General Assembly resolution 67/290 on the high-level political forum on sustainable development, resolution 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level and resolution 72/305 on the strengthening of the Economic and Social Council
70/299	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level		
72/276	Follow-up to the report of the Secretary-General on peacebuilding and sustaining peace	74/537 B	Revitalization of the work of the Second Committee
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	75/511	United Nations Pledging Conference for Development Activities
		76/4	Review of the functioning of the reinvigorated resident coordinator system, including its funding arrangement
74/228; 77/175	Role of the United Nations in promoting development in the context of globalization and interdependence	77/182	Human resources development

Economic and Social Council resolutions and decisions

1996/31	Consultative relationship between the United Nations and non-governmental organizations	2008/4	Measures to improve the quadrennial reporting procedures
1999/51	Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions	2009/32; 2023/352	African countries emerging from conflict
2000/19	Funding operational activities for development of the United Nations system	2014/14; 2015/15	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2001/27	Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council	2019/15; 2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2002/225	Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network	2020/2	Support to the Sahel region
2004/52	Long-term programme of support for Haiti	2022/25; 2023/31	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2006/44	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of General Assembly resolutions 50/227, 52/12 B and 57/270 B	2022/334	Review of the functional commissions and expert bodies of the Economic and Social Council
		2023/32	Ad Hoc Advisory Group on Haiti
		2023/353	Sustainable development in the Sahel

Economic and Social Council agreed conclusions

1995/1	Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields	2000/2	Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields
1997/1	Fostering an enabling environment for development: financial flows, including capital flows, investment and trade		

Section 9 Economic and social affairs

2001/1	Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector	2008/2	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2002/1	Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration	2008/5	Strengthening of the Non-Governmental Organizations Branch of the Department of Economic and Social Affairs of the United Nations Secretariat
		2008/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

1998	Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization	2010	Implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women
1999	The role of employment and work in poverty eradication: the empowerment and advancement of women	2011	Implementing the internationally agreed goals and commitments in regard to education
2000	Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy	2012	Promoting productive capacity, employment and decent work to eradicate poverty in the context of inclusive, sustainable and equitable economic growth at all levels for achieving the Millennium Development Goals
2001	The role of the United Nations system in support of the efforts of African countries to achieve sustainable development	2013	Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals
2008	Implementing the internationally agreed goals and commitments in regard to sustainable development	2014	Addressing ongoing and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining development gains in the future
2009	Implementing the internationally agreed goals and commitments in regard to global public health		

**Subprogramme 2
Inclusive social development**

General Assembly resolutions

37/52	World Programme of Action concerning Disabled Persons	S-24/2 61/106	Further initiatives for social development Convention on the Rights of Persons with Disabilities
45/106	Implementation of the International Plan of Action on Aging and related activities	61/295	United Nations Declaration on the Rights of Indigenous Peoples
47/196	Observance of an international day for the eradication of poverty	62/10	World Day of Social Justice
48/96	Standard Rules on the Equalization of Opportunities for Persons with Disabilities	65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
50/81	World Programme of Action for Youth to the Year 2000 and Beyond	66/149	World Down Syndrome Day
51/58	The role of cooperatives in the light of new economic and social trends	67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
54/120	Policies and programmes involving youth		

Part IV International cooperation for development

68/3	Outcome document of the high-level meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities: the way forward, a disability-inclusive development agenda towards 2015 and beyond	75/154; 77/189 76/133; 78/172 76/134; 77/188	Inclusive development for and with persons with disabilities Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19) Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/2	Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples	76/135; 78/175	Cooperatives in social development
69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond	76/137; 78/179 76/139	Policies and programmes involving youth Preparations for and observance of the thirtieth anniversary of the International Year of the Family
69/145	World Youth Skills Day	76/154	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: participation
69/202	The role of the United Nations in promoting a new global human order		Follow-up to the Second World Assembly on Ageing
70/170	Towards the full realization of an inclusive and accessible United Nations for persons with disabilities	77/190; 78/177 77/203; 78/189	Rights of Indigenous Peoples
72/6	Building a peaceful and better world through sport and the Olympic ideal	77/240	Promoting and mainstreaming easy-to-understand communication for accessibility for persons with disabilities
72/162; 74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto	77/324 78/10	World Basketball Day Building a peaceful and better world through sport and the Olympic ideal
73/24; 75/18	Sport as an enabler of sustainable development	78/195	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situations of risk and humanitarian emergencies
74/120; 76/136	Promoting social integration through social inclusion		“World Social Summit” under the title “Second World Summit for Social Development”
74/124; 75/153	Follow-up to the twentieth anniversary of the International Year of the Family and beyond	78/261	

Economic and Social Council resolutions and decisions

1996/7	Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development	2018/5 2018/219	Strategies for eradicating poverty to achieve sustainable development for all Report of the Commission for Social Development on its fifty-sixth session and provisional agenda and documentation for its fifty-seventh session
1996/31	Consultative relationship between the United Nations and non-governmental organizations		Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
2000/22	Establishment of a Permanent Forum on Indigenous Issues	2019/6	Affordable housing and social protection systems for all to address homelessness
2008/18	Promoting full employment and decent work for all	2020/7	Future organization and methods of work of the Commission for Social Development
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2021/8; 2023/12 2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all
2016/8	Rethinking and strengthening social development in the contemporary world		Social dimensions of the New Partnership for Africa’s Development
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development	2022/6; 2023/13 2023/15	Fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Economic and Social Council agreed conclusions

1996/1	Coordination of the United Nations system activities for poverty eradication	2006	Ministerial declaration on creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
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Commission for Social Development resolutions

45/2	Youth	59/5; 61/1	Policies and programmes involving youth
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**Subprogramme 3
Sustainable development**

General Assembly resolutions

49/122	Global Conference on the Sustainable Development of Small Island Developing States (Barbados Plan of Action)	75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	76/296 77/158	Our ocean, our future, our responsibility International Year of Glaciers’ Preservation, 2025
59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (Mauritius Strategy for the Further Implementation)	77/162; 78/151	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
65/2	Outcome document of the High-Level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	77/165; 78/153 77/169 77/170; 78/157	Protection of global climate for present and future generations of humankind Harmony with Nature Ensuring access to affordable, reliable, sustainable and modern energy for all
67/215	Promotion of new and renewable resources of energy	77/242; 78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028		
71/312	Our ocean, our future: call for action	77/286	World Sustainable Transport Day
72/212; 78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals	77/328	Further modalities of the fourth International Conference on Small Island Developing States
73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028	77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway		

**Subprogramme 4
Statistics**

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics	69/282 71/313	World Statistics Day Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
69/266	A global geodetic reference frame for sustainable development		

Economic and Social Council resolutions and decisions

2006/6	Strengthening statistical capacity	2022/3	Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem
2011/24	Committee of Experts on Global Geospatial Information Management		
2013/21	Fundamental Principles of Official Statistics	2022/24	Enhancing global geospatial information management arrangements
2014/31	A global geodetic reference frame for sustainable development	2023/325	Report of the Statistical Commission on its fifty-fourth session and provisional agenda and dates of the fifty-fifth session of the Commission
2015/10	2020 World Population and Housing Census Programme		
2016/27	Strengthening institutional arrangements on geospatial information management	2023/337 2023/338	World Geographical Names Database Report of the United Nations Group of Experts on Geographical Names on its 2023 session and provisional agenda and dates of its 2025 session
2018/2	Future organization and methods of work of the United Nations Group of Experts on Geographical Names		
2018/14	Strategic Framework on Geospatial Information and Services for Disasters	2024/303	Report of the Committee of Experts on Global Geospatial Information Management on its thirteenth session and provisional agenda and dates of the fourteenth session of the Committee
2020/5	Strengthening coordination of the statistical programmes in the United Nations system		

**Subprogramme 5
Population**

General Assembly resolutions

49/128	Report of the International Conference on Population and Development	68/4	Declaration of the High-level Dialogue on International Migration and Development
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	71/1	New York Declaration for Refugees and Migrants
		72/281	International Day of Family Remittances
57/299	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS	73/195	Global Compact for Safe, Orderly and Regular Migration
65/234	Follow-up to the International Conference on Population and Development beyond 2014	73/326	Format and organizational aspects of the international migration review forums
		76/266	Progress Declaration of the International Migration Review Forum
		77/176	International migration and development

Economic and Social Council resolutions and decisions

1994/2	Work programme in the field of population	2005/213	Improvement of the work of the Commission on Population and Development
1995/55	Implementation of the Programme of Action of the International Conference on Population and Development	2016/25	Future organization and methods of work of the Commission on Population and Development
1997/2	International migration and development		
1997/42	Follow-up to the International Conference on Population and Development	2022/332	Cycle for the review and appraisal of the implementation of the Programme of Action of the International Conference on Population and Development
1999/10	Population growth, structure and distribution		

Commission on Population and Development resolutions

1997/2	Reporting requirements to the Commission on Population and Development	2001/1 2003/1	Population, environment and development Population, education and development
1997/3	Work programme in the field of population	2004/1	Work programme in the field of population
1998/1	Health and mortality	2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development
2000/1	Population, gender and development		

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2005/1	Population, development and HIV/AIDS, with particular emphasis on poverty	2010/1	Health, morbidity, mortality and development
2005/2	Contribution of the implementation of the Programme of Action of the International Conference on Population and Development, in all its aspects, to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration	2011/1	Fertility, reproductive health and development
2006/1	Methods of work of the Commission on Population and Development	2012/1	Adolescents and youth
2006/2	International migration and development	2013/1	New trends in migration: demographic aspects
2007/1	Changing age structures of populations and their implications for development	2014/1	Assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development
2008/1	Population distribution, urbanization, internal migration and development	2016/1	Strengthening the demographic evidence base for the 2030 Agenda for Sustainable Development
2009/1	The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals	2021/1	Population, food security, nutrition and sustainable development
		2022/1	Population and sustainable development, in particular sustained and inclusive economic growth

**Subprogramme 6
Economic analysis and policy***General Assembly resolutions*

118 (II)	Reports on world economic conditions and trends	75/259	Extension of the preparatory period preceding the graduation of Angola from the least developed country category
61/210	Integration of the economies in transition into the world economy	76/8	Graduation of Bangladesh, the Lao People's Democratic Republic and Nepal from the least developed country category
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development	76/190; 77/151	International trade and development
67/221	Smooth transition for countries graduating from the list of least developed countries	76/217; 77/246	Follow-up to the second United Nations Conference on Landlocked Developing Countries
68/18; 73/133	Graduation of countries from the least developed country category	76/258	Doha Programme of Action for the Least Developed Countries
74/200; 76/191	Unilateral economic measures as a means of political and economic coercion against developing countries	77/177	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
74/204; 76/194	Commodities	77/323	Extension of the preparatory period preceding the graduation of Solomon Islands from the least developed country category
74/231; 76/215	Development cooperation with middle-income countries		
75/225; 77/174	Towards a New International Economic Order		

Economic and Social Council resolutions and decisions

1990/52	Role of the United Nations in the early identification, analysis and forecasting of world economic developments	2020/10	Report of the Committee for Development Policy on its twenty-second session
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	2021/33	Report of the Committee for Development Policy on its twenty-third session
2011/274	Review of United Nations support for small island developing States	2022/8	Report of the Committee for Development Policy on its twenty-fourth session
2019/3; 2021/19	Programme of Action for the Least Developed Countries for the Decade 2011–2020	2023/10	Report of the Committee for Development Policy on its twenty-fifth session
		2023/29	Doha Programme of Action for the Least Developed Countries for the decade 2022–2031

**Subprogramme 7
Public institutions and digital government**

General Assembly resolutions

50/225; 60/34	Public administration and development	71/208	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
69/228	Promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions		
69/327	Promoting inclusive and accountable public services for sustainable development	71/256	New Urban Agenda
70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	72/235 76/213	Human resources development Science, technology and innovation for sustainable development

Economic and Social Council resolutions

2001/45	Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance	2020/21	Report of the Committee of Experts on Public Administration on its nineteenth session
2016/26	Report of the Committee of Experts on Public Administration on its fifteenth session	2022/9	Report of the Committee of Experts on Public Administration on its twenty-first session
2017/23	Report of the Committee of Experts on Public Administration on its sixteenth session	2022/15; 2023/3	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2018/12	Report of the Committee of Experts on Public Administration on its seventeenth session		
2019/26	Report of the Committee of Experts on Public Administration on its eighteenth session	2023/28	Report of the Committee of Experts on Public Administration on its twenty-second session

**Subprogramme 8
Sustainable forest management**

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests	70/199 71/285	United Nations forest instrument United Nations strategic plan for forests 2017–2030
67/200	International Day of Forests		

Economic and Social Council resolutions

2000/35	Report of the fourth session of the Intergovernmental Forum on Forests	2020/14	Outcome of the fifteenth session of the United Nations Forum on Forests
2015/33	International arrangement on forests beyond 2015	2021/6	Programme of work of the United Nations Forum on Forests for the period 2022–2024
2017/4	United Nations strategic plan for forests 2017–2030 and quadrennial programme of work of the United Nations Forum on Forests for the period 2017–2020	2022/17	Outcome of the seventeenth session of the United Nations Forum on Forests

**Subprogramme 9
Financing for sustainable development**

General Assembly resolutions

56/210 B	International Conference on Financing for Development	57/250	High-Level Dialogue on strengthening international economic cooperation for development through partnership
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57/273	Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development	74/205; 78/139	Financial inclusion for sustainable development
63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus	75/208; 78/231	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development	76/192; 78/136	International financial system and development
67/289; 71/327	The United Nations in global economic governance	76/193; 78/137	External debt sustainability and development
71/213	Promotion of international cooperation to combat illicit financial flows in order to foster sustainable development	76/196; 78/140	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
72/278	Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union	76/197; 78/141	Promoting investments for sustainable development
73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners	76/221; 78/167	South-South cooperation
		77/244; 78/230	Promotion of inclusive and effective international tax cooperation at the United Nations
		78/138	Commodities

Economic and Social Council resolutions

2004/69; 2006/48; 2017/2	Committee of Experts on International Cooperation in Tax Matters	2014/11	Follow-up to the International Conference on Financing for Development
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up	2017/3	United Nations code of conduct on cooperation in combating international tax evasion
2010/26	Follow-up to the International Conference on Financing for Development and the 2008 Review Conference		

Deliverables

9.15 Table 9.1 lists all cross-cutting deliverables of the programme.

Table 9.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
1. <i>World Social Report</i>	1	1	1	1

Evaluation activities

- 9.16 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) Thematic evaluation of United Nations Secretariat support to the Sustainable Development Goals conducted by the Office of Internal Oversight Services;
 - (b) Internal evaluation of Department-wide preparation of reports of the Secretary-General.

- 9.17 Results of the aforementioned evaluations have been considered for the proposed programme plan for 2025. For example, the Department is: (a) taking the lead on fostering data interoperability of Sustainable Development Goals data portals and databases in the Secretariat; and (b) improving the quality and impact of reports of the Secretary-General, strengthening the planning process and collaboration with all stakeholders to better address emerging issues and priorities of Member States.
- 9.18 The following evaluations are planned for 2025:
- (a) Evaluation on the integration of a gender perspective in the work of the Department;
 - (b) Evaluations on capacity-building activities.

Programme of work

Subprogramme 1

Intergovernmental support and coordination for sustainable development

Objective

- 9.19 The objective, to which this subprogramme contributes, is to advance the roles of the General Assembly, the Economic and Social Council and the high-level political forum on sustainable development in the integrated implementation of and follow-up to the 2030 Agenda and the outcomes of other United Nations conferences and summits in the economic, social, environmental and related fields.

Strategy

- 9.20 To contribute to the objective, the subprogramme will continue to provide substantive support to the Economic and Social Council and the high-level political forum on sustainable development in the promotion and review of the integrated implementation of the 2030 Agenda and related international commitments within the context of the follow-up to the 2023 political declaration adopted by the high-level political forum on sustainable development convened under the auspices of the General Assembly and the 2024 ministerial declaration of the high-level political forum. Specifically, the subprogramme will:
- (a) Provide evidence-based analysis and advice to support the Council by: (i) engaging in policy dialogue and formulating policy recommendations; (ii) coordinating the work of its subsidiary bodies and United Nations system entities; (iii) identifying and taking on new and emerging issues affecting the achievement of the Sustainable Development Goals; and (iv) reinforcing the linkages between policy discussions and review and national sustainable development efforts;
 - (b) Support the high-level political forum on sustainable development in the follow-up to and implementation of the 2030 Agenda by: (i) facilitating the progress review, policy dialogue and the development of policy recommendations for the accelerated achievement of the Sustainable Development Goals and the implementation of the 2030 Agenda; (ii) assisting countries in preparing evidence-based, inclusive and analytical voluntary national reviews of their implementation of the 2030 Agenda; and (iii) engaging United Nations country teams, other subprogrammes of the Department and United Nations system entities in supporting the review process;
 - (c) Provide substantive and secretarial support, upon request, to policy discussions and negotiations of the General Assembly, notably its Second Committee (economic and financial issues);
 - (d) Provide Member States with the evidence and analysis necessary for reviewing and guiding the operational activities of the United Nations development system based on mandates from the

Assembly's 2020 quadrennial comprehensive policy review of the operational activities for development of the United Nations system, including through the quadrennial comprehensive review monitoring and reporting framework, which will be redesigned in 2025, in collaboration with United Nations system entities;

- (e) Provide support to the resident coordinator system through webinars and other activities to guide the support of United Nations country teams for countries conducting voluntary national reviews, as well as to enable United Nations country teams to provide their coordinated assessment of the implementation of the quadrennial comprehensive policy review, in coordination with the Development Coordination Office;
- (f) Facilitate dialogue on policies and recommendations on effective, people-centred and gender-sensitive response measures to address the multiple and interlinked global food, energy, financial and climate crises in a way that accelerates the implementation of the 2030 Agenda, by providing analysis, country-level evidence and recommendations, including addressing the impacts on poverty, inequality and hunger, and on women and people in vulnerable situations so that no one is left behind;
- (g) Support the engagement of non-governmental organizations (NGOs) in the work of the Economic and Social Council¹ and the participation of major groups and other stakeholders in the high-level political forum on sustainable development;²
- (h) Strengthen the meaningful engagement of young people in the work of the United Nations by improving the annual Economic and Social Council youth forum, in cooperation with the United Nations Youth Office and subprogramme 2, and by facilitating the enhanced participation of youth speakers in other Council segments, forums and special meetings, as well as in the high-level political forum on sustainable development.

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

- (a) Enhanced policy and operational guidance by the General Assembly and the Economic and Social Council on the implementation of the 2030 Agenda at the global, regional and country levels;
- (b) Improved understanding by the high-level political forum on sustainable development of progress towards achieving the Sustainable Development Goals, the policies that have worked, levers and entry points, as well as gaps, challenges and new and emerging issues;
- (c) Better understanding among Member States, United Nations system organizations and other stakeholders of the multiple and interlinked global crises on the implementation of the 2030 Agenda, as well as of policy options and practical measures for addressing the global food, energy, financial and climate crises, while accelerating progress towards achieving the Sustainable Development Goals;
- (d) Progress at the country level towards realizing the Sustainable Development Goals, including in countries presenting voluntary national reviews at the high-level political forum on sustainable development;
- (e) More effective, efficient and coordinated United Nations development system support towards implementing the 2030 Agenda and responding to other crises, including support to voluntary

¹ Economic and Social Council resolution 1996/31 provides the legislative mandate and outlines the modalities that govern the consultative relationship with non-governmental organizations and the Council.

² Nine major groups were first identified in Agenda 21 at the United Nations Conference on Environment and Development in Rio de Janeiro, Brazil. Those major groups and some additional stakeholder groups were identified in General Assembly resolution 66/288, entitled "The future we want", as well as in some of the subsequent resolutions of the Assembly, namely, 67/290, 70/1, 70/299 and 72/305. The Assembly, in its resolution 67/290 on the format and organizational aspects of the high-level political forum on sustainable development, stressed the need for the forum to promote transparency and implementation by further enhancing the consultative role and participation of the major groups and other relevant stakeholders at the international level and decided that the forum should be open to the major groups and other relevant stakeholders.

national reviews, as well as improved and clearer guidance from Member States to the United Nations development system;

- (f) The voice of young people being heard at United Nations deliberations through the Economic and Social Council youth forum;
- (g) Improved engagement of NGOs in the work of the United Nations through support for the Economic and Social Council Committee on Non-Governmental Organizations, including through the use of the integrated Civil Society Organizations system;
- (h) Increased participation of major groups and other stakeholders in the work of the high-level political forum on sustainable development, as mandated in General Assembly resolution [67/290](#);
- (i) Better coordination and coherence in the global response to ongoing crises.

Programme performance in 2023

Achieving consensus by Member States on the political declaration adopted at the 2023 Sustainable Development Goals Summit

- 9.22 The subprogramme supported Member States in achieving consensus on the political declaration adopted by the high-level political forum on sustainable development convened under the auspices of the General Assembly in September 2023 (see Assembly resolution [78/1](#)). The subprogramme also supported the co-facilitators and the negotiation process, provided substantive guidance (including qualitative and quantitative data, as requested) and created an inclusive process for engagement by major groups and other stakeholders.
- 9.23 Progress towards the objective is presented in the performance measure below (see table 9.2).

Table 9.2

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
	Recovery and sustainable development were interlinked in the intergovernmental dialogue of Member States and stakeholders throughout the recovery from the pandemic	Intergovernmental dialogue focused on strengthened multilateralism to navigate crises

Planned results for 2025

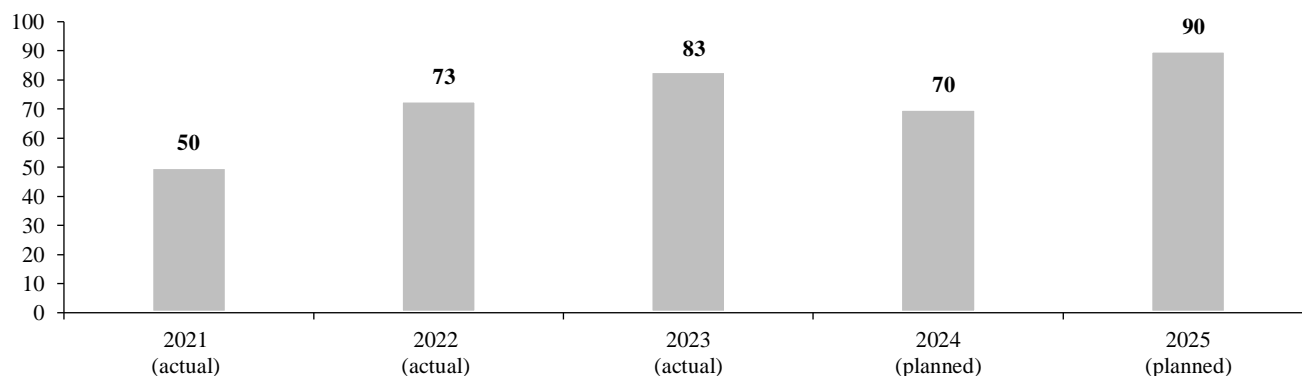
Result 1: accelerated implementation of Sustainable Development Goals through effective preparatory process for voluntary national reviews

Programme performance in 2023 and target for 2025

- 9.24 The subprogramme's work contributed to 83 per cent of countries engaging more than one national entity in the preparation of their voluntary national reviews, which exceeded the planned target of 60 per cent.
- 9.25 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 9.I).

Figure 9.1
Performance measure: countries that engaged more than one national entity in the preparation of their voluntary national reviews

(Percentage)



Result 2: strengthened coordinated global response to multiple interlinked crises

Programme performance in 2023 and target for 2025

- 9.26 The subprogramme’s work contributed to enhanced international coordination and cooperation among Member States and other stakeholders in response to multiple, interlinked crises, which met the planned target.
- 9.27 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.3).

Table 9.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Strengthened international collaboration and solidarity and improved policies in the global response to the COVID-19 pandemic	Member States pursue coordinated response to interlinked global crises through policy dialogue and intergovernmental cooperation	Adoption of a forward-looking political declaration at the 2023 Sustainable Development Goals Summit	Accelerated efforts among Member States to achieve the Sustainable Development Goals by 2030, including by addressing ongoing and emerging global challenges in sustainable development, within the context of the 2024 high-level political forum on sustainable development and the Summit of the Future and its outcomes	Building on the momentum from previous forums, Member States commit to concrete, integrated and targeted policies and actions to achieve the 2030 Agenda

Result 3: strengthened role of the Economic and Social Council to support Member States to translate commitments from the Sustainable Development Goals Summit into actions and national policies

Proposed programme plan for 2025

9.28 The subprogramme provides support to the Economic and Social Council, including the high-level political forum on sustainable development. Pursuant to General Assembly resolutions 75/290 A and B, the Assembly is expected to review steps taken to strengthen the work of the Council in 2024.

Lessons learned and planned change

9.29 The lesson for the subprogramme was that strengthening coherence between the activities of the Council, its subsidiary bodies and the General Assembly can help better translate intergovernmental outcomes into policy guidance and practical actions. In applying the lesson, the subprogramme will support Member States and stakeholders in implementing the outcomes of the 2024 review process and will continue improving the preparatory process for the voluntary national reviews.

9.30 Expected progress towards the objective is presented in the performance measure below (see table 9.4).

Table 9.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Strengthened coordination between the Economic and Social Council and the General Assembly, leading to policy guidance from the Council that helps Member States translate commitments from the Sustainable Development Goals Summit into national policies and programmes	The Economic and Social Council provides policy guidance for the Summit of the Future	The Economic and Social Council and its subsidiary bodies provide policy guidance towards intergovernmental meetings, including the Fourth International Conference on Financing for Development

Deliverables

9.31 Table 9.5 lists all deliverables of the subprogramme.

Table 9.5
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	289	267	299	310
Documentation for:				
1. The General Assembly	7	5	11	8
2. The Economic and Social Council	10	11	10	10

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
3. The high-level political forum on sustainable development	15	32	15	15
4. The Committee on Non-Governmental Organizations	257	219	263	277
Substantive services for meetings (number of three-hour meetings)	192	174	194	172
Meetings of:				
5. The General Assembly	36	37	51	44
6. The Economic and Social Council	61	57	57	47
7. The high-level political forum on sustainable development	33	20	27	20
8. The Committee on Non-Governmental Organizations	41	36	37	37
9. The experts on operational activities for development of the United Nations system, and on thematic issues and preparatory processes of the quadrennial comprehensive policy review	10	10	10	10
10. The experts on the Economic and Social Council and the high-level political forum	6	6	6	6
11. The Ad Hoc Advisory Group on Haiti of the Economic and Social Council	5	8	6	8
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	13	14	17	14
12. Economic and Social Council: training event with the United Nations Institute for Training and Research on the Economic and Social Council cycle and the quadrennial comprehensive policy review	1	2	5	2
13. High-level political forum on sustainable development: workshops (global) on the preparation for voluntary national reviews and sharing of experiences in implementing the Sustainable Development Goals in the context of the high-level political forum	3	3	3	3
14. High-level political forum on sustainable development: workshops (regional) on the preparation of voluntary national reviews in the context of the high-level political forum	5	5	5	5
15. High-level political forum on sustainable development: seminars, workshops and other events related to the preparation of the high-level political forum	4	4	4	4
Technical materials (number of materials)	13	11	11	12
16. Studies on the implementation of the quadrennial comprehensive policy review	7	7	6	7
17. Studies and materials on issues related to the Economic and Social Council	1	1	1	1
18. Studies and materials on issues related to the high-level political forum, including on the voluntary national reviews	4	3	4	3
19. Studies and materials on issues related to the Committee on Non-Governmental Organizations	1	–	–	1

C. Substantive deliverables

Consultation, advice and advocacy: consultations on resolutions of the General Assembly and the Economic and Social Council, including on the quadrennial comprehensive policy review of United Nations system operational activities for development and on the ministerial declarations of the Council and the high-level political forum on sustainable development and the reports of the Committee on Non-Governmental Organizations; provision of advice and analysis to the President and the Bureau of the Economic and Social Council, the Bureau of the Second Committee and joint Bureaux meetings, and Member States and stakeholders on sustainable development issues; consultation and advice to the Ad Hoc Advisory Group on Haiti; advocacy for the accelerated implementation of the 2030 Agenda and participation of NGOs, major groups and other stakeholders in the work of the Council and the high-level political forum; advocacy for the funding compact; advice on inter-agency coordination mechanisms.

Databases and substantive digital materials: database on voluntary national reviews (375 entries); database on input to the high-level political forum (1,400 entries); paperless committee for official documentation of the Committee on Non-Governmental Organizations (38 sessions); integrated information and communications technology platforms for some 6,000 NGOs in consultative status; indicator framework on the implementation of the quadrennial comprehensive policy review for Member States (400 new entries); database on the funding of United Nations operational activities for development (25,000 new entries); database on the funding compact agreed to by Member States and the United Nations Sustainable Development Group in 2024.

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: information materials on the work of the Council, the Assembly and the high-level political forum on sustainable development; content for social media platforms, in collaboration with the Department of Global Communications; webinars for some 6,000 NGOs in consultative status on participation in the activities of the Council and the United Nations.

Digital platforms and multimedia content: web pages and multimedia content for the Council and the high-level political forum on sustainable development; website of the integrated Civil Society Organizations System.

Subprogramme 2 Inclusive social development

Objective

- 9.32 The objective, to which this subprogramme contributes, is to advance policies for the eradication of poverty, the reduction of inequality and the achievement of greater social inclusion and well-being for all.

Strategy

- 9.33 To contribute to the objective, the subprogramme will:
- (a) Conduct evidence-based research and analysis, including on Indigenous Peoples, persons with disabilities, older persons and young people;
 - (b) Monitor national and global socioeconomic trends to identify emerging issues and assess their implications for social policy at the national and international levels, which will help Member States to make progress towards achieving Sustainable Development Goals 1 to 11 and 16;
 - (c) Provide substantive support for intergovernmental dialogue and processes, including the sessions of the Commission for Social Development, the Permanent Forum on Indigenous Issues, the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the Open-ended Working Group on Ageing, the Economic and Social Council and the General Assembly;
 - (d) Engage in analytical work and provide intergovernmental support, technical advice and capacity development to requesting countries in partnership with resident coordinators and United Nations entities, including through the use of sport as an enabler of development and peace, as foreseen in the preamble of the 2030 Agenda;
 - (e) Support Member States on issues related to shocks and recovery, such as COVID-19, by promoting socially inclusive policy responses designed to eradicate poverty, reduce inequalities and protect the most vulnerable populations;
 - (f) Focus its analytical work on reducing inequality and strengthening social protection systems in the post-COVID-19 context, continue to focus on the situation of vulnerable segments of the population and engage more closely with United Nations country teams to enhance action at the national level in addressing the impact of COVID-19.
- 9.34 The above-mentioned work is expected to result in:
- (a) Enhanced knowledge and awareness of Member States to ensure that no one is left behind;
 - (b) Recognition by Member States of specific social development issues as a basis for action at the national level;

- (c) Increased capacity of Member States to effectively implement the social dimension of the 2030 Agenda and its Sustainable Development Goals;
- (d) Recovery of Member States from the COVID-19 pandemic with more resilient and inclusive societies, placing the world back on track to implementing the 2030 Agenda.

Programme performance in 2023

Availability of policy analysis and key messages that integrate demographic, economic and social lenses in the *World Social Report*

- 9.35 The subprogramme led the research and drafting of the *World Social Report 2023: Leaving No One Behind in an Ageing World*, in collaboration with two other subprogrammes, ensuring that the analysis, policy recommendations and key messages integrated demographic, economic and social lenses.
- 9.36 Progress towards the objective is presented in the performance measure below (see table 9.6).

Table 9.6
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Member States express the need to better understand challenges and opportunities of population ageing, including a gender perspective	Availability of integrated policy recommendations in the <i>World Social Report</i> , including a gender perspective. The <i>Report</i> was cited in over 500 articles across 52 countries

Planned results for 2025

Result 1: strengthened cooperatives for inclusive development

Programme performance in 2023 and target for 2025

- 9.37 The subprogramme’s work contributed to countries and resident coordinators promoting and supporting cooperatives for the realization of the Sustainable Development Goals, which met the planned target.
- 9.38 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.7).

Table 9.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States adopted General Assembly resolution 76/135 , including a call on the United Nations system to support Governments in strengthening cooperatives	Regional and national stakeholders engaged towards strengthened cooperatives for the realization of the Sustainable Development Goals	Countries and resident coordinators promoted and supported cooperatives for the realization of the Sustainable Development Goals through workshops	Countries and resident coordinators advocate for an enabling environment for cooperatives	The International Year of Cooperatives is celebrated, further raising awareness of and supporting an enabling environment for cooperatives

Result 2: improved accessibility for the full and inclusive participation of persons with disabilities at the Conference of States Parties to the Convention on the Rights of Persons with Disabilities

Programme performance in 2023 and target for 2025

- 9.39 The subprogramme’s work contributed to a more accessible sixteenth session of the Conference by incorporating guidance and feedback received from the Bureau of the Conference, organizations of persons with disabilities, experts and stakeholders on specific modalities promoting accessibility, which met the planned target.
- 9.40 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.8).

Table 9.8
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
First-ever accessible virtual sessions of the Conference allowed for broader engagement of the disability community	Greater inclusion through introduction of official documents in easy-to-read format	Guidance and feedback on specific modalities promoting accessibility were received and incorporated in the organization of the Conference	Member States and other stakeholders exchange good practices on the use of specific modalities promoting accessibility	Good practices on the use of specific modalities exchanged by Member States are incorporated to continuously enhance the accessibility of the Conference

Result 3: improved coherence of the United Nations system efforts in addressing the needs of Indigenous Peoples

Proposed programme plan for 2025

- 9.41 In line with the outcome document of the 2014 World Conference on Indigenous Peoples (General Assembly resolution 69/2), the United Nations System Chief Executives Board for Coordination signed a call to action to accelerate the work of the system-wide action plan on the rights of Indigenous Peoples and strengthen collective efforts to achieve the United Nations Declaration on the Rights of Indigenous Peoples. The subprogramme, as the permanent Co-Chair of the Inter-Agency Support Group on Indigenous Peoples’ Issues, has organized round tables with resident coordinators and United Nations country teams and supported the development of an internal knowledge-sharing platform for stakeholders.

Lessons learned and planned change

- 9.42 The lesson for the subprogramme was that regular and targeted interactions with resident coordinators and United Nations country teams can help enhance stakeholders’ awareness, knowledge and capacity to address the needs and rights of Indigenous Peoples at the country level. In applying the lesson, the subprogramme will organize tailored briefings and capacity-building activities, and will finalize the development of an indicator framework for the system-wide action plan.
- 9.43 Expected progress towards the objective is presented in the performance measure below (see table 9.9).

Table 9.9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	The Inter-Agency Support Group on Indigenous Peoples' Issues identified elements to develop an indicator framework for the system-wide action plan on the rights of Indigenous Peoples	The draft indicator framework for the system-wide action plan on the rights of Indigenous Peoples is piloted in selected countries	Additional countries use a final indicator framework for the system-wide action plan on the rights of Indigenous Peoples

Deliverables

9.44 Table 9.10 lists all deliverables of the subprogramme.

Table 9.10
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	27	26	23	27
Documentation for:				
1. The General Assembly on ageing, cooperatives in development, persons with disabilities, policies and programmes concerning young people, follow-up to the International Year of the Family, follow-up to the World Summit for Social Development, social inclusion and other social development issues, the Third United Nations Decade for the Eradication of Poverty (2018–2027) and sport for development and peace	10	10	7	10
2. The Commission for Social Development	6	6	5	6
3. The Permanent Forum on Indigenous Issues	7	6	7	7
4. The Conference of States Parties to the Convention on the Rights of Persons with Disabilities	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	85	83	85	85
Meetings of:				
5. The Second Committee of the General Assembly	4	4	4	4
6. The Third Committee of the General Assembly	6	6	6	6
7. The Open-ended Working Group on Ageing	8	8	8	8
8. The Economic and Social Council	6	6	6	6
9. The high-level political forum on sustainable development	1	1	1	1
10. The Commission for Social Development	20	20	20	20
11. The Permanent Forum on Indigenous Issues	24	22	24	24
12. The Conference of States Parties to the Convention on the Rights of Persons with Disabilities	16	16	16	16
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
13. Projects on social policy formulation	2	2	2	2

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Seminars, workshops and training events (number of days)	10	11	10	10
14. Training events on social issues for Member States and other stakeholders, including lectures and multi-stakeholder panels	10	11	10	10
Publications (number of publications)	1	–	1	–
15. <i>World Youth Report</i>	–	–	1	–
16. Publication on Indigenous Peoples	1	–	–	–
Technical materials (number of materials)	9	7	7	6
17. Outcome documents of expert groups on various social issues	7	6	7	5
18. Update on the <i>Disability and Development Report</i>	1	–	–	–
19. Segments of the report of the Secretary-General on homelessness (joint report with the United Nations Human Settlements Programme (UN-Habitat))	1	1	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to requesting Member States on their socioeconomic situations and normative, policy and administrative frameworks on the social dimensions of sustainable development and the Sustainable Development Goals; briefings/expert advice to more than 40 Member States on sustainable development issues, including on high-level bilateral consultations and intergovernmental meetings.				
Databases and substantive digital materials: database on policies and measures to combat hunger and poverty.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special events, including commemorations of international days on various social issues; policy briefs and communication activities to promote advancement of social development with a global reach.				
External and media relations: briefings, press conferences and press releases on various social issues.				
Digital platforms and multimedia content: electronic, audio and video messaging on ageing, cooperatives, disability, family, issues concerning Indigenous Peoples, young people, and sport for development and peace.				

Subprogramme 3 Sustainable development

Objective

- 9.45 The objective, to which this subprogramme contributes, is to accelerate the implementation of the 2030 Agenda, including the Sustainable Development Goals and their targets and commitments, through increased engagement of Member States and other stakeholders.

Strategy

- 9.46 To contribute to the objective, the subprogramme will:
- (a) Prepare analytical reports and assessments, maintain online databases and organize thematic expert meetings and conferences on specific Sustainable Development Goals and their interlinkages;
 - (b) Organize, in the months leading up to the high-level political forum on sustainable development, expert group meetings and conferences, accessible to Member States, on the themes of the forum and the Sustainable Development Goals that are under review;
 - (c) Play a central role in inter-agency coordination mechanisms on water, energy, small island developing States, oceans and transport and in the area of science, technology and innovation, and through its long-standing cooperation with specific agencies on issues such as climate change and partnership-building for sustainable development;

- (d) Coordinate the work of the Technology Facilitation Mechanism, including the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals and the online platform on existing science, technology and innovation initiatives (2030 Connect);
- (e) Convene special events in connection with the high-level political forum on sustainable development, including the Sustainable Development Goals business forum and the local and regional governments forum, to allow the sharing of lessons learned and good practices related to the Goals by key stakeholder sectors and exchanges among Member States and all other stakeholders in the development arena;
- (f) Organize, in coordination with the regional commissions, resident coordinator offices and United Nations country teams, as applicable, capacity-building activities at the global, regional and national levels on the above topics.

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

- (a) Increased knowledge of Member States and other key stakeholders of the 2030 Agenda and the Sustainable Development Goals, including for their deliberations during the high-level political forum on sustainable development and other related forums, and for the development of related national policies and programmes;
- (b) Increased use of science and technology to leverage their full potential in the achievement of the Sustainable Development Goals by Member States and other stakeholders;
- (c) Increased integration of the Sustainable Development Goals into inclusive national planning processes, policies and strategies, and increased action and initiatives taken by Member States and other stakeholders to accelerate the implementation of the 2030 Agenda.

Programme performance in 2023

Strengthened synergies in addressing climate action and achieving the Sustainable Development Goals

9.48 Since 2019, the subprogramme, in partnership with the secretariat of the United Nations Framework Convention on Climate Change, has been co-convening an annual conference focusing on the synergistic implementation of the Paris Agreement and the 2030 Agenda. The Global Conference on Strengthening Synergies between the Paris Agreement and the 2030 Agenda for Sustainable Development provides a platform for political advocacy, knowledge-sharing and partnership-building among governments, academia, civil society and other stakeholder groups.

9.49 Progress towards the objective is presented in the performance measure below (see table 9.11).

Table 9.11
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
A set of key recommendations emerged from the virtual dialogues held in 2020 and 2021 (constituting the second Global Conference), calling for strengthened linkages between climate and the Sustainable Development Goals	The third Global Conference, held in Japan, with 2,000 participants, put forward a key recommendation of deepening the evidence base and conducting comprehensive global analysis on synergies between climate and the Sustainable Development Goals	The fourth Global Conference brought together 4,000 participants and linked the Paris Agreement with the 2030 Agenda and the Sustainable Development Goals Summit

Planned results for 2025

Result 1: an interdisciplinary look at implementation of the Sustainable Development Goals – the *Global Sustainable Development Report*

Programme performance in 2023 and target for 2025

- 9.50 The subprogramme's work contributed to the publication and launch of the *Global Sustainable Development Report* entitled *Times of Crisis, Times of Change: Science for Accelerating Transformations to Sustainable Development*. The *Report* assessed the progress in the implementation of the Sustainable Development Goals and proposed promising solutions grounded in evidence, which met the planned target.
- 9.51 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.12).

Table 9.12

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
<p>The new independent group of scientists gave a briefing to Member States during the 2021 high-level political forum on sustainable development with the outline of the report finalized</p> <p>A call for inputs is widely circulated to secure evidence from stakeholders, including underrepresented communities</p>	<p>Member States received a briefing by the independent group of scientists during the 2022 high-level political forum and participated in regional consultations, providing context-specific insights to inform the <i>Global Sustainable Development Report</i></p>	<p>The 2023 <i>Global Sustainable Development Report</i> was formally launched in September and was reflected in the political declaration adopted at the Sustainable Development Goals Summit (General Assembly resolution 78/1)</p> <p>A first series of global and regional briefings started after the launch in Asia-Pacific, Africa and Latin America and the Caribbean, focusing on localizing the global calls for action to support transformative implementation in different contexts</p>	<p>Member States integrate the findings of the report into their national development strategies and policies</p> <p>Appointment of a new group of 15 scientists for the preparation of the 2027 <i>Global Sustainable Development Report</i></p>	<p>The draft outline of the 2027 <i>Global Sustainable Development Report</i> is agreed and calls for inputs are launched</p> <p>Findings of the 2023 <i>Global Sustainable Development Report</i> are reflected in intergovernmental processes and decisions</p>

Result 2: strengthened commitment and action to address the unique needs of small island developing States

Programme performance in 2023 and target for 2025

- 9.52 The subprogramme’s work contributed to high participation in preparatory meetings for the fourth International Conference on Small Island Developing States and the development of a multidimensional vulnerability index, which met the planned target.
- 9.53 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.13).

Table 9.13
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
The General Assembly, in its resolution 76/203 , called for the convening, in 2024, of a fourth International Conference on Small Island Developing States	A first set of modalities of the 2024 Conference was defined by Member States	Member States, including 118 representatives of small island developing States, participated in the preparatory process for the fourth Conference, comprising 3 regional meetings and 1 interregional meeting The report of the High-level Panel on the Development of a Multidimensional Vulnerability Index for Small Island Developing States was issued	The Conference is held in Antigua and Barbuda An internationally agreed, focused, forward-looking and action-oriented outcome document is adopted by Member States and a monitoring framework is developed and agreed upon	New and additional mandates emanating from the outcome document of the fourth Conference are implemented, including the possible operationalization of the multidimensional vulnerability index Coordinated capacity-building support to small island developing States is initiated

Result 3: accelerated progress for Sustainable Development Goal 14 through the third United Nations Ocean Conference

Proposed programme plan for 2025

- 9.54 The subprogramme has been supporting the co-hosts, France and Costa Rica, to organize the third United Nations Ocean Conference, to be held from 9 to 13 June 2025 in Nice, France.

Lessons learned and planned change

- 9.55 The lesson for the subprogramme, based on the experience of the United Nations Ocean Conferences in 2017 and 2022, was that in-depth discussion on the implementation of Sustainable Development Goal 14 can help garner support for safeguarding the health and sustainability of the ocean. In applying the lesson, the subprogramme will produce more analytical background papers to inform the substantive meetings of the Conference by intensifying inter-agency cooperation.
- 9.56 Expected progress towards the objective is presented in the performance measure below (see table 9.14).

Table 9.14
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	The General Assembly decides to convene the third United Nations Ocean Conference in 2025	Adoption by the General Assembly of resolution 78/128 on the modalities for the third Ocean Conference	Preparatory meeting for the third Ocean Conference is held Member States agree on the overall thematic framework of the Conference	A political declaration, with commitments, is adopted by Member States at the third Ocean Conference

Deliverables

9.57 Table 9.15 lists all deliverables of the subprogramme.

Table 9.15
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	19	12	12
Documentation for:				
1. The General Assembly	6	13	6	6
2. The high-level political forum on sustainable development	5	5	5	5
3. The multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	90	156	88	88
Meetings of:				
4. The General Assembly	42	96	42	42
5. The Economic and Social Council	4	2	2	2
6. The high-level political forum on sustainable development	30	42	30	30
7. The multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	4	4	4	4
8. The independent group of scientists for the <i>Global Sustainable Development Report</i>	10	12	10	10
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	10	7	5
9. Projects on sustainable development (water, energy, sustainable transport, sustainable consumption and production, stakeholder engagement, small island developing States, partnerships, micro-, small and medium-sized enterprises, etc.)	5	10	7	5
Seminars, workshops and training events (number of days)	100	112	100	100
10. Training events on strengthening national capacities in all areas of sustainable development for and with national policymakers in developing countries and small island developing States with economies in transition	100	112	100	100
Publications (number of publications)	1	1	–	–
11. <i>Global Sustainable Development Report</i>	1	1	–	–

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Technical materials (number of materials)	15	24	15	15
12. Publications on the 2030 Agenda for Sustainable Development	15	24	15	15

C. Substantive deliverables

Consultation, advice and advocacy: briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings, and materials related to stakeholder engagement in the 2030 Agenda follow-up and review, and on multi-stakeholder partnerships in support of the Sustainable Development Goals.

Databases and substantive digital materials: public databases on voluntary initiatives, small island developing States, partnerships (7,000 registered), voluntary commitments made during the United Nations Conference to Support the Implementation of Sustainable Development Goal 14, Sustainable Development Goal good practices (500 registered), the United Nations system achievement of the Goals, Sustainable Development Goal acceleration actions (450 registered), the Technology Facilitation Mechanism, UN-Energy (200 commitments registered), harmony with nature and other topics of sustainable development.

D. Communication deliverables

Outreach programmes, special events and information materials: special meetings and side events on sustainable development issues during major United Nations conferences; and the issuance of the *Natural Resources Forum*.

Digital platforms and multimedia content: Sustainable Development Knowledge Platform.

Subprogramme 4 Statistics

Objective

- 9.58 The objective, to which this subprogramme contributes, is to strengthen the capacity of Member States with regard to the production and use of high-quality, timely, disaggregated, open data and national statistics and geospatial information as a basis on which to inform policy and decision-making for the 2030 Agenda and for other United Nations policy agendas and to review progress at the national and international levels.

Strategy

- 9.59 To contribute to the objective, the subprogramme will:
- (a) Develop, disseminate and support the implementation by Member States of statistical and geospatial information frameworks, standards and methods, especially those related to the Sustainable Development Goals, the Integrated Geospatial Information Framework and other new emerging policy issues;
 - (b) Provide technical assistance and advice to Member States through in-person and online training on topics, including modernization of statistical information systems, the Integrated Geospatial Information Framework, the use of big data, environmental-economic accounting, quality assurance and survey instruments, to fill data gaps and leave no one excluded from decision-making and policies that affect them;
 - (c) Facilitate and expand the coordination and coherence of international statistical and geospatial information programmes and activities by promoting the availability, accessibility and application of geospatial information, including the standardization of geographical names, and a better integration of statistical and geospatial information;
 - (d) Cooperate with the resident coordinator system and United Nations country teams in data and statistical activities and their interaction with the global statistical community, including through the Global Network of Data Officers and Statisticians, cooperate closely with other

international organizations and establish partnerships with civil society organizations, academia and private sector data providers;

- (e) Collect, compile and disseminate global statistical information and data in the areas of economic, social, demographic and environmental statistics, including the Sustainable Development Goal indicators, through the use of technology, such as the Statistical Data and Metadata Exchange;
- (f) Issue flagship data publications, maintain databases and data platforms and continue to modernize UNdata as a United Nations system-wide portal, and support the development of open data hubs and labs to showcase innovative uses of data and explore the visualization of data and metadata;
- (g) Collect information from Member States on the implementation of the Integrated Geospatial Information Framework and the Cape Town Global Action Plan for Sustainable Development Data for data relating to the 2030 Agenda, including on financing needs in the specific areas included in the Plan, in collaboration with the World Bank's Development Data Group, the Partnership in Statistics for Development in the 21st Century and the United Nations regional commissions;
- (h) Develop and share guidance and information on initiatives, tools and best practices to help national statistics systems to continue to operate efficiently and respond to the new specific data needs to address and mitigate the impact of global crises on societies, and to address issues of open and timely access to critical data needed by Governments and all sectors of society to accelerate the implementation of the 2030 Agenda.

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

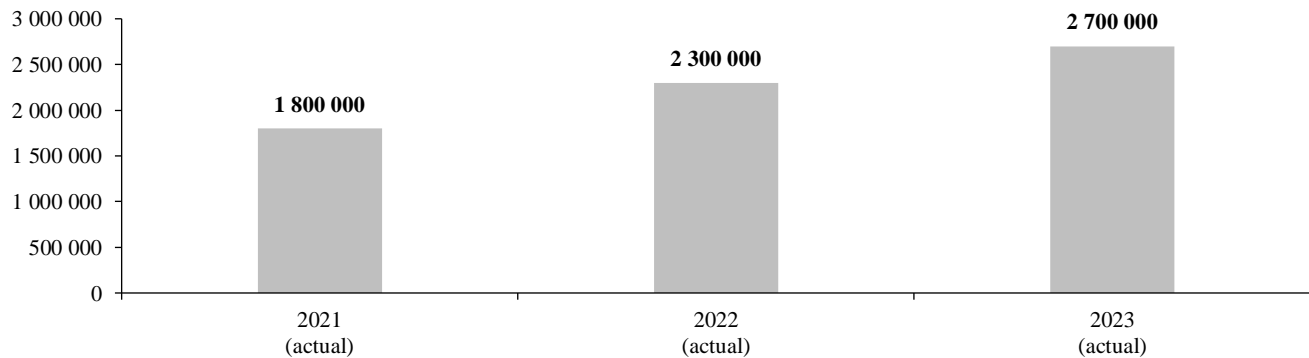
- (a) The enhanced quality, availability and access to policy-relevant statistical and geospatial information;
- (b) Increased production and dissemination by Member States of better data and national statistics and geospatial information that are comparable and in line with the adopted international frameworks and standards, and provision of enhanced and open access to them;
- (c) Enhanced coherence and more effective functioning and transformation of the global statistical and geospatial systems;
- (d) Increased statistical and geospatial information capacity of Member States and the United Nations system.

Programme performance in 2023

Increased availability of internationally comparable data on the Sustainable Development Goals

- 9.61 The subprogramme has contributed to considerable progress in increasing the availability of such data by providing technical support for the implementation of the global indicator framework and capacity-building activities for selected countries. From 2016 to 2023, the Global Sustainable Development Goals Indicators Database expanded significantly, with an increase to the indicators from 115 to 227.
- 9.62 Progress towards the objective is presented in the performance measure below (see figure 9.II).

Figure 9.II
Performance measure: number of data records in the Global Sustainable Development Goals Indicators Database



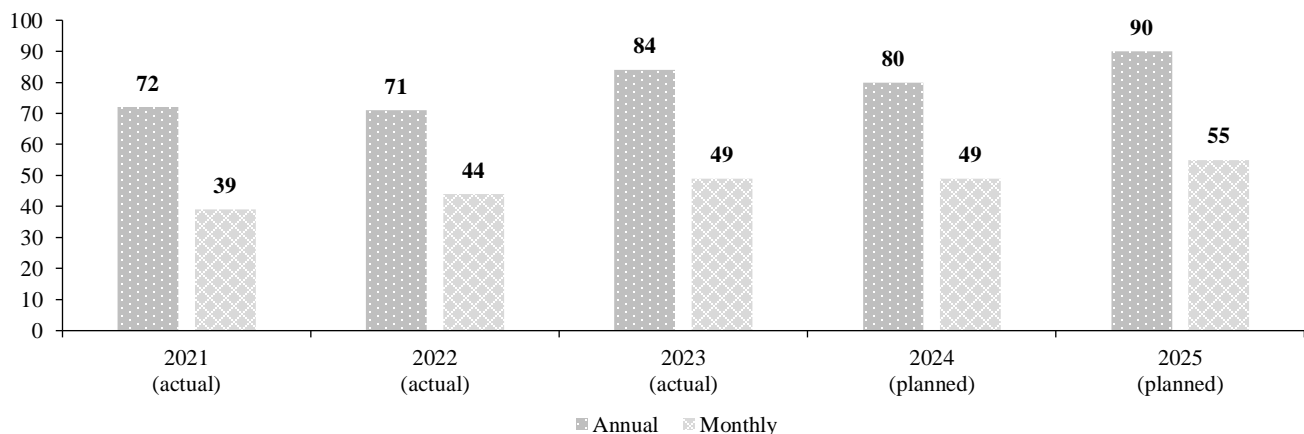
Planned results for 2025

Result 1: increased engagement with trade statistics

Programme performance in 2023 and target for 2025

- 9.63 The subprogramme’s work contributed to the timely submission of annual and monthly trade data from 84 and 49 countries, respectively, for monitoring global economic trends, which exceeded the planned target of 75 and 45 countries that submitted annual and monthly data, respectively.
- 9.64 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 9.III).

Figure 9.III
Performance measure: number of countries that submitted timely trade data

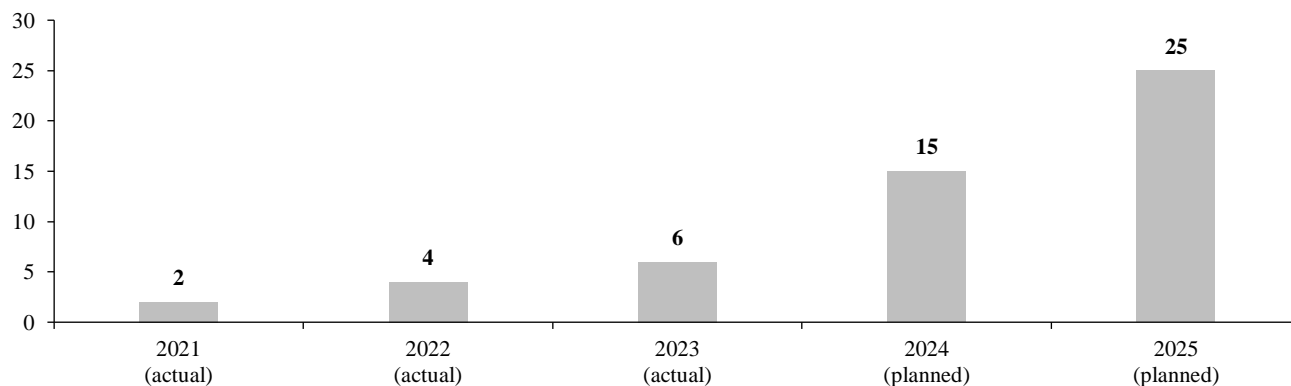


Result 2: accelerated implementation of the Integrated Geospatial Information Framework

Programme performance in 2023 and target for 2025

- 9.65 The subprogramme’s work contributed to inclusive engagement and the development of six country-level action plans implementing an integrated whole-of-government approach to unlocking and sharing geospatial information capabilities, which met the planned target.
- 9.66 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 9.IV).

Figure 9.IV
Performance measure: number of countries that developed action plans based on the Integrated Geospatial Information Framework



Result 3: UNdata modernization: a single entry point for authoritative statistical data from the United Nations system

Proposed programme plan for 2025

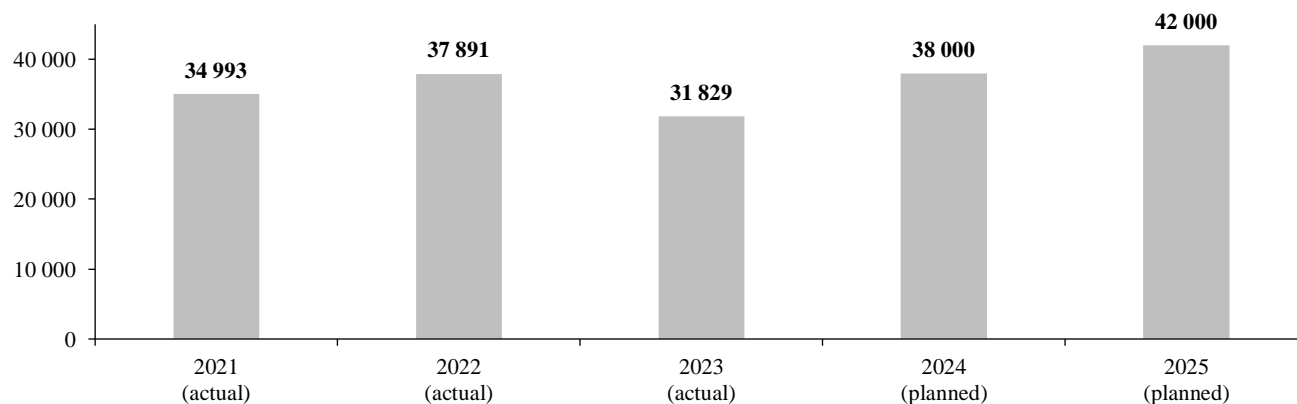
9.67 The subprogramme is leading the modernization of the UNdata portal to provide policymakers and decision makers with a user-friendly single entry point for authoritative statistical data and metadata from the United Nations system and other partner organizations.

Lessons learned and planned change

9.68 The lesson for the subprogramme was the importance of user-centric design in enhancing data accessibility and the need for robust data governance and partnership with data producers from across the United Nations system. In applying the lesson, the subprogramme will simplify the user interface and provide tailored user guides and support, and will further implement clear data governance and establish a regular feedback mechanism to actively involve stakeholders in the ongoing development and refinement of the portal. The portal will continue to add data sets, incorporate disaggregated data and showcase artificial intelligence-based natural language search and analytical capabilities.

9.69 Expected progress towards the objective is presented in the performance measure below (see figure 9.V).

Figure 9.V
Performance measure: average number of UNdata user sessions per month



Deliverables

9.70 Table 9.16 lists all deliverables of the subprogramme.

Table 9.16

Subprogramme 4: deliverables for period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	20	27	22	21
1. Reports to the Statistical Commission	16	23	16	16
2. Documents to the Committee on Contributions	2	2	4	2
3. Report of the United Nations Group of Experts on Geographical Names	1	1	–	1
4. Report of the Committee of Experts on Global Geospatial Information Management	1	1	1	1
5. Report to the high-level political forum on sustainable development on the progress towards achieving the Sustainable Development Goals	–	–	1	1
Substantive services for meetings (number of three-hour meetings)	201	217	194	172
Meetings of:				
6. The Statistical Commission	7	7	7	7
7. The United Nations Group of Experts on Geographical Names	10	10	–	10
8. The Committee of Experts on Global Geospatial Information Management	6	6	6	6
9. Experts on economic statistics, demographic and social statistics, environmental statistics and geospatial information, and on Sustainable Development Goal indicators and cross-cutting statistical areas	178	194	181	149
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	7	6	8
10. Projects on economic statistics	1	1	1	1
11. Projects on demographic and social statistics	–	–	–	–
12. Projects on environmental statistics and geospatial information	3	3	2	3
13. Projects on Sustainable Development Goal indicators and cross-cutting statistical areas	3	3	3	4
Publications (number of publications)	33	32	35	35
Publications on economic statistics				
14. <i>International Trade Statistics Yearbook, Volumes I and II</i>	2	2	2	2
15. <i>National Accounts Statistics: Analysis of Main Aggregates</i>	1	1	1	1
16. <i>National Accounts Statistics: Main Aggregates and Detailed Tables, Parts I–V</i>	5	5	5	5
17. <i>Manual on Principal Indicators for Business and Trade Statistics, Volume II</i>	–	–	1	–
18. <i>Handbook on Integrating Business and Trade Statistics</i>	–	–	1	–
19. <i>Central Product Classification</i>	–	–	1	–
20. <i>Maturity model for Statistical Business Registers</i>	1	1	–	–
21. <i>Macroeconomic Terms and Definitions</i>	–	–	1	–
22. <i>System of National Accounts 2025</i>	–	–	–	1
23. <i>International Merchandise Trade Statistics: Concepts and Definitions, Rev. 4</i>	–	–	–	1
24. <i>Manual on Statistics of International Trade in Services, Rev. 2</i>	–	–	–	1
Publications on demographic and social statistics				
25. <i>Demographic Yearbook</i>	1	1	1	1
26. <i>Population and Vital Statistics Report, Series A</i>	1	1	1	1

Part IV International cooperation for development

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
27. <i>Recommendations on Statistics of International Migration, Rev. 2</i>	–	–	–	1
28. <i>Handbook on Geo-referencing Population and Housing Census</i>	1	–	–	–
29. <i>Guidelines to Produce Statistics on Time Use: Measuring Paid and Unpaid Work</i>	1	1	–	–
30. <i>Principles and Recommendations for Population and Housing Censuses, Rev. 4</i>	–	–	–	1
Publications on environment statistics and geospatial information				
31. <i>Electricity Profiles</i>	1	1	1	1
32. <i>Energy Balances</i>	1	1	1	1
33. <i>Energy Statistics Pocketbook</i>	1	1	1	1
34. <i>Energy Statistics Yearbook</i>	1	1	1	1
35. <i>Measuring Sustainability of Tourism</i>	–	–	1	–
Publications on Sustainable Development Goal indicators and cross-cutting statistical areas				
36. <i>Statistical Yearbook</i>	1	1	1	1
37. <i>Monthly Bulletin of Statistics</i>	12	12	12	12
38. <i>World Statistics Pocketbook</i>	1	1	1	1
39. <i>Sustainable Development Goals Report</i>	1	1	1	1
40. <i>Progress chart on the Sustainable Development Goal indicators</i>	1	1	1	1
Technical materials (number of materials)	32	52	35	30
41. Technical materials on economic statistics	3	4	3	3
42. Technical materials on demographic and social statistics	2	3	1	2
43. Technical materials on environmental statistics and geospatial information	3	6	7	2
44. Technical materials on Sustainable Development Goal indicators and cross-cutting statistical areas	24	39	24	23

C. Substantive deliverables

Consultation, advice and advocacy: consultation and advice on economic, demographic and social and environmental statistics and geospatial information, Sustainable Development Goal indicators and cross-cutting statistical areas; and briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.

Databases and substantive digital materials: UN Comtrade Database, containing over 109 billion trade records, with 280,000 data files on annual and monthly trade in goods and services, 77,000 current registered user accounts and over 3 trillion items of downloaded trade data in 2023; UNdata platform, containing 60 million records, with 1 million users; Global SDG Indicators Database, containing 2.3 million data records, with 100,000 users; databases on cross-cutting statistical areas, with data for more than 200 statistical territories (includes countries and areas).

D. Communication deliverables

Outreach programmes, special events and information materials: outreach, events and information materials on economic, demographic and social, and environmental statistics and geospatial information, Sustainable Development Goal indicators and cross-cutting statistical areas.

Subprogramme 5 Population

Objective

- 9.71 The objective, to which this subprogramme contributes, is to improve knowledge of global population trends, advance an evidence-based understanding of interactions between population change and sustainable development among policymakers and the public, and strengthen the international community’s capacity to effectively address current and emerging population issues and integrate the population dimension into the international development agenda.

Strategy

- 9.72 To contribute to the objective, the subprogramme will:
- (a) Prepare studies on issues related to population growth, population ageing, migration, urbanization, fertility, family planning, mortality and other aspects of population in relation to sustainable development using population estimates and projections, the analysis of demographic trends and the evaluation of population policies;
 - (b) Produce comprehensive global data sets on selected topics, as well as brief reports to highlight these topics and related data, and an annual report on a selected major demographic topic. Data sets will include aggregated results for groups of countries in special situations;
 - (c) Provide capacity development on population data and analysis to requesting countries and to United Nations country teams;
 - (d) Provide substantive support to United Nations intergovernmental bodies, in particular the Commission on Population and Development, including by preparing reports and convening expert meetings and panels;
 - (e) Assist Governments in assessing progress made in implementing the Programme of Action of the International Conference on Population and Development held in 1994, with a focus on the global monitoring of Sustainable Development Goal indicators on reproductive health, international migration and child and maternal mortality, often in partnership with other entities of the United Nations system;
 - (f) Improve the United Nations estimates and projections of the global population and study the interaction of COVID-19 with demographic phenomena, including mortality, population ageing, fertility and family planning and international migration, and including these analyses, as appropriate, in publications and technical materials.
- 9.73 The above-mentioned work is expected to result in:
- (a) Improved access to data and reports on population matters for Governments and other users and increased use of the subprogramme's data and findings in the work of stakeholders;
 - (b) Increased awareness of population trends and their relationship to sustainable development through accurate data and policy-relevant reports, benefiting Member States and other stakeholders in policy and development planning;
 - (c) Advancement in the international community's usage of scientifically grounded information about the demographic impacts of the COVID-19 pandemic, in particular on mortality.

Programme performance in 2023

Better informed global analysis of gender equality and women's empowerment, which incorporates key population indicators

- 9.74 Family planning and adolescent birth rate data sets were incorporated into the new Women's Empowerment Index, a composite index created by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the United Nations Development Programme to guide national and international policy action, research and advocacy. The subprogramme provided technical advice on the indicators and the construction of the Index.
- 9.75 Progress towards the objective is presented in the performance measure below (see table 9.17).

Table 9.17
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Member States have access to more targeted population data that are integrated with other indicators on gender equality and women’s empowerment

Planned results for 2025

Result 1: strengthened evidence on population-related data and policies for the further implementation of the Programme of Action of the International Conference on Population and Development

Programme performance in 2023 and target for 2025

- 9.76 The subprogramme’s work contributed to Member States having access to integrated evidence on population-related programmes and policies, including through the collection of available regional and national reports on the 30-year review of implementation of the Programme of Action of the International Conference on Population and Development on the website of the Commission on Population and Development, which met the planned target.
- 9.77 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.18).

Table 9.18
Performance measure

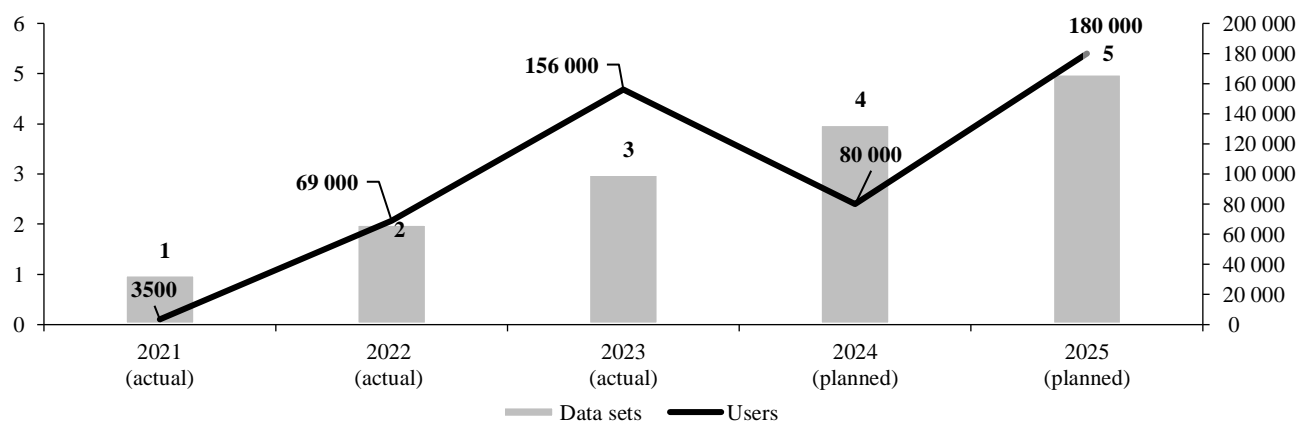
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Expert panel stresses the need for strengthened integration of country inputs and outreach to countries	Participation of Member State delegates and civil society representatives in events on topics related to the Programme of Action of the International Conference on Population and Development	Countries benefit from strengthened integration of evidence in their preparations for the 2024 review of the Programme of Action	Review of the implementation of the Programme of Action by the Commission on Population and Development leads to renewed commitment by Member States to its further implementation	Countries implement commitments made at the Commission on Population and Development

Result 2: enhanced integration of the population dimension into implementation of the 2030 Agenda by Member States

Programme performance in 2023 and target for 2025

- 9.78 The subprogramme’s work contributed to a cumulative total of three data sets in the Data Portal with 156,000 annual users, which exceeded the planned target of three data sets and 75,000 annual users.
- 9.79 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 9.VI).

Figure 9.VI
Performance measure: number of users of the Data Portal (annual) and number of data sets contained in the Data Portal (cumulative)



Result 3: enhanced comparability of estimates and projections of urbanization and spatial distribution for the Sustainable Development Goals

Proposed programme plan for 2025

9.80 The *World Urbanization Prospects* is used within the United Nations system and among Member States as a measure of socioeconomic development and for the disaggregation of Sustainable Development Goal indicators by urban classification. Changes in spatial distribution of the global population have implications for managing urbanization in a sustainable and equitable manner and for achieving the Goals, particularly Goal 11, which calls for making cities and human settlements inclusive, safe, resilient and sustainable.

Lessons learned and planned change

9.81 The lesson for the subprogramme was that the *World Urbanization Prospects* data set could be improved to meet the growing demand for geographical detail and enhance comparability between countries, which was limited due to varied national definitions of “urban”. In applying the lesson, the subprogramme will build on the collaboration with relevant governments and partners to incorporate the new “degree of urbanization”, a more nuanced and internationally comparable measure of urbanization.

9.82 Expected progress towards the objective is presented in the performance measure below (see table 9.19).

Table 9.19
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The degree of urbanization methodology was endorsed by the Statistical Commission	Selected countries piloted the new methodology to measure urbanization	Stakeholders and Member States contributed to methodological advancements in the estimation and projection of urbanization time series	Stakeholders and Member States contribute to a systematic update of the database used in the preparation of the <i>Demographic Yearbook</i> with census data on urban and rural populations	An increased number of stakeholders and Member States implement the new “degree of urbanization” to enable comparable global urbanization trends

Deliverables

9.83 Table 9.20 lists all deliverables of the subprogramme.

Table 9.20

Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	4	2
1. Reports to the General Assembly	–	–	1	–
2. Reports to the Commission on Population and Development	2	2	3	2
Substantive services for meetings (number of three-hour meetings)	29	34	36	29
Meetings of:				
3. The General Assembly	–	–	7	–
4. The Economic and Social Council	1	1	1	1
5. The Commission on Population and Development	24	29	24	24
6. Experts on population topics	4	4	4	4
B. Generation and transfer of knowledge				
Publications (number of publications)	3	2	3	4
7. <i>World Population Prospects: Highlights</i>	–	–	1	–
8. Highlights report on selected demographic trends	1	1	–	1
9. <i>World Fertility and Family Planning: Highlights</i>	–	–	1	–
10. <i>World Population Ageing: Highlights</i>	1	1	–	–
11. <i>Population Megatrends</i>	1	–	–	1
12. Questionnaire for the United Nations Inquiry among Governments on Population and Development	–	–	1	–
13. <i>World Urbanization Prospects: Summary of Results</i>	–	–	–	1
14. <i>World Population Policies: Highlights</i>	–	–	–	1
Technical materials (number of materials)	8	9	8	8
15. Major data sets on population topics	–	–	2	2
16. Sustainable Development Goal indicator data sets	1	2	1	1
17. Reports of expert group meetings on population topics	3	3	2	2
18. Technical papers on population topics	4	4	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: briefings for and consultations with Member States concerning the annual session of the Commission on Population and Development; and briefings/expert advice to Member States on population and sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.				
Databases and substantive digital materials: databases and data sets on population topics, including documentation.				
D. Communication deliverables				
Outreach programmes, special events and information materials: policy briefs, key messages and information kits on population topics; and special events on population topics.				
External and media relations: press conferences and press releases related to the Commission on Population and Development; press releases to support the launch of major publications or data sets; and responses to requests from Member States, the media, United Nations entities and other stakeholders.				
Digital platforms and multimedia content: interactive data visualizations and social media and multimedia content on population topics.				

Subprogramme 6

Economic analysis and policy

Objective

- 9.84 The objective, to which this subprogramme contributes, is to strengthen national capacities and international policy coordination for identifying and managing short-term macroeconomic risks, to shape medium- and long-term socioeconomic policies for development, and to accelerate sustainable development, especially of least developed countries, small island developing States and other countries in special situations.

Strategy

- 9.85 To contribute to the objective, the subprogramme will:
- (a) Monitor and forecast the macroeconomic situation at the national, regional and global levels, with a focus on countries in special situations, including the least developed countries;
 - (b) Broaden the scope of economic forecasting and simulation tools to assess policy trade-offs in promoting economic growth, while reducing poverty and inequality and enhancing environmental sustainability, in line with the 2030 Agenda;
 - (c) Support the Committee for Development Policy and provide analytical input to the intergovernmental processes related to the least developed countries, as well as to the annual themes of meetings of the Economic and Social Council and of the high-level political forum on sustainable development;
 - (d) Design and implement capacity development activities for a range of countries, including for graduating and recently graduated least developed countries, that improve capacity for economic planning monitoring and policymaking;
 - (e) Examine rapid technological change, noting both its constructive and disruptive potential and identifying the strategies and policies necessary to harness its positive potential for achieving sustainable development and to mitigate its possible negative effects;
 - (f) Provide policy guidance and recommendations on selected topics to Member States for recovery from recurrent shocks and crises, building on the subprogramme's analytical work;
 - (g) Provide support to the resident coordinator system for the provision of technical support to Member States and for the preparation of common country analyses and United Nations Sustainable Development Cooperation Frameworks, and other pertinent topics, through analytical input and customized online resources;
 - (h) Deliver the substantive leadership and coordination of the United Nations Economists' Network, which provides a platform that brings together United Nations system economists to share perspectives from the local, national, regional and global levels;
 - (i) Maintain the global economic outlook database, the least developed country criteria database, the Support Measures Portal for Least Developed Countries on international support measures and other online resources available to policymakers and other national and international stakeholders;
 - (j) Provide Member States with solid information for the formulation of global, regional and national policies, by gathering country-level empirical evidence, organizing expert group meetings and preparing background studies on short- and long-term economic development thematic issues.
- 9.86 The above-mentioned work is expected to result in:
- (a) Greater articulation of short-term macroeconomic stability with long-term development goals, while advancing the achievement of the Sustainable Development Goals, through the improved integration of economic, social and environmental priorities into national development plans and strategies;

- (b) Improved awareness among Member States of the multilateral efforts and economic policy options necessary for a sustainable recovery from recurrent shocks and crises, consistent with the 2030 Agenda;
- (c) Improved information basis for the Committee for Development Policy and the Economic and Social Council when assessing and recommending least developed countries for graduation;
- (d) Enhanced awareness and knowledge of Member States and the international community of the development trajectory of the least developed countries, their risks and challenges and the specific support options;
- (e) Increased capacity of Member States to effectively use international support measures, prepare for graduation from the least developed country category and ensure the stability of their development progress and the realization of the 2030 Agenda;
- (f) Enhanced collaboration, coordination and efficacy of the United Nations development system, which will provide a more coherent cooperation framework towards the implementation of the 2030 Agenda and bolster sustainable development at the country level.

Programme performance in 2023

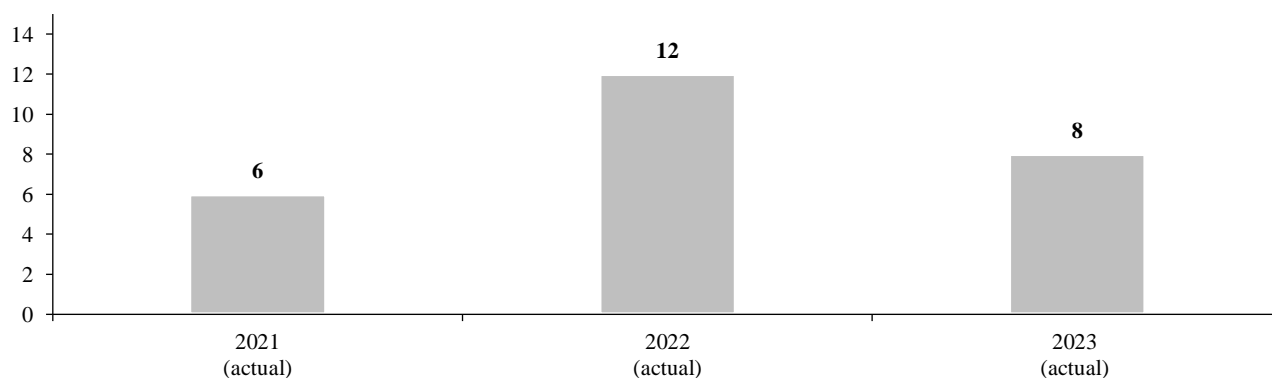
Establishment of the Sustainable Graduation Support Facility

9.87 The subprogramme contributed to the establishment of the Sustainable Graduation Support Facility (iGRAD) by developing a concept, surveying country needs and piloting programmes, together with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. The Facility was one of the five key deliverables of the Fifth United Nations Conference on the Least Developed Countries.

9.88 Progress towards the objective is presented in the performance measure below (see figure 9.VII).

Figure 9.VII

Performance measure: number of countries that received country-specific capacity-building under iGRAD



Planned results for 2025

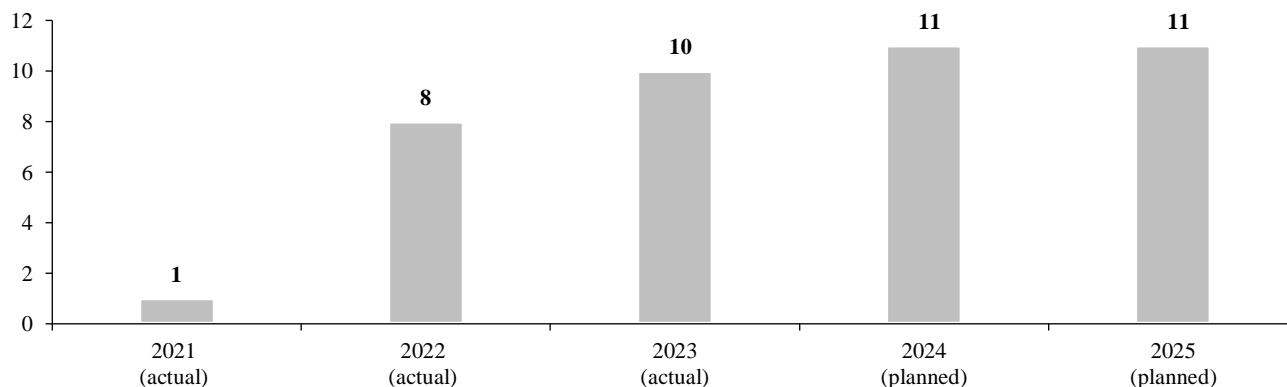
Result 1: enhanced monitoring mechanism for graduating and recently graduated least developed countries, improved responsiveness to crisis and strengthened international support

Programme performance in 2023 and target for 2025

9.89 The subprogramme's work contributed to the development of the enhanced monitoring mechanism for the Committee for Development Policy, including a crisis response process, which met the planned target.

9.90 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 9.VIII).

Figure 9.VIII
Performance measure: number of least developed countries participating in the enhanced monitoring mechanism



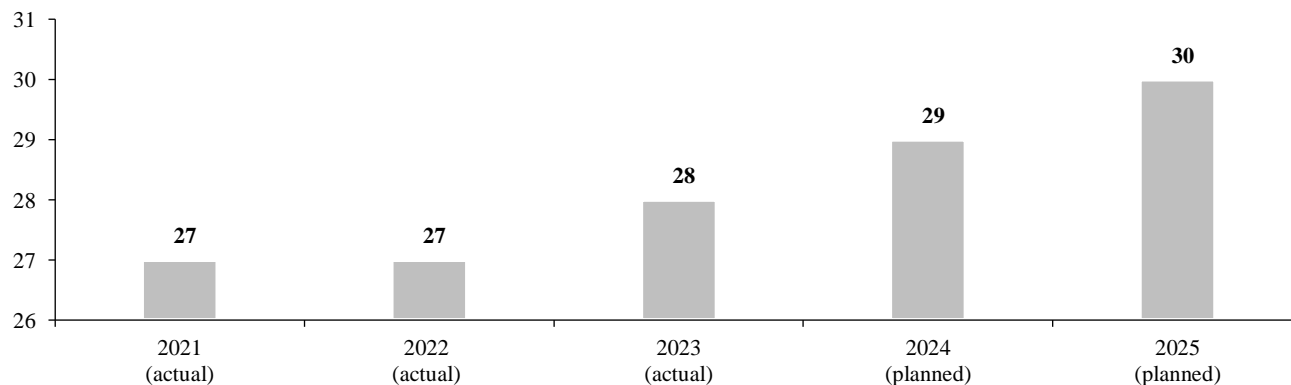
Result 2: enhanced policy coherence in the implementation of the 2030 Agenda through a revitalized United Nations Economists’ Network

Programme performance in 2023 and target for 2025

9.91 The subprogramme’s work contributed to the revitalization of the United Nations Economists’ Network, with an increased number of entities in the United Nations system with members in the Network, which met the planned target. The Network provided a platform to strengthen United Nations thought leadership and provided guidance and policy advice on key issues, including on innovative financing, financial technology (fintech), digital economic transformation and the concept note on “New economics for sustainable development”.

9.92 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 9.IX).

Figure 9.IX
Performance measure: number of entities in the United Nations system with members in the United Nations Economists’ Network (cumulative)



Result 3: use of advanced policy simulation tools for data-driven and evidence-informed policymaking

Proposed programme plan for 2025

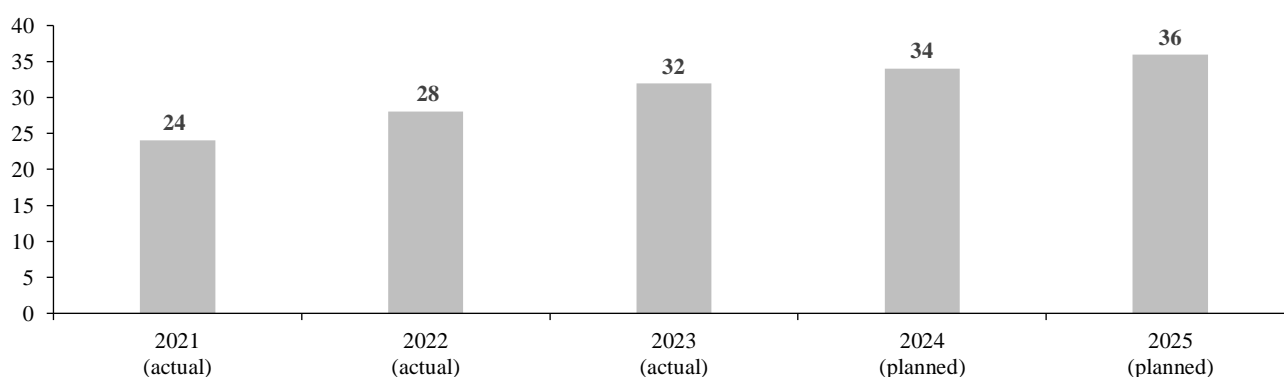
- 9.93 The subprogramme supports Member States with specific tools, such as the World Economic Forecasting Model, the core overlapping generations macroeconomy model and a climate, land-use, energy and water systems modelling tool to strengthen their capacity for data-driven and evidence-informed policymaking in mitigating the adverse effects resulting from various shocks.

Lessons learned and planned change

- 9.94 The lesson for the subprogramme was that it can be helpful to develop tools to account for interactions between different aspects of sustainable development and integrate data and models from multiple sectors. In applying the lesson, the subprogramme will further develop capacities to use innovative analytical modelling tools for supporting policymakers.
- 9.95 Expected progress towards the objective is presented in the performance measure below (see figure 9.X).

Figure 9.X

Performance measure: number of countries conducting quantitative assessments for coherent policymaking on sustainable development (cumulative)



Deliverables

- 9.96 Table 9.21 lists all deliverables of the subprogramme.

Table 9.21

Subprogramme 6: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	3	4
1. Reports to the General Assembly	2	2	1	2
2. Reports to the Economic and Social Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	22	31	22	22
Meetings of:				
3. The General Assembly	6	15	6	6
4. The Economic and Social Council	6	6	6	6
5. The Committee for Development Policy	10	10	10	10

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	45	45	45	45
6. Training events on sustainable development	45	45	45	45
Publications (number of publications)	2	2	2	2
7. Publications on the world economy	1	1	1	1
8. Committee for Development Policy note	1	1	1	1
Technical materials (number of materials)	50	50	46	46
9. Background studies on development and frontier issues and the world economy	7	7	7	7
10. Presentations on the global economy	2	3	2	2
11. Monthly briefing notes on the world economic situation	12	10	11	11
12. Reports from meetings on the world economy, development and frontier issues	2	2	2	2
13. Committee for Development Policy background studies	10	10	10	10
14. Technical input for common country analyses/United Nations Sustainable Development Cooperation Frameworks	15	16	12	12
15. Policy briefs	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: policy advice on economic thematic issues and/or economic national situations to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.				
Databases and substantive digital materials: ePing, an online platform with approximately 20,000 registered users, covering 189 countries; Support Measures Portal for Least Developed Countries on international support measures (100,000 page views and 393 updated entries); least developed country data and impact assessments (3 online databases, covering 143 countries and 23 years of data); modelling tools for sustainable development policies; and global economic outlook database.				
D. Communication deliverables				
External and media relations: 2 global and 5 regional press releases on the world economic situation.				

Subprogramme 7 Public institutions and digital government

Objective

- 9.97 The objective, to which this subprogramme contributes, is to advance effective, accountable and inclusive governance and public institutions for sustainable development, including through innovation, digital government and digital transformation.

Strategy

- 9.98 To contribute to the objective, the subprogramme will:
- (a) Service the Committee of Experts on Public Administration by organizing expert meetings and preparing analytical papers and technical guidelines to operationalize the principles of effective governance for sustainable development, developed by the Committee and endorsed by the Economic and Social Council in 2018, together with all relevant stakeholders;
 - (b) Promote policy guidance on innovation, digital government and digital transformation for the Sustainable Development Goals through the United Nations E-Government Survey, monitor global developments on institutional dimensions covered by Sustainable Development Goals 16 and 17 and review national institutional arrangements for the achievement of the Goals,

with a specific focus on countries in special situations, and in direct support of the follow-up on and review of the 2030 Agenda at the global level;

- (c) Foster policy dialogue and advocacy for the implementation of the outcomes of the World Summit on the Information Society and facilitate the implementation of and follow-up on its assigned action lines, namely, C1 (the role of Governments and all stakeholders in the promotion of information and communications technology (ICT) for development), C7 (ICT applications: benefits in all aspects of life (e-government)) and C11 (international and regional cooperation);
- (d) Facilitate multi-stakeholder policy dialogue on Internet governance, including discussion of public policy issues related to key elements of Internet governance, such as data governance, digital inclusion and data protection (A/75/16, para. 204), and shape policy decisions at the global, national and local levels by supporting the Secretary-General in convening the annual meeting of the Internet Governance Forum and intersessional activities;
- (e) Expand capacity development support to respond to Member States' requests for technical cooperation with regard to strengthening their governance and public institutions and their human resources capacities in support of the decade of action and delivery for sustainable development, including through partnerships with regional commissions and the resident coordinator system;
- (f) Expand work on equipping public servants with the capacities to realize the 2030 Agenda by providing advisory support and developing and piloting new methodologies on leadership, institutional arrangements for policy coherence, transparency and integrity in the public service, digital government, digital transformation and innovations in public service delivery, with an emphasis on countries in special situations, in collaboration with the resident coordinator system;
- (g) Strengthen the capacity of Member States to promote innovation in public governance through follow-up mechanisms to the United Nations Public Service Day Awards Ceremony and Forum, such as peer-to-peer learning for the transfer and adaptation of innovative practices, including on gender-sensitive analysis, and through the United Nations Public Administration Network;
- (h) Support supreme audit institutions on auditing the achievement of the Sustainable Development Goals by providing analytical work, expert advice, technical assistance and capacity-building, on the basis of existing demand for support by groups of the International Organization of Supreme Audit Institutions;
- (i) Promote and leverage public governance innovative practices and digital government strategies.

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

- (a) Enhanced awareness of emerging governance and public administration issues at the national and subnational levels and countries contextualizing institutional aspects of their voluntary national reviews so that Member States can develop their capacities to promote effective governance for sustainable development;
- (b) Increased capacities of Member States to build effective, accountable and inclusive institutions to deliver the Sustainable Development Goals;
- (c) Increased capacity of Member States in designing and implementing effective and inclusive digital government policies, strategies and services to improve people's lives at all levels of government;
- (d) Improved capacities of public servants to deliver services to people in areas such as health and education, justice, social protection and employment, with a focus on the improved professionalization of the public sector workforce and progress towards gender equality in the public sector;
- (e) Adjustments by Member States at the structural, organizational and programme levels to accelerate delivery of the Sustainable Development Goals;
- (f) Adoption of digital government strategies to build resilient societies and close digital divides.

Programme performance in 2023

Enhanced access to online services at the local level through the application of the Local Online Service Index methodology

- 9.100 The implementation of the Local Online Service Index methodology in two countries empowered officials to assess local e-government development, leading to informed legislative decision-making.
- 9.101 Progress towards the objective is presented in the performance measure below (see table 9.22).

Table 9.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
The Local Online Service Index methodology for assessing e-government development at the local level was piloted	The first application of the methodology at the country level occurred in 3 countries, with 18, 15 and 52 local assessments, respectively. The assessment outcomes enabled targeted resource mobilization, benefiting both national and local governments	The methodology implementation expanded to 2 more countries, with 18 and 14 local assessments, respectively. These assessments highlighted regional and local strengths and weaknesses, informing targeted investment strategies in e-government

Planned results for 2025

Result 1: public institutions empowered to spearhead climate action

Programme performance in 2023 and target for 2025

- 9.102 The subprogramme’s work contributed to the design of institutional arrangements to promote the evidence-based decision-making models related to climate, land-use, energy and water systems, which met the planned target.
- 9.103 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.23).

Table 9.23
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Enhanced capacities for integrated planning towards achieving the Sustainable Development Goals, linking post-COVID-19 recovery needs to long-term sustainable development objectives	National road map for the institutionalization of evidence-based decision-making related to climate, land-use, energy and water systems adopted by Namibia	Member States developed institutional, organizational and individual capacities to promote systems thinking related to climate, land-use, energy and water systems	Member States have institutionalized organizational capacities for systems thinking and strategic planning in support of climate action	Member States have the capacity to promote evidence-based decision making in support of climate action

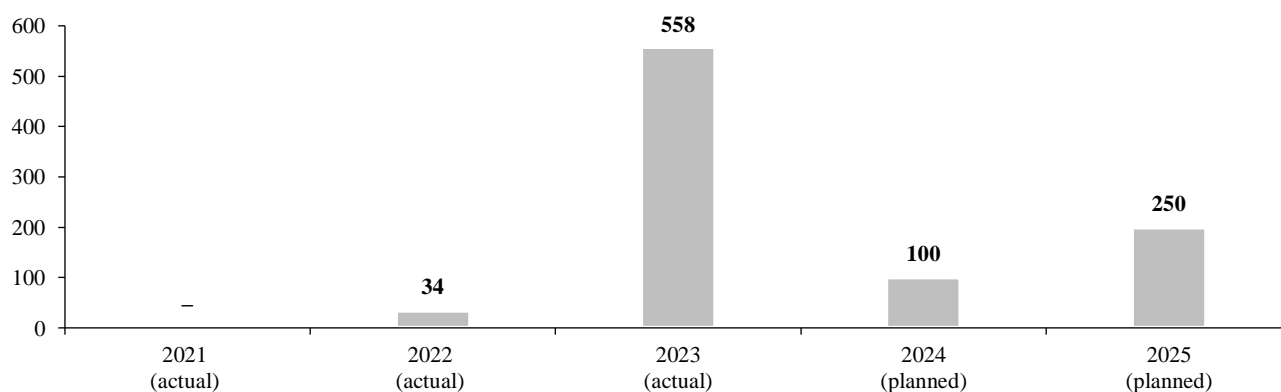
Result 2: enhanced innovation and digital government transformation for effective and inclusive public service delivery

Programme performance in 2023 and target for 2025

- 9.104 The subprogramme's work contributed to the training of trainers through work with national schools of public administration, government ministries and agencies on changing mindsets, policy coherence, effective national to local governance, innovation and digital government transformation for effective and inclusive public service delivery. In 18 countries, 558 civil servants were trained on mainstreaming the curriculum on governance for the Sustainable Development Goals in their programmes and activities, which exceeded the planned target of 70 civil servants.
- 9.105 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 9.XI).

Figure 9.XI

Performance measure: number of civil servants supporting the preparation of action plans and road maps on innovation and digital government (annual)



Result 3: national implementation of the principles of effective governance for sustainable development to enhance trust in public institutions

Proposed programme plan for 2025

- 9.106 The operationalization of the principles of effective governance for sustainable development can contribute to effective, accountable and inclusive institutions. The subprogramme is developing strategy guidance notes to provide technical advice to Member States on how to promote effective governance, and is undertaking related capacity development activities.

Lessons learned and planned change

- 9.107 The lesson for the subprogramme was that engaging diverse partners in building capacities on the principles of effective governance for sustainable development can help public officials accelerate action to achieve the Sustainable Development Goals. In applying the lesson, the subprogramme will organize more joint activities with other partners, including resident coordinators, regional commissions and other United Nations entities, to build the capacities of public officials to implement the principles of effective governance.
- 9.108 Expected progress towards the objective is presented in the performance measure below (see table 9.24).

Table 9.24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Public officials implemented more coherent and evidence-based policies	Public officials implemented administrative acts that balance the short-term needs of people today with the longer-term needs of future generations	Public officials at the national level promoted effective localization	Public officials increase transparency in the execution of their functions and promote access to information	Public officials utilize the principles of effective governance for sustainable development and associated tools to perform their functions

Deliverables

9.109 Table 9.25 lists all deliverables of the subprogramme.

Table 9.25
Subprogramme 7: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	11	9	10
1. Reports to the General Assembly	1	1	1	1
2. Reports to the Economic and Social Council	1	1	1	1
3. Documents for the Committee of Experts on Public Administration	7	9	7	8
Substantive services for meetings (number of three-hour meetings)	18	18	18	18
Meetings of:				
4. The General Assembly	2	2	2	2
5. The Economic and Social Council	6	6	6	6
6. The Committee of Experts on Public Administration	10	10	10	10
B. Generation and transfer of knowledge				
Field and technical cooperation projects, including the United Nations Project Office on Governance (number of projects)	6	7	6	6
7. Field projects on various matters related to public administration	6	7	6	6
Seminars, workshops and training events (number of days)	12	12	12	14
8. Training events related to the United Nations Public Service Awards and the United Nations Public Service Day (forum)	2	2	2	2
9. Training events on various issues related to public institutions, including expert groups meetings	4	4	4	4
10. Workshop with ministers from different regions on emerging trends in governance and public institutions related to the implementation of the Sustainable Development Goals, including collaboration with regional commissions and United Nations agencies	1	1	1	1
11. Seminars on Internet governance (forum)	1	1	1	1
12. Training events on various matters related to public administration	4	4	4	6
Publications (number of publications)	1	1	1	1
13. <i>United Nations E-Government Survey</i>	–	–	1	–

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
14. <i>World Public Sector Report</i>	1	1	–	1
Technical materials (number of materials)	7	8	7	7
15. Online training courses on matters related to public administration	2	3	2	2
16. Technical materials on issues related to governance and public institutions for sustainable development	3	3	3	3
17. Compendium of best practices and innovation in public service delivery	1	1	1	1
18. Compendium of best practices on public institutions and digital government for sustainable development	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: briefings/expert advice to Member States on governance and public administration aspects of sustainable development, including consultations and intergovernmental meetings; knowledge-sharing and networks, including the United Nations Public Administration Network, a global network (more than 30 members and 5,000 users) that connects relevant international, regional, subregional and national institutions and experts worldwide working on effective governance for sustainable development in line with Sustainable Development Goals 16 and 17.

Databases and substantive digital materials: databases, including the United Nations Public Service Innovation Hub, with more than 350 good practices in public administration innovation at the national and subnational levels, and the e-government knowledge base, covering 193 Member States and the most populous cities in each Member State.

D. Communication deliverables

Outreach programmes, special events and information materials: United Nations Public Administration Network newsletter; social media content and alerts; virtual and in-person outreach activities on major deliverables.

Digital platforms and multimedia content: subprogramme websites, including of the United Nations Public Administration Network, the Division for Public Institutions and Digital Government, the United Nations Project Office on Governance and the Internet Governance Forum.

**Subprogramme 8
Sustainable forest management**

Objective

- 9.110 The objective, to which this subprogramme contributes, is to ensure the effective implementation of sustainable management of all types of forests at all levels in accordance with the United Nations strategic plan for forests 2017–2030.

Strategy

- 9.111 To contribute to the objective, the subprogramme will:
 - (a) Support the intergovernmental forest policy dialogue through the United Nations Forum on Forests, in accordance with the strategic plan and the quadrennial programme of work (2025–2028), and the outcomes of the midterm review in 2024 of the effectiveness of the international arrangement on forests and coordinate the Forum’s input to the high-level political forum on sustainable development;
 - (b) Advance coordination and cooperation with relevant United Nations entities, member organizations of the Collaborative Partnership on Forests and other forest stakeholders;
 - (c) Develop the online clearing house of the Global Forest Financing Facilitation Network and assist countries and partners in designing forest financing strategies, in facilitating access to financing and assisting Member States in mobilizing resources for sustainable forest management;

- (d) Place an emphasis on the special needs and circumstances of Africa, the least developed countries, countries with low forest cover, countries with high forest cover, countries with medium forest cover and low deforestation and small island developing States, as well as countries with economies in transition (Economic and Social Council resolution 2017/4, para. 63);
- (e) Advance the implementation of the United Nations strategic plan for forests 2017–2030, including through implementation of its communications and outreach strategy, and assist countries in developing robust national reporting frameworks;
- (f) Support common country analyses, which inform the United Nations Sustainable Development Cooperation Framework, in order to provide resident coordinators with the tools to tailor their responses to countries' specific needs and priorities and to effectively support the achievement of the 2030 Agenda, including through national implementation of sustainable forest management;
- (g) Support Member States, as appropriate, on issues related to sustainable forest management, by further deepening its normative work, technical assistance and capacity-building activities and international policy dialogue on the integration of sustainable forest management into decision-making processes concerning land-use planning and development, in line with the resolutions adopted by the United Nations Forum on Forests at its fifteenth and seventeenth sessions, and outcomes of the sixteenth and eighteenth sessions.

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

- (a) Strengthened political commitment and action for sustainable forest management, leading to increased contributions by forests to the achievement of the Sustainable Development Goals, including on climate change and biodiversity loss, and greater integration of forests into national sustainable development plans and poverty reduction strategies;
- (b) Improved capacity of eligible countries to mobilize and gain access to financing for sustainable forest management from all sources, and improved information on and access to existing and emerging multilateral and other funding sources and data;
- (c) Member States' progress towards achieving the global forest goals and the forest-related Sustainable Development Goals;
- (d) Increased awareness among Member States of the multiple benefits of forests based on the 2025 theme of the International Day of Forests, and on highlighting the interdependent role of forests in enabling the world to meet the Sustainable Development Goals that will be reviewed during the high-level political forum on sustainable development in 2025.

Programme performance in 2023

Improved capacity of Member States to mobilize and gain access to financing for sustainable forest management

- 9.113 The subprogramme provided capacity development support to Member States through the Global Forest Financing Facilitation Network, which contributes to the scaling up of sustainable forest management by facilitating access by countries to resources to implement the United Nations strategic plan for forests through the development of national forest financing strategies and bankable project proposals.
- 9.114 Progress towards the objective is presented in the performance measure below (see table 9.26).

Table 9.26
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	15 countries and 3 subregional organizations developed evidence-based national forest financing strategies and project proposals, resulting in the finalization of 4 project concept notes and 5 national/regional forest financing strategies	12 countries and 1 subregional organization developed evidence-based national forest financing strategies and project proposals, resulting in the finalization of 5 project concept notes and 4 national forest financing strategies

Planned results for 2025

Result 1: strengthened effectiveness of the international arrangement on forests, including the United Nations forest instrument, to contribute to the achievement of the Sustainable Development Goals, including on climate change and biodiversity loss

Programme performance in 2023 and target for 2025

- 9.115 The subprogramme’s work contributed to the development of proposals by Member States to strengthen the international arrangement on forests, which met the planned target.
- 9.116 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.27).

Table 9.27
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Preparations for the 2024 midterm review of the effectiveness of the international arrangement on forests with involvement of Member States, regional and subregional partners, major groups and other relevant stakeholders	Member States developed proposals to strengthen the international arrangement on forests, such as enhancing the impact and visibility of the United Nations Forum on Forest	Member States decide on actions to strengthen the international arrangement on forests that also include national actions to enhance the contributions of forests to the achievement of the Sustainable Development Goals, including on climate change and biodiversity loss, and other global forest-related goals and commitments	The international arrangement on forests is strengthened in areas such as promoting cross-sectoral cooperation and catalysing technical and financial support to strengthen the capacity of Member States to implement sustainable forest management

Result 2: accelerating progress towards implementing the United Nations strategic plan for forests and achieving the global forest goals, including through partnerships

Programme performance in 2023 and target for 2025

- 9.117 The subprogramme's work contributed to accelerating the implementation of the United Nations strategic plan for forests through new joint initiatives being entered into with three member organizations of the Collaborative Partnership on Forests, which did not meet the planned target of two member organizations of the Collaborative Partnership on Forests, two regional and subregional entities and two stakeholders integrating the strategic plan into their workplans. The target was not met because regional and subregional entities and stakeholders had already undertaken numerous initiatives as part of their existing workplans.
- 9.118 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.28).

Table 9.28

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member organizations of the Collaborative Partnership on Forests developed the Partnership's workplan for the period 2021–2024, which is aligned with the United Nations strategic plan for forests 2017–2030	Business and industry major group designated a new focal point to help to facilitate coordination and discussion on United Nations Forum on Forests-related issues with the private sector	Joint initiatives were signed to foster collaborative activities on forests and sustainable land management, conservation and sustainable use of forest biodiversity and sustainable management of tropical forests	2 joint initiatives among member organizations of the Collaborative Partnership on Forests, regional and subregional entities and stakeholders to accelerate implementation of the United Nations strategic plan for forests	3 joint initiatives to support reporting and data-sharing activities on the implementation of the United Nations strategic plan for forests

Result 3: increased reach of the United Nations Forum on Forests and contribution of forests to the 2030 Agenda

Proposed programme plan for 2025

- 9.119 The subprogramme implements the communications and outreach strategy of the United Nations strategic plan for forests through various activities, including statements, presentations and video messages at international events and developing engaging social media content for the International Day of Forests and sessions of the United Nations Forum on Forests. These activities promote awareness of how forests contribute to global sustainable development.

Lessons learned and planned change

- 9.120 The lesson for the subprogramme was that it could further enhance its outreach and communications strategy, both technically and substantively, to improve the utility of information provided to Member States. In applying the lesson, the subprogramme will redesign the substantive content and technical infrastructure of the website of the United Nations Forum on Forests and develop new and innovative communications products to raise awareness on the global forest goals and the contributions of forests to the 2030 Agenda.
- 9.121 Expected progress towards the objective is presented in the performance measure below (see table 9.29).

Table 9.29
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States have access to communications products with user-friendly design and functionality on issues related to forests and health, forest fires, and the contributions of forests to sustainable energy and livelihoods	Member States have access to best practices and relevant information through the redesigned website of the United Nations Forum on Forests, with an event calendar, a documents database and social media products	Member States exchange best practices and access new communications products to raise awareness on the social, economic and environmental benefits of forests

Deliverables

9.122 Table 9.30 lists all deliverables of the subprogramme.

Table 9.30
Subprogramme 8: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	8	8	8
1. Reports of the United Nations Forum on Forests	8	8	8	8
Substantive services for meetings (number of three-hour meetings)	20	14	20	20
2. Meetings of the United Nations Forum on Forests	16	9	16	16
3. Meetings of experts on sustainable forest management, the midterm review of the international arrangement on forests and contributions of forests to various issues, including the Sustainable Development Goals, forest financing and other various issues related to forests	4	5	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	10	8	8
4. Projects on forest financing and development of national financing strategies	6	8	6	6
5. Projects on achievement of the global forest goals and implementation of the United Nations strategic plan for forests	2	2	2	2
Seminars, workshops and training events (number of days)	7	7	7	7
6. Training events on forest financing	6	6	6	6
7. Training events on sustainable forest management	1	1	1	1
Technical materials (number of materials)	7	8	7	7
8. Technical materials on sustainable forest management	3	3	3	3
9. Technical materials on contributions of forests to various issues, including forest-related Sustainable Development Goals	2	2	2	2
10. Technical materials on materials financing and development of national financing strategies	2	3	2	2

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
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C. Substantive deliverables

Consultation, advice and advocacy: advice on various issues related to forests.

Databases and substantive digital materials: database on clearing house mechanism.

D. Communication deliverables

Outreach programmes, special events and information materials: special events, including the International Day of Forests and events of the Collaborative Partnership on Forests; and fact sheets and policy briefs on sustainable forest management, forest financing and various other issues related to forests.

External and media relations: press releases and articles on the United Nations Forum on Forests and the International Day of Forests.

Subprogramme 9 Financing for sustainable development

Objective

- 9.123 The objective, to which this subprogramme contributes, is to advance the follow-up on and review of the implementation of the outcomes of the International Conferences on Financing for Development, including the Addis Ababa Action Agenda, and the delivery of the means of implementation of the 2030 Agenda.

Strategy

- 9.124 To contribute to the objective, the subprogramme will:
- (a) Coordinate the work and convene special events in connection with the Fourth International Conference on Financing for Development;
 - (b) Build on continuing analytical work in collaboration with partners in the Inter-Agency Task Force on Financing for Development and prepare the annual *Financing for Sustainable Development Report* and other reports to support Member State negotiations at the Economic and Social Council forum on financing for development follow-up, Second Committee deliberations and others;
 - (c) Scale up investment for the Sustainable Development Goals, provide concrete solutions to continue to scale up investment in sustainable development by building on the work of the Global Investors for Sustainable Development Alliance, and facilitate the dialogue on sustainable investment, including through the Sustainable Development Goals Investment Fair, which provides a platform for direct engagement between Member States and investors;
 - (d) Provide policy support to intergovernmental and expert processes and capacity-building to foster more inclusive and effective international tax cooperation and support Member States in enhancing their tax policies and administration, improve their domestic resource mobilization, address tax evasion, aggressive tax avoidance and illicit financial flows, and advance progress towards achieving the Sustainable Development Goals and climate action, with specific attention given to the least developed countries, landlocked developing countries and small island developing States;
 - (e) Enhance its support for the Development Cooperation Forum in its action-oriented and results-focused reviews of trends, progress and emerging issues in international development cooperation, with an emphasis on policies and practices in support of those with the fewest resources and the weakest capacities;
 - (f) Support countries in their design and implementation of integrated national financing frameworks, through the Integrated National Financing Framework Facility. The Facility,

launched by the Department jointly with the United Nations Development Programme and the Organisation for Economic Co-operation and Development in April 2022, brokers technical assistance, facilitates knowledge exchange and provides access to technical guidance on integrated national financing frameworks to implementing countries.

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

- (a) Policy and action on financing for sustainable development through strengthened analytical foundations for the outcomes of the Economic and Social Council forum on financing for development follow-up and Second Committee deliberations;
- (b) Countries designing and using integrated national financing frameworks, including actionable policy options, to mobilize financing for sustainable development;
- (c) The acceleration of the mobilization of resources for the Sustainable Development Goals, leading to greater investment opportunities with positive impacts, including in countries in special situations;
- (d) Improved solutions at the global, regional, national and local levels for strengthening tax cooperation and domestic resource mobilization and more effective implementation by Governments and other stakeholders of United Nations policy and practical guidance on tax matters;
- (e) Utilization by Governments and other stakeholders of policy guidance to enhance international development cooperation, for the effective implementation of the 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030.

Programme performance in 2023

Sustainable Development Goal stimulus facilitates long-term financing for Member States

9.126 The subprogramme supported the development of the Sustainable Development Goal stimulus, a set of proposals to mobilize an additional \$500 billion in long-term affordable financing, and continued analytical work on specific policy options for closing the finance divide. In February 2023, a detailed policy brief on the stimulus was published and the subprogramme organized a high-level event at the Sustainable Development Goals Summit.

9.127 Progress towards the objective is presented in the performance measure below (see table 9.31).

Table 9.31

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Member States recognized that developing countries are faced with significantly higher borrowing costs, contributing to a great finance divide (General Assembly resolution 77/156)	Member States welcomed the Secretary-General's efforts to address the Sustainable Development Goal financing gap through the Sustainable Development Goal stimulus (General Assembly resolution 78/231). Member States also advanced new capital optimization measures of multilateral development banks and the rechannelling of special drawing rights through the International Monetary Fund

Planned results for 2025

Result 1: towards attracting sustainable investment by developing countries for the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 9.128 The subprogramme's work contributed to 14 developing countries participating in the Sustainable Development Goals Investment Fair and interacting with prospective investors on sustainable development investment opportunities, which exceeded the planned target of 12 developing countries.
- 9.129 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.32).

Table 9.32

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
8 developing countries participated in the Sustainable Development Goals Investment Fair	10 developing countries participated in the Sustainable Development Goals Investment Fair	14 developing countries participated in the Sustainable Development Goals Investment Fair, with presented investment projects of \$4,869 million	13 developing countries participate in the Sustainable Development Goals Investment Fair and interact with prospective investors	14 developing countries participate in the Sustainable Development Goals Investment Fair, with estimated presented investment projects of \$5,367 million
Private investors, such as the members of the Global Investors for Sustainable Development Alliance, welcomed the Fair as an opportunity to engage with Governments				
Investors followed up with some countries on specific projects				

Result 2: creditors and debtor countries agree on global challenges and policy solutions on debt, liquidity and fiscal space for investment in the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 9.130 The subprogramme's work contributed to the identification of relevant issues and priorities on debt and debt sustainability through the organization of dedicated expert meetings, which will also help inform future discussions of Member States and other stakeholders, which met the planned target.
- 9.131 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 9.33).

Table 9.33
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States and relevant partners in the United Nations system provided feedback and guidance on priority issues related to debt, liquidity and fiscal space to inform the development of policy dialogues	Policy solutions on debt, liquidity and fiscal space for investment in the Sustainable Development Goals discussed and/or agreed	Member States agree on concrete actions to advance policy solutions on debt, liquidity and fiscal space for investment in the Sustainable Development Goals, as part of an outcome document of the Fourth International Conference on Financing for Development

Result 3: strengthened engagement of Member States in the financing for development follow-up process to improve coherence and implementation of agreed outcomes

Proposed programme plan for 2025

9.132 The subprogramme supports Member States in the follow-up process of the Addis Ababa Action Agenda to address challenges related to financing for development, including through the annual Economic and Social Council forum on financing for development follow-up and the annual *Financing for Sustainable Development Report*.

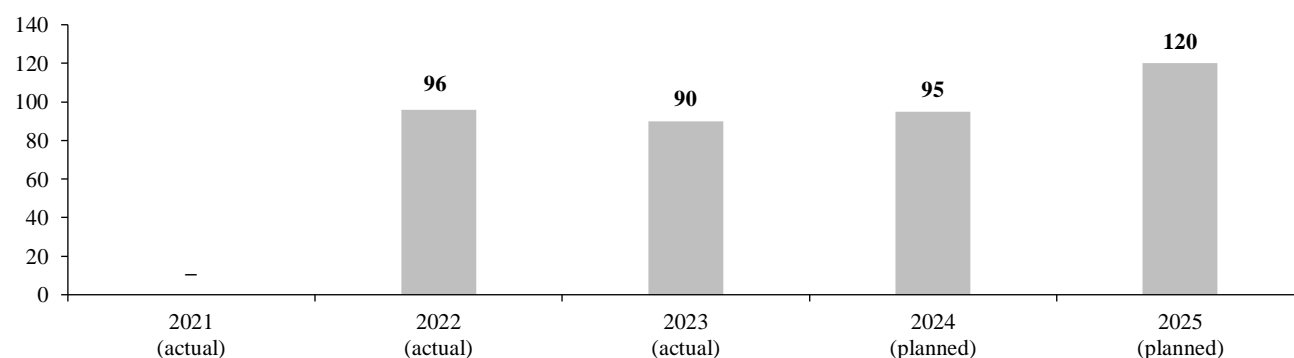
Lessons learned and planned change

9.133 The lesson for the subprogramme was that strengthening engagement with all stakeholders and national Governments could help authorities meet their national financing challenges and contribute to broad awareness at the national level of global agreements on financing for development. In applying the lesson, the subprogramme will utilize the preparatory process for the Fourth International Conference on Financing for Development in 2025 and the follow-up process to strengthen engagement with all stakeholders.

9.134 Expected progress towards the objective is presented in the performance measure below (see figure 9.XII).

Figure 9.XII

Performance measure: number of countries participating in the intergovernmental follow-up process to the international conferences on financing for development



Deliverables

9.135 Table 9.34 lists all deliverables of the subprogramme.

Table 9.34

Subprogramme 9: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	39	59	36	43
1. Documents for the General Assembly	6	5	4	10
2. Documents for the Economic and Social Council	3	3	2	3
3. Documents for the Committee of Experts on International Cooperation in Tax Matters	30	51	30	30
Substantive services for meetings (number of three-hour meetings)	191	243	151	161
Meetings of:				
4. The General Assembly	10	10	10	10
5. The Economic and Social Council	30	30	20	20
6. The Committee of Experts on International Cooperation in Tax Matters	16	16	16	16
7. Subcommittees of the Committee of Experts on International Cooperation in Tax Matters	75	127	75	75
8. The Inter-Agency Task Force on Financing for Development	30	30	15	15
9. Experts on financing for sustainable development-related issues	30	30	15	15
10. Intergovernmental preparatory committee for the Fourth International Conference on Financing for Development	–	–	–	10
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	44	55	39	39
11. Training events on financing for development processes	2	2	2	2
12. Workshops on tax issues and domestic resource mobilization	35	46	35	35
13. Training events on interactive dialogues	2	2	–	–
14. Ministerial round tables	2	2	–	–
15. Seminars on financing for development, including interactive discussions with the participation of Governments and institutional and non-institutional stakeholders (civil society and the private sector)	3	3	2	2

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Publications (number of publications)	2	1	1	–
16. <i>Financing for Sustainable Development Report</i> of the Inter-Agency Task Force on Financing for Development	1	1	1	–
17. <i>United Nations Manual for the Negotiation of Bilateral Tax Treaties between Developed and Developing Countries</i>	1	–	–	–
Technical materials (number of materials)	4	5	3	3
18. Building on Monterrey: selected policy issues on financing for development	1	1	1	1
19. Analytical studies on selected issues in development cooperation, including South-South cooperation, and an independent assessment of trends and progress in development cooperation	3	4	2	2

C. Substantive deliverables

Consultation, advice and advocacy: briefings to Member States; consultations on the work of the Group of Friends on Financing the Sustainable Development Goals; consultations on financing sustainable development and the Goals to civil society organizations, the private sector, including the Global Investors for Sustainable Development Alliance, academia, foundations and other entities of the United Nations system; and briefings/expert advice to Member States on sustainable development issues, including high-level bilateral consultations and intergovernmental meetings.

D. Communication deliverables

Outreach programmes, special events and information materials: Development Cooperation Forum outreach materials; and information kit for events on financing for sustainable development.

External and media relations: press releases on its annual work, including: Economic and Social Council forum on financing for development follow-up; quadrennial General Assembly high-level dialogue on financing for development; biennial Development Cooperation Forum high-level meeting; event on financing for sustainable development multi-stakeholder consultations on financing for development; work of the Committee of Experts on International Cooperation in Tax Matters; Sustainable Development Goals Investment Fair; launch of the *Financing for Sustainable Development Report*; and work of the Global Investors for Sustainable Development Alliance.

Digital platforms and multimedia content: Op-eds and blogs; websites of the Financing for Sustainable Development Office, the Development Cooperation Forum and the Committee of Experts on International Cooperation in Tax Matters, related digital platforms for capacity development activities, and website of the joint Department of Economic and Social Affairs/United Nations Capital Development Fund and United Nations Office for Project Services global capacity development initiative on infrastructure asset management; and the website of the Global Investors for Sustainable Development Alliance and the integrated national financing frameworks knowledge platform.

B. Proposed post and non-post resource requirements for 2025

Overview

9.136 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 9.35 to 9.37.

Table 9.35

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Posts	80 921.9	85 835.4	601.2	–	–	601.2	0.7	86 436.6
Other staff costs	1 472.0	3 085.1	(568.2)	–	–	(568.2)	(18.4)	2 516.9
Hospitality	0.6	5.5	–	–	–	–	–	5.5
Consultants	345.0	700.4	(66.7)	33.3	(10.0)	(43.4)	(6.2)	657.0
Experts	772.2	1 226.5	–	–	(35.4)	(35.4)	(2.9)	1 191.1
Travel of representatives	1 633.7	2 412.6	–	–	–	–	–	2 412.6
Travel of staff	608.3	495.2	–	–	(2.3)	(2.3)	(0.5)	492.9
Contractual services	1 701.2	1 777.7	(20.6)	–	173.9	153.3	8.6	1 931.0
General operating expenses	558.1	761.8	(30.9)	–	(123.2)	(154.1)	(20.2)	607.7
Supplies and materials	2.9	50.3	–	–	(3.0)	(3.0)	(6.0)	47.3
Furniture and equipment	297.2	216.7	–	–	–	–	–	216.7
Improvement of premises	2.1	–	–	–	–	–	–	–
Grants and contributions	86.0	88.5	–	–	–	–	–	88.5
Other	(0.4)	–	–	–	–	–	–	–
Total	88 400.9	96 655.7	(85.2)	33.3	–	(51.9)	(0.1)	96 603.8

Table 9.36

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	496	1 USG, 2 ASG, 9 D-2, 32 D-1, 68 P-5, 90 P-4, 70 P-3, 46 P-2/1, 33 GS (PL), 145 GS (OL)
Reassignment ^a	–	1 Senior Meetings Services Assistant (GS (PL)) as Senior Programme Management Assistant under subprogramme 1 1 Associate Sustainable Development Officer (P-2) as Associate Programme Management Officer under subprogramme 3 1 Senior Statistician (P-5) as Senior Geospatial Information Officer under subprogramme 4 1 Statistician (P-4) as Geospatial Information Officer under subprogramme 4

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

Part IV International cooperation for development

	<i>Number</i>	<i>Details</i>
		1 Statistician (P-3) as Geospatial Information Officer under subprogramme 4
		1 Staff Assistant (GS (OL)) as Programme Management Assistant under subprogramme 4
Proposed for 2025	496	1 USG, 2 ASG, 9 D-2, 32 D-1, 68 P-5, 90 P-4, 70 P-3, 46 P-2/1, 33 GS (PL), 145 GS (OL)

^a See annex II.

Table 9.37
Overall: proposed posts by category and grade^a

(Number of posts)

<i>Category and grade</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	9	–	–	–	–	9
D-1	32	–	–	–	–	32
P-5	68	–	–	–	–	68
P-4	90	–	–	–	–	90
P-3	70	–	–	–	–	70
P-2/1	46	–	–	–	–	46
Subtotal	318	–	–	–	–	318
General Service and related						
GS (PL)	33	–	–	–	–	33
GS (OL)	145	–	–	–	–	145
Subtotal	178	–	–	–	–	178
Total	496	–	–	–	–	496

^a Includes nine temporary posts (3 P-5, 2 P-4, 3 P-3 and 1 GS (OL)), which were approved pursuant to General Assembly resolutions [70/248](#) and [71/272](#).

9.137 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 9.38 to 9.40 and figure 9.XIII.

9.138 As reflected in tables 9.38 (1) and 9.39 (1), the overall resources proposed for 2025 amount to \$96,603,800 before recosting, reflecting a net decrease of \$51,900 (or 0.1 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments, and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 9.38

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
A. Policymaking organs	1 375.0	2 021.1	–	–	–	–	–	2 021.1
B. Executive direction and management	5 263.3	5 417.8	–	–	–	–	–	5 417.8
C. Programme of work								
1. Intergovernmental support and coordination for sustainable development	7 890.8	8 529.8	–	–	–	–	–	8 529.8
2. Inclusive social development	9 755.0	10 524.7	–	33.3	–	33.3	0.3	10 558.0
3. Sustainable development	8 934.5	10 262.8	(66.7)	–	–	(66.7)	(0.6)	10 196.1
4. Statistics	20 666.3	21 124.9	523.5	–	–	523.5	2.5	21 648.4
5. Population	7 064.8	7 666.9	77.7	–	–	77.7	1.0	7 744.6
6. Economic analysis and policy	7 011.8	7 568.6	–	–	–	–	–	7 568.6
7. Public institutions and digital government	6 938.0	7 276.6	–	–	–	–	–	7 276.6
8. Sustainable forest management	2 356.2	2 562.8	–	–	–	–	–	2 562.8
9. Financing for sustainable development	6 052.1	8 246.8	(619.7)	–	–	(619.7)	(7.5)	7 627.2
Subtotal, C	76 669.5	83 764.0	(85.2)	33.3	–	(51.9)	(0.1)	83 712.1
D. Programme support	5 093.1	5 452.8	–	–	–	–	–	5 452.8
Subtotal, 1	88 400.9	96 655.7	(85.2)	33.3	–	(51.9)	(0.1)	96 603.8

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	381.0	820.0	(788.0)	(96.1)	32.0
C. Programme of work					
1. Intergovernmental support and coordination for sustainable development	413.3	490.0	–	–	490.0
2. Inclusive social development	1 594.2	755.6	(435.6)	(57.6)	320.0
3. Sustainable development	10 560.5	12 841.8	(3 083.3)	(24.0)	9 758.5
4. Statistics	3 775.6	8 216.7	(2 742.1)	(33.4)	5 474.6

Part IV International cooperation for development

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
5. Population	477.0	545.1	(531.6)	(97.5)	13.5
6. Economic analysis and policy	219.6	445.0	(70.0)	(15.7)	375.0
7. Public institutions and digital government	4 155.2	3 510.2	(996.8)	(28.4)	2 513.4
8. Sustainable forest management	1 168.5	1 514.9	(405.8)	(26.8)	1 109.1
9. Financing for sustainable development	3 431.5	7 668.9	851.2	11.1	8 520.1
Subtotal, C	25 795.4	35 988.2	(7 414.0)	(20.6)	28 574.2
D. Programme support	69 407.8	67 409.8	5 596.5	8.3	73 006.3
Subtotal, 2	95 584.2	104 218.0	(2 605.5)	(2.5)	101 612.5
Total	183 985.1	200 873.7	(2 657.4)	(1.3)	198 216.3

Table 9.39

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	26	–	–	–	–	26
C. Programme of work						
1. Intergovernmental support and coordination for sustainable development	43	–	–	–	–	43
2. Inclusive social development	58	–	–	–	–	58
3. Sustainable development	51	–	–	–	–	51
4. Statistics	128	–	–	–	–	128
5. Population	41	–	–	–	–	41
6. Economic analysis and policy	42	–	–	–	–	42
7. Public institutions and digital government	40	–	–	–	–	40
8. Sustainable forest management	12	–	–	–	–	12
9. Financing for sustainable development	34	–	–	–	–	34
Subtotal, C	449	–	–	–	–	449
D. Programme support	21	–	–	–	–	21
Subtotal, 1	496	–	–	–	–	496

Section 9 Economic and social affairs

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Intergovernmental support and coordination for sustainable development	–	–	–
2. Inclusive social development	–	–	–
3. Sustainable development	2	–	2
4. Statistics	1	–	1
5. Population	1	(1)	–
6. Economic analysis and policy	–	–	–
7. Public institutions and digital government	–	–	–
8. Sustainable forest management	2	–	2
9. Financing for sustainable development	13	–	13
Subtotal, C	19	(1)	18
D. Programme support	31	–	31
Subtotal, 2	50	(1)	49
Total	546	(1)	545

Table 9.40

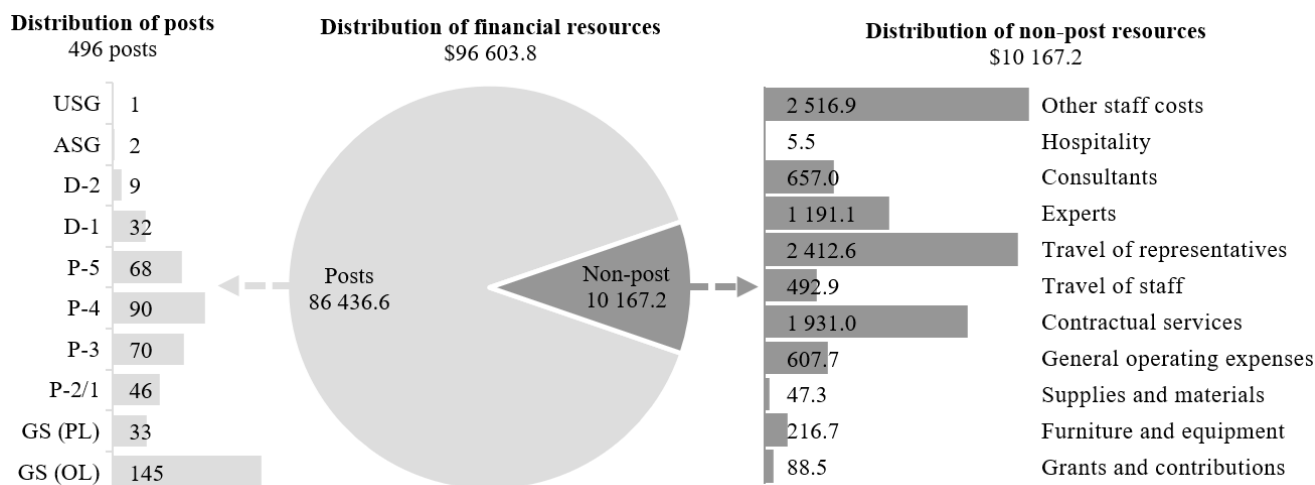
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 estimate (before recosting)</i>	
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total Percentage</i>		
Financial resources by main category of expenditure								
Posts	80 921.9	85 835.4	601.2	–	–	601.2	0.7	86 436.6
Non-post	7 479.0	10 820.3	(686.4)	33.3	–	(653.1)	(6.0)	10 167.2
Total	88 400.9	96 655.7	(85.2)	33.3	–	(51.9)	(0.1)	96 603.8
Post resources by category								
Professional and higher		318	–	–	–	–	–	318
General Service and related		178	–	–	–	–	–	178
Total		496	–	–	–	–	–	496

Figure 9.XIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

9.139 As reflected in table 9.38 (1), resource changes reflect a net decrease of \$85,200, as follows:

- (a) **Subprogramme 3, Sustainable development.** The decrease of \$66,700 relates to the removal of non-recurrent provisions (consultants) approved for 2024, pursuant to General Assembly resolution [78/232](#) on the follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States;
- (b) **Subprogramme 4, Statistics.** The increase of \$523,500 relates to the higher provision at continuing vacancy rates for seven new posts (1 Chief of Section, Geospatial Information (P-5), 1 Geospatial Information Officer (P-4), 2 Geospatial Information Officers (P-3), 2 Associate Geospatial Information Officers (P-2) and 1 Programme Management Assistant (General Service (Other level)) established pursuant to General Assembly resolution [78/252](#), which were approved for 2024 at a 50 per cent vacancy rate, in line with the established practice;
- (c) **Subprogramme 5, Population.** The increase of \$77,700 relates to the higher provision at continuing vacancy rates for a new post of Data Engineer (P-3) established pursuant to General Assembly resolution [78/252](#), which was approved for 2024 at a 50 per cent vacancy rate, in line with the established practice;
- (d) **Subprogramme 9, Financing for sustainable development.** The decrease of \$619,700 relates to the removal of non-recurrent provisions (other staff costs, contractual services and general operating expenses) approved for 2024 pursuant to General Assembly resolution [78/230](#) on the promotion of inclusive and effective international tax cooperation at the United Nations.

New and expanded mandates

9.140 As reflected in table 9.38 (1), resource changes reflect an increase of \$33,300 under subprogramme 2, Inclusive social development, relating to non-recurrent provisions for the preparation, in collaboration with UN-Habitat, of a report on inclusive policies and programmes to address

homelessness, including in the aftermath of COVID-19, pursuant to General Assembly resolution [78/172](#). The resources would provide for a consultant to conduct focused research on challenges faced in the implementation of inclusive social development policies with a focus on disadvantaged social groups, such as Indigenous Peoples, older persons, persons with disabilities and young people, as well as providing recommendations on access for all to adequate, safe and affordable housing.

Extrabudgetary resources

- 9.141 As reflected in tables 9.38 (2) and 9.39 (2), extrabudgetary resources amount to \$101,612,500. The resources would complement regular budget resources and would be used mainly to provide for various substantive and capacity development activities. Extrabudgetary estimates also include resources in the amount of \$62,307,700 for the trust fund for the Junior Professional Officers Programme, which the Department administers (reflected under programme support).
- 9.142 Anticipated in-kind contributions will provide for donated right of use of premises for project offices with an estimated value of \$446,000 (\$245,000 under subprogramme 3, \$158,000 under subprogramme 4 and \$43,000 under subprogramme 7), and other services such as expert advice, use of training facilities and provision of equipment, with an estimated value of \$472,000 (\$127,000 under subprogramme 3 and \$345,000 under subprogramme 7).
- 9.143 The extrabudgetary resources under this section are subject to the oversight of the Under-Secretary-General for Economic and Social Affairs, who has delegated authority from the Secretary-General.

Policymaking organs

- 9.144 The resources proposed under this component would provide for the policymaking organs as shown in table 9.41.

Table 9.41
Policymaking organs
 (Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
High-level political forum on sustainable development	Mandate: General Assembly resolutions 66/288 , 67/290 , 70/299 and 75/290 B Membership: All States Members of the United Nations and States members of the specialized agencies Number of sessions in 2025: 1 (annual session under the auspices of the Economic and Social Council)	448.8	400.0
Commission for Social Development	Mandate: Economic and Social Council resolutions 10 (II) , 1139 (XLI) , 1996/7 and 2016/6 Membership: 46 government officials Number of sessions in 2025: 1	136.3	136.3
Permanent Forum on Indigenous Issues	Mandate: Economic and Social Council resolution 2000/22 Membership: 16 experts Number of sessions in 2025: 1	236.1	236.1
Statistical Commission	Mandate: Economic and Social Council resolution 1566 (L), reaffirming its resolution 8 (I) , as amended by 8 (II) of 1946; and resolutions 2006/6, 2020/5 and 2022/3 Membership: 24 government officials Number of sessions in 2025: 1	70.8	140.0

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<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Committee of Experts on Global Geospatial Information Management	Mandate: Economic and Social Council resolutions 2011/24, 2016/27 and 2022/24 Membership: experts from all Member States and experts from international organizations who participate as observers Number of sessions in 2025: 1	–	–
Commission on Population and Development	Mandate: Economic and Social Council resolutions 3 (III), 150 (VII) and 2016/25 and decision 1995/320, and General Assembly resolution 49/128 Membership: 47 government officials Number of sessions in 2025: 1	81.7	140.0
Committee for Development Policy	Mandate: Economic and Social Council resolutions 1998/46 and 2023/10 and General Assembly resolution 67/221 Membership: 24 experts serving in their personal capacity from the fields of economic development, social development and environmental protection Number of sessions in 2025: 1	230.5	230.5
Committee of Experts on Public Administration	Mandate: Economic and Social Council resolutions 2001/45 and 2003/60 Membership: 24 experts serving in their personal capacity from the interrelated fields of public economics, public administration and public finance Number of sessions in 2025: 1	223.0	223.0
United Nations Forum on Forests	Mandate: Economic and Social Council resolutions 2000/35 and 2015/33 and General Assembly resolution 71/285 Membership: 197 government officials Number of sessions in 2025: 1	67.4	67.4
Committee of Experts on International Cooperation in Tax Matters	Mandate: Economic and Social Council resolutions 1273 (XLIII), 2004/69 and 2017/2 and General Assembly resolution 69/313 Membership: 25 experts nominated by Governments and acting in their expert capacity Number of sessions in 2025: 2	526.5	447.8
Total		2 021.1	2 021.1

9.145 The proposed regular budget resources for 2025 amount to \$2,021,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.42.

Table 9.42
Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

	2023 <i>expenditure</i>	2024 <i>approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	2025 <i>estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Non-post									
Travel of representatives	1 375.0	2 021.1	–	–	–	–	–	2 021.1	
Total	1 375.0	2 021.1	–	–	–	–	–	2 021.1	

Executive direction and management

- 9.146 The Under-Secretary-General for Economic and Social Affairs is responsible for the overall management and administration of the Department in the effective implementation of its mandates and its approved programme of work, and the accountable use of the Department's human, financial and physical resources. He serves as the convener of the Executive Committee on Economic and Social Affairs; a member of the United Nations Sustainable Development Group; and Programme Manager of the United Nations Development Account, including capacity development activities. The Under-Secretary-General is assisted by the Assistant Secretary-General for Policy Coordination and the Assistant Secretary-General for Economic Development.
- 9.147 The Assistant Secretary-General for Policy Coordination supports the Under-Secretary-General by providing substantive policy advice on departmental support to intergovernmental processes, including the General Assembly, the Economic and Social Council and its subsidiary bodies, and the high-level political forum on sustainable development. The incumbent also supports the work of the United Nations Sustainable Development Group and the United Nations System Chief Executives Board for Coordination.
- 9.148 The Assistant Secretary-General for Economic Development serves as the principal economic adviser to the Under-Secretary-General and assists in providing thought leadership and guidance on the Department's policy research and analysis work, including on frontier and emerging issues. The incumbent also coordinates and reviews the publications of the Department, reports of the Secretary-General and other technical products that amplify and deliver the work of the Department on global development policy.
- 9.149 Furthermore, the Assistant Secretaries-General are assigned responsibility for the substantive oversight and coordination of specific subprogrammes, within the authority delegated by the Under-Secretary-General, as reflected in annex I.B on the proposed organizational structure and post distribution for 2025. This management configuration would assist the Department in managing its response to the increasing demands on its substantive programmes.
- 9.150 The Office of the Under-Secretary-General supports the senior leadership in the overall coordination and management of its programmes and resources, the implementation of Department-wide initiatives and the overall programming, monitoring and evaluation activities. It also facilitates the work of the Department's gender and disability inclusion focal points and is responsible for the review of legislative reports and flagship publications of the Department.
- 9.151 Within the Office of the Under-Secretary-General are the Strategic Planning and Communications Service and the Programme, Monitoring and Evaluation Unit. The Strategic Planning and Communications Service supports the Under-Secretary-General in advancing the Department's strategic direction, integration and policy coherence, including its collaborative work with other Secretariat entities in the areas of knowledge management, communications, websites, social and multimedia outreach, publishing and information technology. It supports the Department's engagement in the Secretary-General's Executive Committee and coordinating mechanisms or bodies and represents the Department in relevant Secretariat policy and normative bodies, including the Publications Board, the Information and Communications Technology Board and the United Nations Communications Group. It also supports the Department's editorial board and departmental strategic planning and communications networks, as well as the implementation of the Department's strategic communications framework.
- 9.152 The Programme, Monitoring and Evaluation Unit coordinates the preparation of the Department's annual programme plan and is responsible for the internal monitoring and evaluation of the Department's work. It supports evaluations and audits by oversight bodies. It also produces monitoring reports for senior management decision-making. The Unit operates independently from other operational and management functions within the Department.
- 9.153 In line with target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Department

integrates environmental management practices into its operations. The Department uses online platform tools and organizes meetings and workshops in a virtual or hybrid format, whenever possible. In 2025, the Department will continue to reduce its paper use and waste through the electronic distribution of documents and materials, increase the paperless conduct of meetings and increase its focus and efforts on the online readability of publications. Whenever supported by donors, the Department will offset the greenhouse gas emissions generated by air travel in connection with large-scale conferences. The Organization’s policy on avoiding single-use plastics at Department-organized events is strictly observed.

9.154 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 9.43. The travel compliance improved in 2023 compared to that of 2022, although advance planning has remained challenging. The Department has provided internal guidance on the advance booking policy, especially related to intergovernmental meetings, workshops and events it organizes. The late receipt of voluntary contributions and late nominations of non-staff travellers also contributed to a lower rate of compliance. The Department will continue its efforts to improve the compliance rate by, among other things, promoting advance planning for all Department events and working more closely with Governments on the nominations of representatives. In 2023, the Department continued to submit nearly all its documents within the prescribed timelines.

Table 9.43
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	98	98	95	100	100
Air tickets purchased at least two weeks before the commencement of travel	41	48	60	100	100

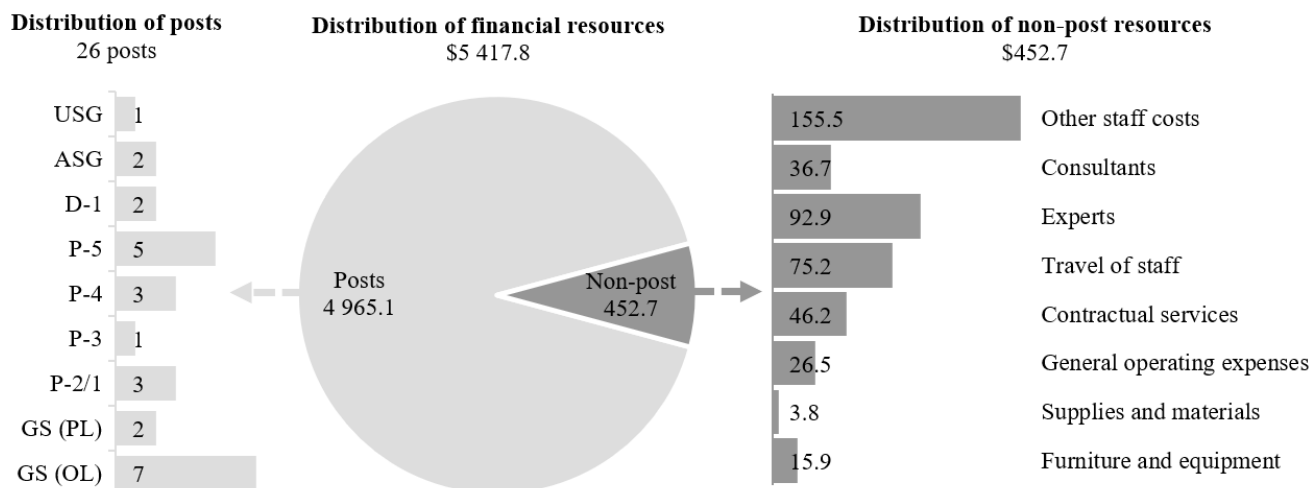
9.155 The proposed regular budget resources for 2025 amount to \$5,417,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.44 and figure 9.XIV.

Table 9.44
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	4 781.6	4 965.1	–	–	–	–	–	–	4 965.1
Non-post	481.4	452.7	–	–	–	–	–	–	452.7
Total	5 263.3	5 417.8	–	–	–	–	–	–	5 417.8
Post resources by category									
Professional and higher		17	–	–	–	–	–	–	17
General Service and related		9	–	–	–	–	–	–	9
Total		26	–	–	–	–	–	–	26

Figure 9.XIV
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Intergovernmental support and coordination for sustainable development

9.156 The proposed regular budget resources for 2025 amount to \$8,529,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.45 and figure 9.XV.

Table 9.45
Subprogramme 1: evolution of financial and post resources

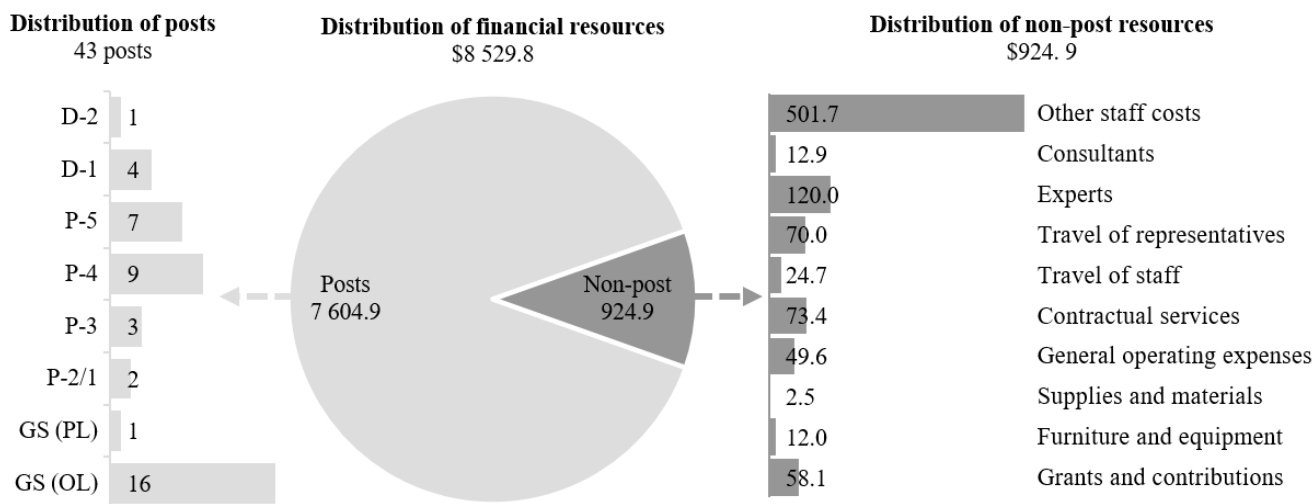
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Technical adjustments	Changes			Total	Percentage	2025 estimate (before recosting)
				New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	7 176.4	7 604.9	–	–	–	–	–	7 604.9	
Non-post	714.4	924.9	–	–	–	–	–	924.9	
Total	7 890.8	8 529.8	–	–	–	–	–	8 529.8	
Post resources by category									
Professional and higher		26	–	–	–	–	–	26	
General Service and related		17	–	–	–	–	–	17	
Total		43	–	–	–	–	–	43	

Figure 9.XV

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
Inclusive social development**

9.157 The proposed regular budget resources for 2025 amount to \$10,558,000 and reflect an increase of \$33,300 compared with the approved budget for 2024. The proposed increase is explained in paragraph 9.140 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.46 and figure 9.XVI.

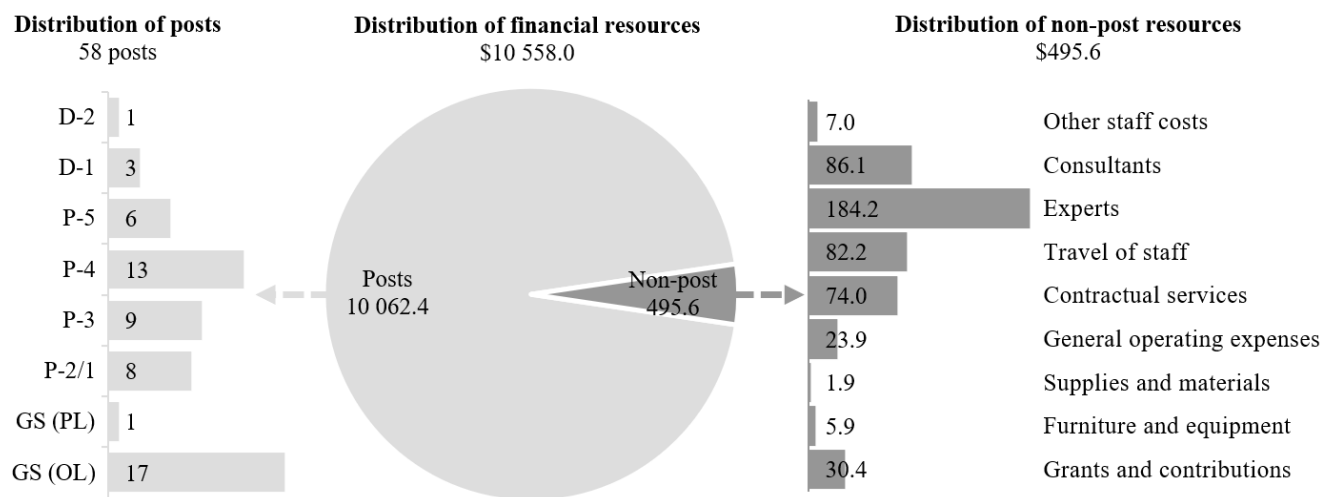
Table 9.46
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Changes			2025 estimate (before recosting)
					Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	9 310.6	10 062.4	–	–	–	–	–	10 062.4
Non-post	444.4	462.3	–	33.3	–	33.3	7.2	495.6
Total	9 755.0	10 524.7	–	33.3	–	33.3	0.3	10 558.0
Post resources by category								
Professional and higher		40	–	–	–	–	–	40
General Service and related		18	–	–	–	–	–	18
Total		58	–	–	–	–	–	58

Figure 9.XVI
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3 Sustainable development

9.158 The proposed regular budget resources for 2025 amount to \$10,196,100 and reflect a decrease of \$66,700 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 9.139 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.47 and figure 9.XVII.

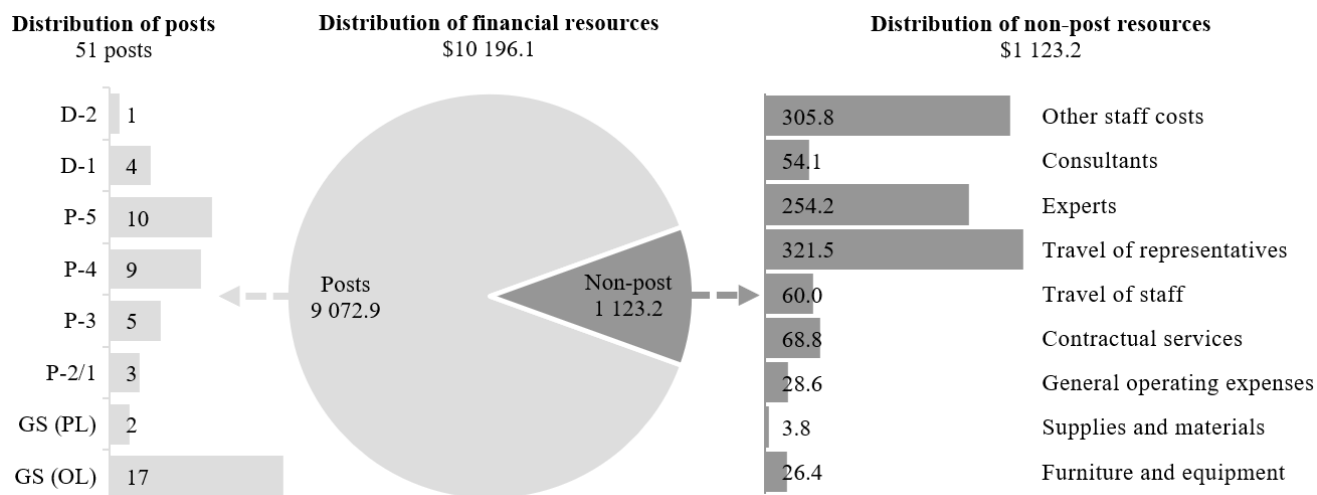
Table 9.47
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	7 969.9	9 072.9	–	–	–	–	–	9 072.9	
Non-post	964.6	1 189.9	(66.7)	–	–	(66.7)	(5.6)	1 123.2	
Total	8 934.5	10 262.8	(66.7)	–	–	(66.7)	(0.6)	10 196.1	
Post resources by category									
Professional and higher		32	–	–	–	–	–	32	
General Service and related		19	–	–	–	–	–	19	
Total		51	–	–	–	–	–	51	

Figure 9.XVII
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 4 Statistics

9.159 The proposed regular budget resources for 2025 amount to \$21,648,400 and reflect an increase of \$523,500 compared with the approved budget for 2024. The proposed increase is explained in paragraph 9.139 (b) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.48 and figure 9.XVIII.

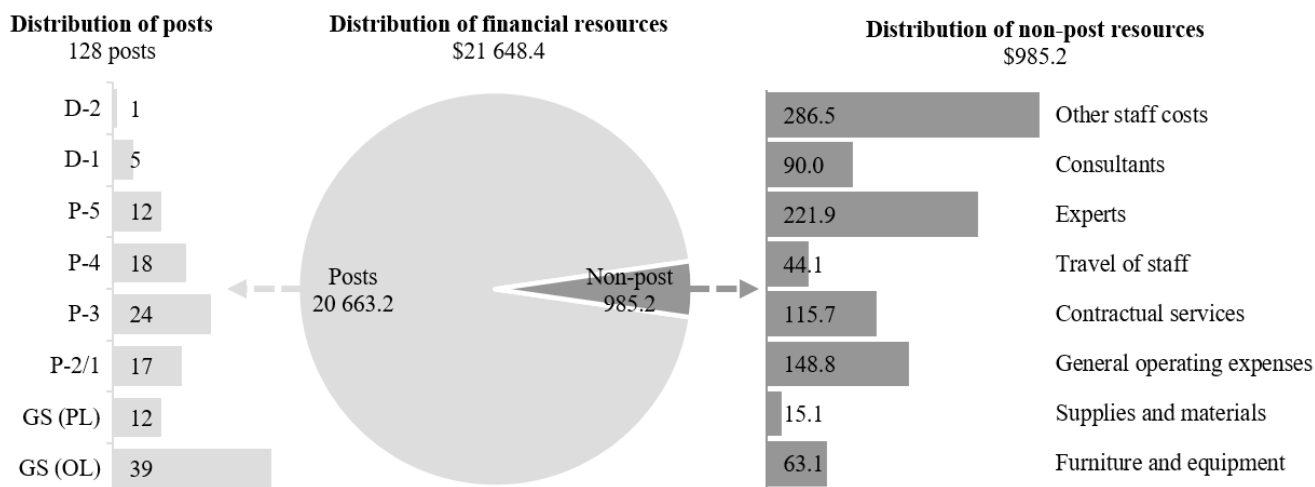
Table 9.48
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Technical adjustments	Changes			Total	Percentage	2025 estimate (before recosting)
				New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	19 777.7	20 139.7	523.5	–	–	523.5	2.6	20 663.2	
Non-post	888.6	985.2	–	–	–	–	–	985.2	
Total	20 666.3	21 124.9	523.5	–	–	523.5	2.5	21 648.4	
Post resources by category									
Professional and higher		77	–	–	–	–	–	77	
General Service and related		51	–	–	–	–	–	51	
Total		128	–	–	–	–	–	128	

Figure 9.XVIII
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 5 Population

9.160 The proposed regular budget resources for 2025 amount to \$7,744,600 and reflect an increase of \$77,700 compared with the approved budget for 2024. The proposed increase is explained in paragraph 9.139 (c) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.49 and figure 9.XIX.

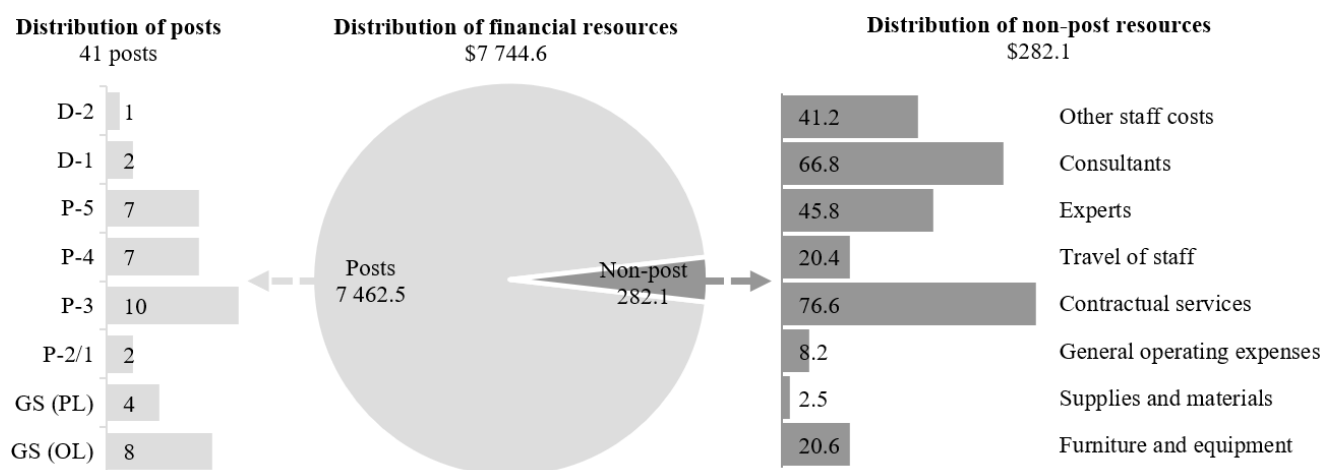
Table 9.49
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Posts	6 848.8	7 384.8	77.7	–	–	77.7	1.1	7 462.5
Non-post	216.0	282.1	–	–	–	–	–	282.1
Total	7 064.8	7 666.9	77.7	–	–	77.7	1.0	7 744.6
Post resources by category								
Professional and higher		29	–	–	–	–	–	29
General Service and related		12	–	–	–	–	–	12
Total		41	–	–	–	–	–	41

Figure 9.XIX
Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 6 Economic analysis and policy

9.161 The proposed regular budget resources for 2025 amount to \$7,568,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.50 and figure 9.XX.

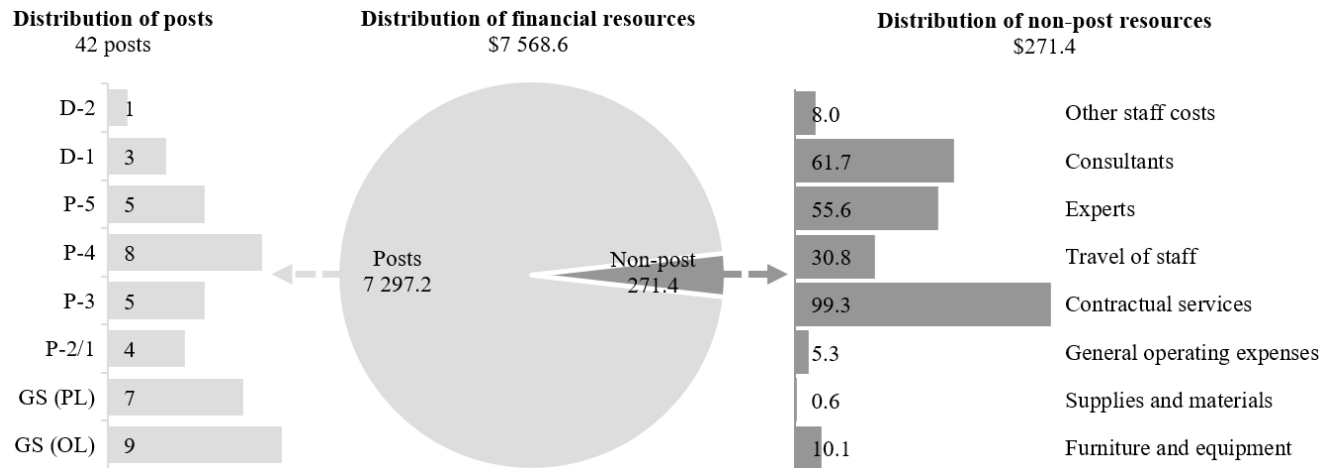
Table 9.50
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Technical adjustments	Changes			Total	Percentage	2025 estimate (before recosting)
				New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	6 810.7	7 297.2	–	–	–	–	–	7 297.2	
Non-post	201.1	271.4	–	–	–	–	–	271.4	
Total	7 011.8	7 568.6	–	–	–	–	–	7 568.6	
Post resources by category									
Professional and higher		26	–	–	–	–	–	26	
General Service and related		16	–	–	–	–	–	16	
Total		42	–	–	–	–	–	42	

Figure 9.XX
Subprogramme 6: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 7
 Public institutions and digital government**

9.162 The proposed regular budget resources for 2025 amount to \$7,276,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.51 and figure 9.XXI.

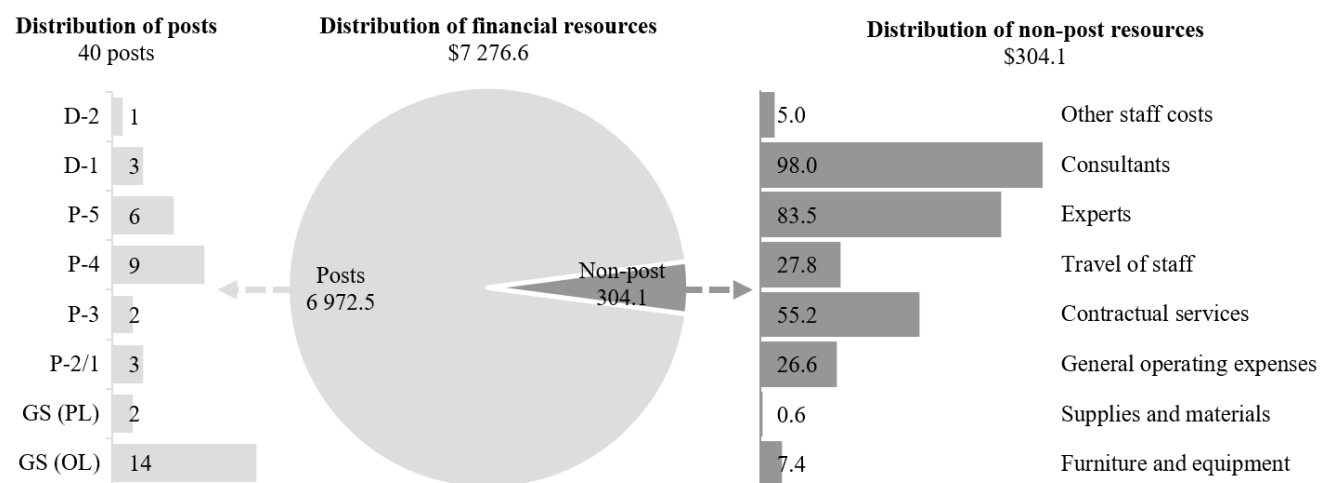
Table 9.51
Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	6 716.7	6 972.5	–	–	–	–	–	6 972.5	
Non-post	221.3	304.1	–	–	–	–	–	304.1	
Total	6 938.0	7 276.6	–	–	–	–	–	7 276.6	
Post resources by category									
Professional and higher		24	–	–	–	–	–	24	
General Service and related		16	–	–	–	–	–	16	
Total		40	–	–	–	–	–	40	

Figure 9.XXI
Subprogramme 7: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 8 Sustainable forest management

9.163 The proposed regular budget resources for 2025 amount to \$2,562,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.52 and figure 9.XXII.

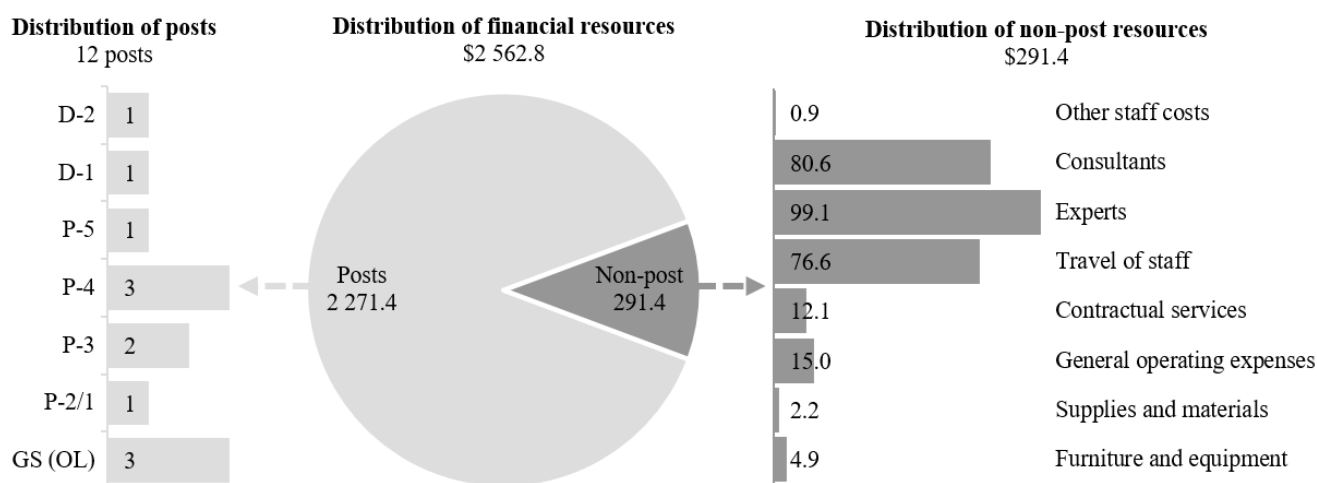
Table 9.52
Subprogramme 8: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Changes		2025 estimate (before recosting)	
					Other	Total Percentage		
Financial resources by main category of expenditure								
Posts	2 168.1	2 271.4	–	–	–	–	–	2 271.4
Non-post	188.1	291.4	–	–	–	–	–	291.4
Total	2 356.2	2 562.8	–	–	–	–	–	2 562.8
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		3	–	–	–	–	–	3
Total		12	–	–	–	–	–	12

Figure 9.XXII
Subprogramme 8: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 9 Financing for sustainable development

9.164 The proposed regular budget resources for 2025 amount to \$7,627,200 and reflect a decrease of \$619,700 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 9.139 (d) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.53 and figure 9.XXIII.

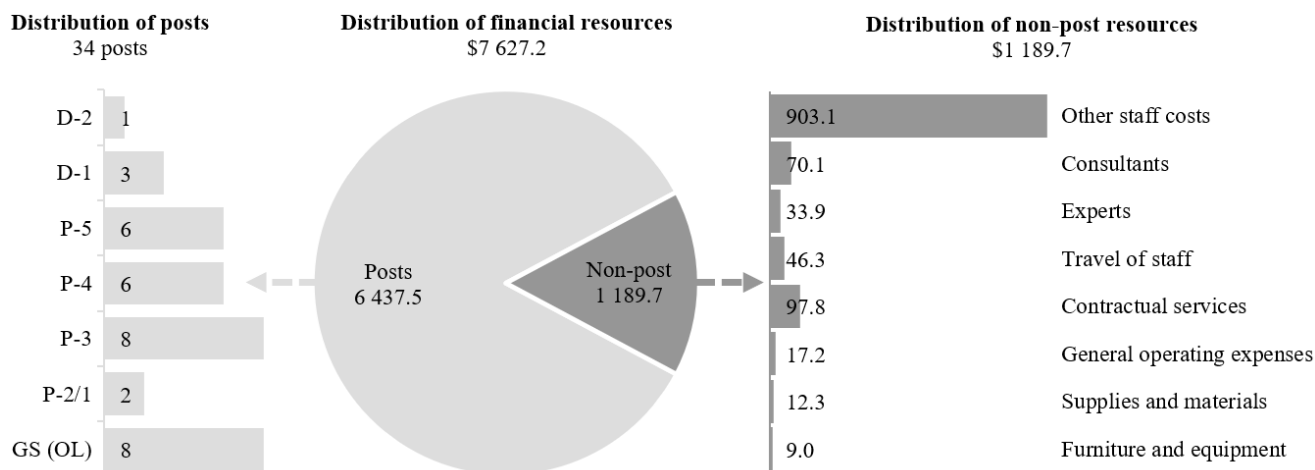
Table 9.53
Subprogramme 9: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	5 658.6	6 437.5	–	–	–	–	–	6 437.5	
Non-post	393.5	1 809.4	(619.7)	–	–	(619.7)	(34.2)	1 189.7	
Total	6 052.1	8 246.9	(619.7)	–	–	(619.7)	(7.5)	7 627.2	
Post resources by category									
Professional and higher		26	–	–	–	–	–	26	
General Service and related		8	–	–	–	–	–	8	
Total		34	–	–	–	–	–	34	

Figure 9.XXIII
Subprogramme 9: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

- 9.165 Programme support comprises the Executive Office and the Capacity Development Programme Management Office.
- 9.166 The Executive Office supports the Under-Secretary-General, as follows: (a) in his exercise of the delegation of authority to manage the human, financial and physical resources of the Department; (b) in the context of the monitoring and accountability framework; and (c) as his main interlocutor with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, including in relation to participation in focal point networks or committees in support of various management-related reform initiatives. The Executive Office also provides administrative support to other entities at Headquarters.
- 9.167 The Capacity Development Programme Management Office manages and coordinates the capacity development function of the Department by providing strategic guidance and coordination for the formulation and implementation of coherent and integrated capacity development activities to support Member States in translating the outcomes of major United Nations conferences and intergovernmental processes into national strategies and plans. The Office manages both regular and extrabudgetary resources. It also promotes and supports strategic cooperation and partnerships within the Secretariat and with the United Nations development system at large, including the resident coordinator system, to ensure more coherent and integrated support to the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda at the country level. The Office supports the Under-Secretary-General in his role as Programme Manager of the United Nations Development Account. It also manages the Junior Professional Officers Programme for the Secretariat and for the resident coordinator system.
- 9.168 The proposed regular budget resources for 2025 amount to \$5,452,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 9.54 and figure 9.XXIV.

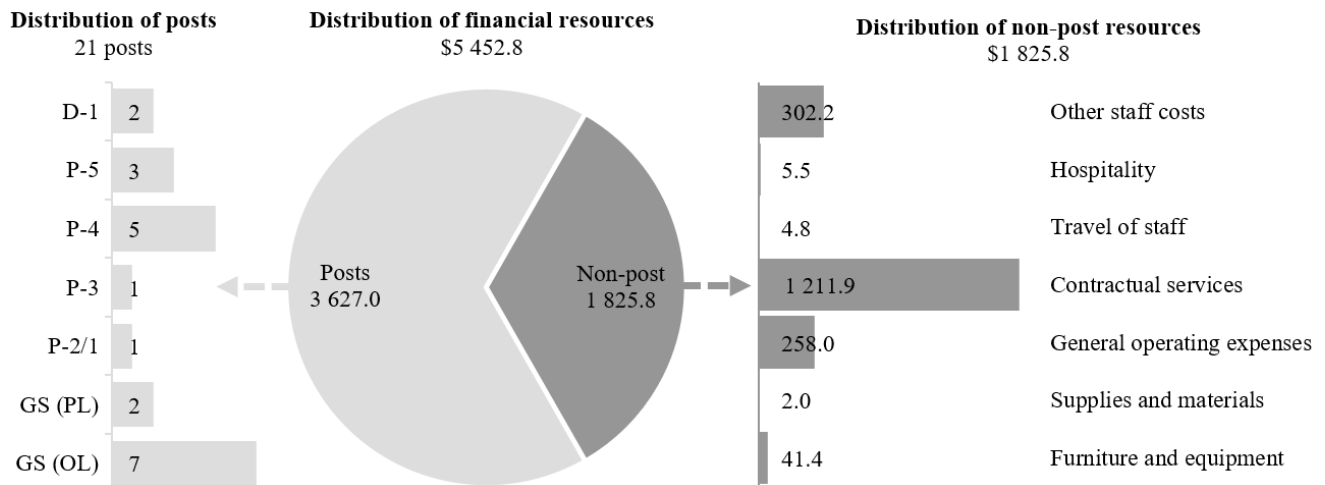
Table 9.54
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	3 702.7	3 627.0	–	–	–	–	3 627.0
Non-post	1 390.4	1 825.8	–	–	–	–	1 825.8
Total	5 093.1	5 452.8	–	–	–	–	5 452.8
Post resources by category							
Professional and higher		12	–	–	–	–	12
General Service and related		9	–	–	–	–	9
Total		21	–	–	–	–	21

Figure 9.XXIV
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

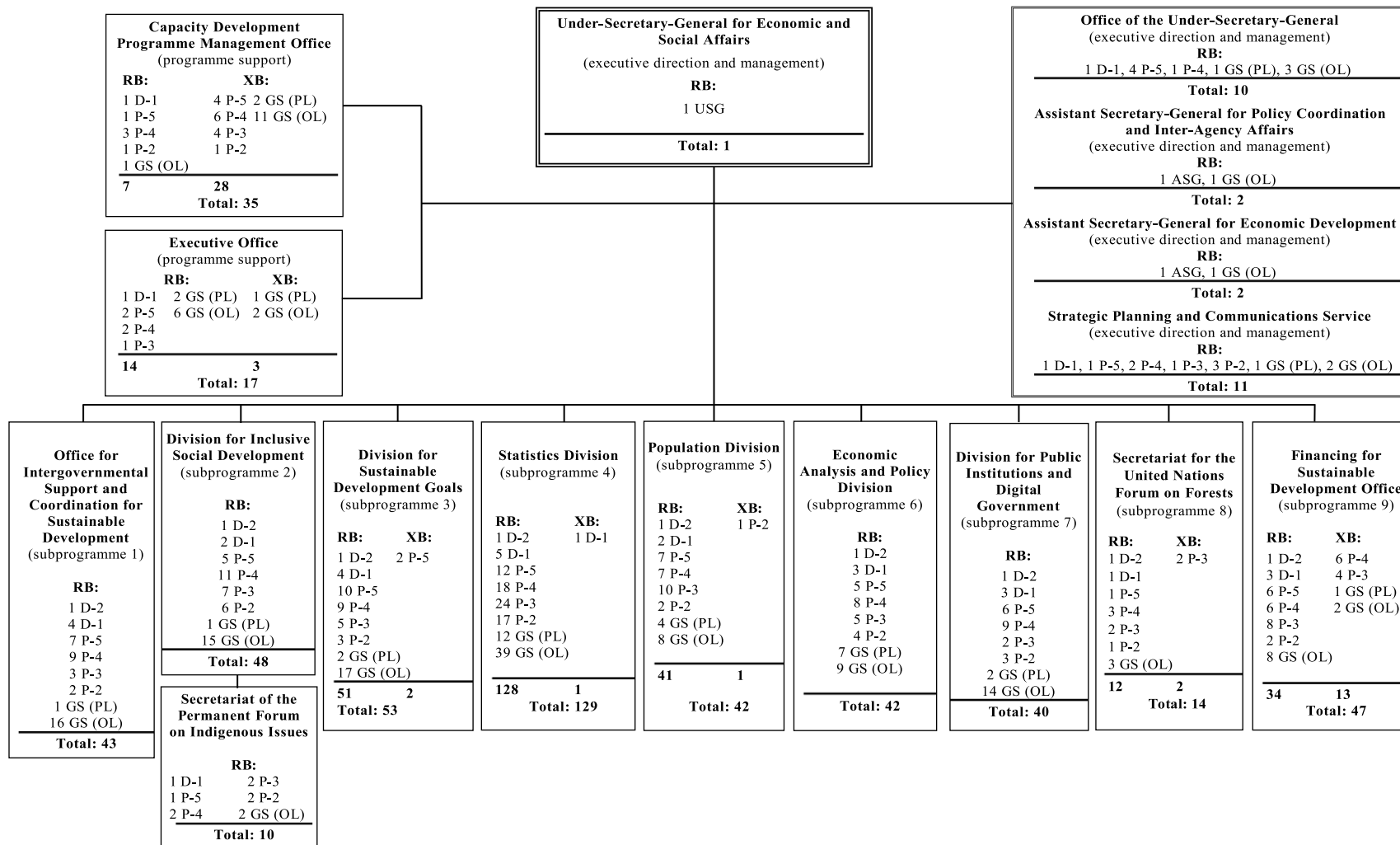
Organizational structure and post distribution for 2025

Two charts showing the organizational structure of the Department of Economic and Social Affairs are presented below. Chart A reproduces the approved structure for 2024 as contained in document [A/78/6 \(Sect. 9\)](#), while chart B presents the proposed structure for 2025.

Justification for the proposed changes

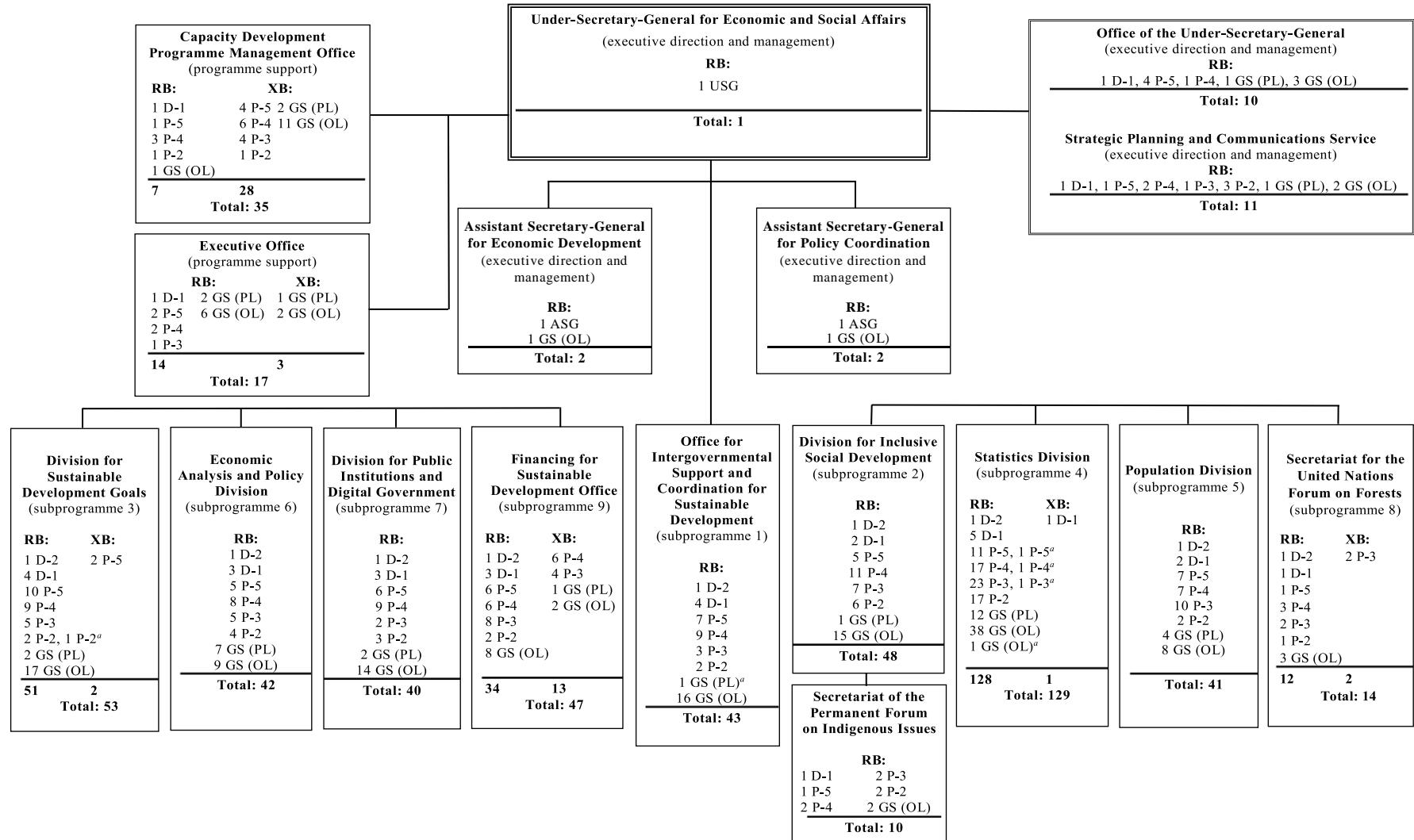
The proposed organizational structure and post distribution in chart B reflects changes in reporting lines. Under the new management configuration, directors of certain divisions would report to the Under-Secretary-General through the Assistant Secretaries-General, which would assist the Department in managing its response to the increasing demands placed on its substantive programmes.

A. Approved organizational structure and post distribution for 2024^a



^a Reflects updates in XB posts.

B. Proposed organizational structure and post distribution for 2025



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.
^a Reassignment.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 1 Intergovernmental support and coordination for sustainable development	1	GS (PL)	Reassignment of 1 Senior Meetings Services Assistant as Senior Programme Management Assistant	The proposed reassignment is to better reflect the needs of the subprogramme and the functions carried out by the incumbent in the Office of the Director. There is growing need for programme management functions, especially in preparation for and in the implementation of and follow-up to major intergovernmental meetings, and in the planning, implementation and monitoring of the subprogramme's work programmes. Former functions of the post are more broadly undertaken by other support staff in the subprogramme. This change will ensure a more effective and efficient response to the needs of the Office as a whole and in support of the President of the Economic and Social Council.
Subprogramme 3 Sustainable development	1	P-2	Reassignment of 1 Associate Sustainable Development Officer as Associate Programme Management Officer	The proposed reassignment will address the growing needs to support the coordination of various major meetings, conferences and events organized by the subprogramme, including the preparatory and follow-up processes, in addition to recurrent administrative, oversight, resource mobilization, donor relations and programmatic tasks across the subprogramme. The incumbent would also coordinate the work of the interdepartmental task forces and the preparation of host country agreements. The former functions of the post have increasingly been undertaken by other posts in the branch.
Subprogramme 4 Statistics	1	P-5	Reassignment of 1 Senior Statistician as Senior Geospatial Information Officer	The proposed reassignments are intended to strengthen the application of geospatial information by Member States with related methodological approaches to address the growing need for the integration of geospatial information with statistics and other data. The P-5 provides the technical and managerial leadership for the subprogramme's work in the development of geostatistical methodological approaches and guidance, including for the disaggregation of data according to geography (undertaken by the P-4) and the standardization of geographical names and secretariat responsibilities for the United Nations Group of Experts on Geographical Names (undertaken by the P-3). Collectively, these posts aim to improve the availability and accessibility of quality, reliable and timely geospatial information for the measurement and monitoring of the 2030 Agenda for Sustainable Development, the Sustainable Development Goals and other global development agendas and goals. The proposed reassignment will ensure that the incumbents have the appropriate profiles, expertise and qualifications.
	1	P-4	Reassignment of 1 Statistician as Geospatial Information Officer	
	1	P-3	Reassignment of 1 Statistician as Geospatial Information Officer	
	1	GS (OL)	Reassignment of 1 Staff Assistant as Programme Management Assistant	The proposed reassignment reflects the changing needs of the subprogramme in supporting the planning, monitoring and coordination of its large and complex publication programme in the areas of official statistics, including undertaking related administrative arrangements for copy preparation, translation and printing. It will enable the subprogramme to ensure that the incumbent has the appropriate profile and qualifications.

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



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part IV

International cooperation for development

Section 10

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

Programme 8

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

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 10.1 The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States is responsible for advocating, supporting, mobilizing, coordinating and reporting on the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing States, as well as the achievement of other internationally agreed goals, including the Sustainable Development Goals. The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [56/227](#), whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States.
- 10.2 The Office's work is grounded in the three programmes of action, namely, resolution [69/15](#), whereby the General Assembly endorsed the small island developing States Accelerated Modalities of Action (SAMOA) Pathway and any subsequent programme of action for small island developing States endorsed by the Assembly; resolution [69/137](#), whereby the Assembly endorsed the Vienna Declaration and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and any subsequent programme of action for landlocked developing countries endorsed by the Assembly; and resolution [76/258](#), whereby the Assembly endorsed the Programme of Action for the Least Developed Countries for the Decade 2022–2031. The 2030 Agenda for Sustainable Development, including its global follow-up and review processes, is integral and complementary to the three programmes of action.

Strategy and external factors for 2025

- 10.3 Following the adoption of the Doha Programme of Action for the Least Developed Countries, the central task ahead for the least developed countries and the international community is to enable its effective implementation in support of the 2030 Agenda. Implementation of the provisions of the Doha Programme of Action by the least developed countries and their development partners through the mobilization of commensurate resources and knowledge in support of accelerating their sustainable development and enhanced monitoring and accountability will be prioritized.
- 10.4 In 2025, landlocked developing countries and small island developing States and their development partners are expected to have embarked on their first year of implementation of their relevant new programmes of action. The Office will advocate for the renewed global partnerships for structural transformation and resilience-building to produce early concrete results addressing the special needs of these groups of countries.
- 10.5 In line with the request of the General Assembly made in its resolution [78/233](#), the Office will utilize its strategic position in dealing with the three groups of countries to respond, with enhanced complementarity and coherence, to new and emerging development issues of potential concern, in particular those of a regional or global nature. The Office will develop analysis and generate recommendations of possible strategies, policies and actions, as well as synergies, among the three groups of countries, in particular for adoption by the international community on key priority areas for these countries. With increased research, data and analytical capabilities, the Office will support countries with more timely data and analysis, including metrics on the monitoring and implementation of the programmes of action, with a view to responding to areas of slower or faster progress more quickly.

- 10.6 The Office will strengthen engagement both in the most vulnerable countries, as well as in partner countries and in regional and global organizations and forums. The Office will mobilize support and contribute to building consensus, with an increased focus on policy recommendations to overcome the shared challenges of the most vulnerable countries, for example, in the areas of access to sustainable energy and broadband, on the basis of cross-cutting research carried out by the Office. Links will be promoted in follow-up and review arrangements of all relevant United Nations conferences and processes, in particular the 2030 Agenda. The Office will enhance links and awareness of the progress made in implementation of the three programmes of action, with a view to sharing lessons learned and best practices among the three groups of countries. The Office will also mobilize resources to ensure that the least developed countries, landlocked developing countries and small island developing States have their voices heard in global deliberations. Resource mobilization efforts will also extend to and have an increased focus on joint and shared initiatives, which can amplify impact among the three groups of countries. Furthermore, representatives of the most vulnerable countries will benefit from capacity-building activities, peer learning and the exchange of best practices, all on thematic areas relevant to the Sustainable Development Goals and to building resilience to future crises.
- 10.7 With regard to cooperation with other entities at the global and regional levels, the Office will convene the inter-agency consultative groups for the least developed countries, landlocked developing countries and small island developing States. These groups will enable United Nations entities and other international organizations to exchange information on their work, strengthen coordination of their activities and mount joint inter-agency activities. At the national level, the Office will cooperate with the networks of national focal points that act as an interface between the global, regional and national processes. The national focal points will promote coherence and coordination on issues relevant to the three groups of countries and policy formulation, implementation, and follow-up and review of their programmes of action, the 2030 Agenda and other global frameworks.
- 10.8 With regard to inter-agency coordination and liaison, the Office will work closely with resident coordinators to promote integration of the programmes of action into the United Nations strategic plans and the United Nations Sustainable Development Cooperation Frameworks and to act as an interface with Member States on the ground supporting the mainstreaming of the programmes of action into national strategies.
- 10.9 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The security and political situation in the least developed countries, landlocked developing countries and small island developing States and in their surrounding regions is conducive to the implementation of the three programmes of action;
 - (b) Continued international support measures in the areas of development finance, market access, technology and technical assistance are made available by development partners.
- 10.10 The Office will further explore the ways of cooperation, support and participation in the global efforts towards the implementation of the 2030 Agenda, with special attention given to the needs of those in vulnerable situations, women, young people, persons with disabilities and older persons.
- 10.11 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, the Office will develop an updated gender equality strategy to further integrate gender equality and the empowerment of women into its work, including through additional training and capacity-building. In addition, as part of its monitoring and reporting work, the Office will include sex-disaggregated data and analysis across its reports.
- 10.12 In line with the United Nations Disability Inclusion Strategy, the Office will continue to mainstream the rights of persons with disabilities and disability inclusion into its programme of work through the implementation of its disability inclusion strategy and action plan. This will promote disability inclusion in the Office's monitoring, reporting and advocacy work, in accordance with its mandates.

Legislative mandates

- 10.13 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

56/227	Third United Nations Conference on the Least Developed Countries	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		

Subprogramme 1 Least developed countries

General Assembly resolutions

56/227	Third United Nations Conference on the Least Developed Countries	76/258	Doha Programme of Action for the Least Developed Countries
65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020	77/177; 78/233	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
70/294	Political Declaration of the Comprehensive High-level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020		

Economic and Social Council resolutions

2022/19; 2023/29	Programme of Action for the Least Developed Countries for the Decade 2011–2020		
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Subprogramme 2 Landlocked developing countries

General Assembly resolutions

69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
73/243; 74/233; 75/228; 76/217; 77/246; 78/163	Follow-up to the second United Nations Conference on Landlocked Developing Countries		

Subprogramme 3 Small island developing States

General Assembly resolutions

59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	73/228; 74/217; 75/215; 76/203; 77/245; 78/232	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway		
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
72/307	Modalities for the high-level review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway		

Deliverables

10.14 Table 10.1 lists all cross-cutting deliverables of the programme.

Table 10.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	7	4	3	4
Meetings of:				
1. The groups of least developed countries, landlocked developing countries and small island developing States	4	1	–	1
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	3	5
5. Thematic reports of the Office on challenges facing the least developed countries, landlocked developing countries and small island developing States, including shared challenges such as vulnerabilities to external shocks, access to sustainable energy and access to broadband services	1	1	3	5
C. Substantive deliverables				
Databases and substantive digital materials: databases, including on monitoring the implementation of the three programmes of action with related analytics and modelling results.				
D. Communication deliverables				
Outreach programmes, special events and information materials: strategic communications materials supporting global outreach campaigns in support of the delivery of three new programmes of action, including shared challenges for the three groups of countries and supporting common agendas such as the Sustainable Development Goals.				
External and media relations: press releases, media briefings and targeted interviews with select media for relevant milestones and events, including progress of United Nations initiatives to improve the structural issues for countries in special situations.				
Digital platforms and multimedia content: website of the Office, reflecting thematic priorities and events, showcasing research and analysis and tracking and reporting of the three programmes of action; and websites for the three conferences and their follow-up processes.				

Evaluation activities

- 10.15 An evaluation of the support for the Small Island Developing States Global Business Network, completed in 2023, has guided the proposed programme plan for 2025.
- 10.16 In response to the results of the evaluation referenced above, subprogramme 3 integrated its planning for the 2024 forum of the Small Island Developing States Global Business Network into the preparatory process for the fourth International Conference on Small Island Developing States, revitalized its communications strategy relating to the forum and established an advisory group that will guide the Global Business Network series in 2025 and beyond.
- 10.17 An evaluation of the support given by the Office to the network of small island developing States national focal points is planned for 2025.

Programme of work

Subprogramme 1 Least developed countries

Objective

- 10.18 The objective, to which this subprogramme contributes, is to strengthen policies to eradicate poverty in the least developed countries and accelerate structural transformation of their economies; and to ensure effective graduation from the least developed country category.

Strategy

- 10.19 To contribute to the objective, the subprogramme will:
- (a) Provide support to Member States in their intergovernmental processes relating to the priorities of the least developed countries, including by supporting the implementation of the Doha Programme of Action, including its deliverables, namely, an online university to support graduate and postgraduate university-level education in science, technology, engineering and mathematics, an investment support centre, a resilience-building mechanism, a Sustainable Graduation Support Facility and a system of food stockholding for the least developed countries on a regional and subregional basis, or alternative means, such as cash transfers, taking into account possible economic implications and risks;
 - (b) Prepare research and analytical materials relating to the six key focus areas of the Doha Programme of Action and facilitate knowledge exchange and peer learning on critical enablers to poverty eradication and structural transformation, including through mainstreaming a gender perspective;
 - (c) Strengthen its awareness-raising and advocacy work in favour of the least developed countries, including monitoring the road map for the accelerated implementation of the Doha Programme of Action, in partnership with the United Nations system, parliaments, civil society, the media, academia and foundations in focus areas of the Doha Programme of Action, in preparation for the midterm review of the Doha Programme of Action;
 - (d) Conduct advocacy activities to promote resource mobilization in the least developed countries, especially public and private financing, including innovative finance, for resilience-building;
 - (e) Lead the inter-agency task force on least developed country graduation, organize workshops and technical support on establishing consultative mechanisms with development partners and preparing smooth transition strategies, and facilitate peer learning between graduated and graduating countries;
 - (f) Monitor sectoral policy developments of the intergovernmental processes of relevant international and regional organizations, including multilateral development banks;
 - (g) Strengthen the capacity of national focal points of the least developed countries to implement and monitor the Doha Programme of Action, through annual meetings to share experiences and best practices, including through the application of a toolkit for mainstreaming the Doha Programme of Action and the Sustainable Development Goals into national development processes in collaboration with resident coordinators;
 - (h) Partner with the Technology Bank for the Least Developed Countries to strengthen science, technology and innovation capacity in least developed countries, including in graduated and graduating countries.
- 10.20 The above-mentioned work is expected to result in:
- (a) Least developed countries accelerating progress towards achieving the Sustainable Development Goals and achieving the focus areas of the Doha Programme of Action and other internationally agreed development goals;

- (b) Graduating countries making a smooth transition out of the least developed country category;
- (c) Stronger alignment of intergovernmental discussions with the priorities of least developed countries, reflecting a deeper understanding of their realities;
- (d) Greater accountability of relevant stakeholders in least developed countries and development partners, including governments, international organizations and civil society, as well as the private sector, in the implementation of the commitments of the Doha Programme of Action.

Programme performance in 2023

Partnerships to reduce the digital divide in least developed countries

- 10.21 The digital divide relating to broadband access has been increasing over the past decade, with a rate of 42 per cent for least developed countries for mobile broadband subscriptions – half the global average.¹ The central role of science, technology and innovation, including information and communications technologies for least developed countries, is recognized in the Doha Programme of Action. At the Fifth United Nations Conference on the Least Developed Countries, Partner2Connect, an initiative of the International Telecommunication Union and the Office, launched a campaign to secure pledges by various stakeholders to mobilize and announce new resources, partnerships and commitments to foster universal meaningful connectivity and sustainable digital transformation.
- 10.22 Progress towards the objective is presented in the performance measure below (see table 10.2).

Table 10.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Of the 845 total pledges submitted as of the end of 2023, 261 (31 per cent) targeted at least 1 least developed country and were worth an estimated value of \$12.24 billion Moreover, 52 per cent of the pledges included women as one of their beneficiary groups

Planned results for 2025

Result 1: private sector plays an enhanced role in addressing vulnerabilities of least developed countries

Programme performance in 2023 and target for 2025

- 10.23 The subprogramme’s work contributed to the announcement of 15 partnerships between private sector entities, Member States and United Nations agencies across the five key thematic sectors of the Private Sector Forum, namely, sustainable energy, sustainable agriculture, digital connectivity, climate change and sustainable tourism, during the Forum at the Fifth United Nations Conference on the Least Developed Countries, which exceeded the planned target of 5.
- 10.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.3).

¹ See International Telecommunication Union. *Measuring Digital Development. Facts and Figures: Focus on Least Developed Countries* (Geneva, March 2023).

Table 10.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Investment promotion agencies strengthen capacity on foreign direct investment attraction and facilitation	Private sector entities participated in the Fifth United Nations Conference on the Least Developed Countries private sector advisory group, engaging in dialogue and announcing commitments to be made at the Conference in support of the implementation of the Doha Programme of Action	15 partnerships relating to the objectives of the Doha Programme of Action announced at the Private Sector Forum	5 partnerships relating to the objectives of the Doha Programme of Action implemented in least developed countries, including increased access by small and medium-sized enterprises to sustainable energy and broadband connectivity to create employment opportunities	5 additional partnerships relating to the objectives of the Doha Programme of Action implemented in least developed countries, including in the areas of sustainable development, such as sustainable tourism and agri-food industries

Result 2: improved tertiary education options in least developed countries through an online university for science, technology, engineering and mathematics education

Programme performance in 2023 and target for 2025

- 10.25 The subprogramme’s work contributed to consultations on the establishment of an online university, which did not meet the planned target of Member States considering options for establishing an online university. The target was not met because there were delays in the publication of the planned report of the Secretary-General.
- 10.26 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.4).

Table 10.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Member States agree to include in the Doha Programme of Action a target to undertake feasibility studies to explore the possibility of establishing an online university or other equivalent platforms for least developed countries	Consultations with Member States and relevant United Nations entities on the possible establishment of an online university	Member States agree to a proposal to establish an online university dedicated to students from least developed countries in collaboration with partner organizations	An online university dedicated to students from least developed countries is operational

Result 3: a new food stockholding mechanism to reduce food insecurity in least developed countries

- 10.27 People living in poverty in least developed countries experience higher rates of food insecurity, the least developed countries experience food emergencies at higher rates than other countries and, as

of 2022, 22.1 per cent of their population was undernourished (see [A/78/112-E/2023/94](#)). To address food insecurity in these countries, the subprogramme prepared a report of the Secretary-General on food insecurity in the least developed countries ([A/77/291](#)), which contained a proposal for a dedicated food reserve system.

Lessons learned and planned change

- 10.28 The lesson for the subprogramme, informed by Member States’ requests for additional information on a system of food stockholding for the least developed countries, was that an assessment of existing initiatives and programmes on food security and the operational feasibility of a system of food stockholding would help to inform intergovernmental deliberations. In applying the lesson, the subprogramme will assess the operational requirements, stakeholder engagement, governance structures, financial mechanisms and logistical considerations to establish a food stockholding system that enables the procurement, storage and distribution of food stocks to support least developed countries during emergencies.
- 10.29 Expected progress towards the objective is presented in the performance measure below (see table 10.5).

Table 10.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Doha Programme of Action for the least developed countries recognized the need to address severe food insecurities	Member States at the United Nations Food Systems Summit +2 Stocktaking Moment highlighted the urgency of establishing a food stockholding system for the least developed countries	Member States provide input to the conceptualization of a food stockholding system for the least developed countries	Agreement by Member States to establish a food stockholding system for the least developed countries

Deliverables

- 10.30 Table 10.6 lists all deliverables of the subprogramme.

Table 10.6
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	6	3	2
1. Reports to the General Assembly and the Economic and Social Council, including on the implementation of the Doha Programme of Action for the Least Developed Countries	3	2	3	2
2. Official documents of the Fifth United Nations Conference on the Least Developed Countries	4	4	–	–
Substantive services for meetings (number of three-hour meetings)	59	64	46	46
3. Meetings of the General Assembly	13	15	13	13
4. Meetings of the Economic and Social Council, including on the implementation of the Doha Programme of Action for the Least Developed Countries, and the high-level political forum on sustainable development	10	12	10	10

Section 10 Least developed countries, landlocked developing countries and small island developing States

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
5. Regional review meetings on the Doha Programme of Action for the Least Developed Countries	–	–	2	–
6. Ministerial meetings of the least developed countries and related consultations	5	5	5	7
7. Meetings of ad hoc expert groups on the implementation of the Doha Programme of Action for the Least Developed Countries and related priority topics thereof	3	8	6	6
8. Meetings of the Group of Least Developed Countries	10	7	10	10
9. Meetings of the Fifth United Nations Conference on the Least Developed Countries	18	17	–	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	8	21	17	17
10. Workshops for national focal points of the least developed countries and round-table discussions on the implementation and monitoring of the Doha Programme of Action for the Least Developed Countries	6	6	10	10
11. Seminars on partnerships for the least developed countries to strengthen the engagement of stakeholders	2	15	3	4
12. Workshops for government officials and other practitioners on the establishment of the main deliverables of the Doha Programme of Action for the Least Developed Countries	–	–	3	2
13. Least Developed Countries Future Forum to strengthen dialogue between researchers and policymakers	–	–	1	1
Publications (number of publications)	1	–	2	2
14. On the state of the least developed countries	1	–	1	1
15. On the implementation of the Doha Programme of Action for the Least Developed Countries and synergies with the Fourth International Conference on Financing for Development	–	–	1	1
Technical materials (number of materials)	13	14	14	16
16. On progress towards the graduation of the least developed countries	1	1	1	1
17. On the implementation of specific areas of the Doha Programme of Action for the Least Developed Countries, including preparation of the midterm review of the Doha Programme of Action	4	4	5	5
18. On issues relating to the least developed countries	8	9	8	8
19. Report on the implementation of the road map for accelerated implementation of the Doha Programme of Action for the Least Developed Countries, including its monitoring	–	–	–	1
20. Database for monitoring of the implementation of commitments of the Doha Programme of Action for the Least Developed Countries	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: substantive advice to the group of 45 least developed countries on the implementation of the Doha Programme of Action for the Least Developed Countries; briefing to Member States on the work of the Office and the Technology Bank for the Least Developed Countries; advice and substantive support to the work of the Broadband Commission; advocacy for improved international support measures catered to least developed countries; and consultation through the Inter-Agency Consultative Group for the Least Developed Countries to mobilize enhanced support for least development countries, including enhanced smooth transition measures for least developed countries and participation in high-level meetings.				
D. Communication deliverables				
Outreach programmes, special events and information materials: promotional materials on the global outreach campaign for the monitoring of the Doha Programme of Action for the Least Developed Countries; and communications campaigns on upcoming graduations, the third Least Developed Countries Future Forum and ministerial meetings.				
External and media relations: press releases, press conferences and op-eds on issues relating to the least developed countries; information campaign (including videos, infographics and other social media material) on progress achieved in the Doha Programme of Action for the Least Developed Countries.				
Digital platforms and multimedia content: website of the midterm review of the Doha Programme of Action for the Least Developed Countries; and interactive graphics and visuals tailored for social media engagement.				

Subprogramme 2 Landlocked developing countries

Objective

- 10.31 The objective, to which this subprogramme contributes, is to strengthen policies and capacities to improve the connectivity of landlocked developing countries, with the aim of supporting their sustainable development, reduce their trade transaction costs, enhance their regional cooperation and increase their regional, subregional and global trade, and strengthen their institutions and social and environmental protection; and to increase structural transformation in landlocked developing countries for sustainable development.

Strategy

- 10.32 To contribute to the objective, the subprogramme will:
- (a) Provide support to Member States in their intergovernmental processes relating to the priorities of landlocked developing countries, including by supporting the implementation of a new programme of action for landlocked developing countries;
 - (b) Undertake research and analytical assessments to assist landlocked developing countries in enacting policies conducive to their developmental priorities in line of those contained in the new programme of action for landlocked developing countries;
 - (c) Carry out advocacy activities to mobilize international support for the implementation of the new programme of action for landlocked developing countries and other relevant agendas;
 - (d) Coordinate, monitor and assess progress made in relation to the new programme of action for landlocked developing countries.
- 10.33 The above-mentioned work is expected to result in:
- (a) Increased support towards landlocked developing countries from the international community to address the needs and challenges arising from their lack of direct access to the sea and transit constraints;
 - (b) Increased adoption and implementation by landlocked developing countries of initiatives to enhance transit, connectivity and trade facilitation;
 - (c) Landlocked developing countries devising, formulating and implementing policies that promote economic diversification, integration into global and regional value chains, and structural economic transformation;
 - (d) Strengthened social protection for all groups of population in landlocked developing countries, including through access to decent jobs.

Programme performance in 2023

Growth of e-commerce and women's entrepreneurship in Kazakhstan

- 10.34 The subprogramme collaborates closely with the International Think Tank for Landlocked Developing Countries to help to translate research into policy formulation and action. Kazakhstan has been supporting small and medium-sized enterprises to promote e-commerce, with support from the United Nations system, including the International Trade Centre, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Development Programme and the International Think Tank for Landlocked Developing Countries. The National Chamber of Entrepreneurs "Atameken", supported by the Ministry of Labour and Social Protection, the National Commission for Women's Affairs, Family and Demographic Policy, has rolled out women's entrepreneurship development centres to provide access to knowledge, finance and networks, as well as the tools and knowledge necessary to integrate businesses into e-commerce platforms.

10.35 Progress towards the objective is presented in the performance measure below (see table 10.7).

Table 10.7
Performance measure^a

2021 (actual)	2022 (actual)	2023 (actual)
3.6 per cent share of e-commerce in the total volume of retail trade in Kazakhstan	12.5 per cent ^b share of e-commerce in the total volume of retail trade (including marketplaces) in Kazakhstan 17 women’s entrepreneurship development centres launched in Kazakhstan	E-commerce sector is estimated to grow at approximately 20 per cent annually in Kazakhstan To date, approximately 9,000 women entrepreneurs in Kazakhstan received services and attended training programmes, such as courses on social media marketing, social entrepreneurship and marketplace businesses

^a 2022 data from the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, Bureau of National statistics.

^b The data for 2022 take into account marketplaces.

Planned results for 2025

Result 1: strengthened capacities of landlocked developing countries to achieve climate action and sustainable recovery from the COVID-19 pandemic

Programme performance in 2023 and target for 2025

- 10.36 The subprogramme’s work contributed to Member States identifying and agreeing on regionally focused action and commitments to accelerate climate action, including to build resilient and sustainable transport systems, which met the planned target.
- 10.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.8).

Table 10.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The General Assembly adopted resolution 76/217 , in which it called for a third United Nations Conference on Landlocked Developing Countries, which would comprehensively review the Vienna Programme of Action	Member States called for the establishment of transport systems that were sustainable and resilient to the impacts of climate change and the COVID-19 pandemic, accelerated the energy transition and enabled climate-smart trade facilitation solutions (General Assembly resolution 77/246)	Member States identified and agreed on regionally focused action and commitments to accelerate climate action, including to build climate-resilient and sustainable transport systems	Member States agree on global action and commitments to support landlocked developing countries in implementing climate action activities to build climate-resilient transport systems in accordance with the new programme of action for landlocked developing countries	Member States implement new initiatives at the regional and subregional levels to build climate-resilient, sustainable and smart transit infrastructure and transport systems

Result 2: accelerated progress towards sustainable development in landlocked developing countries

Programme performance in 2023 and target for 2025

- 10.38 The subprogramme’s work contributed to three regional preparatory meetings that supported the identification of the priorities of landlocked developing countries as part of the preparations for the third United Nations Conference on the Landlocked Developing Countries, which met the planned target.
- 10.39 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.9).

Table 10.9
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	Landlocked developing countries were engaged to provide input into the preparations for the third United Nations Conference on Landlocked Developing Countries through meetings, events and reports	3 regional preparatory meetings held, which supported the identification of the priorities of landlocked developing countries as part of the preparations for the third United Nations Conference on the Landlocked Developing Countries	At least 2 landlocked developing countries initiate action to mainstream a new programme of action	10 additional landlocked developing countries initiate action to mainstream the new programme of action

Result 3: strategic financing for development initiatives to enhance landlocked developing countries’ economic resilience

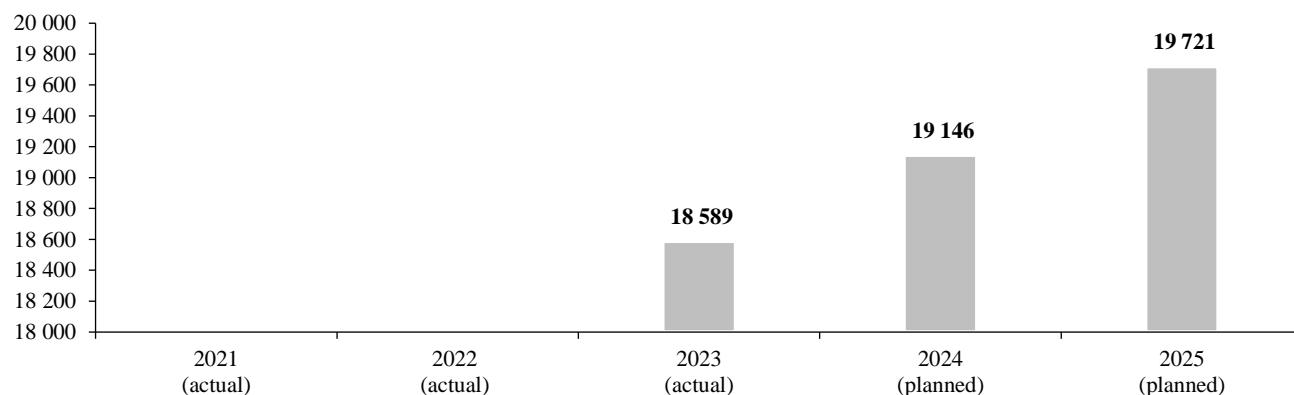
Proposed programme plan for 2025

- 10.40 Access to finance in landlocked developing countries remains limited. In 2021, domestic credit provided to the private sector as a percentage of gross domestic product was 31.5 per cent, a decrease of 15 per cent, far below the world average of 145 per cent. Official development assistance, which is concentrated in a few landlocked countries, remains one of the key sources of external development finance (see [A/78/283](#)). To support landlocked developing countries, the subprogramme has prepared analytical work on financing for development for landlocked developing countries and includes this analysis as part of its advocacy and coordination work.

Lessons learned and planned change

- 10.41 The lesson for the subprogramme was that there was growing demand for new approaches to help to further leverage external financial resources in order to support structural transformation in landlocked developing countries. In applying the lesson, the subprogramme will help landlocked developing countries to develop new approaches to gain access to financing for structural transformation, in particular sustainable and resilient infrastructure. The subprogramme will also advocate and promote, at the global level, the priorities of landlocked developing countries for financing for development, including mobilizing foreign direct investment and official development assistance. The subprogramme will also prepare technical input, including analysis and proposals to enhance support measures to improve access to finance in the landlocked developing countries.
- 10.42 Expected progress towards the objective is presented in the performance measure below (see figure 10.I).

Figure 10.I
Performance measure: foreign direct investment inflows to landlocked developing countries (annual)
 (Millions of United States dollars)



Deliverables

10.43 Table 10.10 lists all deliverables of the subprogramme.

Table 10.10
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	8	15	1
1. Report to the General Assembly, including on the implementation of the new programme of action for landlocked developing countries	1	1	1	1
2. Official documents for the intergovernmental preparatory committee for the third United Nations Conference on Landlocked Developing Countries	8	7	6	–
3. Official documents of the third United Nations Conference on Landlocked Developing Countries	–	–	8	–
Substantive services for meetings (number of three-hour meetings)	52	37	47	36
4. Meetings of the Second Committee of the General Assembly	15	12	15	13
5. Meetings of the high-level political forum on sustainable development of the Economic and Social Council	2	2	2	2
6. Annual ministerial meetings of the landlocked developing countries and consultations on outcomes thereof, and other ministerial meetings	10	8	10	8
7. Regional review meetings on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the new programme of action for the landlocked developing countries	3	3	–	3
8. Meetings of the intergovernmental preparatory committee for the third United Nations Conference on Landlocked Developing Countries	7	3	7	–
9. Meetings of the Group of Landlocked Developing Countries	14	8	12	8
10. Expert group meetings on thematic issues such as structural economic transformation, digitalization, financing for development, trade facilitation measures and climate-resilient transport systems	1	1	1	2

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	4	3
11. On the enhancement of the analytical capacity of the International Think Tank for Landlocked Developing Countries	1	1	1	1
12. On the enhancement of the role of the private sector in trade facilitation and structural transformation	1	1	1	1
13. On strengthening of the participation of landlocked developing countries in relevant regional and bilateral cooperation frameworks and their accession to international conventions, and corridor development	–	–	1	1
14. On coordination of the enhanced implementation of the road map for accelerated implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	1	1	1	–
15. On estimating transport and trade costs and designing and implementing policies that promote connectivity and enhanced utilization of digital solutions for transport and trade facilitation for the achievement of the Sustainable Development Goals	–	–	–	1
Seminars, workshops and training events (number of days)	9	9	12	7
16. Round-table discussion on capacity-building	1	1	2	1
17. Workshop for national focal points of landlocked developing countries	1	1	2	1
18. Panel discussion on best practices and solutions to specific needs of landlocked developing countries	1	1	1	1
19. Training events covering energy, information and communications technology, infrastructure, Sustainable Development Goal 14, climate change and desertification	2	2	2	2
20. Events in preparation for the third United Nations Conference on Landlocked Developing Countries on thematic areas, including transit, trade facilitation, corridor development, connectivity, global value chains, climate change, water, desertification and road safety	4	4	3	–
21. Workshops on mainstreaming the new programme of action for landlocked developing countries and developing the road map and monitoring framework	–	–	2	2
Technical materials (number of materials)	4	4	5	4
22. On monitoring the implementation of the new programme of action for landlocked developing countries and the 2030 Agenda	2	1	2	1
23. On thematic development issues in landlocked developing countries	2	3	2	2
24. Guide on mainstreaming the new programme of action for landlocked developing countries	–	–	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: substantive advice to the Group of Landlocked Developing Countries; briefings to 32 landlocked developing countries, 34 transit countries and 28 development partners on the work of the Office; and side events promoting the implementation of the 2030 Agenda and the new programme of action for the landlocked developing countries.				
Databases and substantive digital materials: database of indicators for landlocked developing countries for the new programme of action for landlocked developing countries.				
D. Communication deliverables				
Outreach programmes, special events and information materials: promotional materials and global outreach campaign to raise awareness on priority issues, thematic agendas and events relevant to landlocked developing countries.				
External and media relations: press releases, including op-eds and press conferences on development issues relating to landlocked developing countries.				
Digital platforms and multimedia content: web pages relating to landlocked developing countries, including on the outcome of the third United Nations Conference on Landlocked Developing Countries, and multimedia content, including interactive graphics and videos.				

Subprogramme 3 Small island developing States

Objective

- 10.44 The objective, to which this subprogramme contributes is to increase sustainable development and economic, social and environmental resilience in small island developing States.

Strategy

- 10.45 To contribute to the objective, the subprogramme will:
- (a) Advocate for the special case of small island developing States in achieving sustainable development by engaging with development partners, international financial institutions and the private sector;
 - (b) Mobilize resources for small island developing States in priority areas, including through a targeted resource mobilization strategy and by developing tailored policy tools;
 - (c) Provide structured support through the Small Island Developing States Partnership Framework for the facilitation of collaborative partnerships, especially between small island developing States and the private sector;
 - (d) Strengthen coherence and coordination at the national, regional and global levels, including by providing more structured support to the small island developing States national focal points network and increasing coordination between United Nations entities supporting those States;
 - (e) Develop and strengthen the implementation frameworks for the outcomes of the fourth International Conference on Small Island Developing States.
- 10.46 The above-mentioned work is expected to result in:
- (a) Strengthened international support measures aimed at enabling small island developing States to implement the 2030 Agenda, the small island developing States programme of action, the Paris Agreement and other priorities of those States for sustainable development;
 - (b) Enhanced access to finance for small island developing States;
 - (c) Small island developing States devising, formulating and implementing policies that promote sustainable development and make progress towards the achievement of internationally agreed development goals.

Programme performance in 2023

Strengthened assessment of multidimensional vulnerabilities for small island developing States

- 10.47 Small island developing States remain a special case for sustainable development and have not achieved sustained high levels of economic growth, owing in part to their vulnerabilities to the ongoing negative impacts of environmental challenges and other external economic and financial shocks. To help to better assess the vulnerabilities of small island developing States, the subprogramme supported the ongoing development of a multidimensional vulnerability index by the High-level Panel on the Development of a Multidimensional Vulnerability Index for Small Island Developing States. The subprogramme also helped to convene leaders of small island developing States, development partners and international financial institution to consider how best multidimensional vulnerability could be reflected in existing practices and policies for debt sustainability and development support.
- 10.48 Progress towards the objective is presented in the performance measure below (see table 10.11).

Table 10.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	The General Assembly established the High-level Panel on the Development of a Multidimensional Vulnerability Index for Small Island Developing States	A pilot of the multidimensional vulnerability index was undertaken by the Caribbean Development Bank in accordance with the final report ^a and recommendations for the multidimensional vulnerability index

^a See United Nations, “High-level Panel on the Development of a Multidimensional Vulnerability Index: Final Report” (February 2024).

Planned results for 2025

Result 1: data leveraged for a new global framework for the sustainable development of small island developing States

Programme performance in 2023 and target for 2025

- 10.49 The subprogramme’s work contributed to the use of timely data and analysis on vulnerabilities to determine the global actions and commitments needed to implement the 2030 Agenda, which met the planned target.
- 10.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.12).

Table 10.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The General Assembly adopted resolution 76/203, in which it called for the convening in 2024 of a fourth International Conference on Small Island Developing States, which would be aimed at assessing the ability of small island developing States to meet the 2030 Agenda and the Sustainable Development Goals	Small island developing States enhanced reporting on the implementation of the Samoa Pathway by using a monitoring and reporting framework, which allowed them to better assess and address gaps and progress in implementation	Small island developing States used timely data and analysis on vulnerabilities to determine the global actions and commitments needed to implement the 2030 Agenda	Small island developing States develop evidence-based policy recommendations and a set of concrete deliverables emanating from data and analysis from the monitoring and reporting framework to be included in a new programme of action and agenda on small island developing States	Small island developing States develop a monitoring and reporting framework for the new programme of action and agenda on small island developing States

Result 2: strengthened private sector partnerships to build resilience in small island developing States

Programme performance in 2023 and target for 2025

- 10.51 The subprogramme’s work contributed to five partnerships between small island developing States and the private sector developed in priority areas, including climate change mitigation and adaptation, resilient housing, renewable energy, sustainable transportation and water conservation, which met the planned target.
- 10.52 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.13).

Table 10.13
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Increased private sector engagement in a Small Island Developing States Global Business Network virtual forum on leveraging partnerships for the sustainable development of ocean energy in small island developing States	Strengthened private sector engagement at the Small Island Developing States Global Business Network forum, held in April 2022, with increased private sector participation, including the creation of a partnership to connect supply and demand of fish and prevent overfishing and waste through big data, thereby contributing towards the achievement of Sustainable Development Goal 14	5 partnerships between small island developing States and the private sector developed in priority areas in preparation for launch at the Small Island Developing States Global Business Network forum to be held in 2024	Small island developing States and private sector partnerships utilize a strengthened private sector engagement framework, agreed in the context of the new programme of action and agenda on small island developing States agenda, to maximize impact and align initiatives in priority areas and reduce implementation barriers for small island developing States using a simplified, robust and consistent approach to private sector engagement	10 partnerships between small island developing States and the private sector developed in priority areas agreed in the context of the new programme of action and agenda on small island developing States

Result 3: data-driven decisions to address structural vulnerabilities and resilience of small island developing States

Proposed programme plan for 2025

- 10.53 The General Assembly, in its resolution [78/232](#), recognized that there was an urgent need to assist small island developing States in strengthening their statistical offices and to provide enhanced support in developing national capacities for improved data collection and statistical analysis, including high-quality and disaggregated data. To help to develop national capacities, the subprogramme conducted consultations and analysis with a range of relevant stakeholders, development partners and financing institutions, and proposed the establishment of a global data hub with dedicated coordination and resourcing.

Lessons learned and planned change

- 10.54 The lesson for the subprogramme was that evidence to support access to finance, in particular for sustainable development and climate change, was often reconstructed and consolidated from wider data sets, including broader developing country categories and/or geographical groupings. In applying the lesson, the subprogramme will work closely with small island developing States and development partners to advance the development of a global data hub, with a focus on facilitating the collection, analysis and management of tailored and timely data to contribute to decision-making processes.
- 10.55 Expected progress towards the objective is presented in the performance measure below (see table 10.14).

Table 10.14
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	Government of Antigua and Barbuda decides to establish a centre of excellence that will include the small island developing States global data hub	The fourth International Conference on Small Island Developing States launches the centre of excellence	The small island developing States global data hub provides analytics, and the data are used by Member States to inform decision-making on resource allocation and development priorities

Deliverables

- 10.56 Table 10.15 lists all deliverables of the subprogramme.

Table 10.15
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	17	23	14	15
1. Meetings of the Second Committee of the General Assembly	3	6	6	3
2. Meetings and consultations of the high-level political forum on sustainable development of the Economic and Social Council	2	2	2	3
3. Review meetings on the implementation of the Samoa Pathway	8	8	–	–
4. Meetings of the group of small island developing States	2	5	3	6
5. Expert group meetings on mainstreaming the small island developing States programme of action and issues relating to small island developing States in the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	2	2	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	–	1	1
6. On strengthening the capacity of small island developing States to attract climate finance from the private sector	1	–	1	1

Section 10 Least developed countries, landlocked developing countries and small island developing States

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Seminars, workshops and training events (number of days)	15	18	16	16
7. Seminars on the support from development partners to small island developing States for the achievement of the Sustainable Development Goals and implementation of the small island developing States programme of action	2	5	2	2
8. Seminars in support of the Alliance of Small Island States relating to the implementation of the small island developing States programme of action and the 2030 Agenda	2	4	4	4
9. Seminars with national focal points on the coordination of efforts to achieve and monitor the implementation of the small island developing States programme of action and the 2030 Agenda	4	2	3	2
10. Seminars on strengthening collaboration through joint efforts and activities in the United Nations system and other international organizations, including regional intergovernmental organizations of which the small island developing States are members	3	3	3	3
11. Seminars on private sector involvement in supporting implementation of the small island developing States programme of action	2	2	2	4
12. Seminars on the access of small island developing States to climate change-related finance for development goals	2	2	2	1
Publications (number of publications)	1	1	1	1
13. On mainstreaming the small island developing States programme of action and issues relating to small island developing States into the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	1	1	1	1
Technical materials (number of materials)	10	8	10	10
14. On implementing the Samoa Pathway	2	2	2	2
15. On international support provided to small island developing States for the achievement of the Sustainable Development Goals and implementation of the small island developing States programme of action	2	–	2	2
16. On matters relating to the financing, implementation and monitoring of the small island developing States programme of action and the 2030 Agenda	2	2	2	2
17. On issues relevant to the implementation of the 2030 Agenda in small island developing States	2	2	2	2
18. On mainstreaming the small island developing States programme of action and issues relating to small island developing States into the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: briefings to 38 Member States on the work of the Office; and advocacy in appropriate forums for the special case of small island developing States in achieving sustainable development.

D. Communication deliverables

Outreach programmes, special events and information materials: substantive events to provide support to 38 small island developing States; and campaigns on matters relating to small island developing States and sustainable development.

External and media relations: press releases and press appearances on issues relating to small island developing States, including relevant United Nations processes and activities.

Digital platforms and multimedia content: web pages, including updates on the small island developing States programme of action.

B. Proposed post and non-post resource requirements for 2025

Overview

10.57 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 10.16 to 10.18.

Table 10.16

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	6 234.1	6 873.9	502.3	567.4	–	1 069.7	15.6	7 943.6
Other staff costs	455.2	572.1	(509.7)	–	–	(509.7)	(89.1)	62.4
Hospitality	0.2	2.6	–	–	–	–	–	2.6
Consultants	141.4	214.6	(71.9)	50.0	–	(21.9)	(10.2)	192.7
Experts	322.1	510.9	–	50.0	–	50.0	9.8	560.9
Travel of staff	249.8	431.3	–	50.0	–	50.0	11.6	481.3
Contractual services	174.4	245.2	(20.6)	9.0	–	(11.6)	(4.7)	233.6
General operating expenses	56.0	26.7	–	5.0	–	5.0	18.7	31.7
Supplies and materials	4.5	28.1	(15.4)	1.0	–	(14.4)	(51.2)	13.7
Furniture and equipment	17.9	18.5	–	17.5	–	17.5	94.6	36.0
Other	(1.3)	–	–	–	–	–	–	–
Total	7 654.2	8 923.9	(115.3)	749.9	–	634.6	7.1	9 558.5

Table 10.17

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	41	1 USG, 1 D-2, 1 D-1, 9 P-5, 11 P-4, 7 P-3, 3 P-2/1, 1 GS (PL), 7 GS (OL)
Establishment	5	1 P-4, 3 P-3 under executive direction and management, 1 P-4 under subprogramme 1
Redeployment	–	1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 GS (OL) from subprogramme 1 to executive direction and management
Proposed for 2025	46	1 USG, 1 D-2, 1 D-1, 9 P-5, 13 P-4, 10 P-3, 3 P-2/1, 1 GS (PL), 7 GS (OL)

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

Section 10 Least developed countries, landlocked developing countries and small island developing States

Table 10.18
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	–	1
D-2	1	–	–	–	–	–	1
D-1	1	–	–	–	–	–	1
P-5	9	–	–	–	–	–	9
P-4	11	–	2	–	2	–	13
P-3	7	–	3	–	3	–	10
P-2/1	3	–	–	–	–	–	3
Subtotal	33	–	5	–	5	–	38
General Service and related							
GS (PL)	1	–	–	–	–	–	1
GS (OL)	7	–	–	–	–	–	7
Subtotal	8	–	–	–	–	–	8
Total	41	–	5	–	–	–	46

10.58 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 10.19 to 10.21 and figure 10.II.

10.59 As reflected in tables 10.19 (1) and 10.20 (1), the overall resources proposed for 2025 amount to \$9,558,500 before recosting, reflecting a net increase of \$634,600 (or 7.1 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 10.19
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Executive direction and management	1 758.9	1 686.0	38.6	525.5	1 212.9	1 777.0	105.4	3 463.0	
B. Programme of work									
1. Least developed countries	3 593.1	3 997.4	316.3	224.4	(1 212.9)	(672.2)	(16.8)	3 325.2	
2. Landlocked developing countries	1 102.7	1 722.8	(302.5)	–	–	(302.5)	(17.6)	1 420.3	
3. Small island developing States	1 199.5	1 517.7	(167.7)	–	–	(167.7)	(11.0)	1 350.0	
Subtotal, B	5 895.3	7 237.9	(153.9)	224.4	(1 212.9)	(1 142.4)	(15.8)	6 095.5	
Subtotal, 1	7 654.2	8 923.9	(115.3)	749.9	–	634.6	7.1	9 558.5	

Part IV International cooperation for development

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Least developed countries	2 098.8	1 413.7	40.7	2.9	1 454.4
2. Landlocked developing countries	315.2	1 754.9	(1 319.9)	(75.2)	435.0
3. Small island developing States	216.5	563.6	–	–	563.6
Subtotal, B	2 630.5	3 732.2	(1 279.2)	(34.3)	2 453.0
Subtotal, 2	2 630.5	3 732.2	(1 279.2)	(34.3)	2 453.0
Total (1+2)	10 284.7	12 656.1	(644.6)	(5.1)	12 011.5

Table 10.20

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

Regular budget

<i>Component/subprogramme</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
A. Executive direction and management	8	–	4	6	10	18	
B. Programme of work							
1. Least developed countries	22	–	1	(6)	(5)	17	
2. Landlocked developing countries	6	–	–	–	–	6	
3. Small island developing States	5	–	–	–	–	5	
Subtotal, B	33	–	1	(6)	(5)	28	
Total	41	–	5	–	5	46	

Table 10.21

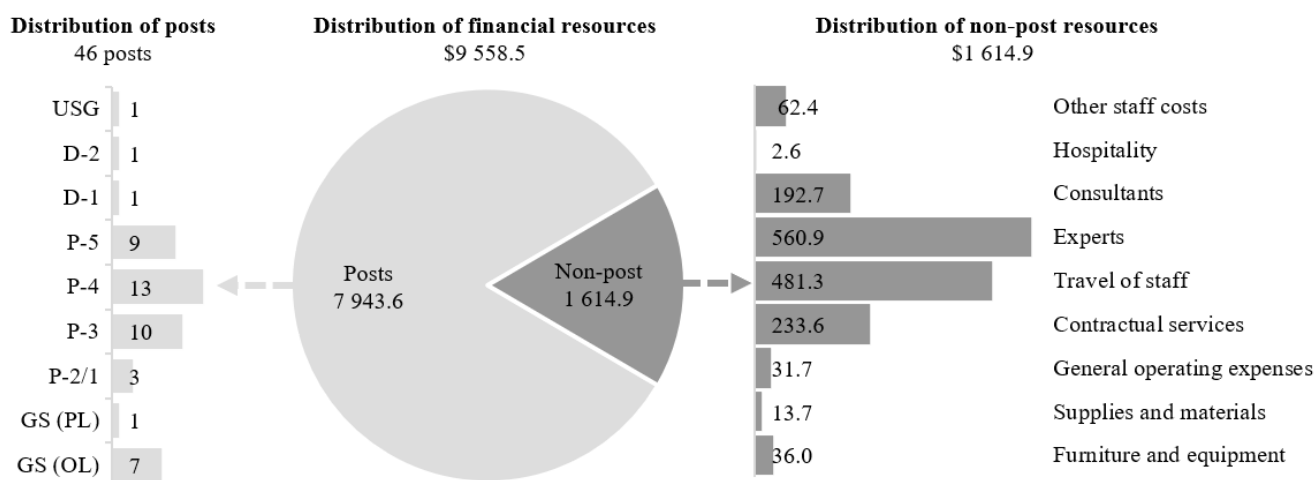
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Posts	6 234.1	6 873.9	502.3	567.4	–	1 069.7	15.6	7 943.6	
Non-post	1 420.1	2 050.0	(617.6)	182.5	–	(435.1)	(21.2)	1 614.9	
Total	7 654.2	8 923.9	(115.3)	749.9	–	634.6	7.1	9 558.5	
Post resources by category									
Professional and higher		33	–	5	–	5	15.2	38	
General Service and related		8	–	–	–	–	–	8	
Total		41	–	5	–	5	12.2	46	

Figure 10.II
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

10.60 As shown in table 10.19 (1), resource changes reflect a net decrease of \$115,300, as follows:

- (a) **Executive direction and management.** The increase of \$38,600 under posts relates to the higher provision at continuing vacancy rates for one post (General service (Other level)) established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (b) **Subprogramme 1, Least developed countries.** The increase of \$316,300 under posts relates to the higher provision at continuing vacancy rates for five posts (1 P-5, 1 P-4, 1 P-3, 1 P-2 and 1 General Service (Principal level)) established in 2024 pursuant to General Assembly resolution [78/252](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (c) **Subprogramme 2, Landlocked developing countries** (net decrease of \$302,500):
 - (i) The decrease of \$376,200 under non-posts relates to the removal of non-recurrent provisions for general temporary assistance, contractual services and supplies and materials associated with General Assembly resolution [77/246](#) on follow-up to the second United Nations Conference on Landlocked Developing Countries;
 - (ii) The increase of \$73,700 under posts relates to the higher provision at continuing vacancy rates for one post (P-4) established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (d) **Subprogramme 3, Small island developing States** (net decrease of \$167,700):
 - (i) The decrease of \$241,400 under non-posts relates to the removal of non-recurrent provisions for general temporary assistance, consultants and supplies and materials associated with General Assembly resolutions [77/245](#) and [78/232](#) on follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States;

- (ii) The increase of \$73,700 under posts relates to the higher provision at continuing vacancy rates for one post (P-4) established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

New and expanded mandates

10.61 As shown in table 10.19 (1), resource changes reflect an increase of \$749,900, as follows:

(a) **Executive direction and management** (increase of \$525,500):

- (i) The increase of \$443,000 under posts relates to the proposed establishment of one Economic Affairs Officer (P-4), one Data Analyst (P-3), one Programme Management Officer (P-3) and one Public Information Officer (P-3) pursuant to General Assembly resolution [78/233](#) on the follow-up to the Fifth United Nations Conference on the Least Developed Countries and the related recommendations of the Secretary-General contained in his report ([A/77/984](#)), as detailed in annex II to the present report;
- (ii) The increase of \$82,500 under non-posts would provide for travel of staff (\$50,000), contractual services (\$9,000), general operating expenses (\$5,000), supplies and materials (\$1,000) and furniture and equipment (\$17,500) pursuant to General Assembly resolution [78/233](#) on the follow-up to the Fifth United Nations Conference on the Least Developed Countries and the related recommendations of the Secretary-General contained in his report ([A/77/984](#));

(b) **Subprogramme 1, Least developed countries** (increase of \$224,400):

- (i) The increase of \$124,400 under posts relates to the proposed establishment of one post of Programme Management Officer (P-4) pursuant to General Assembly resolution [78/233](#) on the follow-up to the Fifth United Nations Conference on the Least Developed Countries and the related recommendations of the Secretary-General contained in his report ([A/77/984](#)), as detailed in annex II to the present report;
- (ii) The increase of \$100,000 under non-posts would provide for consultants (\$50,000) and experts (\$50,000) pursuant to General Assembly resolution [78/233](#) on the follow-up to the Fifth United Nations Conference on the Least Developed Countries and the related recommendations of the Secretary-General contained in his report ([A/77/984](#)).

Other changes

10.62 As shown in table 10.19 (1), resource changes reflect cost-neutral redeployments, as follows:

(a) **Executive direction and management** (increase of \$1,212,900):

- (i) The increase of \$1,102,500 under posts relates to the inward redeployment of one Chief of Service (D-1), one Senior Economic Affairs Officer (P-5), two Public Information Officers (P-4 and P-3), one Statistician (P-3) and one Staff Assistant (General Service (Other level)) from subprogramme 1, as detailed in annex II to the present report;
- (ii) The increase of \$110,400 under non-posts relates to the inward redeployment of provisions under travel of staff (\$36,900) and contractual services (\$73,500) associated with the redeployment of the Advocacy and Outreach Unit from subprogramme 1;

(b) **Subprogramme 1, Least developed countries.** The decrease of \$1,212,900 relates to:

- (i) The decrease of \$1,102,500 under posts relates to the outward redeployment of the six posts indicated in paragraph 10.62 (a) above, as detailed in annex II to the present report;
- (ii) The decrease of \$110,400 under non-posts relates to the outward redeployment of provisions under travel of staff (\$36,900) and contractual services (\$73,500) associated with the redeployment of the Advocacy and Outreach Unit to executive direction and management.

Extrabudgetary resources

- 10.63 As reflected in table 10.19 (2), extrabudgetary resources amount to \$2,453,000. The non-post resources would complement regular budget resources and would be used mainly to carry out activities relating to follow-up to the Fifth United Nations Conference on the Least Developed Countries, the third United Nations Conference on Landlocked Developing Countries and the fourth International Conference on Small Island Developing States.
- 10.64 The extrabudgetary resources under the present section are subject to the oversight of the Under-Secretary-General and High Representative, who has delegated authority from the Secretary-General.

Executive direction and management

- 10.65 The Under-Secretary-General and High Representative is responsible for the overall leadership and direction of the Office in the implementation of its mandates and approved programme of work. The High Representative engages in high-level consultations with Member States, organizations of the United Nations system, multilateral and regional financial institutions, the private sector, and civil society groups and academia, and supports the Economic and Social Council and the General Assembly in their reviews and assessments of progress achieved in the implementation of the programmes of action for the three groups of countries and the 2030 Agenda, as it relates to these countries.
- 10.66 The Office advises the Under-Secretary-General and High Representative on issues of policy and management; acts as a focal point for information on all aspects of the work of the Office and ensures that such information is disseminated internally and projected externally, as appropriate; and consults, negotiates and coordinates with other departments, offices, funds and programmes, as well as with non-United Nations entities, on matters of common concern. The Office is headed by a Director (D-2), who deputizes for and is accountable to the Under-Secretary-General and High Representative.
- 10.67 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and, in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office will continue its ongoing dialogue with staff on environmental sustainability in the workplace, including through surveys with staff on sustainability efforts. This will include documenting lessons learned from the sustainability practices utilized at the conferences on landlocked developing countries and small island developing States to be held in 2024. The Office will continue to implement its environmental sustainability strategy and assess progress made to ensure that commitments were implemented in the subsequent year. For example, building on the Office’s 2024 environmental sustainability strategy, the CO₂ emissions from air travel will continue to be tracked so that the Office can make informed decisions about its emissions from air travel as a percentage of the total CO₂ emissions from United Nations entities reporting.
- 10.68 Information on the timely submission of documentation and advance booking for air travel is reflected in table 10.22. The Office will strengthen advance planning practices among staff and managers, including through quarterly travel plans and regular monitoring of progress. With regard to partners, the Office will engage with both meeting organizers and participants sponsored by the Office with a view to improving the timeliness of submission of their documentation. The Office will work closely with the Executive Office to further streamline the requirements for the issuance of travel authorizations, within the existing rules and regulations guiding official travel.

Table 10.22
Compliance rate
(Percentage)

	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Actual 2023</i>	<i>Planned 2024</i>	<i>Planned 2025</i>
Timely submission of documentation	85	86	43	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	47	46	47	100	100

Part IV International cooperation for development

10.69 The proposed regular budget resources for 2025 amount to \$3,463,000 and reflect an increase of \$1,777,000 compared with the approved budget for 2024. The proposed increase is explained in paragraphs 10.60 (a), 10.61 (a) and 10.62 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 10.23 and figure 10.III.

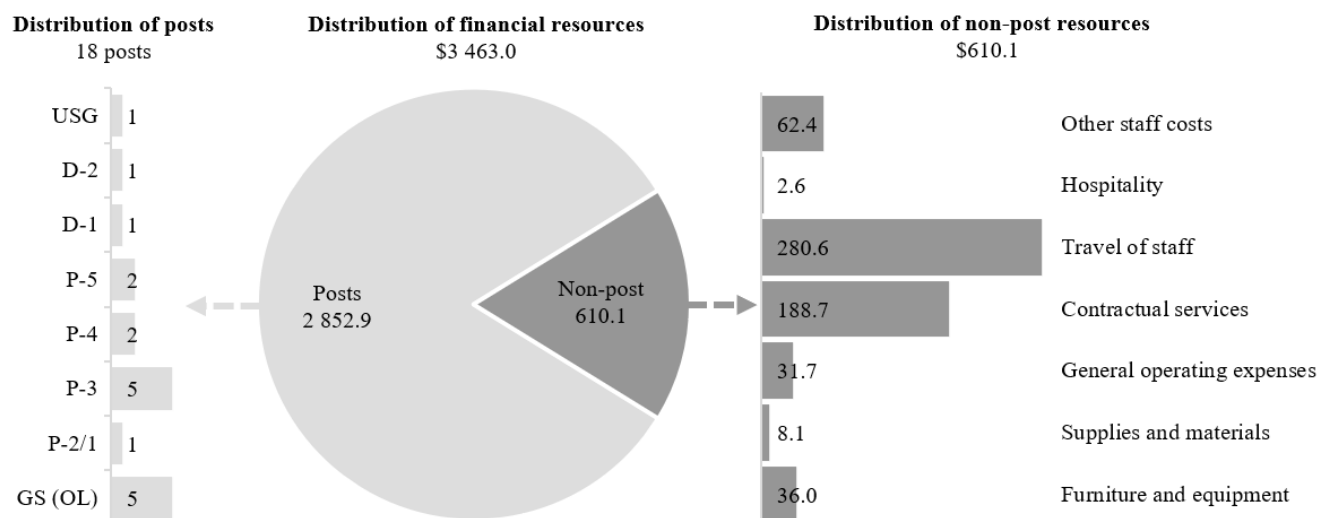
Table 10.23
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Posts	1 411.0	1 268.8	38.6	443.0	1 102.5	1 584.1	124.9	2 852.9
Non-post	347.9	417.2	–	82.5	110.4	192.9	46.2	610.1
Total	1 758.9	1 686.0	38.6	525.5	1 212.9	1 777.0	105.4	3 463.0
Post resources by category								
Professional and higher		4	–	4	5	9	225.0	13
General Service and related		4	–	–	1	1	25.0	5
Total		8	–	4	6	10	125.0	18

Figure 10.III
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1
Least developed countries

10.70 The proposed regular budget resources for 2025 amount to \$3,325,200 and reflect a net decrease of \$672,200 compared with the approved budget for 2024. The proposed decrease is explained in

paragraphs 10.60 (b), 10.61 (b) and 10.62 (b) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 10.24 and figure 10.IV.

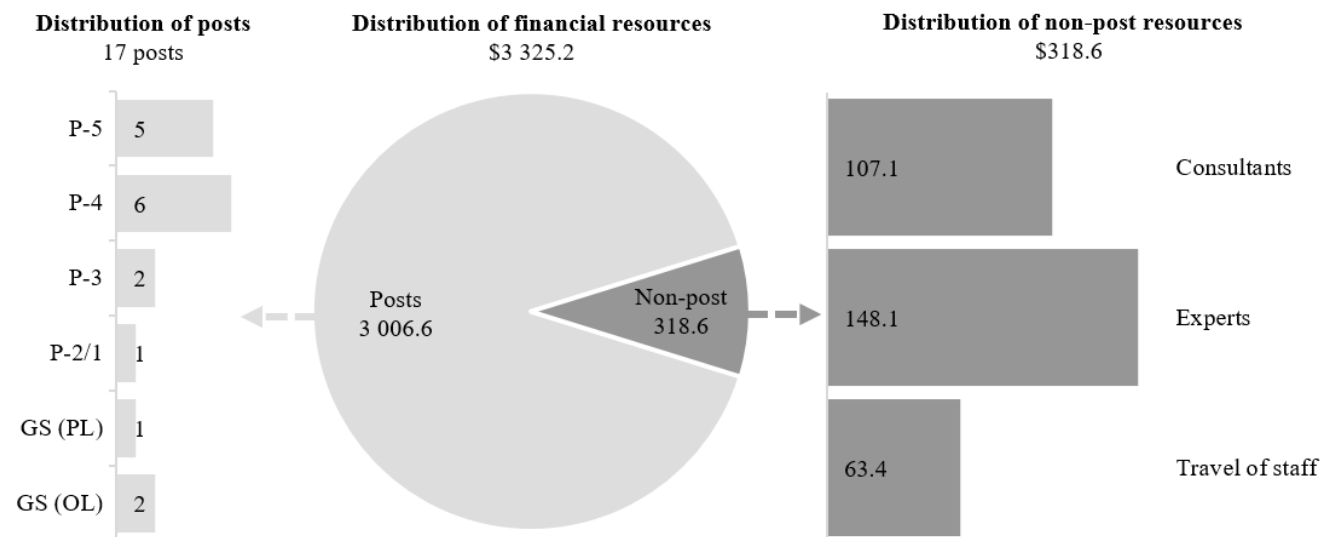
Table 10.24
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2024 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	3 255.3	3 668.4	316.3	124.4	(1 102.5)	(661.8)	(18.0)	3 006.6
Non-post	337.8	329.0	–	100.0	(110.4)	(10.4)	(3.2)	318.6
Total	3 593.1	3 997.4	316.3	224.4	(1 212.9)	(672.2)	(16.8)	3 325.2
Post resources by category								
Professional and higher		18	–	1	(5)	(4)	(22.2)	14
General Service and related		4	–	–	(1)	(1)	(25.0)	3
Total		22	–	1	(6)	(5)	(22.7)	17

Figure 10.IV
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 2
Landlocked developing countries

10.71 The proposed regular budget resources for 2025 amount to \$1,420,300 and reflect a net decrease of \$302,500 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 10.60 (c) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 10.25 and figure 10.V.

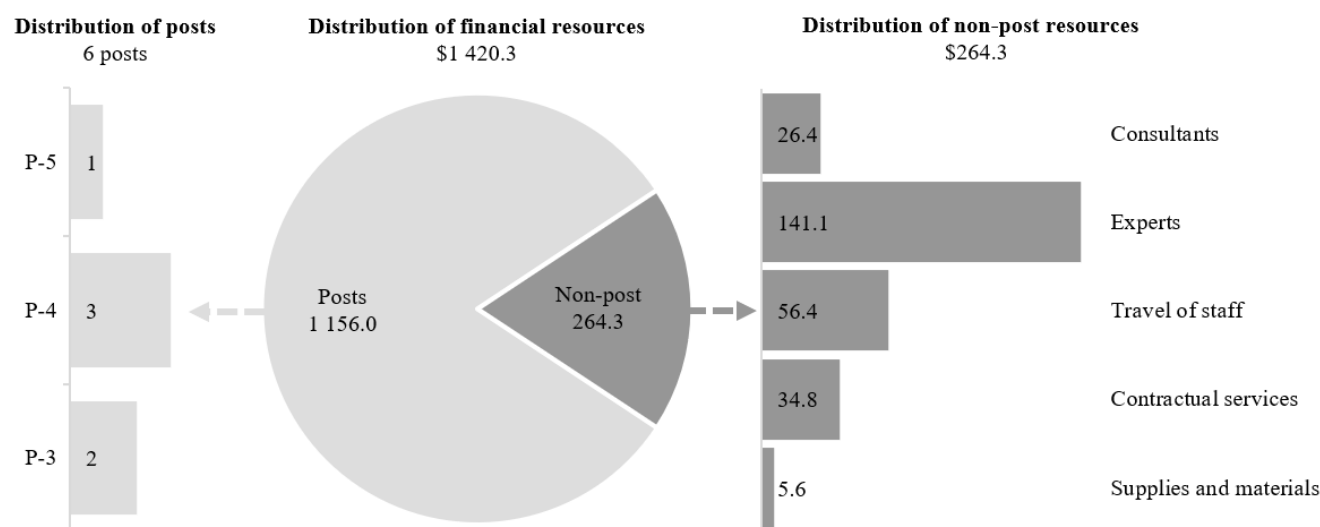
Table 10.25
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	693.0	1 082.3	73.7	–	–	73.7	6.8	1 156.0
Non-post	409.7	640.5	(376.2)	–	–	(376.2)	(58.7)	264.3
Total	1 102.7	1 722.8	(302.5)	–	–	(302.5)	(17.6)	1 420.3
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
Total		6	–	–	–	–	–	6

Figure 10.V
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
 Small island developing States**

10.72 The proposed regular budget resources for 2025 amount to \$1,350,000 and reflect a net decrease of \$167,700 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 10.60 (d) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 10.26 and figure 10.VI.

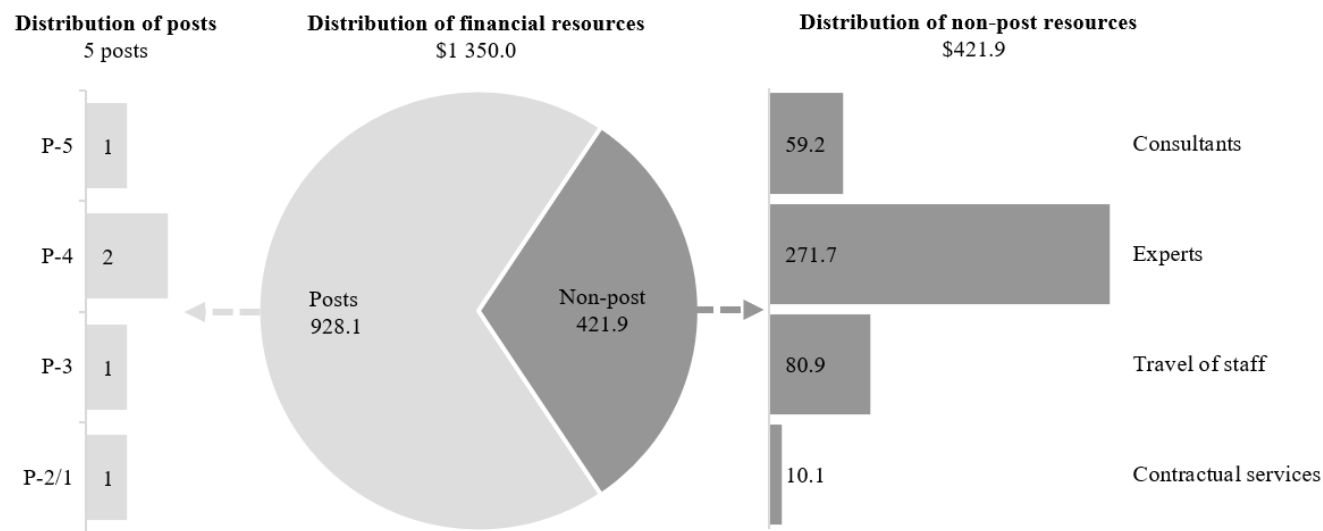
Table 10.26
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	874.8	854.4	73.7	–	–	73.7	8.6	928.1
Non-post	324.7	663.3	(241.4)	–	–	(241.4)	(36.4)	421.9
Total	1 199.5	1 517.7	(167.7)	–	–	(167.7)	(11.0)	1 350.0
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
Total		5	–	–	–	–	–	5

Figure 10.VI
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025

Two charts showing the organizational structure of the Office are presented below. Chart A reproduces the approved structure as contained in [A/78/6 \(Sect. 10\)](#), while chart B presents the proposed structure for 2025.

Justification for the proposed changes

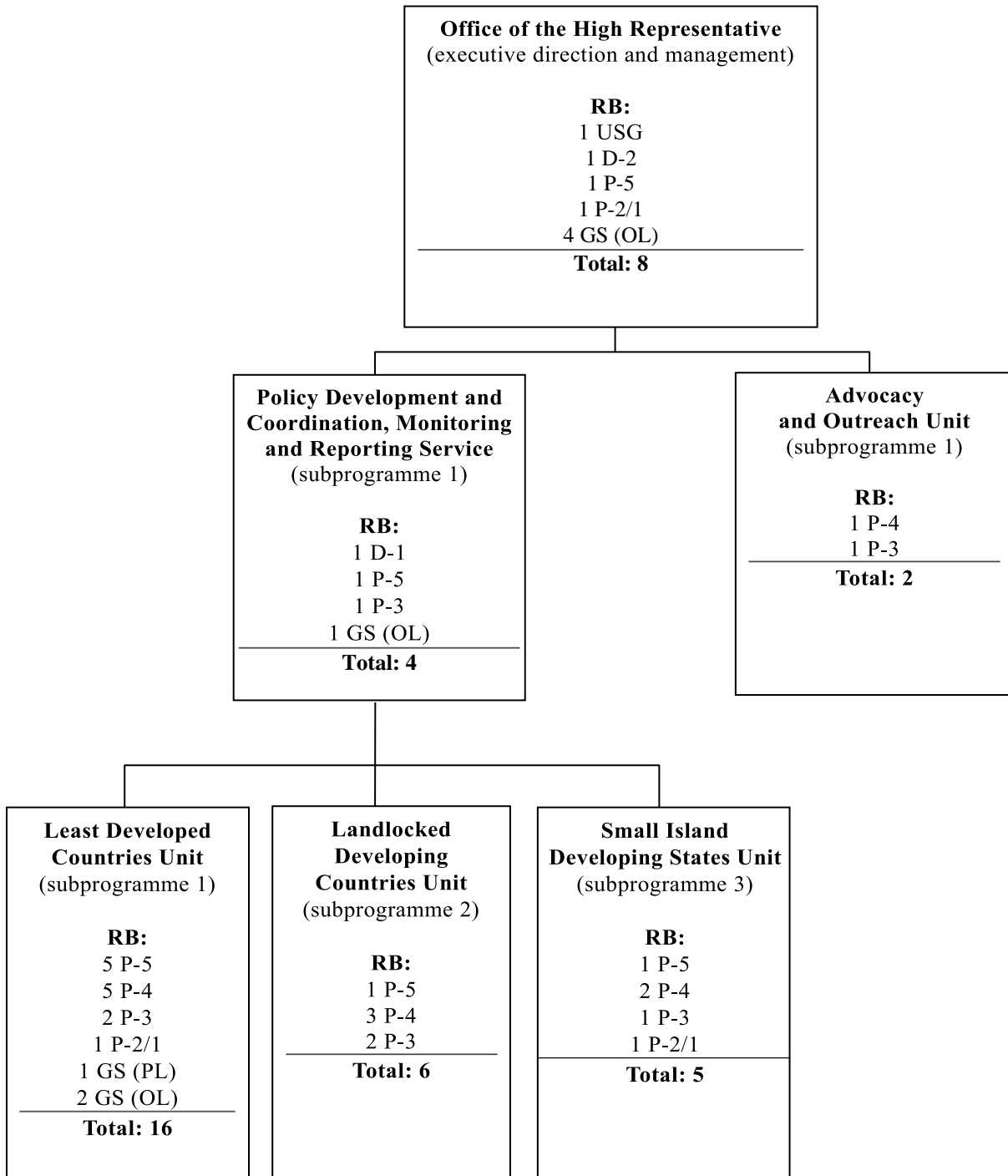
The proposed changes relate to a review of the Office's organizational structure to increase coherence and coordination in the implementation of the three programmes of action, to promote the research, analytical and data management capacity of the Office and to place the Policy Development and Coordination, Monitoring and Reporting Service and the Advocacy and Outreach Unit, pursuant to General Assembly resolution [78/233](#), in which the Assembly approved the proposal of the Secretary-General contained in his report ([A/77/984](#)).

To increase synergies in the implementation and monitoring of the three programmes of action, it is proposed that a Research and Analysis Section be created under executive direction and management as a dedicated capacity to provide policy advice on how to address challenges faced by the three groups of countries. The proposed Section would also provide data and analysis for all three groups of countries, enhancing synergies in the work in the Office. One post of Senior Economic Affairs Officer (P-5) and one post of Economic Affairs Officer (P-3) are proposed to be redeployed from subprogramme 1, Least developed countries, to the proposed Section. These redeployments would be enabled by the redistribution of functions within subprogramme 1, Least developed countries, and the management of cross-cutting issues by the new Section.

Reflecting increased demands to mainstream advocacy and outreach into all the activities of the Office, the Advocacy and Outreach Unit, comprising two posts of Public Information Officer (P-4 and P-3) is proposed for redeployment from subprogramme 1, Least developed countries, to executive direction and management. The review of functions determined that centralizing advocacy and communication capacities would increase effectiveness and synergies among work streams and optimize utilization of the existing capacities to support the three groups of countries through the three subprogrammes.

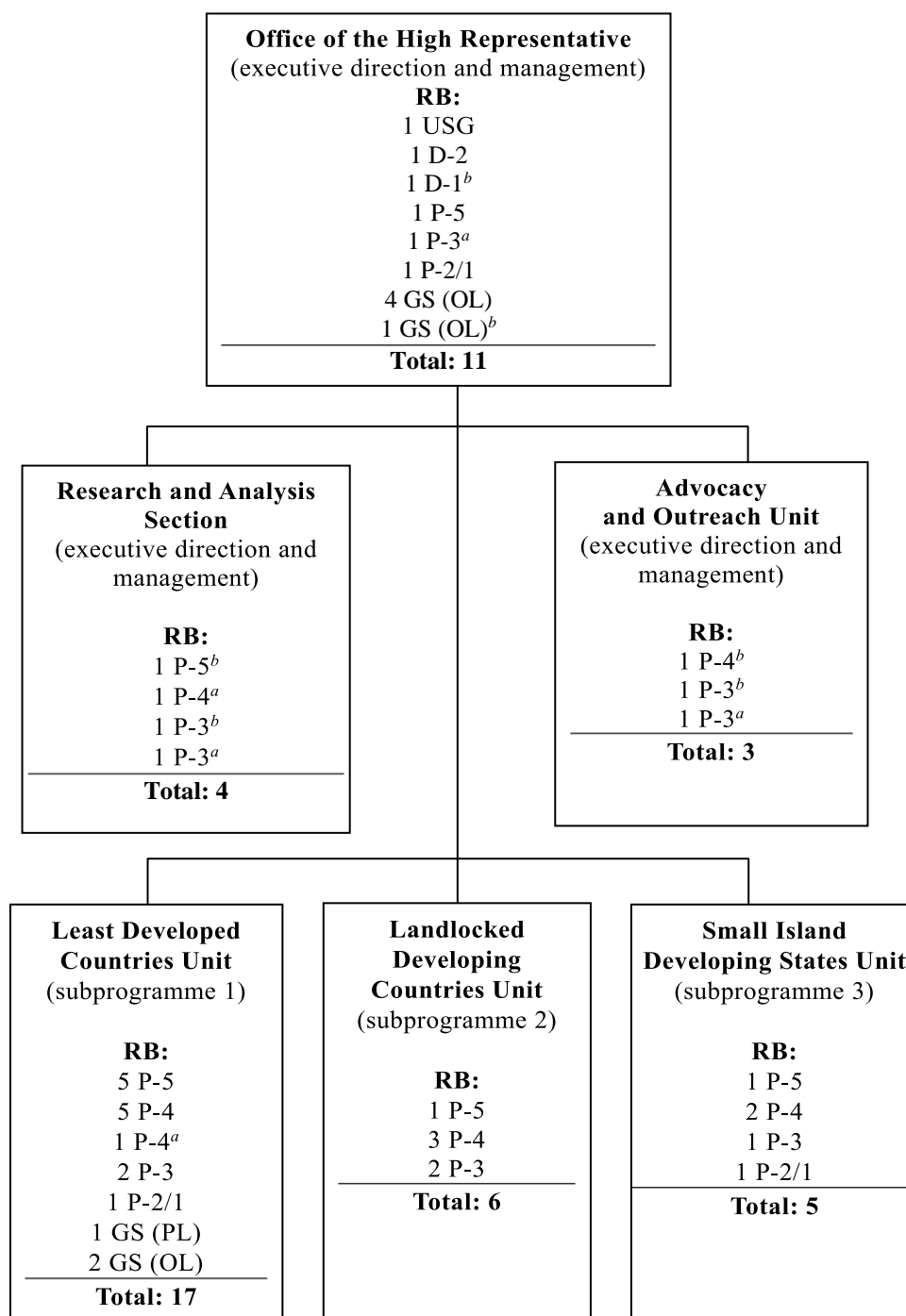
To better utilize the Office's strategic position to address the shared challenges and key development issues facing the three groups of countries and the increased demands for the Office's support to monitor the three programmes of action, it is proposed that oversight and assistance be integrated for all three subprogrammes within the Office. Specifically, it is proposed that the Chief of Service (D-1) and Staff Assistant (General Service (Other level)) be redeployed from subprogramme 1, Least developed countries, to the Office. The Chief of Service and Staff Assistant would continue to fulfil coordination and policy development functions and would expand efforts to mobilize support and contribute to building consensus, with an increased focus on policy recommendations to overcome the shared challenges of the three groups of countries. Each subprogramme would absorb functions relating to the monitoring and reporting of their relevant programmes of action. As a result, the Policy Development and Coordination, Monitoring and Reporting Service would be removed from the organizational chart and each subprogramme would report directly to senior leadership in the executive direction and management component.

A. Approved organizational structure and post distribution for 2024



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

B. Proposed organizational structure and post distribution for 2025



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level);

RB, regular budget; USG, Under-Secretary-General.

^a Establishment.

^b Redeployment.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-4	Establishment of Economic Affairs Officer in the Research and Analysis Section	Pursuant to General Assembly resolution 78/233 , the proposed establishment relates to the recommendations of the Secretary-General contained in his report (A/77/984), including to conduct research and analytical work to facilitate science- and evidence-based decision-making. Given the complexity of the geographical and structural constraints that the three groups of countries are facing, together with the disproportionate impacts of new and emerging challenges, there continue to be growing demands for research and analytical work to respond to these challenges and to document and share lessons learned and best practices. The incumbent would perform research and analytical work on key priority areas for the three groups of countries and contribute to various reports and prepare policy briefs on emerging issues to strengthen policy advice provided by the Office to Member States.
Executive direction and management	1	P-3	Establishment of Data Analyst in the Research and Analysis Section	Pursuant to General Assembly resolution 78/233 , the proposed establishment relates to the recommendations of the Secretary-General contained in his report (A/77/984), including to conduct research and analytical work to facilitate science- and evidence-based decision-making. Specifically, there are increased demands for the Office to provide support to Member States to make better use of data for policy development and decision-making that would also address data capacity needs in line with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere. The incumbent would provide data analysis for the monitoring of international policy developments and analytics relating to new and emerging challenges for the implementation of commitments in the three programmes of action. The incumbent would also collect, identify and communicate data, trends and patterns through data visualization to strengthen advocacy and communication to representatives and government officials.
Executive direction and management	1	P-3	Establishment of Programme Management Officer in the Office of the High Representative	Pursuant to General Assembly resolution 78/233 , the proposed establishment relates to the recommendations of the Secretary-General contained in his report (A/77/984), including to strengthen coordination, the management of trust funds and enabling coherent and consistent global support for the three groups of countries. The proposed establishment relates to the increasing demands for coordination among United Nations development system organizations, the inter-agency consultative groups and, given increased demands, coordination within the Office to enable senior management decision-making and provide strategic support and oversight in various areas, including monitoring and performance management and programme planning. The incumbent would contribute to the coordination of and technical support to group consultative processes, which have expanded considerably, as well as the monitoring of sectoral policy developments at intergovernmental processes of relevant

Part IV International cooperation for development

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-3	Establishment of Public Information Officer in the Advocacy and Outreach Unit	<p>international and regional organizations. In terms of United Nations development system coordination, the incumbent would coordinate the development of operational guidelines for the United Nations system support provided to countries in conflict and post-conflict situations. The incumbent would also support the management and oversight of trust funds for the three groups of countries, the planning, monitoring and review of the work programme of the Office, the preparation of the proposed programme budget and performance reports, and the administration of human resources activities.</p> <p>Pursuant to General Assembly resolution 78/233, the proposed establishment relates to the recommendations of the Secretary-General contained in his report (A/77/984), including to enhance synergies and expand advocacy and outreach activities for the three groups of countries. In order to strengthen advocacy work relating to the effective and timely implementation of the three programmes of action and to communicate the enhanced analytical work on how to address shared challenges of the three groups of countries, the incumbent would prepare dedicated advocacy and communications materials, including statements, remarks to the press and speeches by the Under-Secretary-General, and support media relations for the Under-Secretary-General. The incumbent would help to develop and lead an advocacy strategy that is intended to encourage the adoption and use of the multidimensional vulnerability index and would develop communications campaigns to address funding needs and implementation support for the three programmes of action. The incumbent would help to develop regular communication materials for national representatives and technical audiences, including newsletters, information materials and progress updates on milestones and implementation of the three programmes of action, as well as relevant workshops, seminars and other activities at the global, regional and national levels that may be of interest to the Office's main constituencies.</p>
Subprogramme 1, Least developed countries	1	P-4	Establishment of Programme Management Officer in the Least Developed Countries Section	<p>Pursuant to General Assembly resolution 78/233, the proposed establishment relates to the recommendations of the Secretary-General contained in his report (A/77/984), including to address growing demands for the Office's assistance to least developed countries in mainstreaming the Doha Programme of Action into their national policies and programmes. The incumbent would support Member States in monitoring the implementation of the Doha Programme of Action at the national, regional and global levels to accelerate that implementation. The incumbent would support the follow-up of the Doha Programme of Action by the least developed countries at the global, sectoral and country levels, including further strengthening the network of national focal points of least developed countries and organizing and conducting workshops, seminars and other activities at the global, regional and national levels.</p>

Section 10 Least developed countries, landlocked developing countries and small island developing States

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 1, Least developed countries	(1)	D-1	Redeployment of Chief of Service, Senior Economic Affairs Officer, Public Information Officers, Statistician and Staff Assistant	The proposed redeployments relate to a review of the Office's organizational structure as explained in paragraphs 10.70 to 10.73 above. To increase synergies in the implementation and monitoring of the three programmes of action, it is proposed that a Research and Analysis Section be created under executive direction and management within the Office as a dedicated capacity to provide policy advice on how to address challenges faced by the three groups of countries. The proposed Section would also provide data and analysis for all three groups of countries, enhancing synergies in the work in the Office. One post of Senior Economic Affairs Officer (P-5) and one post of Economic Affairs Officer (P-3) are proposed to be redeployed from subprogramme 1, Least developed countries, into this new Section. These redeployments would be enabled by the redistribution of functions within subprogramme 1, Least developed countries, and the management of cross-cutting issues by the new Section. Reflecting increased demands to mainstream advocacy and outreach into all the activities of the Office, the Advocacy and Outreach Unit, comprising two posts of Public Information Officer (P-4 and P-3), is proposed for redeployment from subprogramme 1, Least developed countries, to executive direction and management. The review of functions determined that centralizing advocacy and communication capacities would increase effectiveness and synergies among workstreams and optimize utilization of the existing capacities to support the three groups of countries through the three subprogrammes. To better utilize the Office's strategic position to address the shared challenges and key development issues facing the three groups of countries, as well as increased demands for the Office's support to monitor the three programmes of action, it is proposed that oversight and assistance for all three subprogrammes be integrated within the Office. Specifically, it is proposed that the Chief of Service (D-1) and Staff Assistant (General Service (Other level)) be redeployed from subprogramme 1, Least developed countries, to the Office. The Chief of Service and Staff Assistant would continue to fulfil coordination and policy development functions and would expand efforts to mobilize support and contribute to building consensus, with an increased focus on policy recommendations to overcome the shared challenges of the three groups of countries. Each subprogramme would absorb functions relating to the monitoring and reporting of their relevant programmes of action.
	(1)	P-5		
	(1)	P-4		
	(2)	P-3		
	(1)	GS (OL)		
Executive direction and management	1	D-1		
	1	P-5		
	1	P-4		
	2	P-3		
	1	GS (OL)		

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



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Proposed programme budget for 2025

Part IV

International cooperation for development

Section 11

United Nations system support for the African Union's Agenda 2063: The Africa We Want

Programme 9

United Nations system support for the African Union's Agenda 2063: The Africa We Want – strategic partnership for progress towards implementation

Commitment to the subsequent implementation plans of Agenda 2063

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 11.1 The Office of the Special Adviser on Africa supports the Secretary-General in ensuring a coherent and integrated approach to United Nations support for Africa; promoting greater coherence in the work of the United Nations system and the African Union in support of Agenda 2063; following up on the implementation of all relevant global summit and conference outcomes of the United Nations relating to Africa; coordinating and guiding the preparation of Africa-related reports and input; initiating reports on critical issues affecting Africa; monitoring the implementation of Sustainable Development Goal commitments made towards Africa's development; and coordinating global advocacy in support of the African Union's Agenda 2063: The Africa We Want. The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its member States, fostering intraregional integration and promoting international cooperation for the development of Africa. ECA is mandated to operate at the regional and subregional levels to harness United Nations assets and bring them to bear on Africa's priorities. ECA places a special focus on collecting up-to-date and original regional statistics in order to ground its policy research and advocacy in clear objective evidence; promoting policy consensus; and providing capacity development and advisory services. The Department of Global Communications raises international awareness of the economic, political and social situation in Africa, as well as of the efforts made by Africa, the United Nations and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development (NEPAD) and the achievement of the Goals. The mandates of the Office, ECA and the Department derive from the priorities established in relevant resolutions and decisions, including General Assembly resolutions [32/197](#), [57/7](#), [57/300](#), [61/296](#), [66/293](#) and [78/244](#) and Economic and Social Council resolutions [671 \(11V\) A](#) and 1998/46.

Strategy and external factors for 2025

- 11.2 In 2024, African States will spend, on average, 17 per cent of revenue on debt repayment, while continued high interest rates will make the current model of borrowing to fund development prohibitive. In 2025, the programme will focus on promoting initiatives to enhance resilience at all levels, in particular through investment in institutional infrastructure and the development of capacities that enable African countries to effectively prevent and mitigate the impact of external shocks and address the root causes of debt unsustainability. To this end, the programme will continue to engage with partners and stakeholders to advance its new narrative on Africa – one that reflects and strengthens Africa's role as a key stakeholder and a vital player in the global arena; that brings to the global debate issues that are key for Africa's development, such as domestic resource mobilization, energy access and digitalization; and that is of Africa and from Africa, to be fully embraced within the United Nations and beyond.
- 11.3 The implementation of the programme's strategy is guided by the vision of an empowered Africa that drives its own development to fulfil its potential as a continent of hope, opportunities and prosperity, with the support of the international system. The programme will increase its data capacities and knowledge base, to feed advisory services, awareness-raising, communications and advocacy that mobilize the United Nations system, African Member States, international partners, civil society and the private sector at the global and regional levels with regard to the transformative vision of the African Union and in support of the joint implementation of the 2030 Agenda for Sustainable Development and Agenda 2063.
- 11.4 The Office, ECA and the Department of Global Communications will continue to promote the new narrative through coordinated and complementary action in policy analysis and innovation, research and development, advocacy, communications, global and regional coordination, monitoring and

evaluation and support for Member States. The strategic agenda, developed in consultation with the Group of African States and other stakeholders, continues to guide the programme activities in six cluster areas identified as key for Africa's development because of their multiplying impact: shifting the paradigm on financing for development; achieving sustainable development to deliver durable peace; governance, resilience and human capital; science, technology and innovation; industrialization, the demographic dividend and trade, with a focus on the African Continental Free Trade Area; and a balanced energy mix and climate adaptation. Considering the crucial role that young people play in the continent's development, special attention will be given to promoting youth-focused policies and proposals under each cluster area.

- 11.5 With regard to cooperation with other entities at the global, regional, national and local levels, the programme will continue to work closely with African Member States and African Union institutions as its main partners, in particular with the African Union Commission, the secretariat of the African Union Development Agency-NEPAD, the regional economic communities, the African Peer Review Mechanism and the African Capacity-Building Foundation, among others. In addition, the programme will continue to promote partnerships with an array of Member States, international organizations, civil society, the private sector, academia, think tanks and the African diaspora to enhance common approaches and synergies in their efforts to support Africa's development in the key areas identified in the programme's strategy.
- 11.6 With regard to inter-agency coordination and liaison, the programme will ensure strategic-level coordination among United Nations entities through the interdepartmental task force on African affairs by identifying priorities for building forward and building better, promoting results-based planning to develop the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development and monitoring the implementation of the agreed plans and priorities. The Regional Collaborative Platform for Africa will ensure operational-level coordination among United Nations entities in the field and with the resident coordinator system, bringing the areas of work where strategic guidance is needed, or gaps are identified to the attention of the task force and providing the data and information necessary for the identification of priorities and the monitoring of the work of the United Nations.
- 11.7 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
 - (a) African countries continue to guide their priorities towards implementing Agenda 2063;
 - (b) International partners continue to support Africa's sustainable development through financial contributions, technical support and policy frameworks that support African ownership and empowerment;
 - (c) The partnership between the United Nations and the African Union is further strengthened through the continued implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the renewed approach to the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, and the adoption of the African Union-United Nations Framework on Human Rights;
 - (d) International organizations and partners are committed to the implementation of multi-stakeholder projects and programmes in support of the 2030 Agenda, Agenda 2063, and the priorities of African countries;
 - (e) United Nations entities actively engage in the interdepartmental task force on African affairs and the Regional Collaborative Platform for Africa;
 - (f) External stakeholders and potential partners, including media organizations, academic institutions, civil society organizations and creative communities, continue to engage with the programme's priorities;
 - (g) Member States and partners continue to advocate for and find joint solutions to mitigate the impacts of external shocks on Africa.

- 11.8 The programme integrates a gender perspective into its operational activities, deliverables and results, as appropriate. Subprogramme 1 incorporates a gender perspective into its analytical and policy documents as well as its advocacy activities, with a specific focus on the relevance of issues relating to peace, security and development for the empowerment of women and girls. It actively participates in and co-organizes side events on gender equality and issues relating to the empowerment of women during the annual sessions of the Commission on the Status of Women. Subprogramme 2 integrates a gender perspective with respect to the development and delivery of United Nations support for the implementation of the priorities of the African Union, including the use of sex-disaggregated statistics, and addressing the effects of the coronavirus disease (COVID-19) on the employment of women and increase in domestic violence. Subprogramme 3 promotes gender equality and the empowerment of women by producing and disseminating communications products, through *Africa Renewal* platforms, that counter stereotypes and discrimination against women, and by promoting a balanced presence of women and men in all its multimedia products, promotional campaigns and events.
- 11.9 In line with the United Nations Disability Inclusion Strategy, the programme will promote analysis, policy recommendations and proposals that specifically foster the inclusion of persons with disabilities and will take the measures necessary to increase the accessibility of its products and events.

Legislative mandates

- 11.10 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

32/197	Restructuring of the economic and social sectors of the United Nations system	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
57/2	United Nations Declaration on the New Partnership for Africa’s Development	71/254	Framework for a Renewed United Nations-African Union Partnership on Africa’s Integration and Development Agenda 2017–2027
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa’s Development	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
57/300	Strengthening of the United Nations: an agenda for further change	76/236	Programme planning
61/296	Cooperation between the United Nations and the African Union	77/170	Ensuring access to affordable, reliable, sustainable and modern energy for all
63/1	Political declaration on Africa’s development needs	78/263	Promotion of durable peace through sustainable development in Africa
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)		

Security Council resolutions

1197 (1998)	2282 (2016)
2033 (2012)	2457 (2019)

Economic and Social Council resolutions

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	2022/25	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2022/6	Social dimensions of the New Partnership for Africa’s Development		

**Subprogramme 1
Data and knowledge management for evidence-based policies and advocacy in support of
Agenda 2063**

General Assembly resolutions

53/92; 54/234; 57/296	The causes of conflict and the promotion of durable peace and sustainable development in Africa	74/302; 76/298	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
58/233; 78/262	New Partnership for Africa’s Development: progress in implementation and international support	75/327	Implementation of the recommendations contained in the report of the Secretary-General on the promotion of durable peace and sustainable development in Africa
66/293	A monitoring mechanism to review commitments made towards Africa’s development		

**Subprogramme 2
Regional coordination of United Nations support for the integrated implementation of the
2030 Agenda for Sustainable Development and Agenda 2063**

Economic and Social Council resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa
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**Subprogramme 3
Public information and awareness activities in support of Agenda 2063**

General Assembly resolutions

78/80 B	Questions relating to information: United Nations global communications policies and activities
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Deliverables

11.11 Table 11.1 lists all cross-cutting deliverables of the programme.

Table 11.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	4	3	4	4
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	1	1	1	1
4. The Economic and Social Council on items related to Africa’s development	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	6	6	6
5. Africa Dialogue Series	5	5	5	5
6. Africa Day at the high-level political forum on sustainable development	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Publications (number of publications)	1	1	1	1
7. Outcome document of the Africa Dialogue Series	1	1	1	1
Technical materials (number of materials)	1	3	3	3
8. Fact sheets and other technical materials informing discussions for the Africa Dialogue Series	1	3	3	3
D. Communication deliverables				
Digital platforms and multimedia content: one quarterly joint audio product on issues relating to Africa’s sustainable development.				

Evaluation activities

- 11.12 The final evaluation of the Office’s capacity-building project for Member States on the design and implementation of policies for the promotion of durable peace through sustainable development is planned for 2025.

Programme of work

Subprogramme 1

Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063

Objective

- 11.13 The objective, to which this subprogramme contributes, is to advance effective implementation of the 2030 Agenda and Agenda 2063 through coherent, integrated and effective United Nations system engagement, global advocacy and strategic partnership with African Member States and the African Union.

Strategy

- 11.14 To contribute to the objective, the subprogramme will:
 - (a) Act as the focal point for the African Union Commission and its agencies at Headquarters; support enhanced collaboration between the United Nations system and the African Union Commission, regional economic communities, the African Union Development Agency-NEPAD, the African Peer Review Mechanism and other African Union communities; and contribute to strengthening the implementation of the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development;
 - (b) Coordinate the interdepartmental task force on African affairs and monitor United Nations system support for Africa’s sustainable development to promote strategic planning and programming in the United Nations system in Africa in accordance with the priorities of the African Union and African Member States as enshrined in Agenda 2063 and its Second Ten-Year Implementation Plan;
 - (c) Perform horizon scanning and analyse emerging trends, challenges and opportunities in the areas of strategic focus of the programme, as well as developing policy proposals to maximize opportunities and minimize and mitigate identified risks, through the management of data and knowledge, and promote policy innovation initiatives that have the potential to act as multiplier interventions to support Africa’s sustainable development;

- (d) Assess commitments made toward Africa's development aligned with the 2030 Agenda and Agenda 2063, applying a cluster-based approach aimed at identifying challenges faced and, when appropriate, propose corrective measures;
- (e) Facilitate intergovernmental deliberations on issues relating to Africa's sustainable development and support African Member States in their participation in intergovernmental processes;
- (f) Develop and implement communication and global advocacy strategies in support of Agenda 2063, in coordination with subprogrammes 2 and 3;
- (g) Promote strategic partnerships with African Member States and African Union institutions, leveraging United Nations knowledge and capacities through technical cooperation with United Nations agencies, funds and programmes regarding flagship initiatives and projects;
- (h) Establish a fellowship programme for young African scholars and engage in new initiatives with partners to strengthen institutional capacities in policy analysis, design and monitoring.

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

- (a) Empowerment of African Member States to mobilize increased resources for Africa's development and maximize their impact through targeted data and evidence-based policies;
- (b) Strengthened cooperation between the United Nations system and the African Union and other African institutions, as well as increased complementarity of their activities in support of the implementation of the 2030 Agenda and Agenda 2063;
- (c) A more coherent and integrated approach by the United Nations system support for Africa to challenges affecting Africa's development that includes and addresses existing gaps and leverages opportunities through impact-focused priorities with a multiplying impact;
- (d) Stronger alignment of intergovernmental discussions with the priorities of African countries and the African Union, as well as increased integration of African perspectives into global debates and decisions;
- (e) Greater accountability of stakeholders in the implementation of commitments to Agenda 2063 and the 2030 Agenda;
- (f) Increased awareness and understanding of the international community of the perspective of the African Union and the realities and priorities of African countries.

Programme performance in 2023

Innovative financing solutions for durable peace and sustainable development

11.16 In 2022, 63 per cent of African countries were either at high risk or in debt distress, with collective public debt amounting to \$655.59 billion. This situation has severely limited fiscal space to utilize resources for sustainable development and essential public services. As funds are diverted to debt servicing, the ability to provide services effectively, inclusively and transparently is compromised, undermining State legitimacy, social cohesion and peace. To support African countries in facing this challenge, between 2021 and 2022 the subprogramme developed a holistic policy approach to school meals programming that went beyond the traditional focus on nutrition, health, gender equality and education. The expanded approach includes renewable energy, climate adaption and livelihood generation, which, when combined with efforts to strengthen domestic resource mobilization, can have a multiplying effect that creates fiscal space, promotes State presence and fosters trust in institutions. Building on this momentum, the subprogramme intensified advocacy efforts and, in 2023, collaborated with partners to position debt swaps as an innovative financing mechanism by redirecting debt servicing towards scaling up national school meal programmes, in order to foster peace, development and progress towards achieving the Sustainable Development Goals.

11.17 Progress towards the objective is presented in the performance measure below (see table 11.2).

Table 11.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
School feeding as a tool for peace and resilience building in communities affected by armed conflict leveraged through the “Pen for a Gun” campaign of the School Meals Coalition in collaboration with the Office	A notable increase in participation within the School Meals Coalition, from 23 to 29 African countries	Five requests from African States seeking policy support to develop their own domestic resource mobilization initiatives

Planned results for 2025

Result 1: action for a balanced energy mix in Africa to achieve the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 11.18 The subprogramme’s work contributed to an increased number of African States developing energy mix proposals to achieve energy access for all in Africa, with 5 countries having established national low-emission hydrogen production strategies and 18 countries engaged in the process of developing their own national strategies, which met the planned target.
- 11.19 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 11.3).

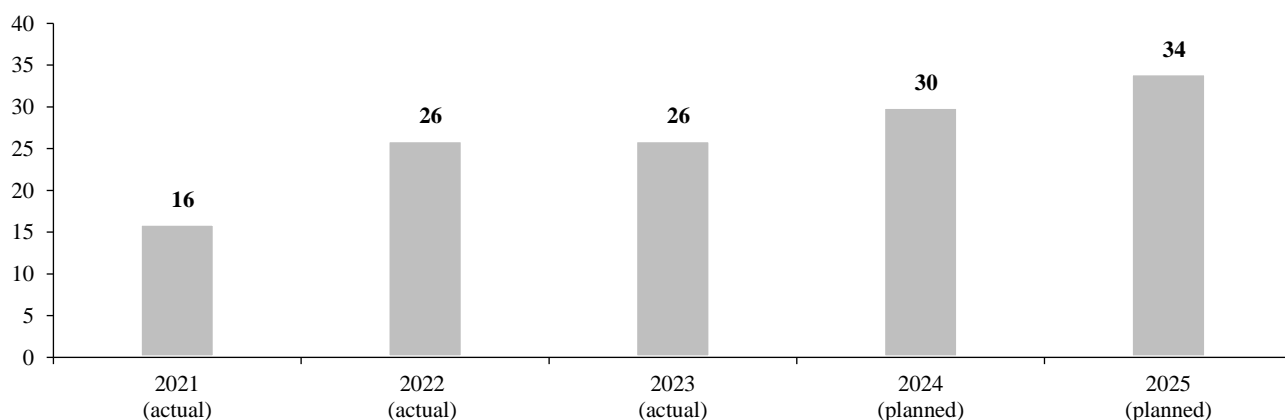
Table 11.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States adopted a global road map to achieve energy access for all by 2030	African Union member States adopted the African Common Position on Energy Access and Just Energy Transition	Five African countries (Algeria, Egypt, Morocco, Namibia and South Africa) established national low-emission hydrogen production strategies, while an additional 18 countries are in the process of developing their own	Member States make progress in identifying and accessing financing options for a balanced energy mix and climate adaptation priorities as outlined in their national development and universal energy access plan	African Member States actively seize financing opportunities by promoting energy efficiency measures, concurrently advancing in the utilization of their critical mineral resources for local sustainable development while making a bold contribution to global energy transition

Result 2: strong country systems for development, social cohesion and peace and stability in Africa
Programme performance in 2023 and target for 2025

- 11.20 The subprogramme’s work contributed to 26 African States adopting a whole-of-government approach to public sector digital transformation, which did not meet the planned target of 28 African States. It was not possible to assess whether the target was not met because most recent data available were from 2022, with the next data set expected in 2024.
- 11.21 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.I).

Figure 11.I
Performance measure: number of African States that have a whole-of-government approach to public sector digital transformation (cumulative)



Result 3: digital solutions to transform financial systems and manage debt in Africa
Proposed programme plan for 2025

- 11.22 The current financial global architecture, coupled with high interest rates, has led to high levels of indebtedness among African States that limits the fiscal space of these nations, hindering their ability to allocate resources to essential sectors and sustainable development initiatives. As identified in the subprogramme’s knowledge products, the digitalization of State services for revenue collection can create efficiency gains, reduce the compliance burden and broaden the tax base. Only some 60 per cent of African States have tax e-filing or digital customs systems in place, and the continent loses at least \$116 billion annually owing to inefficient domestic resource mobilization, such as redundant tax incentives and inefficiencies in public spending.

Lessons learned and planned change

- 11.23 The lesson for the subprogramme was the need to mobilize African States to adopt digital solutions for revenue collection. In applying the lesson, the subprogramme will foster collaboration and coordination among key stakeholders, including the African Union Commission, to establish a domestic resource mobilization coalition that will support countries on the continent in identifying improvements in revenue collection and spending processes using technology and digital solutions.
- 11.24 Expected progress towards the objective is presented in the performance measure below (see table 11.4).

Table 11.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The Group of African States endorsed the Office’s proposal for strategic prioritization of domestic resource mobilization as a critical component of financing for development in Africa	ECA Conference of Ministers expressed concern that the continent’s debt vulnerabilities had been exacerbated by insufficient domestic resource mobilization (resolution 982 (LIV))	General Assembly adopted specific recommendations to advance domestic resource mobilization and unlock financing for accelerating the achievement of the Sustainable Development Goals (resolution 78/262)	African Union Commission establishes a domestic resource mobilization coalition that mobilizes African States to develop strategies to alleviate the continent’s debt distress and increase countries’ fiscal space	Domestic resource mobilization coalition members adopt a road map targeting inefficient public spending, inefficient tax incentives, trade mispricing and tax administration deficiencies, leveraging digital solutions to strengthen national domestic resource mobilization systems

Deliverables

11.25 Table 11.5 lists all deliverables of the subprogramme.

Table 11.5
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	3	4
1. Report of the Secretary-General to the General Assembly on Africa’s development	1	1	1	1
2. Report of the Secretary-General to the General Assembly and the Security Council on the promotion of durable peace and sustainable development in Africa	1	1	1	1
3. Biennial report of the Secretary-General to the General Assembly on the review of the implementation of commitments towards Africa’s development	1	1	–	1
4. Report of the Secretary-General to the Committee for Programme and Coordination on the United Nations system support for Agenda 2063	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
5. Meetings of the General Assembly	3	3	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	–	1
6. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy	–	–	–	1
Seminars, workshops and training events (number of days)	10	12	12	12
7. Workshops on Africa’s sustainable development, peace and security	4	4	6	6
8. Seminars of the research network	6	8	6	6
Publications (number of publications)	6	6	20	22
9. On Africa’s sustainable development, including financing for development, promotion of durable peace, governance, resilience and human capital, science, technology and innovation, industrialization, and energy and climate action	6	6	20	22

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Technical materials (number of materials)	30	30	11	11
10. On Africa’s sustainable development, including financing for development, promotion of durable peace, governance, resilience and human capital, science, technology and innovation, industrialization, and energy and climate action	30	30	10	10
11. Online training course on links between peace and development	–	–	1	1

C. Substantive deliverables

Consultation, advice and advocacy: consultations and strategic-level coordination with African Union institutions; consultations on an annual results-oriented workplan for the interdepartmental task force on African affairs; evidence-based and data-driven advice and policy proposals provided to United Nations leadership and African Member States, including monthly briefings focused on trends, foresight and policy analysis, as well as quarterly briefings and materials in support of the participation of African Member States in intergovernmental processes; and advocacy products focused on the prioritization of policy proposals aimed at supporting Africa’s transformational agenda, including panels, round tables and side events during the Economic and Social Council youth forum, the high-level political forum on sustainable development and other major United Nations conferences aimed at an audience of approximately 200 participants (government and academia) for each advocacy event, and at least 4 advocacy videos.

Databases and substantive digital materials: online knowledge repository with digital copies of the work of the Office of the Special Adviser on Africa in at least 4 official languages of the United Nations; United Nations monitoring mechanism database; data on United Nations action in Africa made available to complement the Office’s reporting mandate; database of African think tanks and non-governmental organizations; and online country dashboards for African members of the Security Council and the Peacebuilding Commission.

D. Communication deliverables

Outreach programmes, special events and information materials: awareness-raising events, including the Africa’s Youth Voices initiative; and outreach campaigns, including audiovisual materials on key issues affecting Africa’s sustainable development.

External and media relations: press releases, press conferences and media dialogues on issues relating to Africa’s sustainable development, peace and security and human rights in Africa.

Digital platforms and multimedia content: Office of the Special Adviser on Africa website and social media with updated content in at least 4 official languages of the United Nations; multimedia documents in all United Nations official languages; and communication and multimedia content that meet the full accessibility standards issued by the Office.

**Subprogramme 2
Regional coordination of United Nations support for the integrated
implementation of the 2030 Agenda for Sustainable Development and Agenda 2063**

Objective

- 11.26 The objective, to which this subprogramme contributes, is to accelerate the integrated implementation of Agenda 2063 and the 2030 Agenda through United Nations system-wide coherence and collaboration and to enhance capacities of African Union organs and agencies, in particular the African Union Commission, the African Union Development Agency-NEPAD and the regional economic communities, at the regional and subregional levels.

Strategy

- 11.27 To contribute to the objective, the subprogramme will:
 - (a) Conduct policy research and analysis on African Union priorities and transboundary issues relevant to Africa’s regional transformation and integration, and disseminate the findings across the five subregions of Africa;
 - (b) Provide technical assistance and advisory services within the framework of Agenda 2063 and the 2030 Agenda, taking into account the United Nations-African Union cooperation frameworks and the African Union strategic priorities, including the Second Ten-Year Implementation Plan;

- (c) Support the African Union Development Agency-NEPAD in the context of continental priorities in collaboration with subprogrammes 1 and 2, and build the capacity of subregional entities to formulate strategies for the integrated implementation of development priorities of regional economic communities and intergovernmental organizations in collaboration with ECA subprogrammes;
 - (d) Work under the architecture of the Regional Collaborative Platform for Africa, with the opportunity and issue-based coalitions, to promote coherent United Nations system-wide support for the African Union and for resident coordinators and United Nations country teams towards the realization of Agenda 2063 and the 2030 Agenda.
- 11.28 The above-mentioned work is expected to result in:
- (a) Increased and more effective United Nations support for the African Union and its development priorities as reflected in Agenda 2063;
 - (b) Development and implementation by Member States of their national development priorities, aligned with global and regional frameworks on sustainable development.

Programme performance in 2023

Strengthened United Nations-African Union collaboration to accelerate the integrated implementation of Agenda 2063 and Agenda 2030

- 11.29 Agenda 2063 is a shared strategic vision for inclusive growth and sustainable development for Africa to be realized over a period of 50 years. To translate the vision into concrete action and ensure effective and coordinated implementation, the African Union developed the First Ten-Year Implementation Plan covering the period 2014–2023. With the First Ten-Year Implementation Plan concluding in 2023, there was a need to conduct an evaluation to assess progress towards set goals, targets and indicators. As a core member of the African Union-United Nations technical working group on the preparation and monitoring of the First Ten-Year Implementation Plan, the subprogramme actively contributed to the evaluation process by participating through desk reviews of the assessment, analysis of national consultation reports, and the drafting of sections of the evaluation report on thematic focus areas of regional integration, macroeconomics and climate change, as well as the lessons learned from the First Ten-Year Implementation Plan. The key findings and recommendations from the evaluation of the First Ten-Year Implementation Plan were validated by the African Union Executive Council. Furthermore, the recommendations also informed the development of the Second Ten-Year Implementation Plan by the African Union Heads of State in February 2024.
- 11.30 Progress towards the objective is presented in the performance measure below (see table 11.6).

Table 11.6

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
The objectives, scope and methodology for the evaluation of the First Ten-Year Implementation Plan of Agenda 2063 endorsed by the African Union	The multi-stakeholder technical working group undertook data collection and analysis and prepared country reports	The recommendations from the evaluation of the First Ten-Year Implementation Plan validated by the African Union and informed the development of the Second Ten-Year Implementation Plan spanning the period 2024–2033

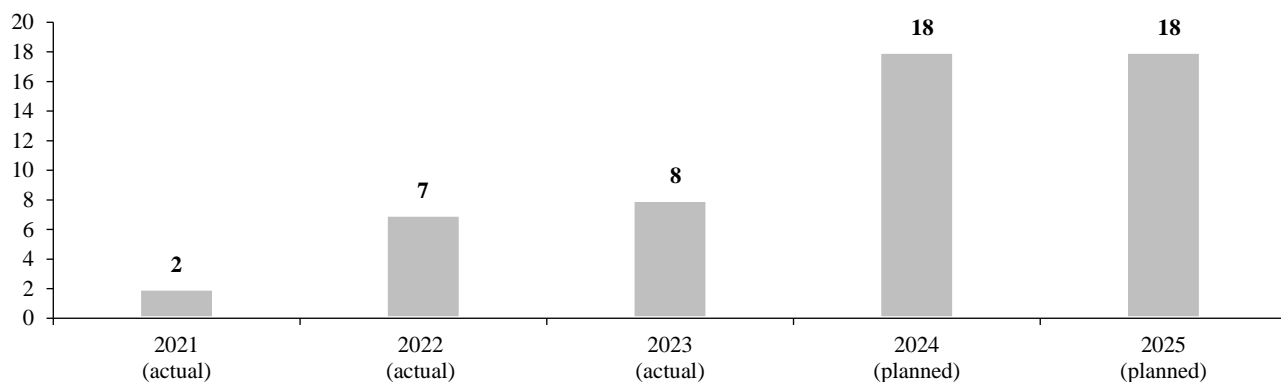
Planned results for 2025

Result 1: enhanced action by African countries on energy access and climate adaptation

Programme performance in 2023 and target for 2025

- 11.31 The subprogramme’s work contributed to the development of one additional regional strategy to promote energy access and climate adaptation for a cumulative total of eight, which exceeded the planned target of six.
- 11.32 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.II).

Figure 11.II
Performance measure: number of national and regional strategies developed to promote energy access and climate adaptation (cumulative)

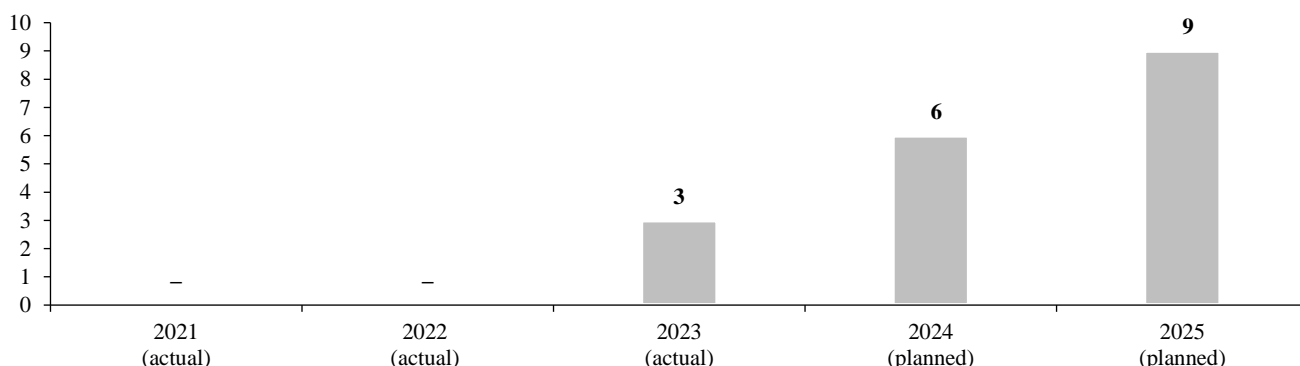


Result 2: accelerated progress towards the 2030 Agenda and Agenda 2063 at the regional, subregional and national levels through an integrated approach

Programme performance in 2023 and target for 2025

- 11.33 The subprogramme’s work contributed to the adoption of three integrated initiatives at the regional level to accelerate progress towards the 2030 Agenda and Agenda 2063, which met the planned target.
- 11.34 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.III).

Figure 11.III
Performance measure: number of integrated initiatives adopted by national or subnational authorities or at the regional level to accelerate progress towards the 2030 Agenda and Agenda 2063 (cumulative)



Result 3: long-term strategies for debt management in Africa

Proposed programme plan for 2025

11.35 Since 2010, Africa's debt has increased by some 187 per cent, while gross domestic product (GDP) grew by only approximately 43 per cent over the same period. With 18 countries having a debt-to-GDP ratio of more than 70 per cent, most are either at risk of or already in debt distress. Debt repayment has overtaken spending on social services such as health and education and development, with most countries spending a greater proportion of their revenue (which are already low, at 16.6 per cent of GDP) on interest payments.

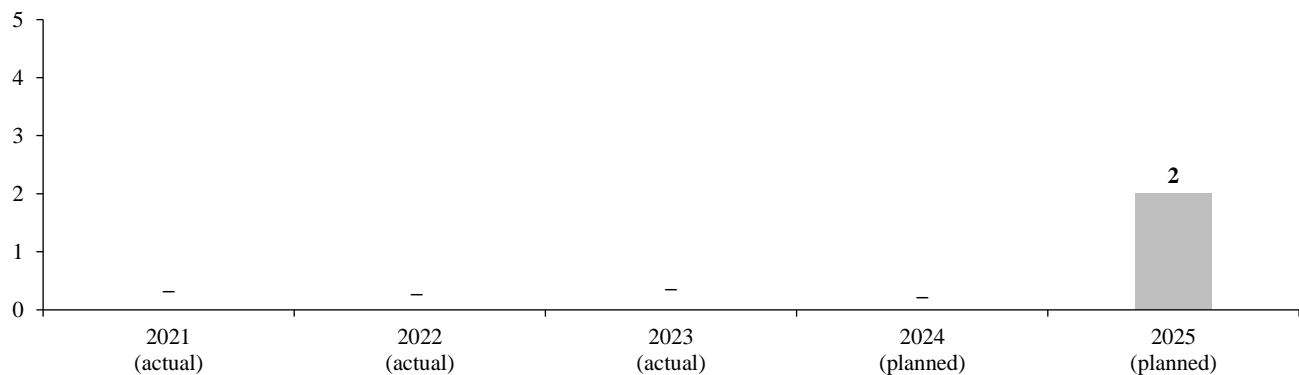
Lessons learned and planned change

11.36 The lesson for the subprogramme was the need to support ECA member States in developing longer-term strategies to manage debt, given that, in many countries, fiscal policy focuses primarily on short-term interventions to reduce fiscal deficit without sufficient consideration given to debt sustainability in the medium or long term. In applying the lesson, the subprogramme will provide policy advice and technical assistance to promote a more strategic approach to fiscal policy, guided by a longer-term strategy with debt targets that integrate the policy trade-offs between debt sustainability and development goals. The subprogramme will conduct research to assess debt servicing capacity and the impacts of debt on development, and hold policy dialogues and technical workshops, in partnership with the African Union and its agencies.

11.37 Expected progress towards the objective is presented in the performance measure below (see figure 11.IV).

Figure 11.IV

Performance measure: number of Economic Commission for Africa member States that develop longer-term strategies to manage debt in an integrated manner



Deliverables

11.38 Table 11.7 lists all deliverables of the subprogramme.

Table 11.7
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	4
Reports on:				
1. United Nations support for the African Union and its NEPAD programme to the Conference of African Ministers of Finance, Planning and Economic Development	1	1	1	1
2. The annual session of the Regional Collaborative Platform for Africa (expert body)	1	1	1	1
3. The retreat of the Regional Collaborative Platform for Africa and joint secretariat (expert body)	1	1	1	2
Substantive services for meetings (number of three-hour meetings)	11	11	18	16
4. Meeting of the Conference of Ministers	1	1	1	1
5. Africa Regional Forum on Sustainable Development	1	1	1	1
6. Retreat of the Regional Collaborative Platform for Africa and joint secretariat	1	1	8	6
7. Meetings on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	–	2	1
8. On the African Union and its agencies including the African Union Development Agency-NEPAD	1	–	2	1
Seminars, workshops and training events (number of days)	8	2	4	9
9. Workshops relating to debt, climate and energy	8	2	4	9
Publications (number of publications)	5	2	4	4
10. Progress report of the Regional Collaborative Platform for Africa	1	1	1	1
11. Progress report of the African Union-United Nations frameworks and initiatives	1	1	1	–
12. On topics specific to the work of the Regional Collaborative Platform for Africa	1	–	–	–
13. On Agenda 2063 and the 2030 Agenda	1	–	1	–
14. On topics relating to African Union organs and agencies	1	–	1	–
15. On topics relating to Africa’s development issues regarding debt, energy and climate change	–	–	–	3
Technical materials (number of materials)	3	2	2	3
16. On African development issues, including debt, climate and energy	1	–	1	2
17. On implementation of Agenda 2063 and the 2030 Agenda	2	2	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services, upon request, relating to integrated implementation of Agenda 2063 and the 2030 Agenda for ECA member States, the African Union Commission, the African Union Development Agency-NEPAD and the six regional economic communities; and advocacy relating to capacity-building support for the African Union in the context of United Nations-African Union frameworks.				
D. Communication deliverables				
Outreach programmes, special events and information materials: pamphlets, booklets and celebrations and commemorations of special events and exhibits.				
Digital platforms and multimedia content: website with up-to-date content on the work of the subprogramme.				

Subprogramme 3 Public information and awareness activities in support of Agenda 2063

Objective

- 11.39 The objective, to which this subprogramme contributes, is to achieve the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa.

Strategy

- 11.40 To contribute to the objective, the subprogramme will:
 - (a) Develop global comprehensive editorial plans on priority issues affecting Africa, including generating support in Africa and beyond for the African Union Development Agency-NEPAD, and the implementation of the Agenda 2063 and the 2030 Agenda, as well as in support for the work of subprogrammes 1 and 2 and their advocacy strategies. This is under the umbrella of the strategy of the Africa Section of the Department of Global Communications and in line with the global communications strategy;
 - (b) Produce external communications content, including through the *Africa Renewal* digital platforms, media advisories and other public information, for use by external media, both African and international, and provide external communications support to the Office;
 - (c) Produce or translate select content into languages such as French and Kiswahili.
- 11.41 The above-mentioned work is expected to result in enhanced awareness of key thematic issues of the African Union Development Agency-NEPAD and other issues relating to economic recovery and sustainable development in Africa.

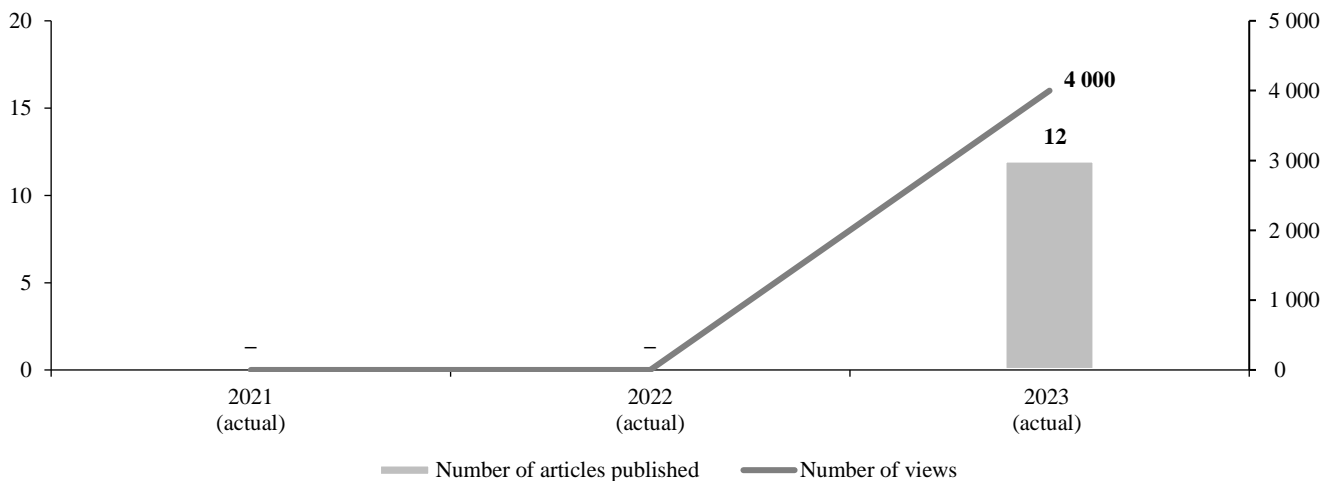
Programme performance in 2023

Public learns about the challenges and opportunities for Angola’s sustainable development efforts

- 11.42 Transforming4Trade focuses on strategic pillars for socioeconomic development, including agriculture and the creative industries. The subprogramme provided coverage of the Transforming4Trade initiative in Angola in a new series, which was an opportunity to highlight United Nations support for Angola’s sustainable development efforts. Piloted in Angola under the Train for Trade II programme, the initiative is intended to help to reorient the country’s development policies and partnerships towards fostering its productive capacities and economic transformation. Coverage included a special series of 12 articles, one special newsletter edition and a dedicated webpage of the full series. Transforming4Trade has been a focus of coverage for the *Africa Renewal* platform, but the profiling of Angola as an example is new. The page received more than 4,000 views in French and English, and a special edition magazine was created in digital format and was distributed in English and Portuguese to stakeholders and opinion makers across Angola.
- 11.43 Progress towards the objective is presented in the performance measure below (see figure 11.V).

Figure 11.V

Performance measure: number of views of articles published on Angola’s Transforming4Trade initiative



Planned results for 2025

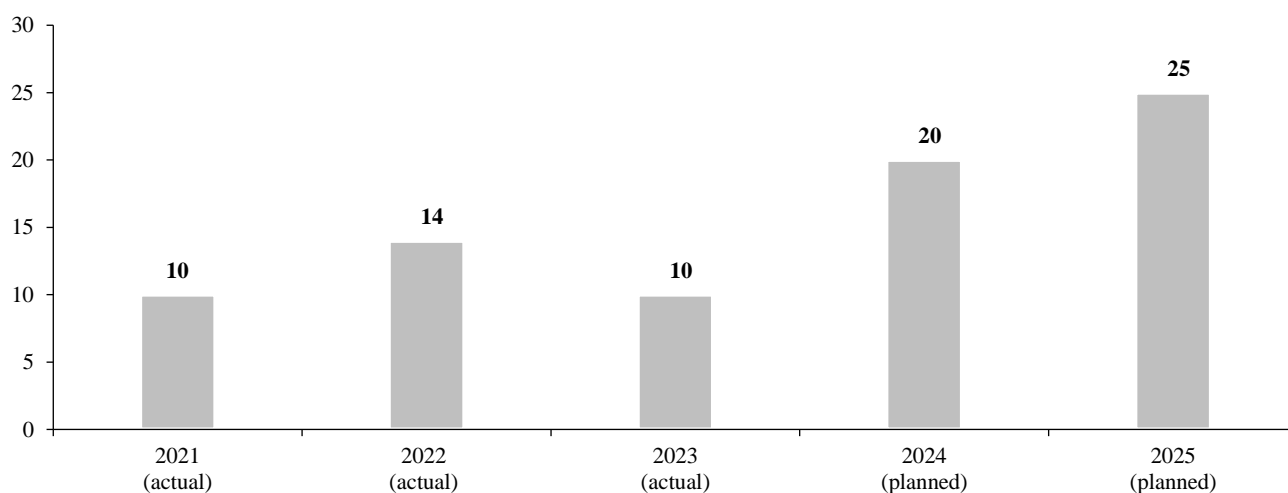
Result 1: amplified African voices in the public sphere on issues relating to climate change and energy

Programme performance in 2023 and target for 2025

- 11.44 The subprogramme’s work contributed to 10 African women experts cited in *Africa Renewal*, which did not meet the planned target of 14 African women experts. The target was not met owing to reduced capacity of the subprogramme, which limited its ability to generate additional digital content. The subprogramme is developing a pipeline of content to be published in 2024 and 2025.
- 11.45 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.VI).

Figure 11.VI

Performance measure: number of African women experts on climate and energy cited, published or interviewed in *Africa Renewal* (annual)

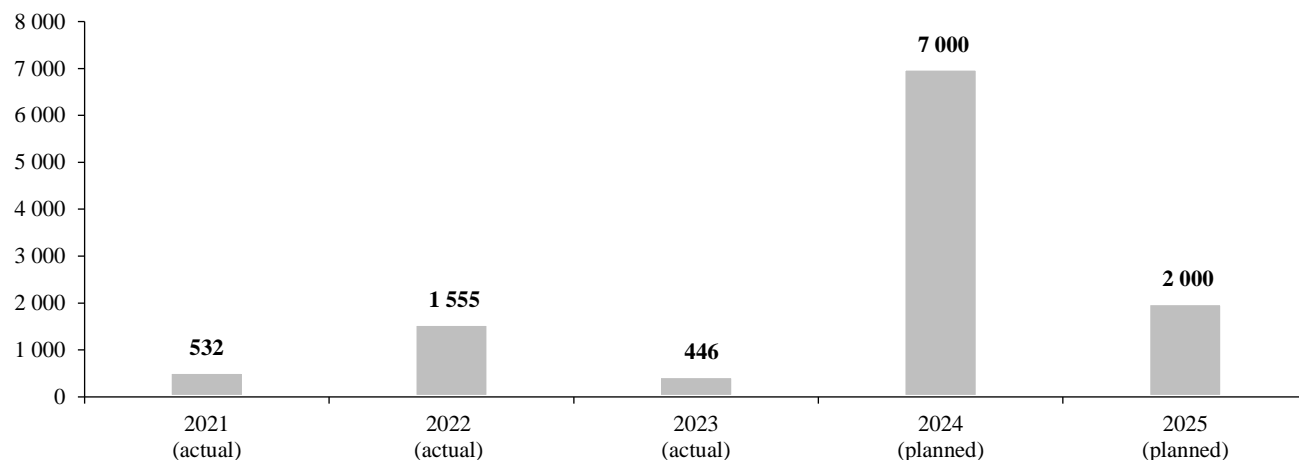


Result 2: increased awareness of the general public on peace and security issues in Africa

Programme performance in 2023 and target for 2025

- 11.46 The subprogramme’s work contributed to the publication of 25 articles with 9,170 page views and 446 audio plays, which did not meet the planned target of 3,500 plays. The target was not met owing to delays in the planned launch of a new website with the technology to host the content.
- 11.47 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 11.VII).

Figure 11.VII
Performance measure: number of plays of Africa Renewal audio stories on peace and security issues (annual)



Result 3: engagement of the general public on Africa’s debt burden and potential solutions

Proposed programme plan for 2025

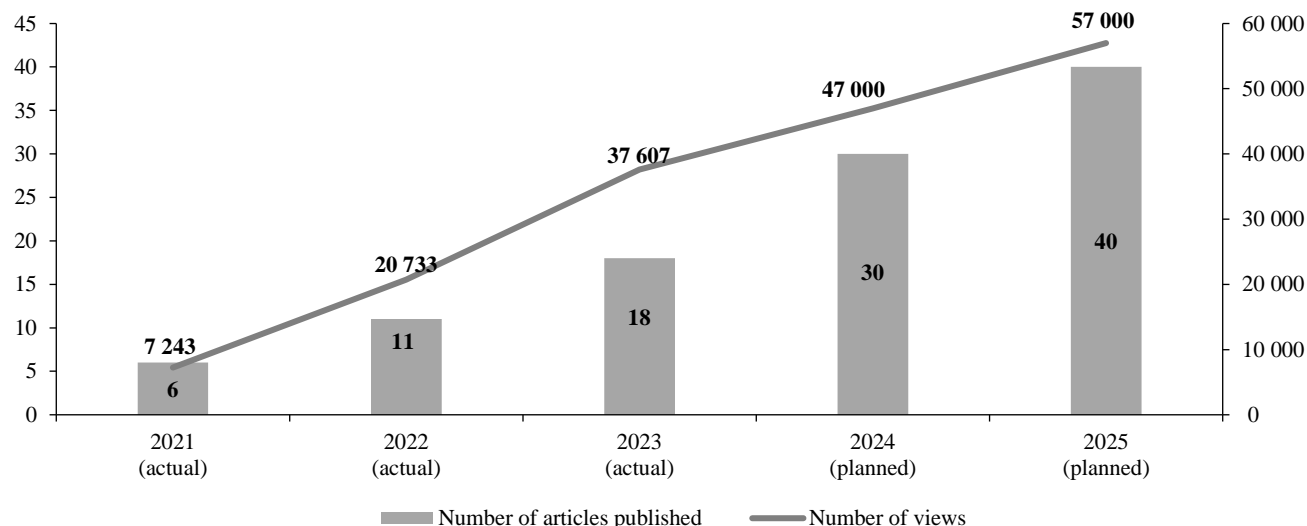
11.48 Public awareness of issues relating to Africa’s debt burden is essential for fostering informed debates, promoting responsible governance and advocating for sustainable solutions to address debt challenges and support the continent’s development aspirations. The subprogramme will work in collaboration with subprogrammes 1 and 2 and the African Union to increase awareness of challenges and potential solutions to Africa’s debt challenge.

Lessons learned and planned change

11.49 The lesson for the subprogramme was the need to better identify and collaborate with contributors to broaden the reach and impact of the *Africa Renewal* platform and to tailor content for digital audiences. In applying the lesson, the subprogramme will focus on producing digital stories and content while leveraging an increasingly mobile and digital-led communication ecosphere across the continent, in order to increase awareness of the general public on Africa’s debt burden as a challenge in achieving a sustainable future. The subprogramme will also work to increase outreach to academic stakeholders and media partners to further the reach of the narrative regarding the potential and successes of economies across the continent and the challenges that they face to achieve them.

11.50 Expected progress towards the objective is presented in the performance measure below (see figure 11.VIII).

Figure 11.VIII
Performance measure: increased engagement of the general public on Africa’s debt burden and potential solutions (annual)



Deliverables

11.51 Table 11.8 lists all deliverables of the subprogramme.

Table 11.8
Subprogramme 3: deliverables for 2025, by category and subcategory

Category and subcategory

D. Communication deliverables

Outreach programmes, special events and information materials: partnerships with approximately 25 editors and writers at major media houses in Africa and other countries, education institutions, civil society organizations and creative communities to amplify *Africa Renewal* content for wider distribution and dissemination; 4 webinars with youth organizations; external communications products, including relating to the annual Africa Dialogue Series, the Commission on the Status of Women, the Economic and Social Council youth forum, the General Assembly and African Union flagship events; contributions to the work of the Regional Collaborative Platform for Africa and the interdepartmental task force on African affairs; and publicity in support of international, regional and local initiatives and campaigns that foster or have an impact on Africa’s economic and social development.

External and media relations: media round tables; content tailored to specific media outlets interested in Africa’s development for syndication or citation and in including relevant information on United Nations support for Africa in their own materials; and international, regional and local initiatives and campaigns that foster or affect Africa’s economic and social development; and public information material, including media advisories.

Digital platforms and multimedia content: digital products and written and audio content for *Africa Renewal* digital platforms, including the *Africa Renewal* website, *Africa Renewal* social media accounts, monthly curated newsletters and a mobile phone application.

B. Proposed post and non-post resource requirements for 2025

Overview

- 11.52 The General Assembly, in its resolution [76/245](#), endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions in its report [A/76/7](#), to request the Secretary-General to review and report on the functioning of the reorganization of the Office at the seventy-ninth session of the Assembly. In addition, in line with Assembly resolution [77/262](#), the Office carried out a spending review in the context of the proposed programme budget for 2025.
- 11.53 It should be recalled that the Office embarked on a significant reform effort aimed at optimizing its mandate delivery. It adopted a three-pillar approach encompassing strategic planning, functional and structural reforms and enhancements in the area of human resources management. This endeavour has been characterized by a holistic approach aimed at addressing strategic, management, structural, capacity and work culture matters, as outlined below.
- 11.54 Strategic planning has been pivotal in shaping programme 9's direction and fostering alignment with Africa's development priorities. A strategic agenda was developed and adopted in December 2020, focused on six cluster¹ areas and underpinned by a results-based management approach. The strategic agenda has laid down a robust framework for planning and progress assessment that has been applied during annual planning workshops, facilitating collaborative goal-setting processes while promoting strategic alignment across units. This is evident across the programme budgets submitted from 2022 to 2025, which have consolidated a single programmatic focus for each new result across the three subprogrammes. Furthermore, the Office developed a value chain approach, coupled with a business workflow and a quality control system, which are steadily enhancing the delivery, output and quality of its knowledge products and initiatives. Since 2022, these elements have been consolidated into an annual results-based planning and budgeting exercise aligned with the programme budget cycle to ensure the optimization of resource allocation.
- 11.55 Functional and structural reforms have been instrumental in streamlining the Office's operations and maximizing its organizational effectiveness. The establishment of clear structures, reconfiguration of work units and reprofiling of some positions as submitted and approved through the 2022 programme budget have ensured the effective distribution of work and addressed shortcomings identified by the Office of Internal Oversight Services. In addition, the creation of the executive direction and management component has enhanced coordination and support services such as data, strategic communications, planning, budgeting, monitoring and evaluation, which have contributed to further optimizing programme delivery. In 2023, the Office adopted a communications and data strategy to lay a path for the development of those services, guided by best practices developed by the Department of Global Communications and the Office of Information and Communications Technology.
- 11.56 The enhancements in the area of human resources management, including linking individual workplans to the Office's programme of work and implementing a new performance evaluation mechanism, have underscored the criticality of human resources management for organizational success. To foster a transparent and objective performance management approach, planning and monitoring data from the Integrated Planning, Monitoring and Reporting application are used to complement the Inspira-based performance management cycle. This has been coupled with a comprehensive learning plan focused on building critical skills outlined in the United Nations 2.0 quintet of change, in particular with regard to data and policy analysis, which has contributed to increased skills development among staff.
- 11.57 The three reform pillars have not only led to reduced duplication and increased impact, but also increased productivity, thereby transforming the operational landscape of the Office. Regular programme delivery monitoring utilizing Umoja applications, including the Integrated Planning,

¹ Financing for development; peace and security; governance and human capital; science, technology and innovation; industrialization and the African Continental Free Trade Area; and energy and climate action.

Monitoring and Reporting application for delivery of outputs and Business Planning and Consolidation for budget consumption, has contributed to enhanced oversight and evidence-based decision-making and, in turn, has informed the programme budget development process. As presented in the programme budgets across 2023, 2024 and 2025, the Office has taken steps to realign planning assumptions on the basis of actual results and past budget consumption, aimed at optimizing resource use and enhancing expected outcomes.

- 11.58 With regard to the spending review, several measures have been put in place to optimize the use of existing resources and to review financial performance through the engagement of programme managers. To maintain ongoing coordination and oversight, quarterly meetings have been established to ensure coherence among subprogramme managers, while weekly meetings within each subprogramme ensure seamless coordination and supervision at the unit level. These frameworks facilitate oversight, reporting and corrective action by managers regarding programme implementation and budget allocation. They also serve as channels for sharing information on the annual programme plan and budget. Monthly updates on budget utilization and quarterly assessments of overall programme implementation are communicated to senior managers to support their decision-making processes. Elements of the current spending review have been integrated into these meeting structures and will continue as a good practice. Taking into account that staff capacities in the areas of planning, data and policy analysis have improved, the budget for consultants has been reduced and prioritized for strategic initiatives, such as the expected implementation in 2025 of technical components relating to the Office's data strategy. Similarly, the increased utilization of technological solutions such as software and the use of cloud-based applications for data processing have created new capacities within the Office, in particular concerning data collection and analysis. This results from a further review of the reform of the Office in response to the increased integration of the work between executive direction and management and the three subprogrammes. In particular, the provision of communications support to the programme offers an opportunity for staff reassignment, as in the case of one General Service (Other level) staff member who would be reassigned to assume the role as Graphic Design Assistant to the Strategic Management Unit while performing administrative functions in executive direction and management. The proposed reassignment would create synergies by allowing the establishment of two joint workstreams between executive direction and management and subprogramme 3 in support of the entire programme. In addition, the Office has maintained good practices through the application of lessons learned that emphasize the use of technology and digital solutions for everyday work, which has minimized the need to procure stationery and other office supplies, resulting in a reduction under office supplies and materials. Resources have been reorganized to cover the replacement of unserviceable equipment and furniture that have been assessed through annual equipment and software inventories. Furthermore, enhancements achieved in planning and organizing events by applying hybrid and online modalities using online conferencing technology have resulted in a reduction under experts and have increased the Office's reach to stakeholders through digital platforms. The reduction in experts under subprogramme 1 has enabled the Office to support the increased demand associated with the establishment of a domestic resource mobilization coalition and increased travel requirements under executive direction and management, while the increase in experts under subprogramme 2 to accelerate engagement with partners and experts is offset by the reduced requirements under contractual services owing to the agreed cost-sharing plan on related Regional Collaborative Platform activities. Notwithstanding the increased output of knowledge products, the Office managed to reduce its use of desktop publication and translation services, enabling further decreases under contractual services. In turn, the Office has leveraged these outputs for its knowledge broker and advisory functions, reinforcing in a positive manner a value-added programming approach.
- 11.59 The effects of this are evident when assessing data available through the Office's website, which demonstrate significant increases in engagement across three categories compared with 2022 and 2023 data: website users increased from 8,112 to 36,876; page views increased from 26,971 to 86,036; and the number of PDF downloads increased from 1,802 to 3,237. The increase in PDF downloads by 80 per cent, in particular, indicates a higher interest and engagement with the Office's

Section 11 United Nations system support for the African Union’s Agenda 2063: The Africa We Want

knowledge products, contributing significantly to its monitoring, coordination, advocacy and advisory functions. In developing the 2025 budget proposal, the Office has applied this planning assumption and has introduced new elements, such as policy innovation, collaboration with the African Peer Review Mechanism and the establishment of a fellowship for young Africans, which will further bolster and enhance the mandate delivery of the Office, both substantively and qualitatively.

11.60 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 11.9 to 11.11.

Table 11.9 Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	7 515.7	8 253.5	–	142.1	–	142.1	1.7	8 395.6
Other staff costs	57.9	203.7	–	–	(2.4)	(2.4)	(1.2)	201.3
Hospitality	–	1.7	–	–	–	–	–	1.7
Consultants	116.1	113.4	–	–	(14.1)	(14.1)	(12.4)	99.3
Experts	95.4	223.5	–	50.0	17.3	67.3	30.1	290.8
Travel of staff	268.0	192.4	–	60.0	8.1	68.1	35.4	260.5
Contractual services	498.8	556.1	–	53.8	(14.9)	38.9	7.0	595.0
General operating expenses	39.7	36.0	–	–	–	–	–	36.0
Supplies and materials	–	4.9	–	0.4	(1.0)	(0.6)	(12.2)	4.3
Furniture and equipment	35.5	17.0	–	4.6	7.0	11.6	68.2	28.6
Grants and contributions	67.0	10.3	–	312.3	–	312.3	3 032.0	322.6
Total	8 694.0	9 612.5	–	623.2	–	623.2	6.5	10 235.7

^a At the time of reporting, the expenditure presented in this table and in subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 11.10 Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	44	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 13 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL), 1 LL
Establishment	2	1 P-2, 1 GS (OL) under executive direction and management
Reassignment	–	1 GS (OL) Administrative Assistant as Graphic Design Assistant under executive direction and management
Proposed for 2025	46	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 13 P-3, 2 P-2/1, 1 GS (PL), 9 GS (OL), 1 LL

Note: The following abbreviations are used in the tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Table 11.11
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	6	–	–	–	–	6
P-4	10	–	–	–	–	10
P-3	13	–	–	–	–	13
P-2/1	1	–	1	–	1	2
Subtotal	34	–	–	–	–	35
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	8	–	1	–	1	9
LL	1	–	–	–	–	1
Subtotal	10	–	–	–	–	11
Total	44	–	–	–	–	46

11.61 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 11.12 to 11.14 and figure 11.IX.

11.62 As shown in tables 11.12 (1) and 11.13 (1), the overall resources proposed for 2025 amount to \$10,235,700 before recosting, reflecting an increase of \$623,200 (or 6.5 per cent) compared with the approved budget for 2024. Resource changes result from new mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 11.12

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
A. Executive direction and management	1 669.9	2 061.2	–	493.2	12.4	505.6	24.5	2 566.8
B. Programme of work								
1. Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063	4 723.5	5 118.5	–	130.0	(12.4)	117.6	2.3	5 236.1
2. Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	892.6	1 096.1	–	–	–	–	–	1 096.1

Section 11 United Nations system support for the African Union's Agenda 2063: The Africa We Want

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
3. Public information and awareness activities in support of Agenda 2063	1 408.0	1 336.7	–	–	–	–	–	1 336.7
Subtotal, B	7 024.1	7 551.3	–	130.0	(12.4)	117.6	1.6	7 668.9
Subtotal, 1	8 694.0	9 612.5	–	623.2	–	623.2	6.5	10 235.7

(2) Extrabudgetary

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	149.6	587.9	(146.9)	(25.0)	441.0
B. Programme of work					
1. Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063	37.2	168.1	1.9	1.1	170.0
2. Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	–	–	–	–	–
3. Public information and awareness activities in support of Agenda 2063	–	–	–	–	–
Subtotal, B	37.2	168.1	1.9	1.1	170.0
Subtotal, 2	186.8	756.0	(145.0)	(19.2)	611.0
Total (1+2)	8 880.8	10 368.5	478.2	4.6	10 846.7

Table 11.13

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component/subprogramme	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	12	–	2	–	2	14
B. Programme of work						
1. Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063	20	–	–	–	–	20
2. Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	5	–	–	–	–	5
3. Public information and awareness activities in support of Agenda 2063	7	–	–	–	–	7
Subtotal, B	32	–	–	–	–	32
Total, 1	44	–	2	–	2	46

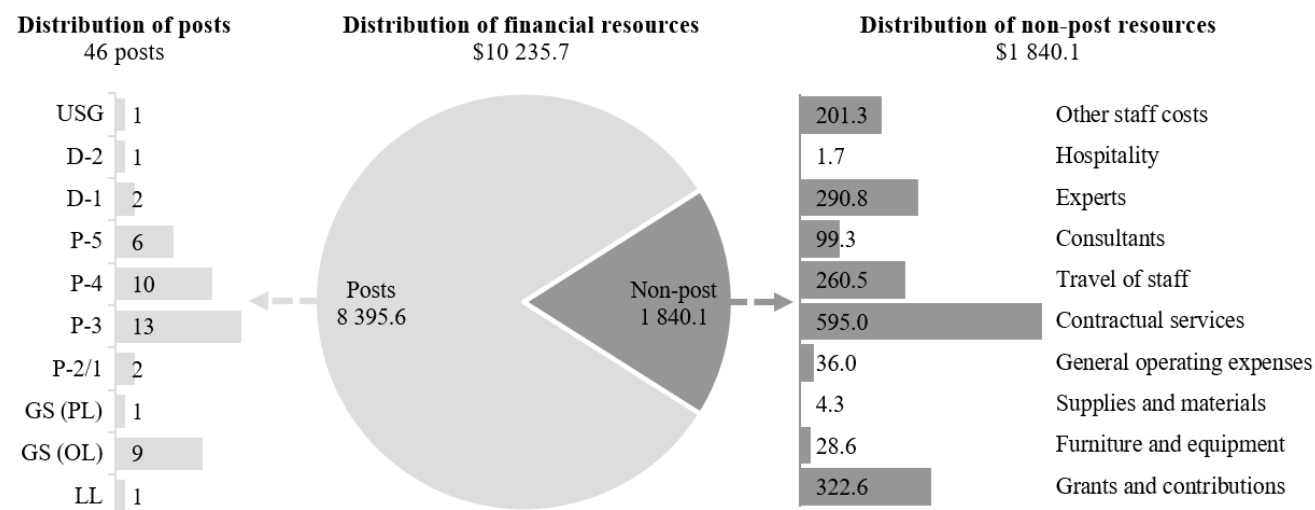
Table 11.14
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	7 515.7	8 253.5	–	142.1	–	142.1	1.7	8 395.6	
Non-post	1 178.3	1 359.0	–	481.1	–	481.1	35.4	1 840.1	
Total	8 694.0	9 612.5	–	623.2	–	623.2	6.5	10 235.7	
Post resources by category									
Professional and higher		34	–	1	–	1	2.9	35	
General Service and related		10	–	1	–	1	10.0	11	
Total		44	–	2	–	2	4.5	46	

Figure 11.IX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

New and expanded mandates

- 11.63 As shown in table 11.12 (1), resource changes reflect an increase of \$623,200, pursuant to General Assembly resolution 78/263, whereby the Assembly requested the Secretary-General to present a proposal for the establishment of a fellowship for young Africans at United Nations Headquarters in New York to strengthen institutional capacities in policy analysis, design and monitoring, under the coordination of the Office of the Special Adviser on Africa; and to develop an initiative with the African Peer Review Mechanism on the strengthening of e-governance in Africa through policy

innovation and transformative technologies. In implementing these mandated activities, resources would be allocated to executive direction and management and subprogramme 1, as follows:

- (a) **Executive direction and management.** To support the fellowship programme for young Africans, an increase of \$493,200 would provide for: (i) monthly stipend, onboarding and repatriation travel, separation grant and medical insurance for a first cohort of 10 fellows during a six-month period from July to December 2025 under grants and contributions (\$312,300); and (ii) the establishment of two posts (1 P-2 and 1 General Service (Other level)) for management and overall support of the fellowship programme, including outreach and coordination efforts under the guidance of the Under-Secretary-General, considering the expected high volume of applicants under posts (\$142,100), as well as non-post resources associated with the new posts (\$8,800). Annex II to the present report provides detailed job description of the two posts. In addition, an increase of \$30,000 would cover staff travel in efforts to engage with the African Peer Review Mechanism and provide for high-level missions led by the Under-Secretary-General for the implementation of the initiative;
- (b) **Subprogramme 1, Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063.** An increase of \$130,000 would provide for the implementation of the initiative with the African Peer Review Mechanism, including: (i) experts (\$50,000) for travel of high-level African officials to regional workshops for the development of capacities in the Mechanism's support structure; (ii) travel of staff (\$30,000) for organizing the workshops and supporting the missions of the Under-Secretary-General in support of the Mechanism; and (iii) contractual services (\$50,000) for translation and interpretation services for the workshops.

Other changes

11.64 As shown in table 11.12 (1), resource changes reflect a net change of \$0, as follows:

- (a) **Executive direction and management.** The net increase of \$12,400 reflects an increase of \$18,400 under travel of staff, resulting from the proposed inward redeployment from subprogramme 1 to cover increased demands associated with the establishment of the domestic resource mobilization coalition and for executive advisory services, offset in part by a decrease of \$6,000 under consultants owing to an increased reliance on internal capacity;
- (b) **Subprogramme 1, Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063.** The net decrease of \$12,400 reflects a decrease of \$18,400 under travel of staff, resulting from the proposed outward redeployment to executive direction and management, as explained above, and a decrease of \$1,000 under supplies and materials, due to the increased use of digital resources, offset in part by an increase of \$7,000 under furniture and equipment to replace laptops that will expire in 2025.

Extrabudgetary resources

11.65 As reflected in table 11.12 (2), extrabudgetary resources amounting to \$611,000 would complement regular budget resources and would be used for non-post resources to sustain initiatives established in 2023 and 2024 through extrabudgetary resources, such as the online course on developing strategies for the promotion of durable peace through sustainable development interventions, engagement with African academics through the United Nations-Office of the Special Adviser on Africa academic conference and building a network to allow academics and policymakers to exchange and jointly develop knowledge products on issues of priority for the African continent.

11.66 The extrabudgetary resources under the present section are subject to the oversight of the Special Adviser on Africa on the basis of the delegated authority from the Secretary-General.

Executive direction and management

- 11.67 The executive direction and management component comprises the Office of the Under-Secretary-General and the Strategic Management Unit.
- 11.68 The main responsibilities of the executive direction and management component include:
- (a) To represent the programme and facilitate the interaction of the three subprogrammes with other entities and stakeholders;
 - (b) To contribute to and facilitate debate among Member States, in particular those in the Group of African States, on the strategic direction of programme 9;
 - (c) To develop a forward-looking strategy for the activities of programme 9 to respond to emerging and foreseeable priorities of African Member States and the African Union;
 - (d) To coordinate the joint planning and performance monitoring of programme 9 and to provide strategic guidance for the prioritization of issues within the programme;
 - (e) To provide strategic guidance for the development of policy for, and to provide direction for and ensure the implementation of, the programme of work of the Office, through continuous planning, monitoring and evaluation of subprogrammes performance;
 - (f) To promote transparency, cooperation, synergies and coherence among the three subprogrammes;
 - (g) To provide guidance for the mainstreaming of data analysis and management into the programme's activities;
 - (h) To manage all administrative issues regarding the functioning of the Office and to provide logistical and administrative support for subprogramme 1;
 - (i) To contribute to United Nations reform discussions, in relation to improving system-wide coherence in United Nations development work in Africa.
- 11.69 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office will continue to reduce its carbon footprint by utilizing virtual platforms for strategic engagement and interaction with its stakeholders, as feasible, and by implementing measures to limit energy waste, recycling obsolete information technology equipment and raising staff awareness.
- 11.70 Information on the timely submission of documentation and advance booking for air travel is reflected in table 11.15. The lower compliance rate is due to the late receipt of documents for travel requests or participation as part of delegations of senior officials. The Office will continue to take measures to enable the timely submission of travel requests.

Table 11.15
Compliance rate

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	–	–	25	100	100
Air tickets purchased at least two weeks before the commencement of travel	50	47	10	100	100

- 11.71 The proposed regular budget resources for 2025 amount to \$2,566,800 and reflect an increase of \$505,600 compared with the approved budget for 2024. The proposed change is explained in paragraphs 11.63 (a) and 11.64 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 11.16 and figure 11.X.

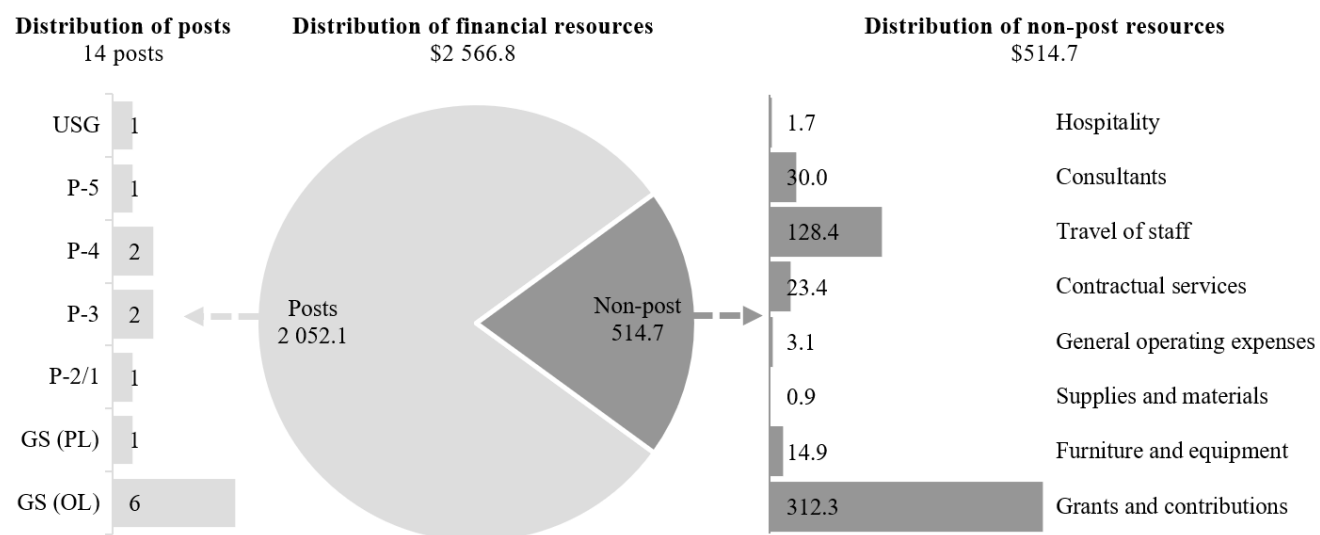
Table 11.16
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	1 541.3	1 910.0	–	142.1	–	142.1	7.4	2 052.1
Non-post	128.6	151.2	–	351.1	12.4	363.5	240.4	514.7
Total	1 669.9	2 061.2	–	493.2	12.4	505.6	24.5	2 566.8
Post resources by category								
Professional and higher		6	–	1	–	1	16.7	7
General Service and related		6	–	1	–	1	16.7	7
Total		12	–	2	–	2	16.7	14

Figure 11.X
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Data and knowledge management for evidence-based policies and advocacy in support of Agenda 2063

11.72 The proposed regular budget resources for 2025 amount to \$5,236,100 and reflect a net increase of \$117,600 compared with the approved budget for 2024. The proposed change is explained in paragraphs 11.63 (b) and 11.64 (b) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 11.17 and figure 11.XI.

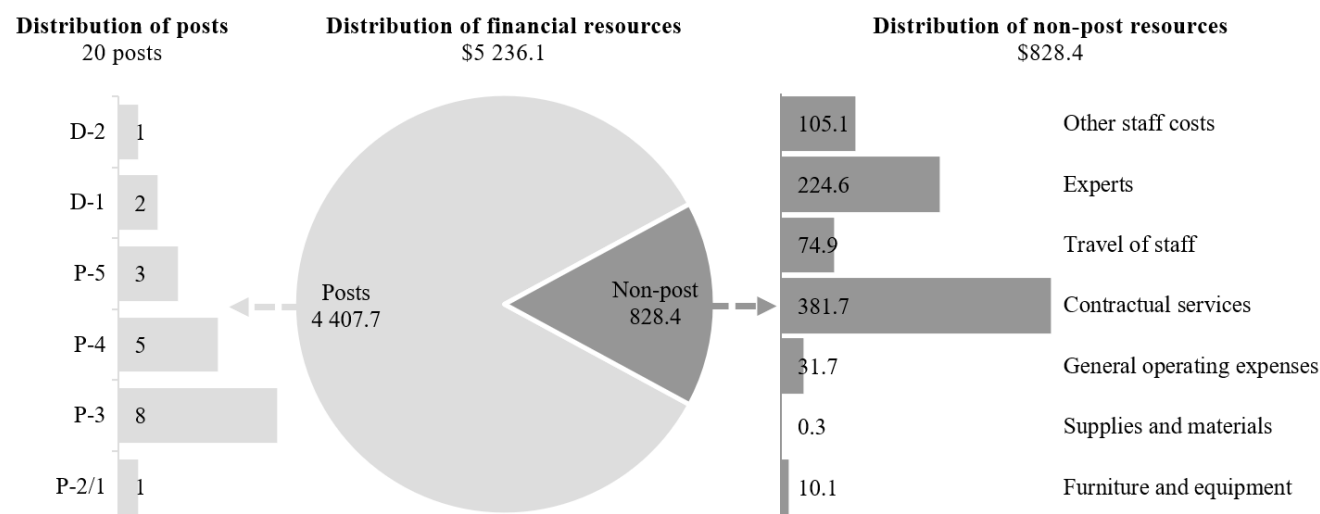
Table 11.17
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	4 062.4	4 407.7	–	–	–	–	–	4 407.7
Non-post	661.0	710.8	–	130.0	(12.4)	117.6	16.5	828.4
Total	4 723.4	5 118.5	–	130.0	(12.4)	117.6	2.3	5 236.1
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		–	–	–	–	–	–	–
Total		20	–	–	–	–	–	20

Figure 11.XI
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 2
Regional coordination of United Nations support for the integrated implementation of the 2030 Agenda for Sustainable Development and Agenda 2063

11.73 The proposed regular budget resources for 2025 amount to \$1,096,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 11.18 and figure 11.XII.

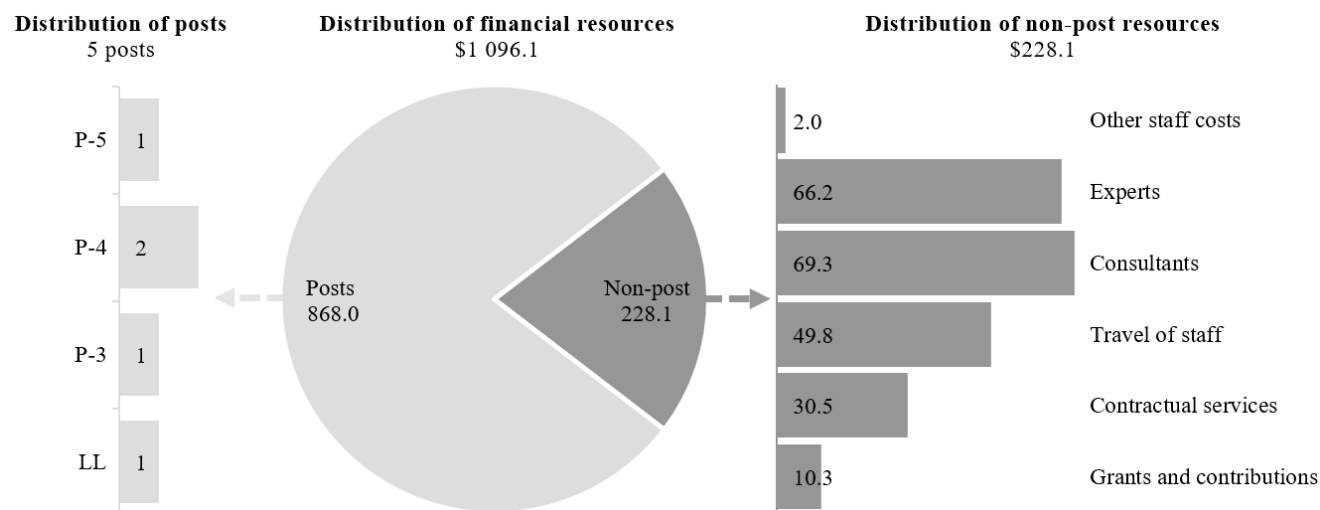
Table 11.18
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 appropriation	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Post	708.9	868.0	–	–	–	–	–	868.0
Non-post	183.1	228.1	–	–	–	–	–	228.1
Total	892.0	1 096.1	–	–	–	–	–	1 096.1
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		1	–	–	–	–	–	1
Total		5	–	–	–	–	–	5

Figure 11.XII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3
Public information and awareness activities in support of Agenda 2063

11.74 The proposed regular budget resources for 2025 amount to \$1,336,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 11.19 and figure 11.XIII.

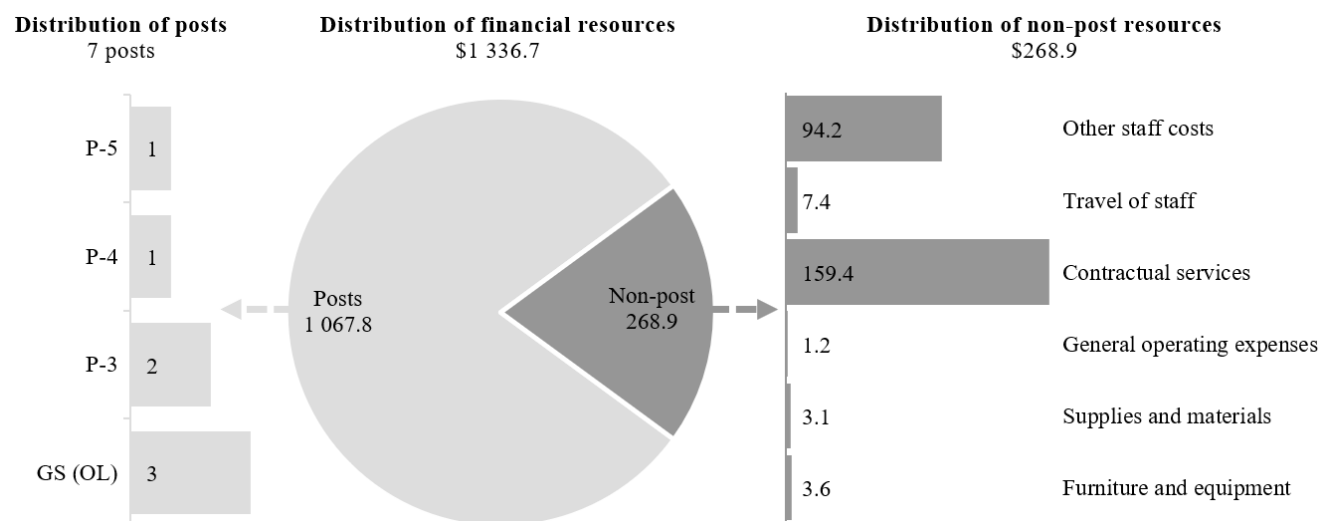
Table 11.19
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 203.1	1 067.8	–	–	–	–	–	1 067.8
Non-post	204.9	268.9	–	–	–	–	–	268.9
Total	1 408.0	1 336.7	–	–	–	–	–	1 336.7
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		3	–	–	–	–	–	3
Total		7	–	–	–	–	–	7

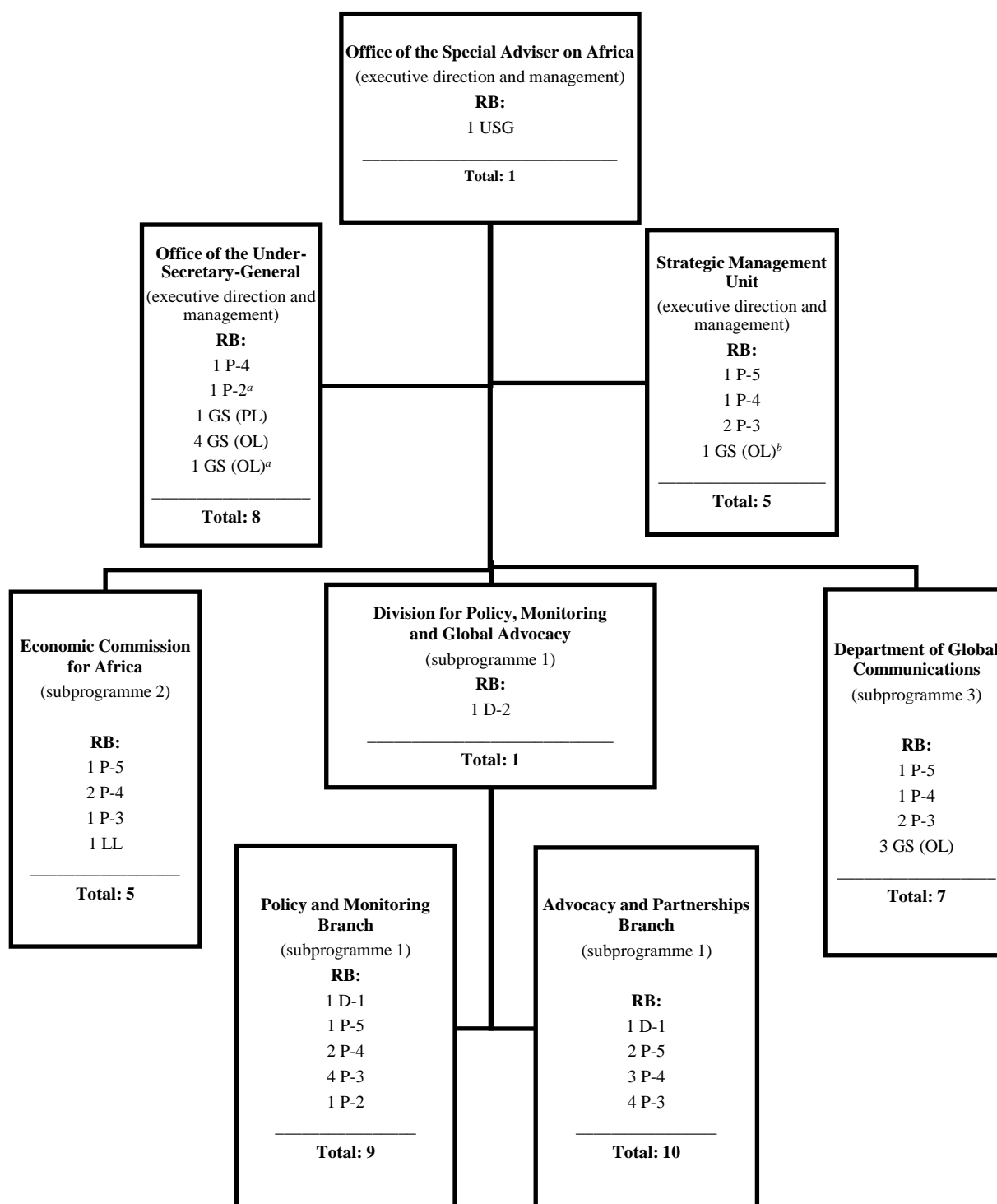
Figure 11.XIII
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025



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

^a Establishment.

^b Reassignment.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-2	Establishment of 1 Associate Administrative Officer	The Associate Administrative Officer would be responsible for coordinating the fellowship programme, under the guidance of the Under-Secretary-General. In particular, the incumbent would be responsible for outreach and partnership management with: (a) United Nations entities, to identify and define fellowship opportunities in various departments; (b) donors, to raise additional extrabudgetary funds that support the expansion of the programme; (c) African Union institutions, to identify and define specific opportunities for the continuation of each fellow's tenure in the African Union; and (d) academic institutions, to promote the fellowship. The incumbent would also be responsible for: (a) the development of specific terms of reference for each fellowship; (b) the review of the suitability of applications and management of the administrative aspects of the selection of the fellows, and coordination of their placement with participating entities; (c) the design and coordination of the fellows' capacity development programme; (d) the review of the fellows' programme of work; (e) supporting the development of the Office's programme budget relating to the implementation of the fellowship; and (f) the review and approval of payment of stipends and other programme expenditure.
	1	GS (OL)	Establishment of 1 Programme Management Assistant	The Programme Management Assistant would be responsible for the overall support to the fellowship programme, including: (a) the publication of the fellowship opportunities; (b) the receipt of applications and review of eligibility criteria; (c) visa and travel arrangements; (d) management of the monthly payments of the stipend and entitlements; (e) support for the implementation of the fellows' programme of work, including assisting in research and collection and analysis of data, preparing data presentations and assisting in the finalization of reports; (f) the drafting of correspondence and management of communication regarding the coordination of the fellows' network; (g) the maintenance of personnel files on all fellows; (h) the monitoring of the use of funds and the implementation of the programme of work; and (i) the preparation of the quarterly and annual summary report on the implementation of the fellowship programme. The post would provide adequate support for managing the fellowship, in particular given the expected high volume of applicants.
	–	GS (OL)	Reassignment of 1 Administrative Assistant as Graphic Design Assistant	This proposal results from the review of the reform of the Office and responds to the increased integration of the work between executive direction and management and subprogramme 3 in the provision of communication support to the programme.

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



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part IV

International cooperation for development

Section 12

Trade and development

Programme 10

Trade and development

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 12.1 The United Nations Conference on Trade and Development (UNCTAD) is responsible for assisting developing countries in integrating beneficially into the global economy in support of inclusive, resilient and sustainable growth and development. This task is more critical than ever, in the light of multiple current crises and the highly regressive impacts left behind by the coronavirus disease (COVID-19) pandemic. The Bridgetown Covenant, the outcome document of the fifteenth quadrennial session of UNCTAD, contains calls for UNCTAD to counter the negative impact of the pandemic on the global economy and trade and to help developing countries to transform their economies through diversification, sustainability and resilience, to transform how development is financed, and to strengthen multilateralism. Special attention is called for the least developed countries, landlocked developing countries, small island developing States, African countries, other structurally weak, vulnerable and small economies, and countries in conflict and post-conflict situations, while also taking account of the challenges of middle-income countries and countries with economies in transition. The Covenant also contains a reaffirmation of the UNCTAD role as the focal point within the United Nations system for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. It will also give account to a number of essential underlying issues for sustainable, inclusive and equitable growth and development, as mandated in the Bridgetown Covenant.

Strategy and external factors for 2025

- 12.2 The world faces multiple and cascading challenges: debt distress, high inflation and large increases in the cost of living, growing poverty and hunger, geopolitical tensions, armed conflicts and climate change. Therefore, fostering more inclusive and sustainable development and enhancing resilience to these challenges will continue to guide the work of UNCTAD, in accordance with the particular needs and challenges of the member States and the Bridgetown Covenant. In line with its mandate, UNCTAD will continue to rely on its three interrelated pillars of work: (a) conducting high-quality and evidence-based research and policy analysis that contribute to national, regional and international policies, with the aim of generating inclusive and sustainable development under the principle of leaving no one behind; (b) providing technical cooperation to developing countries on the basis of such analysis; and (c) bringing member States together through its intergovernmental machinery to build consensus on policies that allow developing countries to maximize the opportunities of globalization and economic integration, as well as to address cross-cutting economic, social and environmental challenges.
- 12.3 The challenges that countries face are multiple and interrelated. In particular, mounting debt in low-income, and also many middle-income, developing countries remains a major obstacle to development and the achievement of the Sustainable Development Goals. Servicing debt also constrains the ability of many developing countries to adapt to climate change and transform to low-emission economies. UNCTAD will thus continue addressing debt vulnerability and the high cost of debt, while also strengthening its support relating to how trade, investment and technology can offer means for transforming to low-emission economies. UNCTAD will remain committed to addressing interrelated issues essential to all countries in attaining sustainable and equitable growth and development, while being particularly mindful of the needs and priorities of developing countries. This requires extensive cross-fertilization and cooperation across the UNCTAD subprogrammes. UNCTAD will also address such interrelated issues through its work on South-South and triangular cooperation and regional integration.

- 12.4 In accordance with its mandate in the interrelated areas of trade and development, UNCTAD will support the implementation, monitoring and review of the 2030 Agenda for Sustainable Development and the relevant targets of the Sustainable Development Goals. UNCTAD is the custodian of nine Goal indicators at the global level. These indicators fall under Goals 9, 10, 12, 16 and 17 and cover topics related to trade, tariffs, development finance, debt, investment, illicit finance and enterprise sustainability. UNCTAD will continue to support member States to make progress not only towards the achievement of Goals 8, 9, 10 and 17, but also towards Goals 2, 5, 12, 14, 15 and 16, including by continuing to develop international standards and recommending methodologies for monitoring Goal indicators.
- 12.5 Alongside global agendas, UNCTAD will strive, in particular, to ensure the implementation of mandates reconfirmed and reinforced at its fifteenth session as outlined in the Bridgetown Covenant. UNCTAD will be guided by four major transformations, outlined in the document, to move to a more resilient, inclusive and sustainable world: transforming economies through diversification; transforming to a more sustainable and more resilient economy; transforming how development is financed; and transforming multilateralism. UNCTAD will also adapt to any mandate that is adopted at its sixteenth quadrennial session, to be held 2025.
- 12.6 The Bridgetown Covenant emphasized the threat of climate change and the need to decouple economic growth from environmental degradation and enhance climate resilience. UNCTAD will support the building of a new methodology for the treatment of development economics that more fully integrates inclusiveness, climate change and the environment into a new global trade, financial and policy framework, as highlighted in the Bridgetown Covenant. This work will focus on scaling up climate finance, reducing greenhouse gas emissions of the logistics of trade and global value chains, boosting sustainable investments and supporting a transition to a low-emission, competitive and climate-resilient and sustainable economy. UNCTAD will continue to promote and advance the issue of the integrated treatment of development economics in international forums, such as the annual sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change. UNCTAD will ensure organizational coherence and synergies on climate and the environment across subprogrammes through an established cross-divisional environment and climate change working group.
- 12.7 To support its member States and to promote structural transformation, as requested pursuant to the Bridgetown Covenant, UNCTAD will continue to support developing countries in making more accurate diagnostics and to inform policy choices by measuring productive capacities. UNCTAD will continue its work to make digitalization, a key driver for transforming economies, a force of inclusivity.
- 12.8 The UNCTAD Statistics Service will continue to provide timely and high-quality statistical information and indicators in the interrelated areas of trade and development. UNCTAD will treat data as an integrated and cross-cutting resource and ensure coordinated statistical capacity development at the organizational level. The Service will support developing countries in building their capacity to collect and compile data and measure progress in sustainable, inclusive and equitable trade, growth and development. The Service will strive to further develop its databases and make use of novel methods, as appropriate and requested, such as enhancing nowcasts through combining the power of artificial intelligence and official statistics, or using data collected and reported by countries of the South within their own framework to inform global debates on development support. The Service will continue to report on developments relating to the Goals by providing an update on the evolution of a selection of official indicators and complementary data and statistics and an update on progress in the development of new concepts and methodologies.
- 12.9 As requested in the Bridgetown Covenant, UNCTAD will continue to support countries, through technical cooperation, in addressing the challenges exacerbated or exposed by the pandemic and in building their resilience to future economic shocks by building productive capacities, develop the capacity of Governments to formulate and implement policies on financing for development, investment, international trade, science and technology and logistics, and support sustainable development in line with an updated technical cooperation strategy and toolkit.

- 12.10 With regard to cooperation with other entities at the global, regional, national and local levels, UNCTAD will continue to combine its expertise with the reach and in-country presence of partners. Regionally, UNCTAD will continue to work closely with partner organizations, such as the secretariat of the African Continental Free Trade Area through its Regional Office for Africa, as well as regional economic communities, business communities and strategic development partners, to foster regional economic integration and growth. In addition, UNCTAD will continue to foster cooperation with international financial institutions, multilateral development banks, the Organisation for Economic Co-operation and Development and the Group of 20 to contribute to international policy debates on trade, investment and finance.
- 12.11 With regard to inter-agency coordination and liaison, UNCTAD will continue to collaborate with resident coordinator offices, including through involvement in the preparation of common country assessments and United Nations Sustainable Development Cooperation Frameworks. UNCTAD will continue to work with the World Trade Organization (WTO) and the International Trade Centre (ITC) in a complementary manner to support developing countries in their efforts to be integrated into the multilateral trading system. As one of the five major institutional stakeholders of the financing for development follow-up process, UNCTAD will lead the inter-agency dialogue on monitoring and accountability of the means for the implementation of targets through the dedicated follow-up to the Addis Ababa Action Agenda commitments and participation in the Inter-Agency Task Force on Financing for Development. UNCTAD will continue to support the Inter-Agency and Expert Group on Sustainable Development Goal Indicators and lead the United Nations Inter-Agency Cluster on Trade and Productive Capacity in “delivering as one” operational activities at the country level. As a member of the United Nations inter-agency task team on science, technology and innovation for the Goals and as secretariat to the Commission on Science and Technology for Development, UNCTAD will continue to support the implementation of outcomes related to science, technology and innovation of the 2030 Agenda, including the Technology Facilitation Mechanism and the Technology Bank for the Least Developed Countries. As part of the Global Crisis Response Group on Food, Energy and Finance and similar mechanisms, UNCTAD will continue to provide critical data and analysis for fostering understanding of the economic consequences of armed conflicts and will help decision makers to develop strategies and mobilize solutions by working closely with United Nations system entities.
- 12.12 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Up-to-date and accurate economic and financial information and data at the country and regional levels continue to be available and cooperation continues with relevant entities on the production of statistics;
 - (b) Extrabudgetary funding continues to be available for technical cooperation programmes, and conditions and capacities exist in member States to adopt and implement policies and strategies;
 - (c) There is political will to achieve consensus in intergovernmental meetings;
 - (d) Member states will adopt a new mandate for UNCTAD at its quadrennial session in 2025.
- 12.13 UNCTAD integrates a gender perspective in its operational activities, deliverables and results, as appropriate, and in line with the Bridgetown Covenant. It will continue to strengthen the capacity of member States to design and implement policies and establish institutions, frameworks and/or mechanisms that support women’s economic empowerment, economic security and rights, and enhance their economic and digital skills and opportunities. UNCTAD will continue to analyse the impact of armed conflict on gender equality and other emerging phenomena, and advocate for policy responses that are gender-sensitive. UNCTAD will expand its work on trade and sex-disaggregated statistics and on measuring the ways in which women and men participate in and benefit from trade. Lastly, organizational coherence and synergies across divisions will be further increased through the interdivisional committee that provides strategic guidance on the substantive work on gender equality and trade.

- 12.14 In line with the United Nations Disability Inclusion Strategy, UNCTAD will continue to incorporate disability inclusion considerations in the design and evaluation of technical cooperation projects. Operationally, access by delegates of member States and participants to UNCTAD meetings organized at the headquarters facilities is managed and ensured by the United Nations Office at Geneva, in line with the existing United Nations Secretariat policy and guidance on disability. For meetings serviced outside the duty station UNCTAD ensures that all venues and conference facilities are accessible to persons with disabilities.

Legislative mandates

- 12.15 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly	76/258	Doha Programme of Action for the Least Developed Countries
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development	76/264 77/179	State of global food insecurity Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development	78/134 78/135	International trade and development Unilateral economic measures as a means of political and economic coercion against developing countries
66/288	The future we want		
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	78/136	International financial system and development
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	78/140	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	78/151	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	78/162 78/163	Development cooperation with middle-income countries Follow-up to the second United Nations Conference on Landlocked Developing Countries
72/234	Women in development	78/167	South-South cooperation
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	78/230 78/231	Promotion of inclusive and effective international tax cooperation at the United Nations Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
73/241	International migration and development		
73/245	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection	78/232	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation		
75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system		

Economic and Social Council resolutions

2021/30	Open-source technologies for sustainable development	2023/11	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2022/3	Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem		

United Nations Conference on Trade and Development reports

TD/442, TD/442/Corr.1 and TD/442/Corr.2	Report of the United Nations Conference on Trade and Development on its twelfth session	TD/519/Add.2 and TD/519/Add.2/Corr.1	Report of the United Nations Conference on Trade and Development on its fourteenth session: Nairobi Maafikiano
TD/500/Add.1	Report of the United Nations Conference on Trade and Development on its thirteenth session: the Doha Mandate	TD/541/Add.2	Report of the United Nations Conference on Trade and Development on its fifteenth session: the Bridgetown Covenant

**Subprogramme 1
Globalization, interdependence and development**

General Assembly resolutions

66/188	Addressing excessive price volatility in food and related financial and commodity markets	77/22	Committee on the Exercise of the Inalienable Rights of the Palestinian People
72/227	Role of the United Nations in promoting development in the context of globalization and interdependence	77/174	Towards a New International Economic Order
74/205	Financial inclusion for sustainable development	78/121	Assistance to the Palestinian people
		78/137	External debt sustainability and development

**Subprogramme 2
Investment and enterprise**

General Assembly resolutions

77/160	Entrepreneurship for sustainable development	78/141	Promoting investments for sustainable development
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**Subprogramme 3
International trade and commodities**

General Assembly resolutions

35/63	Restrictive business practices	78/7	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
70/186	Consumer protection		
71/312	Our ocean, our future: Call for action		
74/198	International Year of Creative Economy for Sustainable Development, 2021	78/133	Promoting creative economy for sustainable development
74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	78/138	Commodities

**Subprogramme 4
Technology and logistics**

General Assembly resolutions

60/252	World Summit on the Information Society	75/17	International cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development		
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	75/316	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	78/132 78/160	Information and communications technologies for sustainable development Science, technology and innovation for sustainable development
72/212	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals		

Economic and Social Council resolutions

2015/26; 2020/12; 2023/3	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society	2023/4 2023/33	Science, technology and innovation for development Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2021/30	Open-source technologies for sustainable development		

**Subprogramme 5
Africa, least developed countries and special programmes**

General Assembly resolutions

67/221	Smooth transition for countries graduating from the list of least developed countries	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
68/18	Graduation of countries from the least developed country category		
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation	78/164 78/232	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027) Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway	78/233	Follow-up to the Fifth United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

2020/10	Report of the Committee for Development Policy on its twenty-second session	2022/8	Report of the Committee for Development Policy on its twenty-fourth session
2021/11	Report of the Committee for Development Policy on its twenty-third session	2023/10	Report of the Committee for Development Policy on its twenty-fifth session

2023/29 Doha Programme of Action for the Least Developed Countries for the decade 2022–2031

Deliverables

12.16 Table 12.1 lists all cross-cutting deliverables of the programme.

Table 12.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	10	10	10
1. Conference room paper for the Trade and Development Board	1	1	1	1
2. Report on the follow-up to the major United Nations conferences and summits in the areas of UNCTAD expertise	1	1	1	1
3. Report on matters requiring action by the Trade and Development Board in relation to the fifteenth session of UNCTAD	1	1	1	1
4. Conference room papers and working papers prepared for the Working Party on the Programme Plan and Programme Performance	4	4	4	4
5. Overview of the external evaluations of UNCTAD programmes and projects	1	1	1	1
6. Report on the external evaluation of an UNCTAD subprogramme	1	1	1	1
7. Review of the technical cooperation activities of UNCTAD and their financing	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	107	97	107	103
Meetings of:				
8. The Trade and Development Board, including annual, special and executive sessions of the Board and its subsidiary bodies	92	80	92	88
9. The Working Party on the Programme Plan and Programme Performance	12	14	12	12
10. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
11. The Fifth Committee	1	1	1	1
12. The Committee for Programme and Coordination	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
13. On statistics related to trade and development (such as measuring and tracking illicit financial flows)	1	1	1	1
Seminars, workshops and training events (number of days)	24	26	24	28
14. Seminars on topics to be determined by the Secretary-General of UNCTAD, in consultation with member States (e.g., ad hoc expert discussions)	3	3	3	3
15. Seminars, including a public symposium, with civil society and member States to generate and transfer knowledge in connection with the work programme of UNCTAD, subject to further consideration and decision by the Trade and Development Board	2	2	2	2
16. Seminar on topical trade and development issues (Raúl Prebisch lecture)	1	1	1	1
17. Seminar on topical international trade and development issues, such as multi-stakeholder dialogues	1	1	1	1
18. Seminars with UNCTAD special advisers and advocates	2	2	2	2
19. Seminar on the coordination of national development strategies oriented towards sustainable development (Cabinet meeting)	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
20. Workshops with civil society and youth, including networking events and online networking discussions	14	16	14	18
Publications (number of publications)	3	3	3	3
21. <i>UNCTAD Handbook of Statistics</i>	1	1	1	1
22. <i>SDG Pulse</i>	1	1	1	1
23. UNCTAD annual report	1	1	1	1
Technical materials (number of materials)	10	10	12	11
24. Policy briefs on trade and development issues	1	1	3	2
25. Reports on evaluations of United Nations Development Account projects and of external evaluations required by contribution agreements	7	7	5	5
26. Economic and maritime statistical country profiles	2	2	2	2
27. Statistical papers, including on international trade and development	–	–	2	2

C. Substantive deliverables

Databases and substantive digital materials: UNCTAD civil society database and civil society electronic alerts and UNCTAD Youth Network; UNCTAD statistical data centre; UNCTAD trade in services statistics production system; UNCTAD global data set of indicators on gender equality in trade.

Consultation, advice and advocacy: policy advice to policymakers for statistical capacity in the area of trade and development.

D. Communication deliverables

Outreach programmes, special events and information materials: “UNCTAD at a Glance”; press kits, media briefs and flyers for flagship publications; news briefs and opinion pieces; public information materials, including brochures and posters; and at least 10 specialized information sessions for students, delegates, academics and youth visiting UNCTAD and, upon request, in other locations, including online outreach.

External and media relations: around 10 press conferences, 25 press releases, 20 media alerts and information notes.

Digital platforms and multimedia content: UNCTAD website (more than 4.2 million sessions in 2022) and social media content (more than 500,000 followers, including 85,000 new followers in 2022), including podcasts and blogs about UNCTAD meetings, events and publications, including policy briefs.

Evaluation activities

- 12.17 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) UNCTAD subprogramme 2, Investment and enterprise;
 - (b) United Nations Development Account project 1819Y on defining, estimating and disseminating statistics on illicit financial flows in Africa;
 - (c) United Nations Development Account project 1819K on evidence-based and policy-coherent oceans economy and trade strategies;
 - (d) United Nations Development Account project 1819H on enabling policy frameworks for enterprise sustainability and Sustainable Development Goals reporting in Africa and Latin America;
 - (e) Enhanced Integrated Framework project: promoting gender-responsive trade policy in the least developed countries;
 - (f) Organisation of Eastern Caribbean States and European Union project: seizing the trade and business potential of blue biotrade products for promoting sustainable livelihoods and conservation of marine biodiversity in selected Organisation of Eastern Caribbean States countries;
 - (g) The UNCTAD–Kingdom of the Netherlands strategic partnership.

- 12.18 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2025. For example, in response to recommendations to further streamline monitoring and reporting mechanisms for more systematic data collection and analysis of medium- to long-term results, the Office of the Secretary-General has developed a new organizational-level results framework and is working closely with divisions on aligning indicators and reporting on results through the integrated planning, management and reporting tool. Subprogramme 2 has introduced an e-tool – the live implementation matrix for UNCTAD investment policy reviews – for beneficiary countries to report progress on the implementation of their investment policy review recommendations. In addition, all newly renewed agreements between UNCTAD and Entrepreneurship Development Programme (EMPRETEC) centres require periodic impact measurement and regular reporting to UNCTAD.
- 12.19 The following evaluations are planned for 2025:
- (a) Evaluation of subprogramme 4, Technology and logistics;
 - (b) Evaluation of subprogramme 5, Africa, least developed countries and special programmes;
 - (c) Five evaluations of completed projects covering various subprogrammes.

Programme of work

Subprogramme 1

Globalization, interdependence and development

Objective

- 12.20 The objective, to which this subprogramme contributes, is to advance inclusive and sustainable development, sustained growth, full employment and decent work for all through evidence-based economic policies and strategies at the national, regional and international levels and to achieve progress towards a durable solution to the debt problems of developing countries, as well as poverty eradication in developing countries, especially the least developed countries, including through North-South cooperation, complemented but not substituted by South-South and triangular cooperation.

Strategy

- 12.21 To contribute to the objective, the subprogramme will identify specific needs and measures arising from the interdependence of trade, finance, investment, technology and macroeconomic policies, from the point of view of their effects on development through the three pillars of work of UNCTAD referred to in paragraph 12.2 above. Specifically, the subprogramme will:
- (a) Support developing countries in their efforts to formulate development strategies and practical policy options and recommendations at all levels, including through technical cooperation, training and the dissemination of best practices;
 - (b) Promote cooperation at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management, in accordance with its mandate and complementing the work done by other relevant stakeholders;
 - (c) Focus on the challenges in short- and long-term debt sustainability in developing countries and sustainable domestic and international financial resource mobilization for development, which will help member States to make progress towards the achievement of Sustainable Development Goals 16 and 17;

- (d) Undertake research and analysis on trends and prospects for closer cooperation and integration among developing countries, in particular on specific ways in which South-South cooperation can enhance development effectiveness;
- (e) Provide technical assistance and research and analysis to support the Palestinian people, in line with paragraph 127 (bb) of the Bridgetown Covenant and responding to the request of the General Assembly in its resolutions [77/22](#), on the Committee on the Exercise of the Inalienable Rights of the Palestinian People, and [77/30](#), on assistance to the Palestinian people;
- (f) Analyse the relation between trade and development and the environment and propose sustainable development policies, in line with paragraph 75 of the Bridgetown Covenant, given that transforming to a more sustainable economy under the current climate trends requires enhancing the ability of countries and economies to adapt to higher temperatures, thus necessitating a better understanding of how trade and development will be affected by a warmer world.

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

- (a) Increased coherence between international economic rules, practices and processes and national policies and development strategies;
- (b) Strengthened linkages between economic and development policies and decision-making and improvements in the compilation and dissemination of the official statistics of member States;
- (c) Strengthened national capacities for effective debt management and an increased understanding at the international level of debt issues and debt sustainability;
- (d) Increased understanding by developing countries of the global economic environment and of policy choices for inclusive and sustained development;
- (e) Trade and development policies that are responsive to the challenges posed by climate change and the type of support and action needed.

Programme performance in 2023

Enhanced knowledge of key policy debates on climate and finance

12.23 The subprogramme continued to support the policymakers of developing countries in their efforts to design optimal adaptation and mitigation strategies to deal with the effects of climate change. In preparation for the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the subprogramme continued to support the development of the know-how and capacities of developing countries and their negotiators with regard to development finance, debt, macroeconomics and climate change issues. The subprogramme organized two workshops for climate finance negotiators from developing countries with the objective of connecting the topics of development, finance and climate change. These events informed the analytical papers on the loss and damage finance facility, the new collective quantified goal on climate finance and article 2, paragraph 1 (c), of the Paris Agreement, and furthered the discussions between negotiators. The papers focused on systemic challenges that developing countries disproportionately encounter in financing and achieving climate-resilient development and meeting the goals of the Paris Agreement.

12.24 Progress towards the objective is presented in the performance measure below (see table 12.2).

Table 12.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
The 2021 <i>Trade and Development Report</i> , which focused on climate adaptation and mitigation strategies, was used by developing country negotiators in their preparations for the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change	Knowledge among developing country climate negotiators was increased ahead of the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change through targeted research on climate and debt, and just transition pathways	52 developing country negotiators on climate and finance issues were able to address their development and climate finance needs in their preparations for the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change

Planned results for 2025

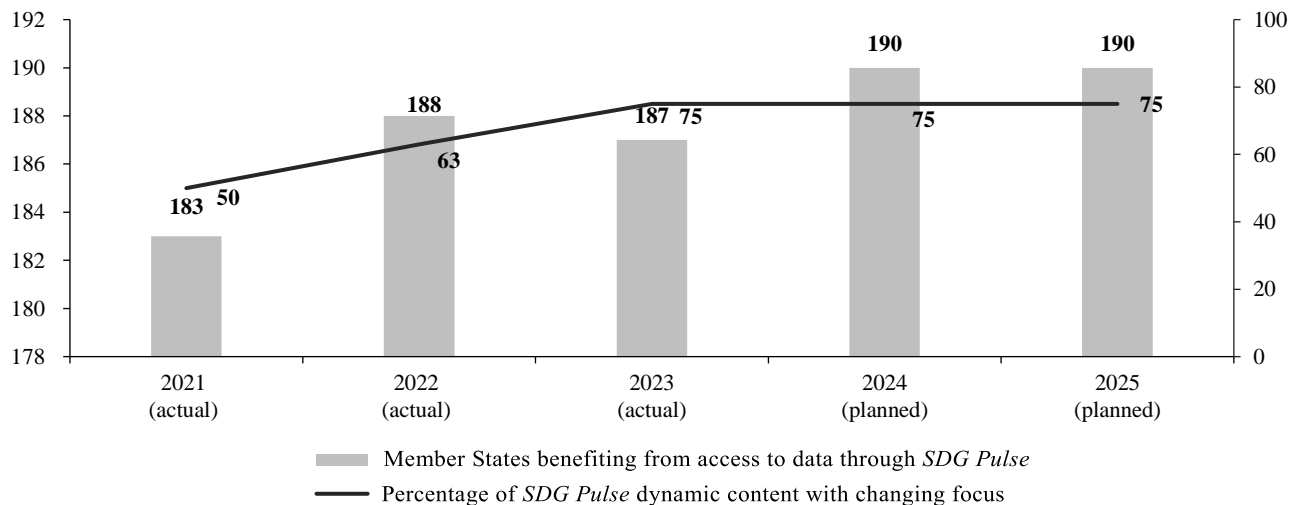
Result 1: increased agility in providing evidence-based and data-driven analysis to implement the 2030 Agenda for all, reflecting the challenges of member States

Programme performance in 2023 and target for 2025

- 12.25 The subprogramme’s work contributed to 187 member States benefiting from access to data through *SDG Pulse* and 75 per cent of the content in *SDG Pulse* being dynamic content with changing focus, which exceeded the planned target of 187 member States and 73 per cent.
- 12.26 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 12.I).

Figure 12.I

Performance measure: number of member States benefiting from the agile *SDG Pulse* with dynamic content, including on new data on Sustainable Development Goal indicators



Result 2: developing countries are equipped with policy proposals and measures to develop sustainable industrialization strategies to establish more resilient economies

Programme performance in 2023 and target for 2025

- 12.27 The subprogramme’s work contributed to the identification of sustainable value chains in one country, with two other countries having started the process, which did not meet the planned target of at least three countries identifying priority sustainable value chains, due to longer than anticipated process timelines.
- 12.28 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 12.3).

Table 12.3
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Consultations with an array of stakeholders on launching UNCTAD work on sustainable industrialization	Member States had access to a vast array of sustainable industrial policy options and ideas to mobilize resources to finance sustainable industrialization through the UNCTAD Division on Globalization and Development Strategies publication entitled “South-South cooperation for climate adaptation and sustainable development”	The Bolivarian Republic of Venezuela identified its priority sustainable value chains and Brazil and Honduras started the identification process and definition of the overall integration strategy to be pursued over the period 2024–2027	Consensus reached by a subgroup of Latin American countries on priority industrial policy measures to deploy at the regional level and at the domestic level to favour the development of sustainable regional value chains	At least two countries in Latin America are prepared and have the capacity to implement the priority industrial policies

Result 3: enhanced debt data transparency of developing countries

Proposed programme plan for 2025

- 12.29 The General Assembly, in its resolution [77/153](#), on external debt sustainability and development, underlined the importance of debt sustainability, debt transparency and effective debt management to the efforts to achieve the Sustainable Development Goals. The subprogramme has been focusing on promoting increased access to timely data related to public debt for citizens, academia and civil society, as well as the international community, to help inform discussions on public borrowing, including with regard to prioritization by governments and possible predatory loan practices.

Lessons learned and planned change

- 12.30 The lesson for the subprogramme was that demonstrable benefits of debt transparency, including use cases and studies, can help to promote the efficacy of enhancing debt transparency globally. In applying the lesson, the subprogramme will identify three pilot countries with which it will work on enhancing debt transparency through improved data collection and monitoring, and use these results to work on a global initiative in this area.

12.31 Expected progress towards the objective is presented in the performance measure below (see table 12.4).

Table 12.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	New approach to increase debt transparency available to member States	Informal discussions and consultations resulting in at least three countries expressing interest in being involved in the pilot initiative	At least three developing countries agree to participate in the pilot initiative Guidelines on the implementation of the initiative are available to the fiscal authorities of the three selected countries	Improved data collection, monitoring and transparency on public debt in three countries

Deliverables

12.32 Table 12.5 lists all deliverables of the subprogramme.

Table 12.5
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	5	6	6
1. Reports for the General Assembly, including on external debt sustainability and development, and the economic cost of occupation for the Palestinian people	4	2	2	2
2. Reports for the Trade and Development Board, including on financing for development issues and on UNCTAD assistance to the Palestinian people, and the overview of the <i>Trade and Development Report</i>	2	2	2	2
3. Reports for the Trade and Development Commission and the Investment, Enterprise and Development Commission	1	0	1	1
4. Reports for the Intergovernmental Group of Experts on Financing for Development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	18	16	19	18
Meetings of:				
5. The General Assembly (Second Committee) and the Economic and Social Council and its subsidiary bodies	4	2	4	4
6. The Trade and Development Board (annual and executive sessions)	3	3	3	3
7. The Working Party on the Programme Plan and Programme Performance	2	2	2	2
8. The Trade and Development Commission and related multi-year expert meetings	3	3	3	3
9. The Intergovernmental Group of Experts on Financing for Development	6	6	6	6
10. The Debt Management Conference	–	–	1	–

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	16	21	16	16
11. Enhancing public, private and/or international capacity related to assistance to the Palestinian people	1	1	1	1
12. Installation, update and maintenance of the Debt Management and Financial Analysis System	15	20	15	15
Seminars, workshops and training events (number of days)	150	219	142	142
13. Seminars and workshops for policymakers, including on formulating development strategies and policy recommendations; sovereign borrowing and lending; and globalization, trade and development	28	28	22	22
14. Seminars on inclusive growth and the Sustainable Development Goals, including ad hoc expert discussions on the interdependence between trade, finance, investment, technology and macroeconomic policies	7	6	5	5
15. Training events on Debt Management and Financial Analysis System for administrators and debt auditors from selected countries in recording debt data, reporting, debt statistics, debt analysis and debt auditing	115	185	115	115
Publications (number of publications)	8	5	6	6
16. <i>Trade and Development Report</i>	1	1	1	1
17. Studies on external debt, resource mobilization, illicit financial flows and their underlying activities, South-South cooperation, regional integration and Palestinian economic development	7	4	5	5
Technical materials (number of materials)	9	7	7	7
18. On macroeconomic, development, financing and debt, structural transformation and South-South cooperation issues	5	3	4	4
19. Debt Management and Financial Analysis System documentation and software	4	4	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: policy advice to policymakers, including on domestic resource mobilization, structural transformation, growth policy (Group of 20), debt renegotiation at the Paris Club, financial instability and debt sustainability.				
Databases and substantive digital materials: UNCTAD financial database; world economic macro-level modellers database; financial stress and debt sustainability indicators.				
D. Communication deliverables				
Outreach programmes, special events and information materials: lectures and presentations on external debt, development finance and macroeconomic and development policy issues; newsletters and brochures on the Debt Management and Financial Analysis System and the Virtual Institute.				
External and media relations: press releases, press conferences and interviews, including on developing country debt and external financing, South-South cooperation and regional integration and assistance to the Palestinian people.				
Digital platforms and multimedia content: Debt Management and Financial Analysis System; Virtual Institute.				

Subprogramme 2 Investment and enterprise

Objective

- 12.33 The objective, to which this subprogramme contributes, is to advance inclusive growth and sustainable development through investment and enterprise development for productive capacity-building, economic diversification and job creation.

Strategy

12.34 To contribute to the objective, the subprogramme will:

- (a) Assist member States through research, policy analysis and technical assistance in designing and implementing policies to scale up mobilization of public and private finance and enhanced investment and entrepreneurship for sustainable development;
- (b) Monitor, assess and analyse regional and global trends and prospects in international investment and prepare the annual *World Investment Report* and other analytical publications on international investment for development;
- (c) Conduct reviews of national investment policies and backstop policy dialogue on the international investment agreement regime and support and design new international investment agreements that are better aligned with nationally and internationally agreed development objectives;
- (d) Provide policy advice to Governments on investment promotion, including on incentives in the context of the global tax reform implications for developing countries, and support with the implementation of business practices and investment facilitation for development agreements, including through digital government tools;
- (e) Promote innovative financing for the Sustainable Development Goals, including through stock exchanges and institutional funds, as well as incentives in the context of the global tax reform implications for developing countries;
- (f) Support the enhancement of the international competitiveness of member States' enterprises through advice on policies aimed at stimulating enterprise development, including mobilizing global efforts in financing and investment in micro-, small and medium-sized enterprises to support their sustainable development transformation, as well as by promoting best practices in corporate social responsibility, accounting and sustainability reporting;
- (g) Foster dialogue and an exchange of best practices related to investment and enterprise development issues through consensus-building mechanisms and the World Investment Forum;
- (h) Provide an assessment of the impact of multiple and cascading challenges on investment, global value chains and enterprise development, as well as policy advice, frameworks and tools for recovery;
- (i) The above-mentioned work will help member States to make progress towards achieving Goals 1, 4, 5, 8, 9, 10, 12, 13, 16 and 17.

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

- (a) Increased capacity of member States to close the gaps related to Sustainable Development Goal investment, especially with regard to climate change mitigation and adaptation, in particular for countries that are most vulnerable to the adverse impacts of climate change;
- (b) Improved ability of countries to leverage policies, innovations and tools, and to address key and emerging issues related to investment and investment policies that promote development, including on international investment agreements and their development dimension;
- (c) Member States collect, analyse and report on foreign direct investment and multinational enterprise data and formulate development-oriented investment policies;
- (d) Additional resources leveraged and channelled towards global investment development objectives and addressing concerns pertaining to "SDG washing" and "greenwashing";¹

¹ The terms "SDG washing" and "greenwashing" refer to products and strategies presented as sustainable without making a meaningful contribution to sustainable development, including the achievement of the Sustainable Development Goals.

- (e) Increased productive capacity, including through attracting investment capital, growing business linkages with multinational enterprises and participating in global and regional value chains;
- (f) Mitigation of the effect of multiple and cascading challenges on the ability of member States to attract and benefit from investment for development and in fostering private sector recovery.

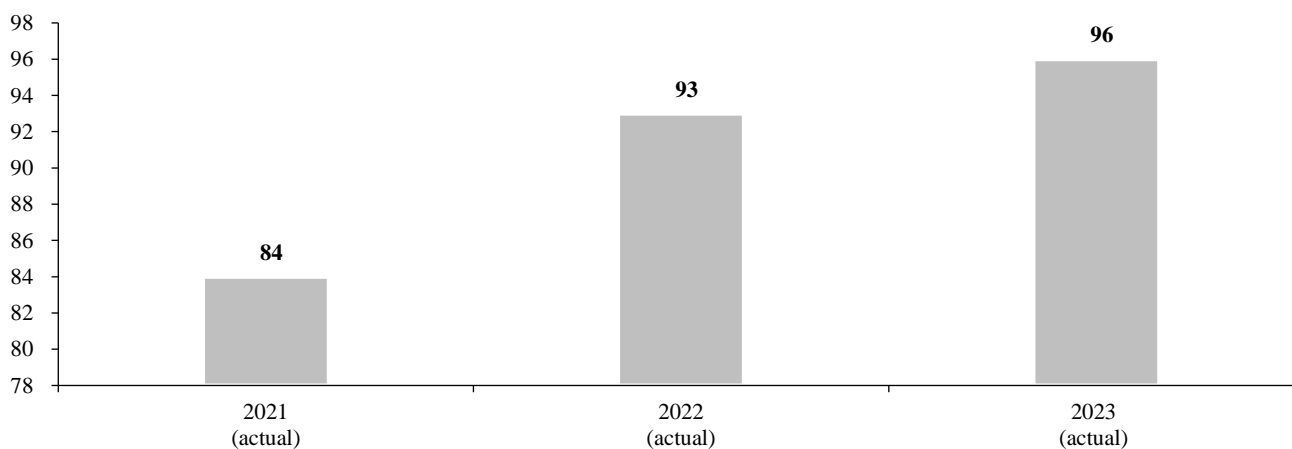
Programme performance in 2023

Improved business, investment and trade climate

- 12.36 A conducive business, investment and trade environment is a prerequisite to sustainable development. The provision of information, transparent rules and regulations, and streamlined administrative procedures, among other measures, can help in the achievement of a conducive business, investment and trade environment. The subprogramme has developed digital government tools, such as information portals and online single windows, which contribute to enhancing transparency and access to trade and investment-related information and the regulation and simplification of administrative procedures.
- 12.37 Progress towards the objective is presented in the performance measure below (see figure 12.II).

Figure 12.II

Performance measure: number of United Nations Conference on Trade and Development trade and investment facilitation platforms used by member States (cumulative)



Planned results for 2025

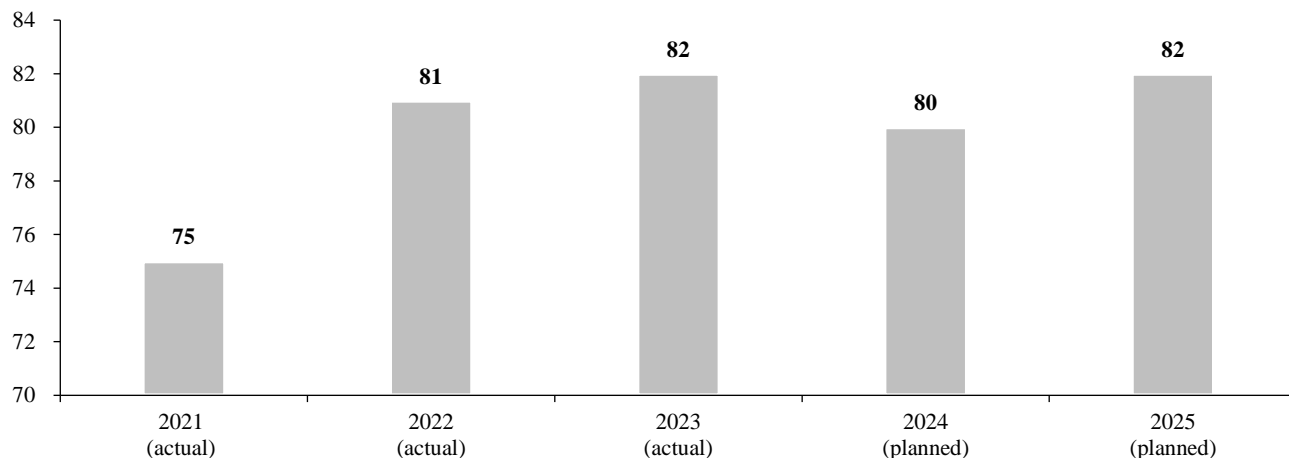
Result 1: reignited investment policies in support of member States' COVID-19 recovery and sustainable development

Programme performance in 2023 and target for 2025

- 12.38 The subprogramme's work contributed to 82 per cent of beneficiaries having implemented recommendations emanating from the UNCTAD investment policy framework in support of COVID-19 recovery and sustainable development, including those pertaining to national and international investment policies and enterprise development policies, which exceeded the planned target of 80 per cent.
- 12.39 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 12.III).

Figure 12.III

Performance measure: percentage of beneficiaries that have implemented recommendations emanating from the United Nations Conference on Trade and Development investment policy framework in support of COVID-19 recovery and sustainable development (cumulative)



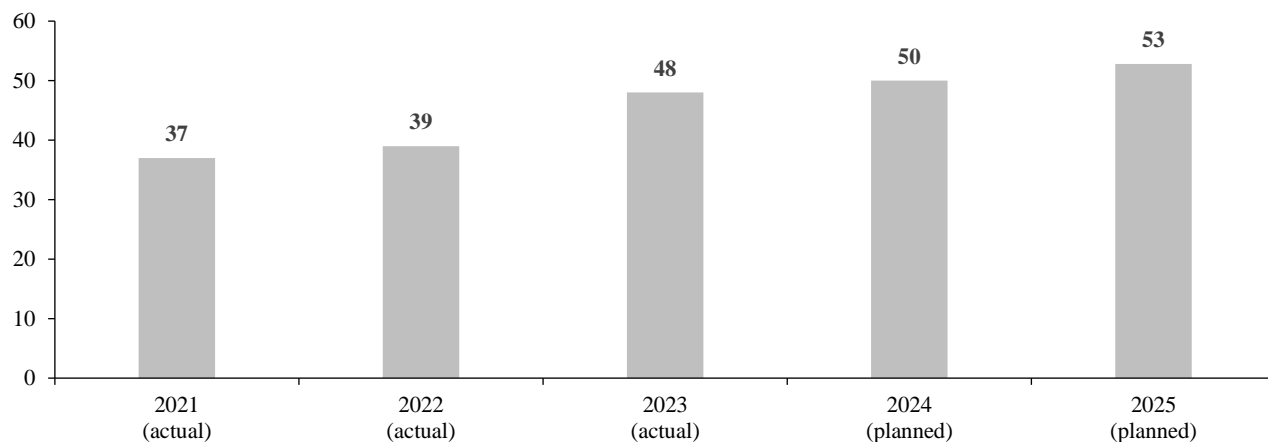
Result 2: investment financing strategies and tools to decouple economic growth from environmental degradation

Programme performance in 2023 and target for 2025

- 12.40 The subprogramme’s work contributed to 48 member States adopting United Nations Conference on Trade and Development investment financing strategies and tools in support of the attainment of the climate and environmental goals of the 2030 Agenda, which exceeded the planned target of 45 member States.
- 12.41 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 12.IV).

Figure 12.IV

Performance measure: number of member States adopting United Nations Conference on Trade and Development investment financing strategies and tools in support of the attainment of the climate and environmental goals of the 2030 Agenda (cumulative)



Result 3: accelerated Sustainable Development Goal investment

Proposed programme plan for 2025

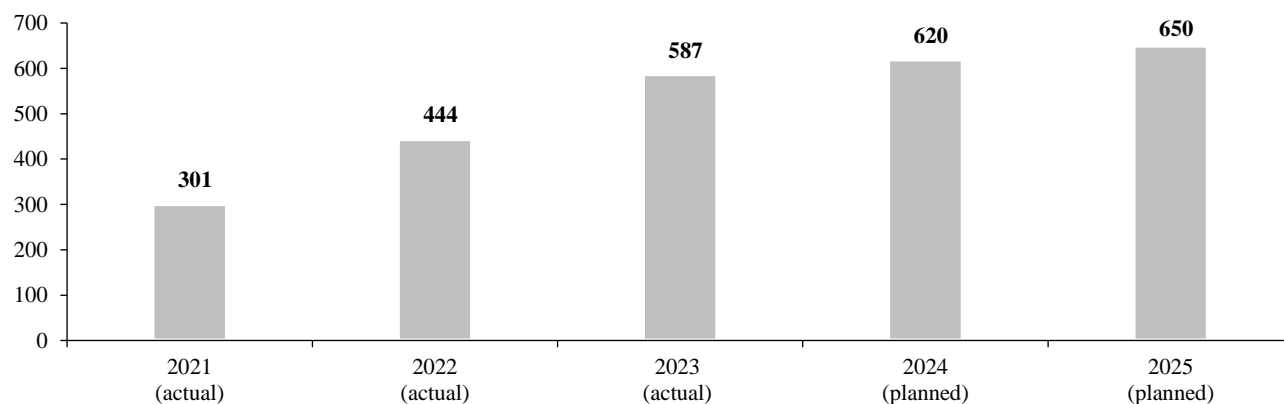
- 12.42 At the midpoint of the 2030 Agenda, the investment gap across all Sustainable Development Goal sectors has increased from \$2.5 trillion in 2015 to about \$4 trillion annually, as also revealed by *World Investment Report 2023*.² The need to channel additional resources towards global development objectives will require promoting investment from all sources. To help promote broader investment, the subprogramme has supported member States in attracting and channelling foreign direct investment for the Goals through its action plan.

Lessons learned and planned change

- 12.43 The lesson for the subprogramme was that a comprehensive set of priority actions would help support the acceleration of Sustainable Development Goal investment, which required increased engagement from all investment-development stakeholders, including through national, regional and international alliances and partnerships. In applying the lesson, the subprogramme will provide stakeholders with priority actions, such as the reorientation of investment promotion strategies, the formulation of a new generation of international investment treaties and guarantees, innovative financing mechanisms and the reorientation of financial markets, along with options to sustain Goal investment in recurrent crises. The subprogramme will raise awareness of priority actions and stimulate the building of the capacity of all investment-development stakeholders to design and use priority policies, tools and instruments to accelerate Goal investment.
- 12.44 Expected progress towards the objective is presented in the performance measure below (see figure 12.V).

Figure 12.V

Performance measure: number of investment-development stakeholders that have adopted recommendations from the set of priority actions to accelerate investment in the Sustainable Development Goals (cumulative)



Deliverables

- 12.45 Table 12.6 lists all deliverables of the subprogramme.

² https://unctad.org/system/files/official-document/wir2023_en.pdf.

Table 12.6
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	6	9	8
Reports of:				
1. The Secretary-General to the General Assembly on investment and entrepreneurship for sustainable development	1	1	2	1
2. The sixteenth quadrennial session of UNCTAD on investment and enterprise for development	–	–	–	1
3. The Trade and Development Board on investment for development	1	1	1	1
4. The Investment, Enterprise and Development Commission and related expert meetings	4	–	4	3
5. The Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	2	4	2	2
Substantive services for meetings (number of three-hour meetings)	42	44	22	58
Meetings of:				
6. The Trade and Development Board	2	3	2	2
7. The sixteenth quadrennial session of UNCTAD, including preparatory meetings	–	–	–	20
8. The Working Party on the Programme Plan and Programme Performance	2	3	2	2
9. The Investment, Enterprise and Development Commission and related expert meetings	12	–	12	8
10. The Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting	6	6	6	6
11. The World Investment Forum	20	32	–	20
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	67	68	72	67
12. On regional investment issues	3	4	3	3
13. On investment policy reviews	8	5	8	6
14. On policy options in investment for development	5	5	5	4
15. On special economic zones, including piloting Sustainable Development Goals model zones	2	2	2	2
16. On international investment regimes	10	10	10	10
17. On investment promotion and facilitation, including strengthening investment promotion agencies	3	2	3	3
18. On business facilitation initiatives	13	13	13	12
19. On enterprise development initiatives, including micro-, small and medium-sized enterprise and start-up financing and business linkages	3	4	3	3
20. On EMPRETEC	6	6	10	10
21. On accounting and reporting, with a particular focus on sustainability reporting	3	4	3	3
22. On the contribution of foreign direct investment to inclusive growth and the Sustainable Development Goals, including on climate change mitigation and adaptation for least developed countries, landlocked developing countries and small island developing States	5	5	5	6
23. On sustainable financing and investing, including by family business and institutional investors	6	8	7	5
Seminars, workshops and training events (number of days)	136	204	200	199
24. Seminars on foreign direct investment, its development dimension and the themes of the <i>World Investment Report</i>	12	14	12	12

Part IV International cooperation for development

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
25. Training events on best practices in national and international policies related to investment, including on taxation related to investment policy	4	5	5	5
26. Training events on investment policy reviews, follow-up and investment facilitation enhancement (national)	14	16	14	14
27. Training events on international investment statistics and survey methodologies	5	5	6	5
28. Ad hoc expert discussions on key issues in investment for development, including concerns about “greenwashing” and “SDG washing”	3	4	3	4
29. Training events on investment promotion and facilitation for policymakers, investment promotion officials and diplomats	10	38	30	10
30. Workshops on business facilitation procedures	–	22	–	20
31. Training events on the negotiation, implementation and reform of international investment agreements	15	21	15	15
32. Ad hoc expert discussions on investment policies for sustainable development	4	6	4	6
33. Training workshops on enterprise development policies and entrepreneurship	15	16	46	40
34. Training seminars on accounting and sustainability reporting	12	14	12	20
35. Workshops and seminars on responsible investment issues, including those related to intellectual property	30	25	40	35
36. Ad hoc expert discussions on the development of small and medium-sized enterprises and start-ups	6	9	6	6
37. Seminars on institutional investors and sustainable development	3	3	4	4
38. Ad hoc expert discussions on family businesses	3	6	3	3
Publications (number of publications)	22	23	19	18
39. <i>World Investment Report</i> and its overview	2	2	2	2
40. On investment issues for development, including the <i>Transnational Corporations Journal</i> , best practices and lessons learned in foreign direct investment in the least developed countries, and studies on responsible and sustainable investment	8	8	6	6
41. On investment policies for development, including <i>Investment Policy Reviews</i> and studies on policy options on investment for development	6	6	5	5
42. On investment promotion and facilitation, including on investing in Sustainable Development Goal sectors and Sustainable Development Goal model zones development	2	3	2	2
43. On enterprise development and entrepreneurship policy support	2	2	2	2
44. On the International Standards of Accounting and Reporting	2	2	2	1
Technical materials (number of materials)	15	17	17	16
45. <i>Global Investment Trends Monitor</i> (series), including the <i>Sustainable Development Goals Investment Trends Monitor</i>	4	4	4	3
46. <i>Global Investment Policy Monitor</i> (series)	3	2	3	3
47. Investment promotion and facilitation	2	–	2	2
48. On measures affecting international investment	2	2	2	2
49. International investment agreement issues notes	2	4	3	3
50. On responsible and sustainable investment, including intellectual property rights for development	1	3	1	2
51. On enterprise development and entrepreneurship policy support	1	2	2	1

C. Substantive deliverables

Consultation, advice and advocacy: policy advice to developing countries, including on policies to attract foreign direct investment; advice on statistics and international investment, including responsible investment; advice to all member States, upon request, on national policies and international investment agreements and sustainable development, as well as investment promotion and facilitation, intellectual property rights, entrepreneurship and enterprise development and business facilitation, with a focus on the most vulnerable, and on accounting and reporting standards; and advocacy and advisory services to some

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
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200 investment promotion agencies, over 5,000 special economic zones and other stakeholders in the global investment chain and some 50 EMPRETEC centres.

Databases and substantive digital materials: databases on foreign direct investment, national policies, international investment agreements and related databases; sustainable finance and gender equality databases.

D. Communication deliverables

External and media relations: International Standards of Accounting and Reporting updates, electronic EMPRETEC newsletters for more than 2,000 subscribers and newsletters, booklets and newsflashes on responsible investment; World Investment Forum report for more than 8,000 recipients; development and maintenance of the World Investment Network of over 18,000 recipients.

Digital platforms and multimedia content: Global Enterprise Registration portal; Investment Policy Hub; other digital platforms pertaining to investment and enterprise for development.

Subprogramme 3 International trade and commodities

Objective

- 12.46 The objective, to which this subprogramme contributes, is to ensure that international trade and commodities enable the economic diversification, sustainable and resilient economy and multilateralism transformations needed to create a more inclusive, resilient, sustainable and prosperous world through the participation of all member States.

Strategy

- 12.47 To contribute to the objective, the subprogramme will:
- (a) Support developing countries in fostering structural transformation through economic diversification towards a more sustainable and resilient economy;
 - (b) Enhance the participation of developing countries in the multilateral and regional trading systems, ensuring that developing countries’ participation in trade in goods and services works as a driver for inclusive and sustainable development;
 - (c) Support the adoption of, improvement in and enforcement of national and regional competition and consumer protection legislation, through best practices, guidelines and peer reviews;
 - (d) Strengthen the capacity of trade policymakers to make well-informed policy decisions through improved understanding of and transparency in international trade and trade policy trends and trade-related regulations, and build private sector capacities to cope with policy and market requirements;
 - (e) Foster the mainstreaming of gender equality into trade policies and build the capacity of member States through research findings, training workshops and policy dialogues to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade;
 - (f) Contribute to research on international trade as an engine for development in the report of the Inter-Agency Task Force on Financing for Development, *The Sustainable Development Goals Report*, *World Tariff Profiles* and *World Economic Situation and Prospects*;
 - (g) Monitor and report on current trade trends and policies and their impact on inclusive, sustainable and resilient development to provide policy recommendations to member States;

- (h) Examine the effects of climate change in terms of trade on developing countries, and how environmental sustainability can promote global trade and inclusive development, including through trade policies facilitating global energy transition and supporting the competitiveness of developing countries in the production and trade of renewable and low-emission energy;
- (i) Support member States, through research, capacity-building activities and the fostering of policy dialogue, in their efforts to break away from commodity dependence and realize trade and economic diversification gains, including for critical minerals, by adding value to their commodities and strengthening non-commodity activities;
- (j) The above-mentioned work will help member States to make progress towards achieving Sustainable Development Goals 1, 2, 3, 5, 7, 8, 9, 12, 13, 14 and 17.

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

- (a) Enhanced understanding and policy response regarding current trends in the global economy, including ongoing environmental degradation, and improved ability of member States to benefit from international trade and foster the recovery of the trade sectors;
- (b) Member States designing and implementing trade-policy responses to climate change from a development perspective;
- (c) Member States identifying and addressing the trade barriers and supply-side obstacles that disproportionately affect women and girls;
- (d) Member States and the international community understanding and addressing the cost and market access impacts of non-tariff measures, as well as their beneficial use for inclusive and sustainable development policies;
- (e) Member States achieving positive development outcomes in relation to increased trade integration and activity;
- (f) Member States seizing opportunities emerging from commodity trade and enhanced international and regional cooperation;
- (g) Member States' increased adoption, revision and/or effective implementation of competition and consumer protection legislation and institutional frameworks;
- (h) Member States harnessing opportunities related to trade in environmentally sustainable products, and increasing capacities to assess the economic potential of the ocean, biodiversity and plastic substitutes-related sectors, and devising integrated sustainable use and trade action plans;
- (i) Member States creating an enabling environment for the promotion of services and the creative economy to leapfrog into new, high-growth sectors of the world economy;

Programme performance in 2023

Enhanced consumer product safety

12.49 The revised United Nations guidelines for consumer protection recognize the importance of protecting consumers from hazards to their health and safety, and address physical safety and standards for the safety and quality of consumer goods and services. The subprogramme, in response to requests from member States, established an informal working group on consumer product safety to facilitate information exchange and consultations to contribute to more consistent product quality and product variations between countries that do not have a negative impact on consumers. The activities of the working group led to the drafting and adoption of the first recommendation of UNCTAD on product safety, aimed at curbing the flow of unsafe products being traded internationally, which was approved by the eighth United Nations Conference to Review All Aspects of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive

Business Practices. Following approval of the recommendation on preventing the cross-border distribution of known unsafe consumer products, UNCTAD prepared a note on modalities for implementing the recommendation (TD/B/C.1/CPLP/28).

12.50 Progress towards the objective is presented in the performance measure below (see table 12.7).

Table 12.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Member States renewed the mandate of the working group on consumer product safety	Modalities for the implementation of the recommendations on preventing unsafe products from crossing borders were approved by member States	72 additional member States reported national measures and implemented initiatives on enhancing consumer product safety in their markets Reporting by member States on enhancing consumer product safety to the World Consumer Protection Map increased by 20 per cent, to 109 countries

Planned results for 2025

Result 1: integrated climate change dimension into the implementation of the African Continental Free Trade Area agreement at the national level

Programme performance in 2023 and target for 2025

- 12.51 The subprogramme’s work contributed to the development by 9 African countries of sustainable African Continental Free Trade Area implementation strategies and the establishment of two regional sustainable value chains, which did not meet the target of 10 African countries, due to a change in the number of countries participating in the planned activities.
- 12.52 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 12.8).

Table 12.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The subprogramme identified several opportunities in the Agreement Establishing the African Continental Free Trade Area and relevant implementing protocols that have the potential to add the sustainability perspective of the African Continental Free Trade Area and	Detailed value chain analysis made available to member States, with 10 African countries selecting priority sectors for the development of competitive intraregional and continental sustainable value chains	Nine African countries developed sustainable African Continental Free Trade Area implementation strategies Two regional sustainable value chains were established	Ten African countries adopt sustainable value chain development plans as part of their African Continental Free Trade Area implementation strategies	A platform to share lessons learned and experiences in the implementation of sustainable value chain development plans is available to participating countries

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
boost BioTrade, and presented the African countries with options on how they can enhance the resilience of their trade to climate change through economic diversification and adaptation actions				

Result 2: enhanced policymaking to facilitate economic diversification through increased data capacities in services trade

Programme performance in 2023 and target for 2025

- 12.53 The subprogramme’s work contributed to the mapping of creative industries for Angola, with an emphasis on creative services, and a review of financial services policies for Uzbekistan, which met the planned target.
- 12.54 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 12.9).

Table 12.9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Policymakers from Morocco and Paraguay have increased capacities to formulate national services trade policies in, inter alia, transport and logistics services	Member States benefit from the establishment of an open-ended and time-bound working group on data for services trade and development policies	Angola and Uzbekistan revised their services trade-related policies informed by better data collection and use	At least three additional countries adopt, revise or implement services trade-related policies informed by better data collection and use	At least four additional countries adopt, revise or implement services trade-related policies

Result 3: strengthened implementation of nationally determined contributions through trade policies by developing countries

Proposed programme plan for 2025

- 12.55 The subprogramme supports developing countries in better leveraging trade policies to reduce emissions and enhance their adaptation capacity, with a focus on the use of trade-related measures, including through the implementation of nationally determined contributions.

Lessons learned and planned change

- 12.56 The lesson for the subprogramme was that lack of data and policy-oriented research on the link between trade and climate change can limit the capacity of developing countries to scale up mitigation, adaptation and just energy transition actions. In applying the lesson, the subprogramme will undertake a nationally determined contribution mapping and develop an integrated methodology that takes into account multiple factors, such as the physical impacts of climate change, trade flows and the regulatory environment, and that can deliver better environmental outcomes. The subprogramme will develop a

new integrated approach and strategy to take into consideration trade, finance and climate-related measures in the design and implementation of nationally determined contributions.

12.57 Expected progress towards the objective is presented in the performance measure below (see table 12.10).

Table 12.10
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
<i>Trade and Environment Review 2021</i> was available to member States	–	Preliminary mapping of trade-related measures in nationally determined contributions, and a pilot analysis on fishing fleets and the energy transition, were available to member States	Recommendations on trade-related measures for reducing greenhouse gas emissions in nationally determined contributions are available to member States A framework for the increased use of trade measures in nationally determined contributions are available to member States	At least one pilot country increases the integration of trade policies in its nationally determined contributions Trade and development policy capacity of 100 decision makers and stakeholders is increased

Deliverables

12.58 Table 12.11 lists all deliverables of the subprogramme.

Table 12.11
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	19	20	19	20
1. Reports to the General Assembly on international trade and development and world commodity trends and prospects	2	2	1	2
2. Reports on trends in trade and on trade regulations and sustainability standards and ad hoc reports on commodities trends and prospects for the Trade and Development Board	3	4	3	3
3. Background documentation for the Trade and Development Commission and for related expert meetings	4	5	6	6
4. Reports of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	10	9	9	9
Substantive services for meetings (number of three-hour meetings)	33	31	33	31
5. Meetings of the General Assembly (Second Committee)	2	2	2	2
6. Annual and executive sessions of the Trade and Development Board	2	3	2	2
7. Meetings of the Working Party on the Programme Plan and Programme Performance	2	4	2	2

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
8. Meetings of the annual sessions of the Trade and Development Commission and related expert meetings	16	11	16	14
9. Meetings of the annual sessions of the Intergovernmental Group of Experts on Competition Law and Policy and the Intergovernmental Group of Experts on Consumer Protection Law and Policy	10	10	10	10
10. Annual meeting of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	20	27	20	20
11. On trade, a gender perspective and development	1	5	1	1
12. On assisting developing countries in acceding to WTO, on generalized and global systems of trade preferences, on services, regional and multilateral trading negotiations, on strengthening the creative economy, and on dispute settlement and commercial diplomacy	6	6	6	6
13. On competition and consumer protection laws and policies	4	4	4	3
14. On trade, the environment and development	4	4	4	4
15. On collecting, monitoring, reporting on and disseminating data on non-tariff measures, on formulating development-oriented trade policies, and on sustainability standards	2	8	3	4
16. On assistance to commodity-dependent countries in achieving greater diversification and value addition	3	–	2	2
Seminars, workshops and training events (number of days)	118	240	156	170
17. On the World Integrated Trade Solution, the Trade Analysis and Information System and non-tariff measures, and sustainability standards	17	49	27	31
18. On preferential trading arrangements, WTO accession, services policies and frameworks, emerging development challenges in the international trading system and trade, international trade negotiations, and the creative economy	27	49	39	44
19. On trade, a gender perspective and development	12	29	12	12
20. On trade, the environment and development	27	36	29	29
21. On competition and consumer protection laws and policies	22	48	27	33
22. On supporting commodity-dependent developing countries to formulate strategies and policies and harness development gains, and respond to the challenges and opportunities of commodity markets	5	5	14	10
23. On the changing international trade landscape and trade costs	1	2	1	3
24. On challenges and opportunities of international trade for the promotion of sustainable development	2	17	2	3
25. Ad hoc expert discussions on the role of competition law and policy, and on consumer protection law and policy	1	1	1	1
26. Geneva Trade and Development Workshop series, held jointly by UNCTAD, WTO, the University of Geneva and the Graduate Institute of International and Development Studies	4	4	4	4
Publications (number of publications)	35	32	26	17
27. On trade and the environment	6	9	4	4
28. On trade, a gender perspective and development	3	4	3	2
29. On trade, services, the international trading system and the creative economy	6	3	4	3
30. On trade trends and policy in the international context	9	5	8	3
31. On trade, market efficiency and consumer welfare and on competition and consumer protection policies	6	6	4	2
32. On trade, commodities, economic diversification and value addition	5	5	3	3

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Technical materials (number of materials)	12	12	13	12
33. Reports on UNCTAD work on competition and consumer protection policies and on the Global Commodities Forum	2	2	2	2
34. Handbooks and policy briefs on classification of non-tariff measures, the Generalized System of Preferences and effective competition and/or consumer protection agencies	3	3	3	3
35. <i>Manual on Consumer Protection</i>	1	1	1	1
36. Model law on competition	1	1	1	1
37. On competition and consumer protection under the UNCTAD Research Partnership Platform	1	1	1	1
38. UNCTAD, WTO and ITC publication <i>World Tariff Profiles</i>	1	1	1	1
39. Trade-related aspects of the <i>Sustainable Development Goals Report</i>	1	1	1	1
40. United Nations Forum on Sustainability Standards	–	–	1	–
41. On topics in international trade negotiations	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: advice on trade-related decision-making to five member States and two regional South-South economic integration groupings; advice on integration into the global economy and participation in regional and multilateral trade agreements; advice on integration of trade concerns into national trade and services policies; consultation on cooperation and partnerships for inclusive growth and sustainable development; advice on trade and a gender perspective; advice on developing competition and consumer protection frameworks; consultation on trade and environment issues and creative economy potential for sustainable development.

Databases and substantive digital materials: World Integrated Trade Solution and Trade Analysis and Information System; online training courses on non-tariff measures for approximately 300 people and on negotiating regional trade agreements for trade in times of crisis and pandemic; a teaching package on trade and a gender perspective.

D. Communication deliverables

Outreach programmes, special events and information materials: multi-stakeholder meeting on commodities and development; BioTrade Congress; event on trade and a gender perspective; event on the creative economy; lectures and exhibits on issues related to the work of the subprogramme; newsletters on the Generalized System of Preferences and on UNCTAD work on competition and consumer protection; brochures and flyers on trade and a gender perspective and on commodity policy research and implementation and projects; booklets and fact sheets related to the work of the subprogramme.

External and media relations: press releases and op-ed pieces.

Digital platforms and multimedia content: interactive tools related to national competition and consumer protection laws, commercial diplomacy and dispute settlement; UNCTAD, WTO and ITC website on trade-related Sustainable Development Goals and indicators; electronic version of the model law on competition.

Subprogramme 4 Technology and logistics

Objective

- 12.59 The objective, to which this subprogramme contributes, is to harness innovation and technology, including e-commerce and the digital economy, improve trade logistics and increase human capacities for inclusive and sustainable trade and development in developing countries and economies in transition.

Strategy

- 12.60 To contribute to the objective, the subprogramme will:
- (a) Provide research and analysis and policy recommendations for capturing value in the digital economy and generating more inclusive outcomes, including through the flagship publication *Digital Economy Report*, and support developing countries in measuring e-commerce and the digital economy;

- (b) Foster and ensure that the interests of developing countries are identified and integrated into international policy dialogues on e-commerce and the digital economy, including through the Intergovernmental Group of Experts on E-commerce and the Digital Economy and UNCTAD eWeek;
- (c) Assist developing countries in systematically assessing the state of play and readiness to engage and integrate into the digital economy, through eTrade Readiness Assessments, e-commerce strategies and action plans, as well as by providing sustained support for their implementation, including through the eTrade Reform Tracker, to facilitate the coordination, monitoring and follow-up of national e-commerce policy reform actions;
- (d) Ensure that international debates on science, technology and innovation incorporate the perspectives and priorities of developing countries through the Commission on Science and Technology for Development and the Technology Facilitation Mechanism, among others;
- (e) Inform policies and deliberations on science, technology and innovation for development, especially on frontier technologies, through research and analysis, such as the flagship publication *Technology and Innovation Report* and other reports analysing policy options, including for the Inter-Agency Task Force on Financing for Development;
- (f) Develop knowledge of policymakers on various aspects of trade policies and interrelated issues of finance, investment and technology and sustainable development, and build capacities of member States in science, technology and innovation for development, including through science, technology and innovation policy reviews, technology assessment and foresight exercises;
- (g) Support implementation of trade facilitation reforms, in particular the WTO Agreement on Trade Facilitation, and enhance its support for the development and the implementation of appropriate legal and regulatory frameworks that reduce trade transaction costs, as well as supporting trade facilitation reforms and automation through the Automated System for Customs Data;
- (h) Provide technical assistance, data and policy recommendations and promote the sharing of best practices on the integration of developing countries into regional and global supply chains and transport networks, through the flagship publication *Review of Maritime Transport* and other research products, legislative frameworks and capacity-building, including the Training Development in the Field of International Trade (TrainForTrade) programme on port management;
- (i) Foster international policy dialogue on trade logistics issues, ensuring that the interests and specific challenges facing developing countries are addressed in relevant regional and international forums, and in this context continue to address specific trade logistics challenges affecting small island developing States and landlocked developing countries;
- (j) Mainstream the cross-cutting issue of gender equality and the empowerment of women and girls across the three pillars of the subprogramme, with a special focus on empowering women digital entrepreneurs and enhancing their digital skills and opportunities.

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

- (a) Improved capacity and policy formulation at the national, regional and global levels on e-commerce and digital economy for sustainable and inclusive development;
- (b) Improved coordination among Governments, together with development partners, civil society and the private sector, to implement policies on e-commerce and the digital economy that work for sustainable and inclusive development;
- (c) Improved knowledge and understanding of policy options by policymakers and international consensus on emerging challenges and opportunities in science, technology and innovation for sustainable and inclusive development, as well as increased capacity of policymakers to assess, analyse and formulate policies on key issues on the international economic agenda;
- (d) Member States implementing the outcomes of the World Summit on the Information Society and of the Technology Facilitation Mechanism;

- (e) Member States harnessing science, technology and innovation for their national development strategies;
- (f) Countries addressing key and emerging issues in trade logistics, including maritime transport policies and port management;
- (g) Member States implementing trade facilitation reforms, including the WTO Agreement on Trade Facilitation;
- (h) Enhanced capacity of member States to design and implement policies and action aimed at improving the efficiency of trade transactions, as well as the management of transport operations, including through the Automated System for Customs Data programme.

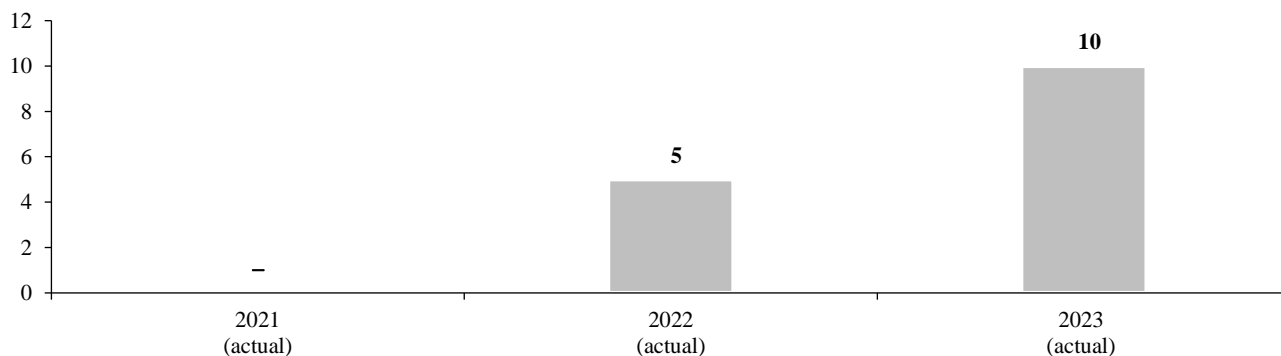
Programme performance in 2023

Enhanced food security of developing countries through satellite technology

- 12.62 Crop monitoring through Earth observation can enable better food security planning and sustainable agriculture. The CropWatch Innovative Cooperation Programme, implemented by the subprogramme in the context of the Commission on Science and Technology for Development, uses satellite data made available through partnerships to monitor crop conditions and integrates such data with other climate-related data on drought, pests and disease for better farm management. Algeria, Ghana, Mauritius, Nigeria, Zambia and Zimbabwe, among others, gained access to satellite data and remote-sensing technology and were trained to use it, allowing participating countries to better deal with food security issues and to increase harvests and, therefore, food supply.
- 12.63 Progress towards the objective is presented in the performance measure below (see figure 12.VI).

Figure 12.VI

Performance measure: number of developing countries using satellite data and remote-sensing monitoring systems in addition to manual agricultural surveys (cumulative)



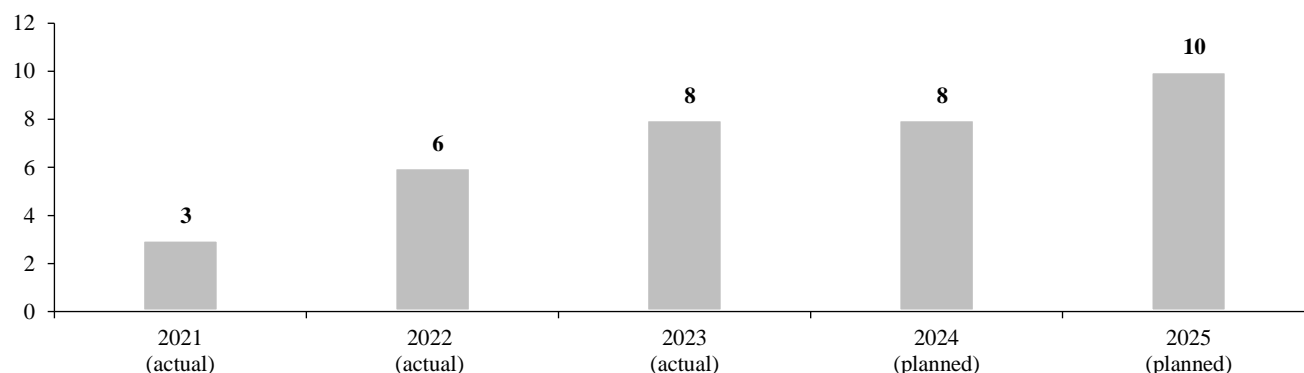
Planned results for 2025

Result 1: simplified trade procedures through the Automated System for Customs Data Single Window

Programme performance in 2023 and target for 2025

- 12.64 The subprogramme’s work contributed to eight new border regulatory agencies and partner governmental agencies participating in and benefiting from the Automated System for Customs Data Single Window system, which met the planned target.
- 12.65 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 12.VII).

Figure 12.VII
Performance measure: number of new border regulatory agencies and partner governmental agencies participating in and benefiting from the Automated System for Customs Data Single Window system (cumulative)



Result 2: efficient and resilient port management in developing countries for their integration into regional and global supply chains

Programme performance in 2023 and target for 2025

- 12.66 The subprogramme’s work contributed to 12 port entities in developing countries adopting policy measures to improve resilience by enhancing the essential skills and capacities of 1,774 port practitioners from 134 port communities related to ports management during pandemics and disruptions, which exceeded the planned target of five port entities adopting such policy measures.
- 12.67 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 12.12).

Table 12.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased essential skills and capacities of 809 port practitioners from 96 port communities related to ports management during pandemics and disruptions	Increased essential skills and capacities of 1,000 port practitioners from 112 port communities related to ports management during pandemics and disruptions	12 port entities in 12 countries (Bolivia (Plurinational State of), Cameroon, Ecuador, Ghana, Namibia, Pakistan, Philippines, Senegal, Solomon Islands, Somalia, Togo and United Republic of Tanzania) adopted policy measures to improve resilience by delivering more efficient port management in order to increase trade flows and by creating port networks	At least five additional port entities adopt policy measures to improve resilience resulting from increased essential skills and capacities of 1,200 port practitioners from 130 port communities related to ports management during pandemics and disruptions	At least 10 port entities adopted policy measures identified in the compendium on building port resilience against pandemics

Result 3: improved availability of digital economy statistics in developing countries

Proposed programme plan for 2025

12.68 Limited availability of statistics can diminish the ability of policymakers to establish benchmarks and monitor progress in their transformation to a digital economy, as well as to guide digital economy policy that works for development, and can hamper investment decisions by businesses. In responding to the needs of member States, the subprogramme supported national statistical offices or other competent authorities in better capturing, collecting and measuring digital economy-related data in areas such as enterprise surveys on the use of information and communications technology, online retail sales, business-to-consumer and business-to-business e-commerce, and cross-border digital trade, which can provide insights that cover a wider range of countries, especially developing countries.

Lessons learned and planned change

12.69 The lesson for the subprogramme was the importance of statistics to illustrating the diverse ways in which digital transformation is affecting countries at all stages of development, as well as the importance of better statistics on the value of e-commerce to understand its economic role and contributions to GDP, employment and development. In applying the lesson, the subprogramme will support the newly established task group on measuring e-commerce value, with the goal of developing international guidelines to be used for providing training at the regional and national levels to build the capacity of member States to produce relevant statistics.

12.70 Expected progress towards the objective is presented in the performance measure below (see table 12.13).

Table 12.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Establishment of the international task group on measuring e-commerce value	Member states participate in developing internationally agreed guidelines	At least two countries start using the internationally agreed guidelines

Deliverables

12.71 Table 12.14 lists all deliverables of the subprogramme.

Table 12.14
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	20	15	18	20
1. Reports to the General Assembly on the outcomes of the World Summit on the Information Society, and on science and technology for development	2	2	1	3
2. Reports to the Commission on Science and Technology for Development and its intersessional panels	6	6	6	6
3. Background notes and reports for the Trade and Development Board	2	2	2	2
4. Note by the UNCTAD secretariat and reports for the Investment, Enterprise and Development Commission and related expert meetings on issues related to science, technology and innovation	2	1	2	1

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
5. Note by the UNCTAD secretariat and reports for the Trade and Development Commission and related expert meetings	4	–	4	4
6. Note by the UNCTAD secretariat and reports for the Intergovernmental Group of Experts on E-commerce and the Digital Economy	2	2	2	2
7. Note by the UNCTAD secretariat and reports for the Working Group on Measuring E-commerce and the Digital Economy	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	55	51	47	52
8. Meetings of the General Assembly (Second Committee) and the Economic and Social Council on the follow-up to the World Summit on the Information Society	3	3	2	2
9. Annual session and intersessional expert panels of the Commission on Science and Technology for Development	16	14	16	16
10. Annual and executive sessions of the Trade and Development Board	3	3	3	3
11. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
12. Annual sessions of the Investment, Enterprise and Development Commission and related expert meetings	5	4	3	4
13. Annual sessions of the Trade and Development Commission and related expert meetings on transport, trade logistics and trade facilitation	7	7	7	7
14. Meetings of the Intergovernmental Group of Experts on E-commerce and the Digital Economy	6	6	6	6
15. Meetings of the Working Group on Measuring E-commerce and the Digital Economy	4	4	4	4
16. Multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals of the Technology Facilitation Mechanism (with the Department of Economic and Social Affairs of the Secretariat)	2	2	2	2
17. Meetings for UNCTAD eWeek	6	6	1	6
18. Meetings of the Global Supply Chain Forum	1	–	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	32	32	26	26
19. Training Development in the Field of International Trade (TrainForTrade) capacity-building programme: port management; issues related to trade, including e-commerce and statistics; pedagogical methodology	7	7	1	1
20. National, regional and interregional projects on transport and related services, including the Automated System for Customs Data	22	22	22	22
21. Transport, trade facilitation and trade logistics	2	2	2	2
22. E-commerce and the digital economy programme	1	1	1	1
Seminars, workshops and training events (number of days)	406	549	398	417
23. TrainForTrade seminars, workshops and training sessions	300	300	300	300
24. Seminars, workshops, fellowships and training events on transport, trade logistics and trade facilitation	52	177	33	52
25. Ad hoc expert discussions on transport, trade logistics and trade facilitation	1	1	1	1
26. Seminar on the role of technology (including information and communications technology) and innovation in development, including for the operationalization of technology transfer, including ad hoc expert discussions	1	1	1	1
27. Seminars, workshops and training events on e-commerce and the digital economy for development, including on information economy statistics, economic, technical, legal and regulatory aspects of e-commerce and the digital economy for development and e-commerce, and measuring the digital economy and eTrade for Women	12	12	12	12
28. Training courses on key issues on the international economic agenda (paragraph 166 of the Bangkok Plan of Action), regional and short courses	25	25	36	36
29. Seminars, workshops and training events on science, technology and innovation and development	15	33	15	15

Section 12 Trade and development

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Publications (number of publications)	17	17	14	14
30. <i>Technology and Innovation Report</i> and overview	–	–	1	1
31. <i>Digital Economy Report</i> and overview	1	–	–	–
32. <i>Review of Maritime Transport</i> and overview	1	1	1	1
33. Reports on science, technology and innovation policy reviews	2	2	1	1
34. E-commerce strategies	2	3	2	2
35. <i>Current Studies on Science, Technology and Innovation</i> series	1	1	1	1
36. Transport and trade logistics and transport and trade facilitation series	2	2	2	2
37. Thematic reports on e-commerce and the digital economy, including statistics, cyberlaw and a gender perspective	2	2	1	2
38. TrainForTrade <i>Port Management</i> series	1	1	2	1
39. eTrade Readiness Assessments	5	5	3	3
Technical materials (number of materials)	12	12	13	13
40. Policy briefs on the following topics: science, technology and innovation; e-commerce and the digital economy; and trade logistics	4	4	4	4
41. Automated System for Customs Data annual report	1	1	1	1
42. <i>Year in Review</i> of the e-commerce and the digital economy programme	1	1	1	1
43. Technical notes on information and communications technology (including e-commerce and the digital economy) for development	2	2	2	2
44. Technical notes on trade facilitation	1	1	1	1
45. Background notes for the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals	1	1	1	1
46. Economic and maritime country profiles	1	1	1	1
47. Report of the UNCTAD TrainForTrade Advisory Group on Strengthening Training Capacity and Human Resource Development	–	–	1	1
48. Technical note on science, technology and innovation for development	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: UNCTAD eWeek; advisory services in the area of e-commerce and the digital economy; multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals; sessions of the UNCTAD TrainForTrade Advisory Group on Strengthening Training Capacity and Human Resource Development; policy advice on science, technology and innovation policies for development and consultations on policy and practical aspects of e-commerce and the digital economy, transport policies and international legal instrument standards and rules related to the facilitation of international trade, transport and transport security for port operators and the eTrade for All initiative.

Databases and substantive digital materials: UNCTAD platform for learning and capacity-building managed by the TrainForTrade programme, which trains approximately 1,500 beneficiaries per year; port performance statistics platform; online repository on national trade facilitation committees; Global Cyberlaw Tracker; online e-learning modules for the courses on key issues on the international economic agenda, for 200 users annually; online platform for sustainable freight transport; eTrade for All online platform; digital economy statistics in the UNCTADstat database.

D. Communication deliverables

Outreach programmes, special events and information materials: newsletters on the Automated System for Customs Data and eTrade for All for more than 3,000 subscribers; transport and trade facilitation newsletter for more than 6,000 recipients; newsletter on science, technology and innovation; brochures, flyers and information kits on the work of the subprogramme.

External and media relations: press releases, press briefings, interviews, press conferences and news items related to the issuance of major publications under the subprogramme and the organization of important events.

Digital platforms and multimedia content: TrainForTrade; Commission on Science and Technology for Development; Automated System for Customs Data and paragraph 166 of the Bangkok Plan of Action website; eTrade for All platform; online platforms for innovation policy learning.

Subprogramme 5

Africa, least developed countries and special programmes

Objective

- 12.72 The objective, to which this subprogramme contributes, is to enhance the effective integration of Africa, the least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) into the global economy through fostering sustainable structural transformation, reducing vulnerabilities and developing domestic productive capacities in the targeted groups.

Strategy

- 12.73 To contribute to the objective, the subprogramme will:
- (a) Carry out research and technical cooperation activities to diversify the exports, foster the productive capacities and explore the financing structures of the above-mentioned countries, including through contributions to reports of the Secretary-General to the General Assembly and the reports on the implementation and follow-up of relevant agendas and programmes of action;
 - (b) Implement technical cooperation programmes and develop strategic evidence- and policy-based options to promote sustainable structural economic transformation through productive capacity-building, diversification and support aimed at addressing vulnerability and building resilience, in particular for developing countries;
 - (c) Advocate consensus in the international development community regarding the policy measures that best address the sustainable development problems of least developed countries, small island developing States and landlocked developing countries, including at the multilateral level, through the identification of new policy approaches and methodologies, training and capacity-building workshops, as well as greater interaction with research institutes in least developed countries and with development partners;
 - (d) Strengthen efforts to provide domestic policy support and capacity-building to the targeted groups derived from its innovative research and analysis, development of analytical tools and technical support;
 - (e) Provide technical support to least developed countries that are either in the process of graduation or recently graduated from the least developed country category, including through the provision of General Assembly-mandated vulnerability profiles, as applicable, to ensure their graduation with momentum and a smooth transition towards their new status;
 - (f) Broaden its country-based technical support to include aspects such as national strategies for the development of productive capacities and structural economic transformation, regional trade integration, rules of origin, inequality, poverty and vulnerability, enhanced market access and preference utilization, value addition in strategic products and geographical indications;
 - (g) Support member States in addressing the socioeconomic impact of external shocks on economies in target countries, through research work and technical cooperation, in order to facilitate specific, data-driven policy design and implementation aimed at building resilience;
 - (h) Support African countries in addressing their special concerns and needs, including as articulated in the New Partnership for Africa's Development and in Agenda 2063: The Africa We Want;
 - (i) Support implementation by UNCTAD of the signed memorandum of understanding with the African Continental Free Trade Area secretariat, most notably through research, technical cooperation and targeted policy advice in the targeted areas;

- (j) Deliver training, capacity-building activities and ad hoc research on market access, the productive capacities index, trade preferences and rules of origin to support the WTO least developed countries group to identify and negotiate a common position for the relevant WTO committee meetings;
- (k) The above-mentioned work will help member States, in particular least developed countries and other groups of countries in special situations, to make progress towards the achievement of Sustainable Development Goals 9 and 17.

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

- (a) Enhanced role of productive capacities in fostering structural transformation for inclusive growth and development in beneficiary countries;
- (b) Enhanced capacity of member States to develop and implement policies and programmes to deepen domestic and regional markets and accelerate industrialization and socioeconomic transformation;
- (c) Improved development policy formulation and implementation capacities in countries with specific needs for more effective technical cooperation;
- (d) Enhanced implementation of the African Continental Free Trade Area by member States;
- (e) Greater participation by member States in multilateral forums dedicated to enhanced trade through transparent, predictable and simple rules of origin;
- (f) Improved development policy formulation, implementation and monitoring capacities of member States, including greater policy coherence, and capacities to account for current and future shocks, reduce exposure to external shocks and build resilience.

Programme performance in 2023

Increased intraregional trade in West Africa due to the convergence of the legal frameworks on transport, intermediation, transit and trade

12.75 The subprogramme facilitated the creation of ad hoc working groups within the national trade facilitation committees of Benin, Burkina Faso, the Niger and Togo to identify and reach consensus on a common legal framework for transport, intermediation, transit and trade to support increased intraregional trade. The subprogramme further supported the countries through the provision of in-depth analysis and targeted capacity-building activities, and facilitated the signing of the quadrilateral declaration on the convergence of the legal frameworks on transport, intermediation, transit and trade, enhancing the efficiency of the trade corridors linking these countries and facilitating socioeconomic growth and intraregional trade.

12.76 Progress towards the objective is presented in the performance measure below (see table 12.15).

Table 12.15
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Ad hoc working groups created on transit and transport, with the participation of Benin, Burkina Faso and the Niger	The working groups on transit and transport of the national trade facilitation committees of Benin, Burkina Faso, the Niger and Togo agreed on the elements for the convergence of the legal framework for transport, intermediation, transit and trade	Quadrilateral declaration on the convergence of the legal frameworks on transport, intermediation, transit and trade signed by the ministers of trade and transport of Benin, Burkina Faso, the Niger and Togo

Planned results for 2025

Result 1: enhanced understanding of the challenges and opportunities to foster productive capacities and structural transformation in countries with special needs

Programme performance in 2023 and target for 2025

- 12.77 The subprogramme's work contributed to incorporating the findings of the national and regional productive capacities gap assessments into the vulnerability profiles of those countries found eligible for graduation from the least developed country category in 2021, which met the planned target.
- 12.78 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 12.16).

Table 12.16

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
The UNCTAD productive capacities index made available for all countries on a dedicated web portal, and the subprogramme developed a coherent structure for national and regional productive capacities gap assessments	National productive capacities gap assessments undertaken in six countries (Angola, Ethiopia, Haiti, Kenya, Nigeria and Zambia) Angola and the United Republic of Tanzania designed policies aimed at closing the productive capacity gaps at the domestic level, as indicated in their Common Country Assessments	National and regional productive capacities gap assessments used as input to the General Assembly-mandated vulnerability profiles of those countries found eligible for graduation from the least developed country category (Cambodia, Comoros, Djibouti, Senegal and Zambia)	At least three countries have access to comprehensive and holistic multi-year support programmes to address productive capacity gaps and domestic priorities Improvement of the productive capacities of Angola and the United Republic of Tanzania in areas targeted by the designed policies	Enhanced structural transformation of member States as proxied by performance on the productive capacities index

Result 2: least developed countries are able to graduate through the development of comprehensive strategies and policies for a graduation with momentum and beyond

Programme performance in 2023 and target for 2025

- 12.79 The subprogramme's work contributed to road maps to guide the transition towards graduation for Cambodia (jointly with the Ministry of Commerce), Senegal (jointly with the Ministry of the Economy, Planning and Cooperation) and Zambia (jointly with the Ministry of Finance and National Planning), which met the planned target.
- 12.80 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 12.17).

Table 12.17
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Least developed countries have access to analytical research on how to achieve “graduation with momentum” and fundamental concepts, including the identification of a quantitative evidence base and data sources	Least developed countries have access to policy guidance on the development of a strategy for “graduation with momentum”	Three least developed countries (Cambodia, Senegal and Zambia) that have qualified for graduation have taken steps towards the drafting of a strategy for “graduation with momentum”	At least two least developed countries use industrial policy more effectively to graduate with momentum	At least two least developed countries implement industrial policy measures as articulated in the vulnerability profile At least two least developed countries have engaged in new trade initiatives to adjust their trade policies as a result of graduation

Result 3: enhanced statistical capacity of least developed countries and other developing countries, to help embrace a paradigm shift in the formulation of holistic economic diversification policies

Proposed programme plan for 2025

12.81 To identify gaps in productive capacities and help with economic diversification, the subprogramme has developed benchmarking indices presented under the productive capacities index to identify specific needs and measure progress in structural transformation, as well as provided statistical training sessions to targeted national stakeholders. The subprogramme has also developed a web-based portal containing detailed data on the rate of utilization of the Generalized System of Preferences, allowing policymakers and firms to draw policy conclusions to make informed choices on trade policies and business practices.

Lessons learned and planned change

12.82 The lesson for the subprogramme was that strengthening the statistical capacity of national policymakers can help with obtaining national buy-in and ownership of national development strategies for economic diversification. In applying the lesson, the subprogramme will strengthen engagement with beneficiary countries to upgrade their statistical capacity and share revised methodological approaches to enable beneficiaries to use the productive capacities index more effectively in the implementation of national development strategies and holistic programmes. In addition, the subprogramme will enhance its support to the most vulnerable countries to develop forward-looking trade policies for regional and multilateral trade to ensure the successful implementation of regional trade initiatives, including the African Continental Free Trade Area and the Regional Comprehensive Economic Partnership, leveraging updated generalized system of preferences data.

12.83 Expected progress towards the objective is presented in the performance measure below (see table 12.18).

Table 12.18
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
First generation of the productive capacities index was made available to member States	Capacities of national statisticians in nine least developed countries (Bangladesh, Bhutan, Cambodia, Ethiopia, Kenya, Lao People's Democratic Republic, Nepal, Timor-Leste and Zambia) were enhanced on the use of the productive capacities index for policymaking and on the database on rates of utilization of the Generalized System of Preferences	Second generation of the productive capacities index was made available to member States	At least two least developed countries or other most vulnerable countries make reference to productive capacities, including the productive capacities index, in their national development strategies The updated database on rates of utilization of the Generalized System of Preferences and statistical training are available to member States	At least two least developed countries or other most vulnerable countries apply the statistical tools, including the productive capacities index, to monitor trade and development progress, contributing to structural economic transformation

Deliverables

12.84 Table 12.19 lists all deliverables of the subprogramme.

Table 12.19
Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	7	3	3
1. Reports for the Economic and Social Council, including on vulnerability profiles	5	5	1	1
2. Reports for the Trade and Development Board on UNCTAD-wide activities for least developed countries and UNCTAD-wide activities in favour of Africa	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	9	9	8	8
3. Meetings of the General Assembly and the Economic and Social Council and its Committee for Development Policy	2	2	1	1
4. Annual and executive sessions of the Trade and Development Board	5	5	5	5
5. Meetings of the Working Party on the Programme Plan and Programme Performance	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	3	3	1
6. On trade, finance, transit and development to build national capacity	1	1	3	1
7. On the Enhanced Integrated Framework	1	2	–	–

Section 12 Trade and development

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Seminars, workshops and training events (number of days)	26	48	30	50
Workshops:				
8. On trade issues relevant to least developed and African countries, including on duty-free and quota-free market access, diagnostic trade integration study and post-diagnostic trade integration study and trade activities under the Enhanced Integrated Framework and structural transformation and progress towards post-least developed country status	13	25	10	22
9. On the implementation of the new initiatives that will replace the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, issues of thematic or sectoral relevance to landlocked developing countries, the Doha Programme of Action for the Least Developed Countries for the decade 2022–2031, national productive gap assessments and holistic development programmes, the agreed outcome of the Fifth United Nations Conference on the Least Developed Countries, and trade and poverty	10	17	14	20
10. On matters relevant to development in least developed countries and Africa	3	6	6	8
Publications (number of publications)	14	13	13	12
11. <i>The Least Developed Countries Report</i> and its overview	2	2	2	2
12. <i>The Economic Development in Africa Report</i> and its overview	2	2	2	2
13. Report on building and measuring productive capacities	3	3	1	1
14. Report on enhancing coherence between trade and industrial strategies for poverty alleviation in Africa and a special issues paper on Africa	2	2	2	1
15. Analytical studies on duty-free and quota-free market access and rules of origin	1	–	1	1
16. Lessons learned on geographical indications and related analysis for least developed countries	–	–	1	1
17. Sectoral, statistical and thematic issues of interest for developing countries: policy implications for fostering productive capacities and structural economic transformation and on the national productive capacities gap assessments	1	1	1	2
18. Research papers on economic development issues in least developed countries and Africa	3	3	3	2
Technical materials (number of materials)	8	9	5	7
19. Technical material on trade and poverty	2	1	2	1
20. Technical material on trade and development in vulnerable economies, including small island developing States	6	7	3	5
21. Technical material on transit, transport and trade facilitation	–	1	–	1

C. Substantive deliverables

Consultation, advice and advocacy: policy advice to ministries of trade, transport and planning on the new programme of action that will replace the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and to national statistical offices on measuring productive capacities for targeted groups of countries; advice on strategies for graduation with momentum for graduating and graduated least developed countries; advice on trade and development issues for small island developing States, landlocked developing countries and African countries; advice for least developed countries on trade issues relevant to them; consultations on UNCTAD activities related to the New Partnership for Africa’s Development; and consultations with United Nations partner agencies and African countries for the implementation of the Third Industrial Development Decade for Africa.

D. Communication deliverables

Outreach programmes, special events and information materials: lectures on issues related to least developed countries and African development, trade policy, globalization, trade development strategies and policy coherence for the benefit of member States, for a minimum of 100 participants; and policy briefs related flagship reports.

External and media relations: press releases, press conferences and interviews and opinion pieces on flagship reports and other topical research, including policy recommendations.

B. Proposed post and non-post resource requirements for 2025

Overview

12.85 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 12.20 to 12.22.

Table 12.20

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	71 640.1	75 250.5	–	–	(202.5)	(202.5)	(0.3)	75 048.0
Other staff costs	1 104.1	1 865.2	–	–	–	–	–	1 865.2
Hospitality	6.9	9.8	–	–	–	–	–	9.8
Consultants	977.4	1 112.7	–	–	–	–	–	1 112.7
Experts	103.9	399.0	–	–	–	–	–	399.0
Travel of representatives	131.8	207.1	–	–	–	–	–	207.1
Travel of staff	806.7	1 058.5	–	–	–	–	–	1 058.5
Contractual services	1 226.4	957.5	–	–	–	–	–	957.5
General operating expenses	1 964.4	2 112.2	–	–	119.6	119.6	5.7	2 231.8
Supplies and materials	70.1	223.1	–	–	–	–	–	223.1
Furniture and equipment	314.8	393.8	–	–	–	–	–	393.8
Grants and contributions	16.7	–	–	–	–	–	–	–
Other	15.1	–	–	–	–	–	–	–
Total	78 378.6	83 589.4	–	–	(82.9)	(82.9)	(0.1)	83 506.5

Table 12.21

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	388	1 USG, 1 ASG, 5 D-2, 20 D-1, 52 P-5, 66 P-4, 76 P-3, 35 P-2/1, 10 GS (PL), 122 GS (OL)
Establishment	1	1 Economic Affairs Officer (P-3) under subprogramme 1
Abolishment	(2)	1 Documents Management Assistant (GS (OL)) and 1 Staff Assistant (GS (OL)) under subprogramme 1
Proposed for 2025	387	1 USG, 1 ASG, 5 D-2, 20 D-1, 52 P-5, 66 P-4, 77 P-3, 35 P-2/1, 10 GS (PL), 120 GS (OL)

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

Table 12.22
Overall: proposed posts by category and grade^a

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	–	1
ASG	1	–	–	–	–	–	1
D-2	5	–	–	–	–	–	5
D-1	20	–	–	–	–	–	20
P-5	52	–	–	–	–	–	52
P-4	66	–	–	–	–	–	66
P-3	76	–	–	1	1	1	77
P-2/1	35	–	–	–	–	–	35
Subtotal	256	–	–	1	1	1	257
General Service and related							
GS (PL)	10	–	–	–	–	–	10
GS (OL)	122	–	–	(2)	(2)	(2)	120
Subtotal	132	–	–	(2)	(2)	(2)	130
Total	388	–	–	(1)	(1)	(1)	387

^a Includes four temporary posts (1 Senior Economic Affairs Officer (P-5), 2 Economic Affairs Officers (P-4) and 1 Economic Affairs Officer (P-3)).

12.86 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 12.23 to 12.25 and figure 12.VIII.

12.87 As shown in tables 12.23 (1) and 12.24 (1), the overall resources proposed for 2025 amount to \$83,506,500 before recosting, reflecting a net decrease of \$82,900 (or 0.1 per cent) compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 12.23
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Policymaking organs	212.2	224.7	–	–	–	–	–	224.7	
B. Executive direction and management									
1. Executive direction and management	8 522.9	9 282.1	–	–	–	–	–	9 282.1	
2. Memorandum of Understanding	1 565.4	2 645.5	–	–	–	–	–	2 645.5	
Subtotal, B	10 088.4	11 927.6	–	–	–	–	–	11 927.6	

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Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
C. Programme of work								
1. Globalization, interdependence and development	8 636.6	9 608.8	–	–	(202.5)	(202.5)	(2.1)	9 406.3
2. Investment and enterprise	13 413.6	14 855.0	–	–	–	–	–	14 855.0
3. International trade and commodities	15 884.5	16 405.7	–	–	–	–	–	16 405.7
4. Technology and logistics	10 630.9	10 368.2	–	–	–	–	–	10 368.2
5. Africa, least developed countries and special programmes	5 926.6	6 150.0	–	–	–	–	–	6 150.0
Subtotal, C	54 492.2	57 387.7	–	–	(202.5)	(202.5)	(0.4)	57 185.2
D. Programme support	13 585.7	14 049.4	–	–	119.6	119.6	0.9	14 169.0
Subtotal, 1	78 378.6	83 589.4	–	–	(82.9)	(82.9)	(0.1)	83 506.5

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management					
1. Executive direction and management	2 449.5	2 449.5	–	–	2 449.5
2. Memorandum of Understanding	–	–	–	–	–
Subtotal, B	2 449.5	2 449.5	–	–	2 449.5
C. Programme of work					
1. Globalization, interdependence and development	7 609.6	7 609.6	–	–	7 609.6
2. Investment and enterprise	5 429.9	5 429.9	–	–	5 429.9
3. International trade and commodities	3 227.4	3 227.4	–	–	3 227.4
4. Technology and logistics	35 056.1	35 056.1	–	–	35 056.1
5. Africa, least developed countries and special programmes	2 308.7	2 308.7	–	–	2 308.7
Subtotal, C	53 631.7	53 631.7	–	–	53 631.7
D. Programme support	5 244.8	5 244.8	–	–	5 244.8
Subtotal, 2	61 326.0	61 326.0	–	–	61 326.0
Total	139 704.6	144 915.4	(82.9)	(0.1)	144 832.5

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Table 12.24

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management						
1. Executive direction and management	49	–	–	–	–	49
2. Memorandum of Understanding	–	–	–	–	–	–
Subtotal, B	49	–	–	–	–	49
C. Programme of work						
1. Globalization, interdependence and development	46	–	–	(1)	(1)	45
2. Investment and enterprise	75	–	–	–	–	75
3. International trade and commodities	82	–	–	–	–	82
4. Technology and logistics	52	–	–	–	–	52
5. Africa, least developed countries and special programmes	29	–	–	–	–	29
Subtotal, C	284	–	–	(1)	(1)	283
D. Programme support	55	–	–	–	–	55
Subtotal, 1	388	–	–	(1)	(1)	387

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management			
1. Executive direction and management	1	–	1
2. Memorandum of Understanding	–	–	–
Subtotal, B	1	–	1
C. Programme of work			
1. Globalization, interdependence and development	–	–	–
2. Investment and enterprise	–	–	–
3. International trade and commodities	–	–	–
4. Technology and logistics	1	–	1
5. Africa, least developed countries and special programmes	–	–	–
Subtotal, C	1	–	1

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Component/subprogramme	2024 estimate	Change	2025 estimate
D. Programme support	13	–	13
Subtotal, 2	15	–	15
Total	403	(1)	402

Table 12.25

Overall: evolution of financial and post resources

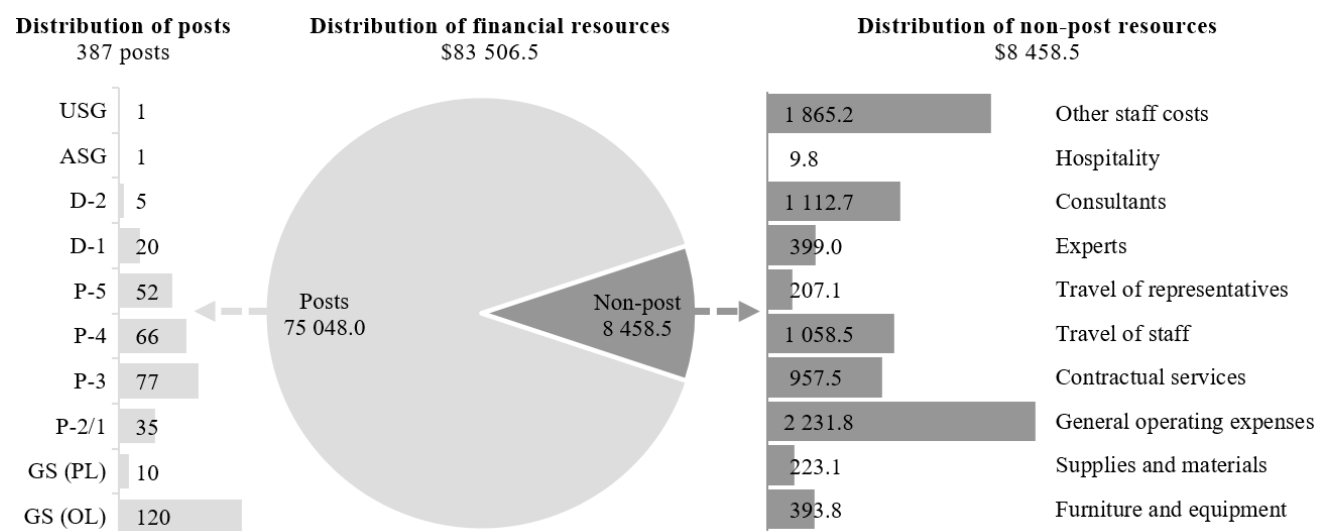
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	71 640.1	75 250.5	–	–	(202.5)	(202.5)	(0.3)	75 048.0
Non-post	6 738.4	8 338.9	–	–	119.6	119.6	1.4	8 458.5
Total	78 378.6	83 589.4	–	–	(82.9)	(82.9)	(0.1)	83 506.5
Post resources by category								
Professional and higher		256	–	–	1	1	0.4	257
General Service and related		132	–	–	(2)	(2)	(1.5)	130
Total		388	–	–	(1)	(1)	(0.3)	387

Figure 12.VIII

Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

12.88 As shown in table 12.23 (1), resource changes reflect a net decrease of \$82,900, as follows:

- (a) **Subprogramme 1, Globalization, interdependence and development.** The net decrease of \$202,500 under posts relates to the proposed abolishment of one Documents Management Assistant (General Service (Other level)) and one Staff Assistant (General Service (Other level)), offset in part by the proposed establishment of one Economic Affairs Officer (P-3), as reflected in annex II;
- (b) **Programme support.** The increase of \$119,600 under general operating expenses relates to the higher anticipated requirements for: (i) the information and communications technology services provided by the United Nations Office at Geneva and the United Nations International Computing Centre reflecting increased digitalization efforts; and (ii) document reproduction-related services provided by the Department for General Assembly and Conference Management reflecting increased information dissemination and outreach activities.

Extrabudgetary resources

12.89 As reflected in tables 12.23 (2) and 12.24 (2), extrabudgetary resources amount to \$61,326,000. The resources would complement regular budget resources and would be used to provide for 15 posts (1 D-2, 1 P-5, 2 P-4, 2 P-3 and 9 General Service (Other level)) to perform mainly the administrative functions related to the extrabudgetary activities. In addition, non-post resources would be used to perform various technical cooperation activities, such as technical advisory services, training, workshops, seminars and field projects.

12.90 The extrabudgetary resources under the present section are subject to the oversight of UNCTAD, which has delegated authority from the Secretary-General of the United Nations.

Polymaking organs

12.91 The resources proposed under this component would provide for the polymaking organs as shown in table 12.26.

Table 12.26

Polymaking organs

(Thousands of United States dollars)

<i>Polymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Commission on Science and Technology for Development	Mandate: General Assembly resolution 46/235 Membership: 43 government experts One session per year One intersessional panel per year	170.8	170.8
Investment, Enterprise and Development Commission	Mandate: General Assembly resolution 49/130 TD/442 , TD/442/Corr.1 and TD/442/Corr.2 (Accra Accord), para. 202 Membership: 16 experts One session per year	36.3	36.3

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<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Quadrennial session of UNCTAD	Mandate: General Assembly resolution 1995 (XIX) , para. 2 Held every four years	17.6	17.6
Total		224.7	224.7

12.92 The proposed regular budget resources for 2025 amount to \$224,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 12.27 and figure 12.IX.

Table 12.27
Policymaking organs: evolution of financial resources

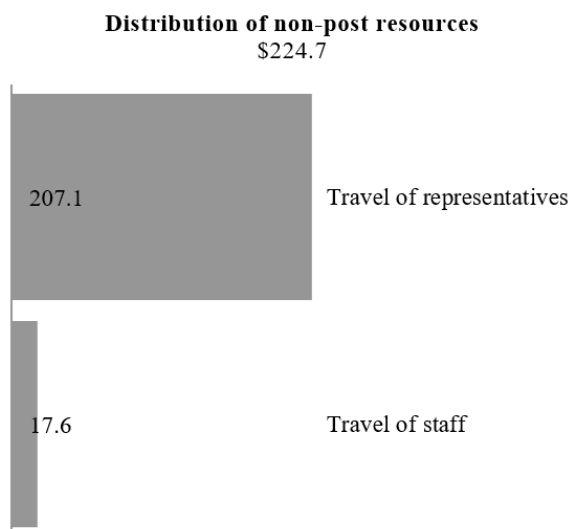
(Thousands of United States dollars)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Non-post	212.2	224.7	–	–	–	–	–	224.7	
Total	212.2	224.7	–	–	–	–	–	224.7	

Figure 12.IX

Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Executive direction and management

1. Executive direction and management

12.93 The Office of the Secretary-General of UNCTAD coordinates cross-cutting institutional processes, such as the systematic inclusion of gender equality aspects in all areas of the work of UNCTAD and reaching gender parity in staff. To that end, the Office of the Secretary-General will continue to

coordinate the Gender Task Force, which is chaired by the Deputy Secretary-General of UNCTAD and is mandated to improve and better coordinate gender mainstreaming activities, including by appointing, for each UNCTAD subprogramme, gender focal points whose responsibilities include reviewing and clearing trust fund project documents from a gender mainstreaming perspective. The Statistics Coordination Task Force, chaired by the Deputy Secretary-General of UNCTAD, which has the mandate to improve the coordination of statistical activities in UNCTAD and to exploit synergies, sets strategic priorities for UNCTAD statistics and coordinates statistical activities, including production, dissemination and capacity development.

- 12.94 In addition, the Office of the Secretary-General of UNCTAD undertakes communication and external relations activities, which include the planning and delivery of UNCTAD media outreach and external relations activities, web content management, civil society liaison and implementation of the communications strategy, including the production and dissemination of information and media products targeted to specific audiences. It also promotes cooperation and working relationships with civil society organizations, including non-governmental organizations (NGOs), trade unions, academia and intergovernmental organizations, and carries out fundraising and intergovernmental liaison activities in respect of civil society work.
- 12.95 Furthermore, the Office of the Secretary-General of UNCTAD coordinates and conducts evaluation activities that serve to ensure and enhance the quality and resonance of UNCTAD programmes and projects, by providing internal oversight, including oversight and management of external evaluations mandated by the Trade and Development Board, oversight and management of project evaluations funded by the United Nations Development Account and external evaluations required by contribution agreements, thus providing strategic support and advice to the management on oversight, self-assessments and self-evaluations.
- 12.96 Additionally, the work of enhancing outreach and promoting UNCTAD objectives at United Nations Headquarters and with relevant actors based in New York and Washington, D.C., including enhancing coordination with all United Nations system entities, funds and specialized programmes, diplomatic missions, the press corps, research institutions, NGOs and technical assistance agencies in the areas of trade, investment, technology and development, is undertaken by the liaison office in New York under the direct guidance of the Office of the Secretary-General of UNCTAD.
- 12.97 The Statistics Service is responsible for supporting the coordination, standardization and coherence of statistical activities throughout the organization and conducting independent quality assurance on UNCTAD statistics. The cross-organizational Service provides relevant and timely statistics and indicators on trade and development, cutting across the areas of work of UNCTAD, including the interrelated issues of finance, technology, transport, investment and sustainable development, for enhanced and data-driven research, analysis and policy action, and, by implementing the UNCTAD Statistics Quality Assurance Framework, aligning the organization's overall statistical requirements to enable better planning, more synergies and quality controls. The Service coordinates data and statistical activities in UNCTAD by developing methods, standards and tools for the collection, compilation, dissemination and use of high-quality statistics adhering to international standards. The Service also contributes to the development of national statistical capacity and global statistics, supports countries' efforts to strengthen their national statistical capacity and develops statistics with international collaboration on topics related to the UNCTAD mandate.
- 12.98 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), UNCTAD is integrating environmental management practices into its operations. UNCTAD will continue to reduce its carbon footprint by reviewing all air travel at the senior management level to ensure that all alternatives are considered, and substituting air travel through the use of information and communications tools whenever possible. As a non-resident entity housed within the premises of the United Nations Office at Geneva, the UNCTAD carbon footprint comprises exclusively air travel-related emissions.

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12.99 Information on the timely submission of documentation and advance booking for air travel is reflected in table 12.28. UNCTAD will continue to make efforts to further increase the compliance rate, including by monitoring advance ticket purchase compliance in the Management Information System (UNCTAD management dashboard) and reporting to senior management once a month. The Mission Travel Portal, which identifies requests that are not compliant with the advance air ticket purchase policy and sends automated warnings to senior managers, is used by staff members to clear their travel requests with senior management before initiating travel requests in Umoja. In addition, UNCTAD continues to make efforts to raise awareness among staff members and to encourage early planning of meetings and conferences, whenever possible.

Table 12.28
Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	97	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	37	52	72	100	100

12.100 The proposed regular budget resources for 2025 amount to \$9,282,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 12.29 and figure 12.X.

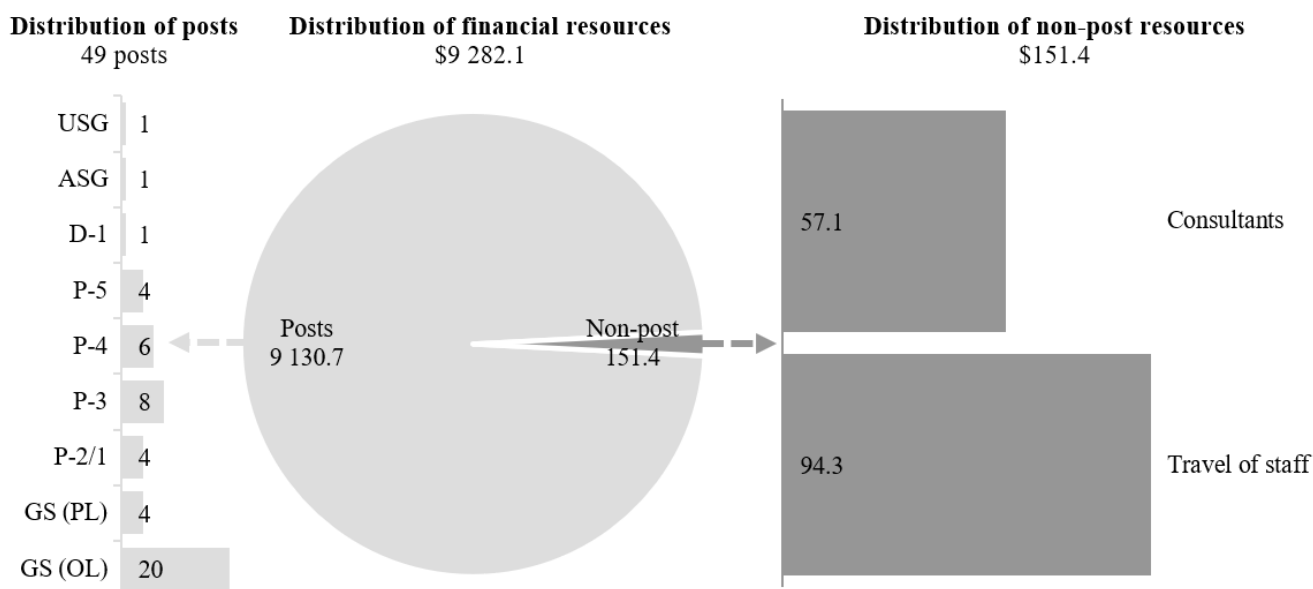
Table 12.29
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	8 377.7	9 130.7	–	–	–	–	–	9 130.7	
Non-post	145.2	151.4	–	–	–	–	–	151.4	
Total	8 522.9	9 282.1	–	–	–	–	–	9 282.1	
Post resources by category									
Professional and higher		25	–	–	–	–	–	25	
General Service and related		24	–	–	–	–	–	24	
Total		49	–	–	–	–	–	49	

Figure 12.X
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



2. Memorandum of Understanding between the Russian Federation and the Secretariat of the United Nations on promoting Russian food products and fertilizers to the world markets

12.101 On 22 July 2022, the Secretary-General, as part of his efforts to address the recent increase in global food insecurity, signed a memorandum of understanding with the Russian Federation on promoting Russian food products and fertilizers to the world markets to facilitate the unimpeded access to the global markets of Russian food products and fertilizers, which are not subject to sanctions. This initiative, known as the Memorandum of Understanding between the Russian Federation and the Secretariat of the United Nations on promoting Russian food products and fertilizers to the world markets, is aimed at bringing stability to global food markets by facilitating global access to agricultural products, including fertilizers and raw materials required to produce fertilizers.

12.102 The Memorandum of Understanding is aimed at the following:

- (a) Continuation of commercial supplies of food and fertilizers from the Russian Federation to the countries in need of such products;
- (b) Continuation of efforts by the Secretariat of the United Nations to facilitate the transparent unimpeded access of food and fertilizers, including raw materials required to produce fertilizers (including ammonia), originating from the Russian Federation to the world market; under the initiative, the Russian Federation informs the Secretariat of any potential or existing impediments to such access that may arise in the sectors of finance, insurance and logistics;
- (c) Facilitation by the Russian Federation of the unimpeded export of food, sunflower oil and fertilizers from the Ukrainian ports.

12.103 To support the Memorandum of Understanding, UNCTAD leads the endeavour to engage with relevant authorities and the private sector to effectively exempt food products and fertilizers, including raw materials required to produce fertilizers (including ammonia), originating in the Russian Federation from measures imposed on the Russian Federation, based on the principle that those measures do not apply to food products and fertilizers.

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- 12.104 UNCTAD undertakes in-scope requests from the Russian Federation and provides technical guidance to the Russian Federation and to Russian companies relating to trade facilitation in the context of the Memorandum of Understanding.
- 12.105 In this context, UNCTAD has established a task team to support the Memorandum of Understanding. Its activities include the following:
- (a) Establishment of channels for the mutual exchange of information between the Russian Federation and the Secretariat of the United Nations for the purposes of implementing the Memorandum of Understanding and informing the Secretariat on any impediments to the access of food and fertilizers originating from the Russian Federation to global markets;
 - (b) Facilitation of and support for the efforts of bilateral and multilateral sectoral working groups, involving relevant actors from the government and private sectors;
 - (c) On the basis of in-scope requests received from the Russian Federation, liaison with the private sector, including business associations, industry groups and companies, to address issues arising from non-sanctioned trade related to the Memorandum of Understanding.
- 12.106 The proposed regular budget resources for 2025 amount to \$2,645,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 12.30 and figure 12.XI.

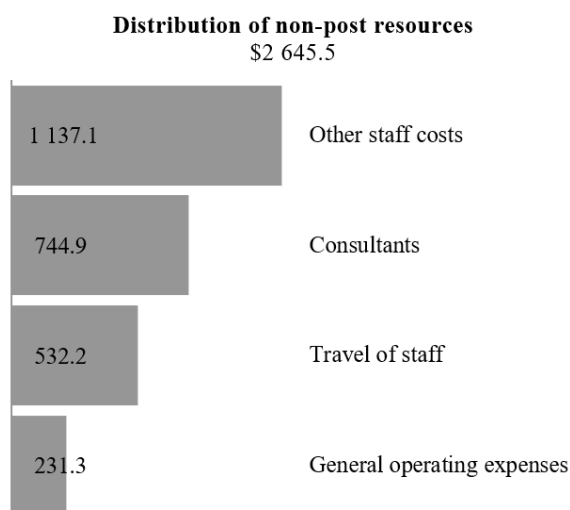
Table 12.30
Memorandum of Understanding: evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Non-post	1 565.4	2 645.5	–	–	–	–	–	–	2 645.5
Total	1 565.4	2 645.5	–	–	–	–	–	–	2 645.5

Figure 12.XI
Memorandum of Understanding: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Programme of work

Subprogramme 1 Globalization, interdependence and development

12.107 The proposed regular budget resources for 2025 amount to \$9,406,300 and reflect a decrease of \$202,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 12.88 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 12.31 and figure 12.XII.

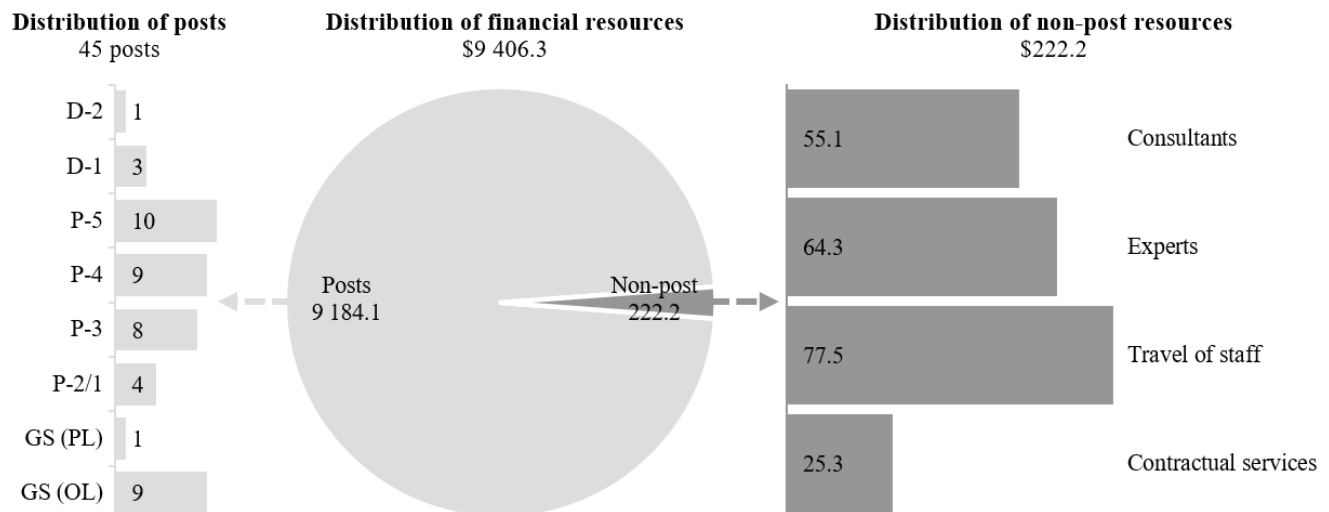
Table 12.31
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	8 417.8	9 386.6	–	–	(202.5)	(202.5)	(2.2)	9 184.1
Non-post	218.8	222.2	–	–	–	–	–	222.2
Total	8 636.6	9 608.8	–	–	(202.5)	(202.5)	(2.1)	9 406.3
Post resources by category								
Professional and higher		34	–	–	1	1	2.9	35
General Service and related		12	–	–	(2)	(2)	(16.7)	10
Total		46	–	–	(1)	(1)	(2.2)	45

Figure 12.XII
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



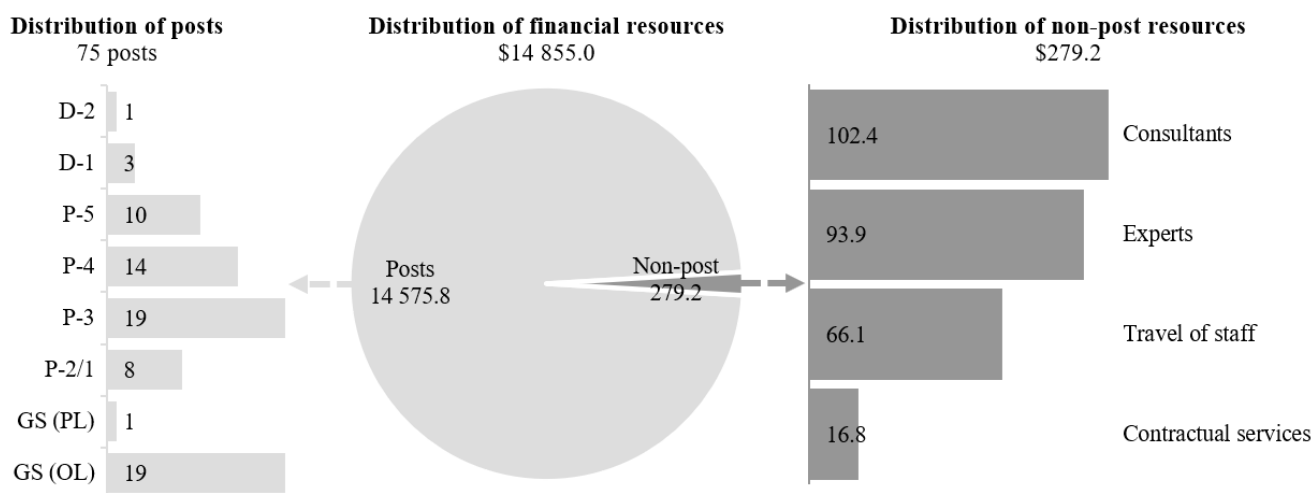
Subprogramme 2 Investment and enterprise

12.108 The proposed regular budget resources for 2025 amount to \$14,855,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 12.32 and figure 12.XIII.

Table 12.32
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	13 142.5	14 575.8	–	–	–	–	14 575.8
Non-post	271.1	279.2	–	–	–	–	279.2
Total	13 413.6	14 855.0	–	–	–	–	14 855.0
Post resources by category							
Professional and higher		55	–	–	–	–	55
General Service and related		20	–	–	–	–	20
Total		75	–	–	–	–	75

Figure 12.XIII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)
(Number of posts/thousands of United States dollars)



Subprogramme 3 International trade and commodities

12.109 The proposed regular budget resources for 2025 amount to \$16,405,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 12.33 and figure 12.XIV.

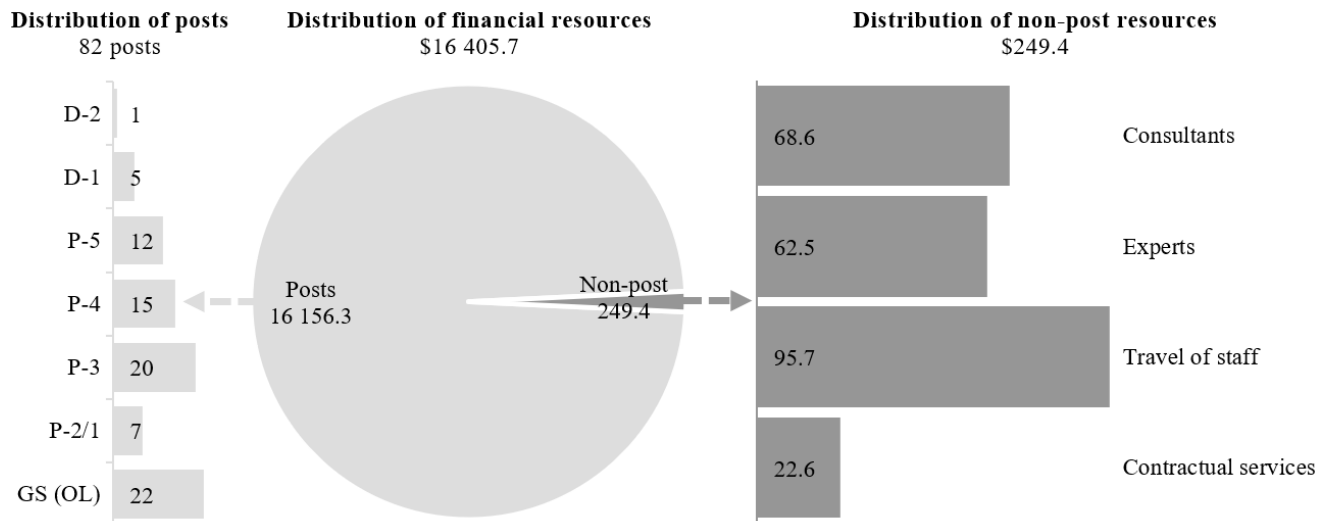
Table 12.33
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	15 644.5	16 156.3	–	–	–	–	–	16 156.3
Non-post	240.0	249.4	–	–	–	–	–	249.4
Total	15 884.5	16 405.7	–	–	–	–	–	16 405.7
Post resources by category								
Professional and higher		60	–	–	–	–	–	60
General Service and related		22	–	–	–	–	–	22
Total		82	–	–	–	–	–	82

Figure 12.XIV
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
 Technology and logistics**

12.110 The proposed regular budget resources for 2025 amount to \$10,368,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 12.34 and figure 12.XV.

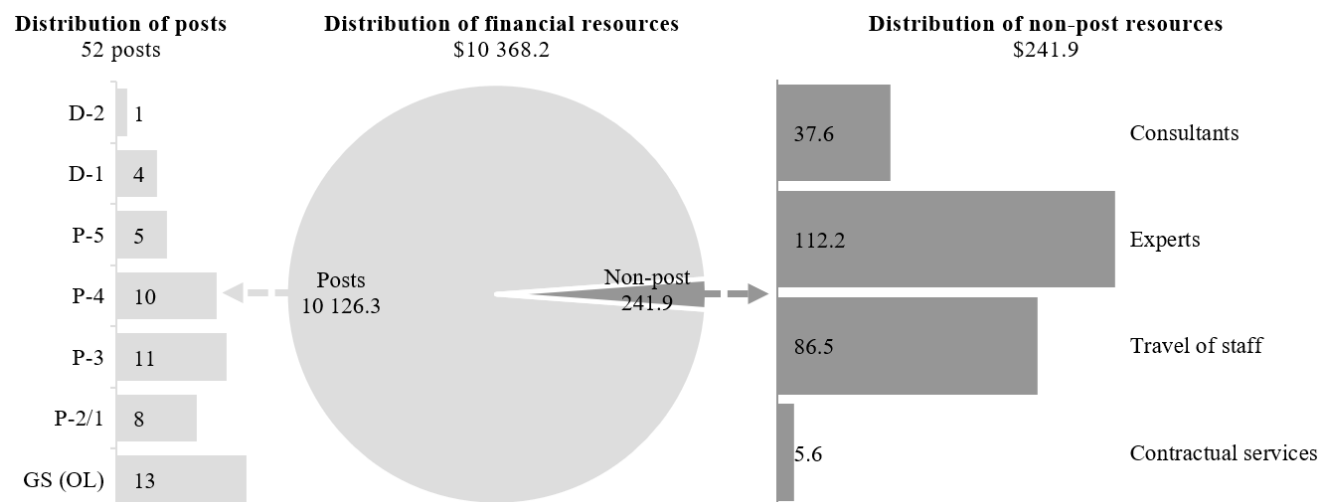
Table 12.34
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	10 391.2	10 126.3	–	–	–	–	–	10 126.3
Non-post	239.7	241.9	–	–	–	–	–	241.9
Total	10 630.9	10 368.2	–	–	–	–	–	10 368.2
Post resources by category								
Professional and higher		39	–	–	–	–	–	39
General Service and related		13	–	–	–	–	–	13
Total		52	–	–	–	–	–	52

Figure 12.XV
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 5
 Africa, least developed countries and special programmes**

12.111 The proposed regular budget resources for 2025 amount to \$6,150,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 12.35 and figure 12.XVI.

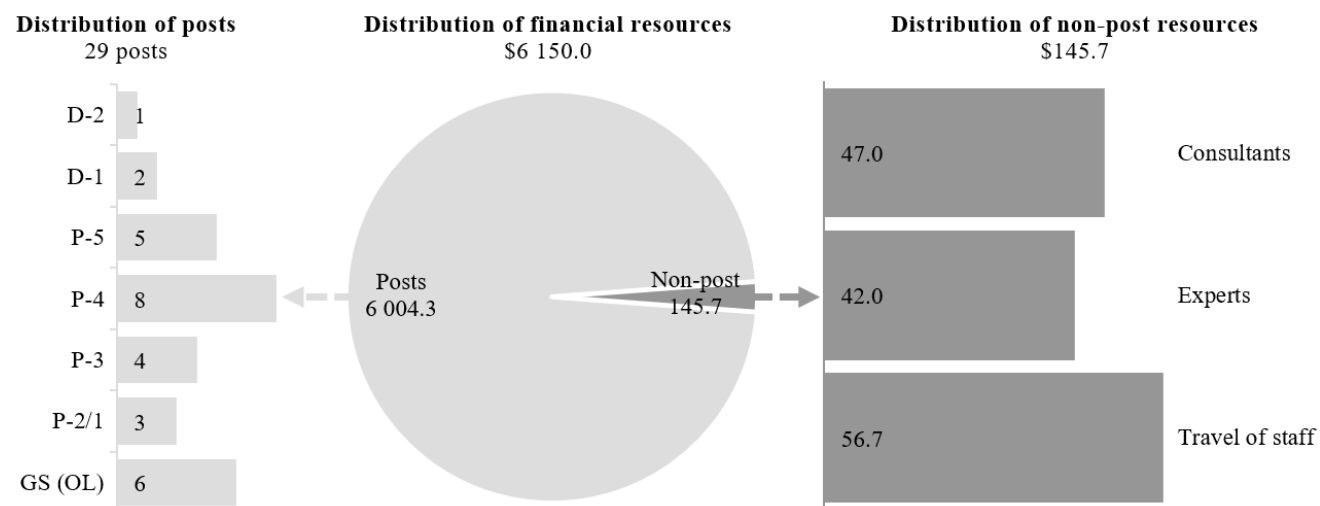
Table 12.35
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	5 783.4	6 004.3	–	–	–	–	–	6 004.3
Non-post	143.2	145.7	–	–	–	–	–	145.7
Total	5 926.6	6 150.0	–	–	–	–	–	6 150.0
Post resources by category								
Professional and higher		23	–	–	–	–	–	23
General Service and related		6	–	–	–	–	–	6
Total		29	–	–	–	–	–	29

Figure 12.XVI
Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

12.112 Programme support is responsible for administrative activities that support the smooth work of the programme, including in the areas of human resources, finance and budget, programme planning, intergovernmental activities and technical cooperation.

12.113 The proposed regular budget resources for 2025 amount to \$14,169,000 and reflect an increase of \$119,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 12.88 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 12.36 and figure 12.XVII.

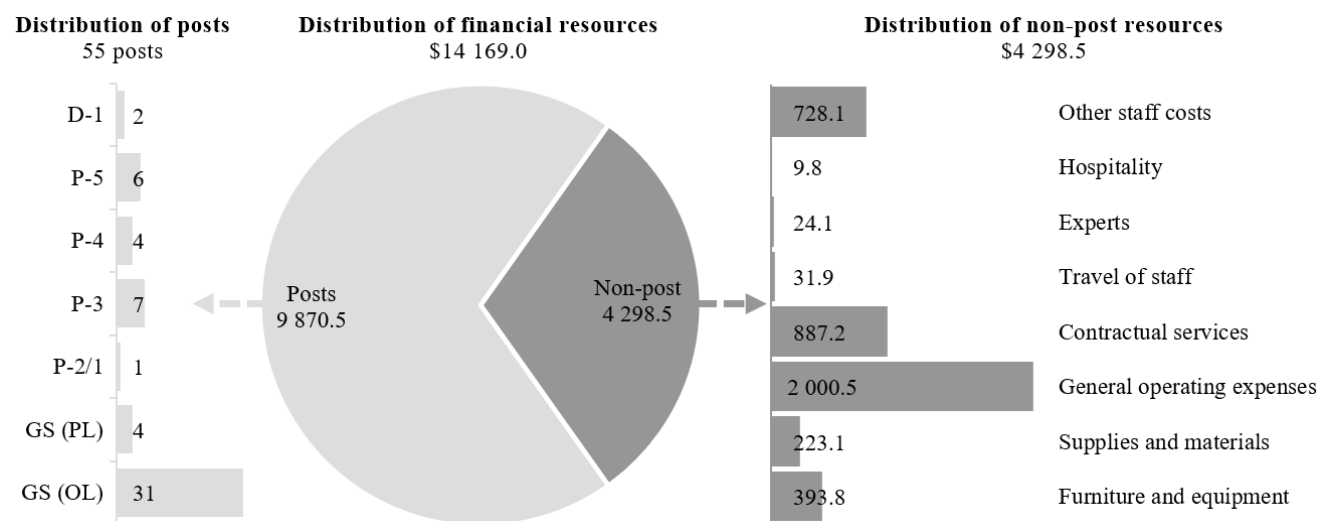
Table 12.36
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	9 883.0	9 870.5	–	–	–	–	–	9 870.5
Non-post	3 702.7	4 178.9	–	–	119.6	119.6	2.9	4 298.5
Total	13 585.7	14 049.4	–	–	119.6	119.6	0.9	14 169.0
Post resources by category								
Professional and higher		20	–	–	–	–	–	20
General Service and related		35	–	–	–	–	–	35
Total		55	–	–	–	–	–	55

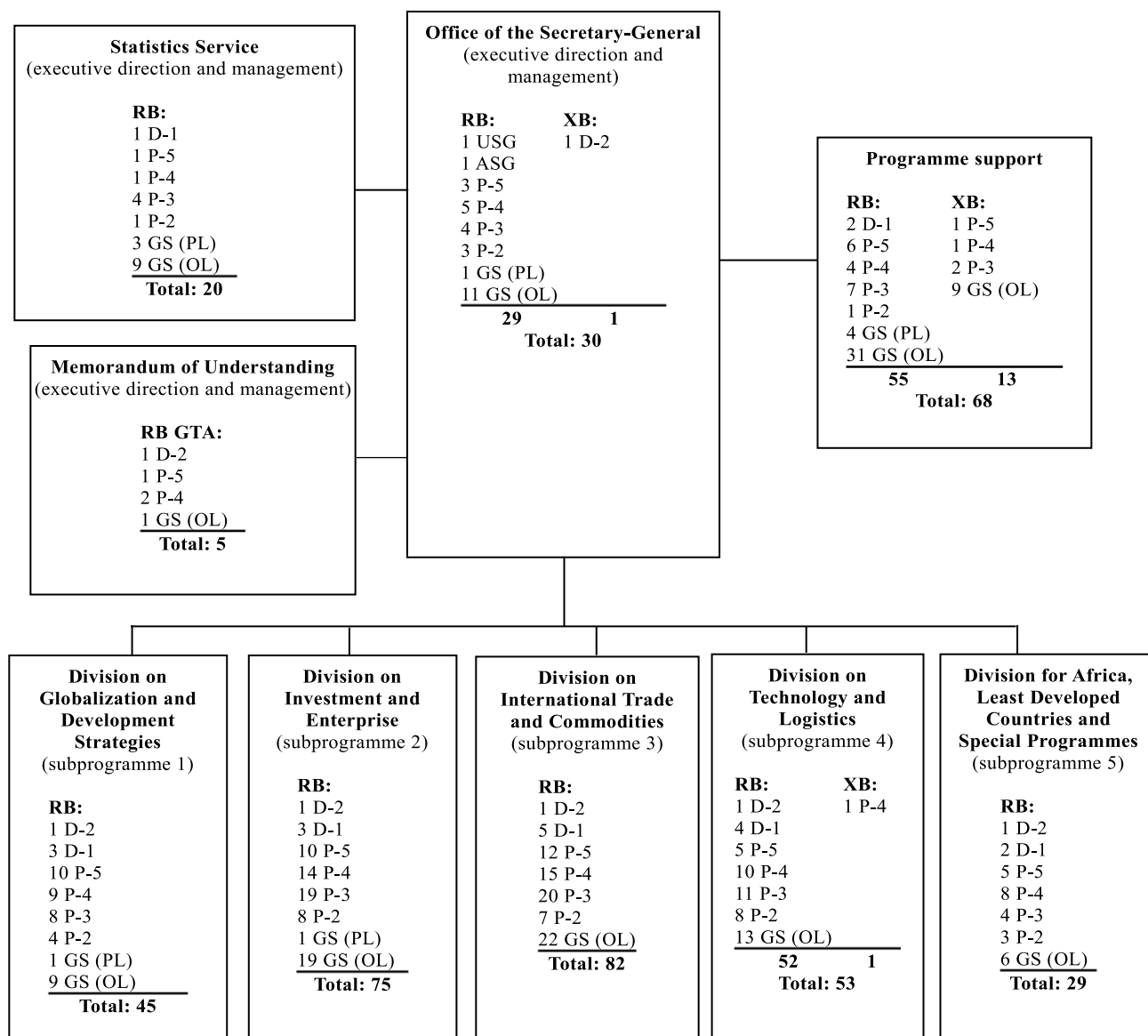
Figure 12.XVII
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); GTA, general temporary assistance; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 1, Globalization, interdependence and development	(2)	GS (OL)	Abolishment of one Documents Management Assistant and one Staff Assistant	The proposed abolishment of two posts is related to the restructuring of responsibilities within the subprogramme and the automatization and digitalization of documents management-related processes.
Subprogramme 1, Globalization, interdependence and development	1	P-3	Establishment of one Economic Affairs Officer	The proposed establishment of one post is related to the strengthening of the UNCTAD programme of assistance to the Palestinian people, including relevant studies. It is proposed that one Economic Affairs Officer be established to be responsible for, and make contributions to, the technical, modelling and quantitative analysis carried out by the Assistance to the Palestinian People Unit. In addition, the Economic Affairs Officer would: (a) provide overall statistical support, including methodology identification, model-building, calibration, estimation and simulations, to the Unit; and (b) contribute to parliamentary and technical reports and documents, technical cooperation projects and the maintenance of the Unit's website.

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



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part IV

International cooperation for development

Section 13

International Trade Centre

Subprogramme 6 of programme 10

Trade and development

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 13.1 The International Trade Centre (ITC) is responsible for the business aspects of trade development, as the joint technical cooperation agency of the United Nations and the World Trade Organization (WTO). The mandate derives from the priorities established by the contracting parties to the General Agreement on Tariffs and Trade (GATT) on 19 March 1964 and the General Assembly on 12 December 1967 (Assembly resolution [2297 \(XXII\)](#)). Since 1 January 1968, ITC has operated under the joint auspices of GATT/WTO and the United Nations. In its resolution 1819/LV of 9 August 1973, the Economic and Social Council reaffirmed the Centre's mandate as the focal point for technical assistance and cooperation activities for trade promotion within the United Nations system of assistance for developing countries.
- 13.2 In the context of the 2030 Agenda for Sustainable Development, Member States explicitly recognized trade as a key engine for sustainable and inclusive economic growth and poverty eradication, specifically through target 8.a of the Sustainable Development Goals, to increase Aid for Trade support, and targets 17.10 and 17.11 of the Goals, for an open, rules-based, transparent and fair trading system and a significant increase in exports from developing countries.
- 13.3 Against the backdrop of trade tensions and the severe negative impact on trade and development caused by the coronavirus disease (COVID-19) pandemic, the General Assembly, in its resolutions [78/134](#) and [77/160](#), reiterated this position for the target beneficiaries of ITC – micro-, small and medium-sized enterprises – which make up over 90 per cent of the world's businesses, account for over two thirds of employment and form the economic backbone of every community.

Programme of work

Subprogramme 6

Operational aspects of trade promotion and export development

Objective

- 13.4 The objective, to which ITC contributes, is to enhance inclusive and sustainable growth and development through trade and international business development for micro-, small and medium-sized enterprises in developing countries, especially the least developed countries, and countries with economies in transition, through increased business capacities of those enterprises to trade and through a conducive business environment and strengthened institutional ecosystems for those enterprises.

Strategy and external factors for 2025

- 13.5 To contribute to the objective, ITC will provide advisory services, training and awareness-building to enterprises, business support institutions and government agencies in areas that are key to the international competitiveness of micro-, small and medium-sized enterprises. In particular, ITC will:
- (a) Build enterprise-level capacities in the areas of market analysis, value addition, quality, e-commerce, marketing, access to finance and investment, climate resilience and environmental risk mitigation, including on how to sustain the resilience of micro-, small and medium-sized enterprises in the recovery from the COVID-19 pandemic;

- (b) Provide micro-, small and medium-sized enterprises with market knowledge and new market linkage opportunities, including through initiatives such as the Switch ON and FastTrackTech digital trade initiatives and the “Alliances for Action” initiative, which connect businesses to foreign markets and develop public-private partnerships in targeted value chains, strengthening existing and opening new trade channels;
- (c) Enable business transactions and investment for micro-, small and medium-sized enterprises, with a focus on growing local, regional, South-South and global value chains, working with women-owned businesses, youth entrepreneurs, refugees, internally displaced persons and artisan and farmer communities, including through the ITC SheTrades initiative, the Ye! (“young entrepreneurs”) community and the Refugee Empowerment through Markets Initiative;
- (d) Strengthen the governance, performance, advocacy capacities, quality and scope of services and interconnectedness of national, subnational and regional business support institutions and ecosystems, including trade and investment promotion agencies, chambers of commerce, sector associations, youth and women’s business groups, cooperatives, incubators and technical and vocational training providers;
- (e) Support policymakers in leading public-private dialogues and consensus-building and decision-making processes that foster the growth and internationalization of micro-, small and medium-sized enterprises, including through the promotion of the benefits of a universal, rules-based, open, predictable, inclusive, non-discriminatory and equitable multilateral trading system under WTO;
- (f) Scale up its comprehensive and globally accessible trade intelligence that addresses information and knowledge gaps, including databases, such as the ITC Sustainability Map and Market Access Map, and the SME Trade Academy digital learning platform.

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

- (a) Increased resilience of micro-, small and medium-sized enterprises to external shocks and their enhanced competitiveness, sustainable business practices and integration into regional and international value chains that generate business transactions, investments, sustainable jobs and higher incomes, especially for women, youth and persons in vulnerable situations;
- (b) Improved usefulness of services provided by business support institutions to micro-, small and medium-sized enterprises, including enhanced management and operational functioning of the service providers;
- (c) Better-informed government decision makers, with options for new or improved inclusive trade-related policies, strategies and regulatory frameworks that contribute to an enabling environment for micro-, small and medium-sized enterprises to participate in international trade;
- (d) Increased awareness among policymakers, business support organizations and businesses related to trade opportunities and challenges for micro-, small and medium-sized enterprises, market access conditions and sustainable business practices.

13.7 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:

- (a) Extrabudgetary resources will remain stable;
- (b) Political, economic and social conditions in programming countries will remain conducive to development interventions;
- (c) International trade and investment conditions do not deteriorate significantly compared with 2024.

- 13.8 With regard to cooperation with other entities at the global, regional, national and local levels, ITC will maintain and develop partnerships with the private sector, civil society, academia and trade and development organizations to support market access and provide supplier programmes for micro-, small and medium-sized enterprises in order to advance the 2030 Agenda. ITC will focus on partnerships that contribute to the operationalization of the African Continental Free Trade Area, to scalable initiatives, especially for the least developed countries, small island developing States and landlocked developing countries, and to the implementation of WTO ministerial discussions and outcomes, including on digital trade, investment facilitation, women and trade, and micro-, small and medium-sized enterprises and trade.
- 13.9 With regard to inter-agency coordination and liaison, ITC will continue to coordinate with United Nations entities, including through membership in the United Nations Sustainable Development Group and United Nations regional and country teams. ITC will collaborate with the United Nations Conference on Trade and Development and WTO, and with other entities and initiatives, such as the United Nations Global Compact, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Capital Development Fund, the United Nations Development Programme, the Food and Agriculture Organization of the United Nations and the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States.
- 13.10 ITC integrates a gender perspective in its operational activities, deliverables and results, as appropriate. ITC will mainstream gender equality and women's empowerment throughout its workstreams, including by catalysing reforms of government procurement frameworks to mainstream a gender perspective; changing how business support organizations and financial institutions serve women; strengthening the voice of women's organizations in the African Continental Free Trade Area; and serving more marginalized groups of women.
- 13.11 In line with the United Nations Disability Inclusion Strategy, ITC will address disability inclusion in its operational planning process and will focus on disability inclusion aspects in its results reporting.

Evaluation activities

- 13.12 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) 2023 annual evaluation synthesis report (meta-evaluation of the 2022 evaluation findings);
 - (b) Evaluation of the work of ITC on agricultural value chains;
 - (c) Sustainability review of the ITC programme on trade development strategies;
 - (d) Final evaluation of the United Kingdom Trade Partnerships Programme.
- 13.13 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2025. For example, the 2023 annual evaluation synthesis report found that most ITC interventions have positively contributed to Member States' national development objectives, in turn informing future approaches to maximize impact. Furthermore, partnerships and capacity-building activities have helped to ensure the sustainability of results, with opportunities for improvement in the area of country-level synergies, which will have an increased focus for 2025.
- 13.14 The following evaluations are planned for 2025:
- (a) 2025 annual evaluation synthesis report (meta-evaluation of the 2024 evaluation findings);
 - (b) One corporate-level evaluation;
 - (c) One evaluation of an ITC thematic area;
 - (d) One large project evaluation.

Programme performance in 2023

Countries reached new milestones in their journey towards accession to the multilateral trading system

- 13.15 WTO provides assistance to observers negotiating accession. To complement the work of WTO, ITC has a long-standing record of providing on-request, tailored in-country trade assistance and support to the WTO accession negotiations, including through integration of the perspectives of the private sector, especially micro-, small and medium-sized enterprises, for Member States to advance the multilateral trading system to facilitate economic growth and inclusive, sustainable development. In 2022, ITC and WTO jointly launched the inter-agency Coordination Group on Accessions-related Technical Assistance to facilitate information exchange. In 2023, ITC assisted policymakers in Iraq, Uzbekistan and, most recently, Timor-Leste in their accession process, including by raising the awareness of sector stakeholders about the WTO accession challenges and opportunities.
- 13.16 Progress towards the objective is presented in the performance measure below (see table 13.1).

Table 13.1

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Iraq and the Sudan undertook preparations for the resumption of their respective WTO accession processes	Iraq submitted WTO accession documentation, such as a memorandum on its foreign trade regime and agriculture domestic support tables	Iraq drafted the initial offer on goods and services to advance the accession process Uzbekistan advanced the WTO accession process through two working party meetings to negotiate trade policy terms and to actively engage in bilateral market access negotiations, resulting in signed bilateral agreements on goods with several WTO members Timor-Leste submitted revised and translated legislation aligned with the WTO requirements

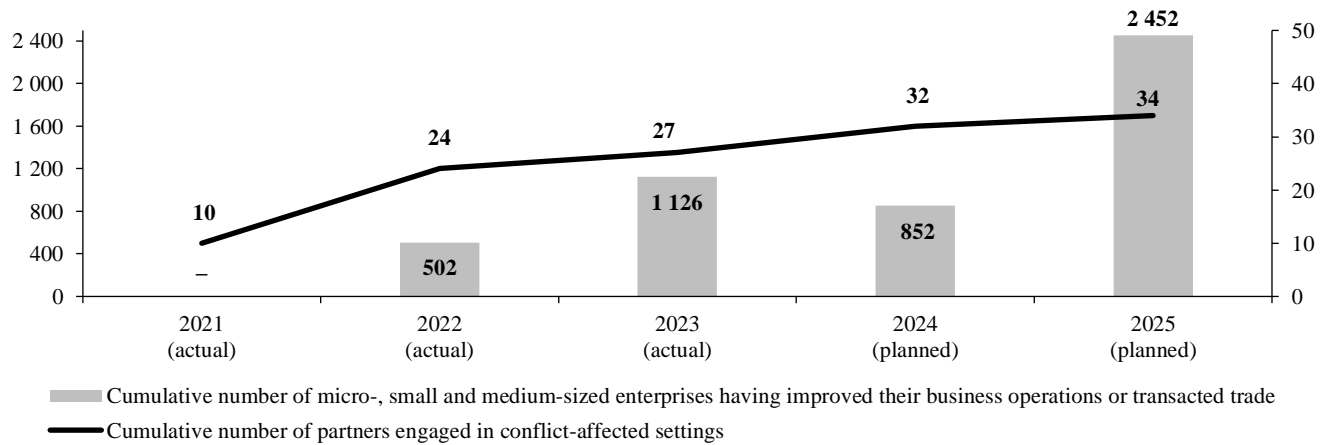
Planned results for 2025

Result 1: partnerships for enhanced trade and more resilient micro-, small and medium-sized enterprises in countries in conflict and post-conflict situations

Programme performance in 2023 and target for 2025

- 13.17 The Centre's work contributed to 1,126 micro-, small and medium-sized enterprises that improved their business operations or transacted trade, and 27 partners that were engaged in hard-to-reach areas in Iraq, which exceeded the planned target of 400 micro-, small and medium-sized enterprises and 23 partners.
- 13.18 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 13.1).

Figure 13.I
Performance measure: number of micro-, small and medium-sized enterprises that improved business or transacted trade, and partnerships for trade in conflict and post-conflict situations (cumulative)

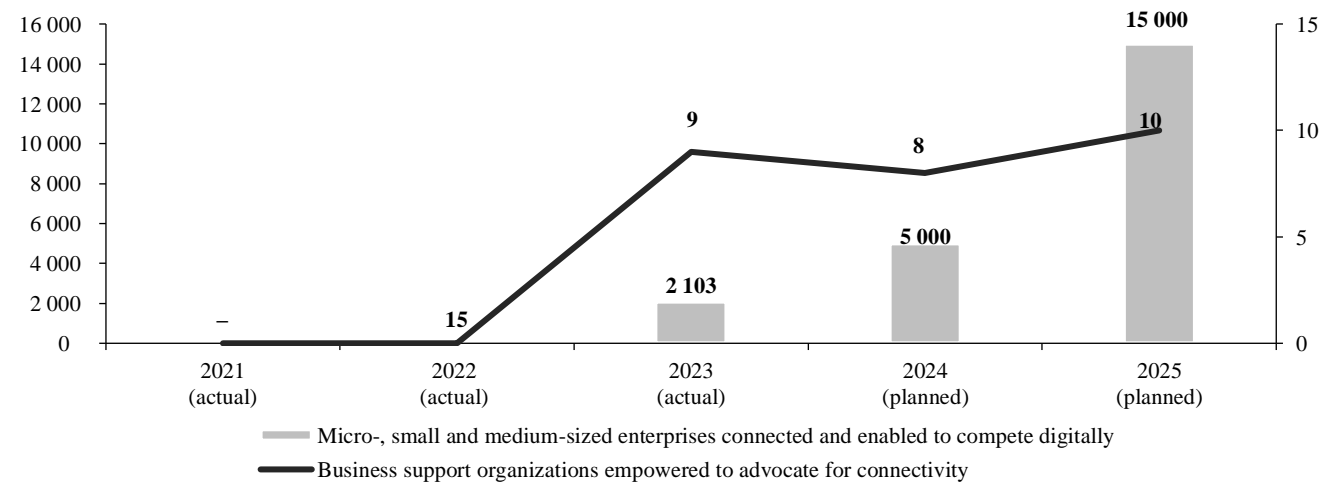


Result 2: strengthened digital trade capacity of micro-, small and medium-sized enterprises

Programme performance in 2023 and target for 2025

- 13.19 The Centre’s work contributed to 2,103 micro-, small and medium-sized enterprises connected and enabled to compete digitally, and 9 business support organizations empowered to advocate for connectivity, which exceeded the planned target of 300 micro-, small and medium-sized enterprises and 2 business support organizations.
- 13.20 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 13.II).

Figure 13.II
Performance measure: number of micro-, small and medium-sized enterprises enabled to digitally compete and number of business support organizations empowered to advocate for connectivity



Result 3: strengthened services provided by local business support organizations to small businesses to capitalize on the African Continental Free Trade Area

Proposed programme plan for 2025

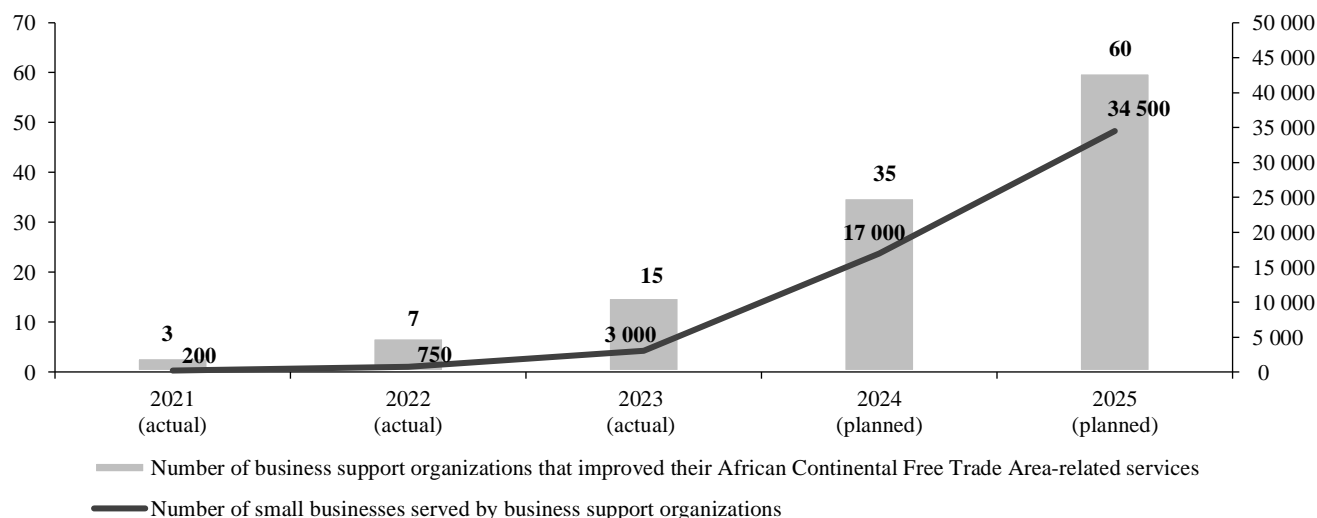
13.21 The African Continental Free Trade Area aims to connect 1.3 billion people across Africa with a combined gross domestic product of \$3.4 trillion. However, most African businesses are still in need of capacity development for accessing the newly available market opportunities. To meet the new demands of small businesses for trade-related information, upskilling and advisory services within the African Continental Free Trade Area, ITC developed the One Trade Africa initiative, which surveyed African business support organizations and identified a significant demand to build or expand their Free Trade Area-related offering, including on market intelligence, training and advisory services for small businesses.

Lessons learned and planned change

13.22 The lesson for ITC was that, to reach a broader base of small businesses, it needed to strengthen the membership-based business support organizations as the key pillars of the African Continental Free Trade Area business ecosystem. In applying the lesson, ITC will help to improve the services of national and regional business support organizations through new awareness-raising activities, improved representation in policymaking, better connectedness and exchange of information with peer institutions through a new platform for business support organizations in the African Continental Free Trade Area, enhanced data dissemination through the African Trade Observatory and a new offering of Free Trade Area-focused export trainings for micro-, small and medium-sized enterprises.

13.23 Expected progress towards the objective is presented in the performance measure below (see figure 13.III).

Figure 13.III
Performance measure: number of business support organizations that improved their African Continental Free Trade Area-related services and number of small businesses served by those business support organizations (cumulative)



Legislative mandates

13.24 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to ITC.

General Assembly resolutions

2297 (XXII)	International Trade Centre	76/190; 77/151;	International trade and development
66/288	The future we want	78/134	
67/213	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled “Environmental pillar in the context of sustainable development”, of the outcome document of the United Nations Conference on Sustainable Development	76/198; 77/156;	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
		78/231	
		76/202; 78/151	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway	76/203; 77/245;	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
		78/232	
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024		
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	76/204; 77/164;	Disaster risk reduction
		78/152	
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	76/205; 78/153	Protection of global climate for present and future generations of humankind
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	76/207; 78/155	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
71/243; 75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	76/213; 78/160	Science, technology and innovation for sustainable development
71/279	Micro-, Small and Medium-sized Enterprises Day	76/217; 77/246;	Follow-up to the second United Nations Conference on Landlocked Developing Countries
		78/163	
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	76/218; 77/179	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)
73/195	Global Compact for Safe, Orderly and Regular Migration	76/220; 77/184;	Operational activities for development of the United Nations system
		78/166	
73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation	76/221; 77/185;	South-South cooperation
		78/167	
74/228	Role of the United Nations in promoting development in the context of globalization and interdependence	76/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
		76/258	
74/231; 76/215;	Development cooperation with middle-income countries	77/177	Doha Programme of Action for the Least Developed Countries
78/162			Follow-up to the Fifth United Nations Conference on the Least Developed Countries
74/235; 77/181	Women in development	77/178	Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environmental protection
75/202; 77/150;	Information and communications technologies for sustainable development		
78/132			
75/211; 77/160	Entrepreneurship for sustainable development	78/150	Achieving gender equality and empowering all women and girls for realizing all Sustainable Development Goals
75/225; 77/174	Towards a New International Economic Order		
75/231	Industrial development cooperation	78/179	Policies and programmes involving youth

Economic and Social Council resolutions

1819 (LV)	United Nations export promotion programmes	2023/11	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
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World Trade Organization ministerial declarations and decisions

WT/MIN(01)/DEC/1	Doha Ministerial Declaration	WT/MIN(15)/DEC	Nairobi Ministerial Declaration
WT/MIN(05)/DEC	Doha Work Programme: Ministerial Declaration	WT/MIN(17)/DEC	Joint Declaration on Trade and Women's Economic Empowerment
WT/MIN(11)/W/2	Elements for political guidance	WT/MIN(22)/24	Outcome document of the twelfth Ministerial Conference
WT/MIN(13)/DEC	Bali Ministerial Declaration		

Deliverables

13.25 Table 13.2 lists all deliverables of ITC.

Table 13.2
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	3	3	3	3
2. Annual report on the activities of ITC to the Joint Advisory Group on the International Trade Centre and the Consultative Committee of the ITC trust fund	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
Meetings of:				
3. The Joint Advisory Group on the International Trade Centre and formal meetings of the Consultative Committee of the ITC trust fund	4	4	4	4
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Fifth Committee	1	1	1	1
6. The Committee for Programme and Coordination	1	1	1	1
7. The WTO Committee on Budget, Finance and Administration	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	135	153	140	145
8. On trade-related technical assistance	135	153	140	145
Seminars, workshops and training events (number of days)	5 000	4 858	5 000	5 000
9. Training events on trade intelligence, policy and strategy	1 200	1 227	1 200	1 200
10. Training events on business support institutions and ecosystems	800	774	800	800
11. Training events on value chains and sustainability	3 000	2 857	3 000	3 000
Technical materials (number of materials)	30	30	30	30
12. <i>SME Competitiveness Outlook</i> flagship report	1	1	1	1
13. Books on trade-related subjects	4	4	4	4
14. Papers on trade-related subjects, such as inclusive and sustainable trade, trade and market intelligence, and competitiveness of micro-, small and medium-sized enterprises (including those that are women- or youth-led)	25	25	25	25

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advice to policymakers, trade support institutions and enterprises to address the international competitiveness challenges for micro-, small and medium-sized enterprises in developing countries and countries with economies in transition, to facilitate public-private dialogue on improvements to the business environment and to ensure that trade supports inclusive and sustainable development; advisory services to disadvantaged groups among micro-, small and medium-sized enterprises, such as women- and youth-owned enterprises, on improving their productive capacity and market access; advisory and advocacy services for policymakers and business support institutions on how to consider the needs of micro-, small and medium-sized enterprises and disadvantaged groups in their service offer; and advocacy that allows for the systematic inclusion of such enterprises and disadvantaged groups in policy and strategy processes.

Databases and substantive digital materials: databases and other online tools to make global trade more transparent and facilitate market access and business and policy decisions. Databases cover trade flows, tariffs and non-tariff measures, export potential, procurement opportunities, rules of origin, private standards and knowledge on sustainable trade and youth and women entrepreneurship. They include the SheTrades database for over 48,000 active women entrepreneurs, “SheTrades Outlook”, the ITC “SME Trade Academy”, the Ye! community and platform for over 40,000 young entrepreneurs, the Benchmarking for Trade platform, the African Trade Observatory, the Quality for Trade platform, ecomConnect and the suite of trade intelligence tools (Market Access Map, Trade Map, Standards Map, Investment Map, Global Trade Helpdesk, Export Potential Map, Procurement Map, Trade Strategy Map, Sustainability Map and ePing).

D. Communication deliverables

Outreach programmes, special events and information materials: special events, including the World Export Development Forum, the Trade for Sustainable Development Forum, the world trade promotion organizations network conference and awards; Micro-, Small and Medium-sized Enterprises Day; the *International Trade Forum* digital magazine; newsletters and campaigns on trade-related subjects for over 18,000 recipients; and information materials and outreach, including on export strategy, trade support networks and capacities, entrepreneurship, skills and export development opportunities, world trade trends, the multilateral trading system, regional integration, technical regulations and standards for export, and trade and the Sustainable Development Goals.

Digital platforms and multimedia content: ITC website and social media accounts, engaging sustainable micro-, small and medium-sized enterprises and women and youth entrepreneurs.

Library services: on-demand services for ITC clients related to trade information.

B. Proposed post and non-post resource requirements for 2025

Overview

13.26 The proposed regular budget resources for 2025 are reflected in table 13.3.

Table 13.3

Overall United Nations grant to ITC: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Grants and contributions ^b	20 178.8	21 723.5	–	–	–	–	–	21 723.5
Total	20 178.8	21 723.5	–	–	–	–	–	21 723.5

^a At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

^b Represents the United Nations share of the ITC full regular budget disbursed as a grant.

- 13.27 The General Assembly, in section I of its resolution [59/276](#), endorsed the revised administrative arrangements for ITC as set out in the report of the Secretary-General ([A/59/405](#)). In conformity with those administrative arrangements, the regular budget of ITC is denominated in Swiss francs and is funded equally by the United Nations and WTO. The United Nations share of the ITC full regular budget is disbursed as a grant.
- 13.28 The grant proposed for 2025 amounts to \$21,723,500, before recosting, reflecting no change in the resource level compared with the approved appropriation for 2024. The full regular budget requirements of ITC amount to SwF 38,050,400 (before recosting), net of projected miscellaneous income of SwF 200,000. The United Nations grant remains at 50 per cent of the ITC full regular budget, or SwF 19,025,200. After applying an exchange rate of SwF 0.8758 to \$1.00, the United States dollar equivalent is \$21,723,500. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 13.29 The General Assembly, in its resolution [77/267](#), decided to lift the trial period on the annual budget cycle and requested the Secretary-General to continue with the submission of the annual programme budget for the United Nations. WTO, however, maintains its biennial budget cycle. The difference in the budget cycles of the two parent organizations has implications on the administrative arrangements relating to the ITC budget. As in previous years, the present budget proposal for 2025 is put forward under an interim arrangement agreed with the WTO secretariat. The budget proposal for 2026 and onwards will be based on the updated administrative arrangements as approved by the General Assembly; in this context, the United Nations Secretariat and the WTO secretariat conducted a joint review of the administrative arrangements, the results of which are presented for the consideration of the General Assembly in annex II.
- 13.30 The total resource requirements for 2025 for ITC, comprising its full regular budget in Swiss francs and projected extrabudgetary resources in Swiss francs, are reflected in tables 13.4 and 13.5 and figure 13.IV. For increased clarity and transparency, details of ITC post resources to be provided for by the proposed grants from the United Nations and WTO are presented in tables 13.6 and 13.7 and annex I, notwithstanding that these posts are not part of the approved or proposed staffing table of the United Nations regular budget.

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Table 13.4

Evolution of financial resources by source of funding: ITC full regular budget and extrabudgetary resources

(Thousands of Swiss francs)

(1) *Regular budget*

Component/subprogramme	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Programme of work							
6. Operational aspects of trade promotion and export development	36 256.2	38 050.4	–	–	–	–	38 050.4
Subtotal, 1	36 256.2	38 050.4	–	–	–	–	38 050.4

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Programme of work					
6. Operational aspects of trade promotion and export development	100 685.8	91 959.0	–	–	91 959.0
Subtotal, 2	100 685.8	91 959.0	–	–	91 959.0
Total	136 942.0	130 009.4	–	–	130 009.4

^a Overall level of 2023 expenditure (net of miscellaneous income) incurred in Swiss francs, of which the United Nations share amounts to SwF 18,128,100, equivalent to \$20,178,800.

Table 13.5

Evolution of financial and post resources: ITC full regular budget

(Thousands of Swiss francs/number of posts)

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	28 575.7	29 893.9	–	–	–	–	29 893.9
Non-post	7 680.5	8 156.5	–	–	–	–	8 156.5
Total	36 256.2	38 050.4	–	–	–	–	38 050.4
Post resources by category							
Professional and higher		91	–	–	–	–	91
General Service and related		69	–	–	–	–	69
Total		160	–	–	–	–	160

Table 13.6
Proposed posts and post changes for 2025: ITC full regular budget

(Number of posts)

	Number	Details
Approved for 2024	160	1 ASG, 1 D-2, 5 D-1, 21 P-5, 29 P-4, 20 P-3, 14 P-2/1, 69 GS (OL)
Proposed for 2025	160	1 ASG, 1 D-2, 5 D-1, 21 P-5, 29 P-4, 20 P-3, 14 P-2/1, 69 GS (OL)

Table 13.7
Proposed posts for 2025 by source of funding: ITC full regular budget and extrabudgetary resources

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Programme of work						
6. Operational aspects of trade promotion and export development	160	–	–	–	–	160
Subtotal, 1	160	–	–	–	–	160

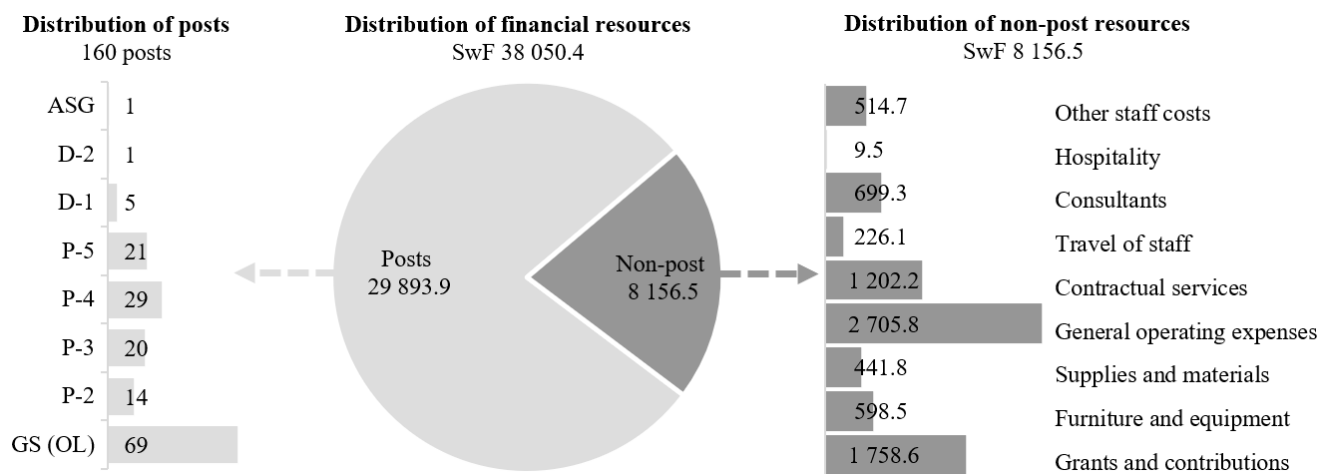
(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
Programme of work			
6. Operational aspects of trade promotion and export development	20	–	20
Subtotal, 2	20	–	20
Total (1+2)	180	–	180

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level).

Figure 13.IV
Distribution of proposed resources for 2025 (before recosting): ITC full regular budget

(Number of posts/thousands of Swiss francs)



Extrabudgetary resources

- 13.31 As reflected in table 13.4 (2), extrabudgetary resources amount to SwF 91,959,000. The extrabudgetary resources would complement regular budget resources and would be used to provide for 20 posts (1 P-5, 3 P-4, 4 P-3, 1 P-2/1 and 11 General Service (Other level)) to perform functions such as human resources management, financial management, monitoring and evaluation, and information and communications technology functions, and similar activities related to the implementation of extrabudgetary projects. In addition, non-post resources, including project personnel, would be used to implement technical cooperation projects, complementing and leveraging the core expertise and global offering of ITC provided through regular budget resources, at the request of Member States. Initiatives aim to accelerate digital trade, environmentally sustainable trade and trade for women and youth and are committed to economically empowering women, youth and people in vulnerable situations, including people in poverty, refugees, internally displaced persons, persons with disabilities and other marginalized groups. ITC continues to negotiate with donors for the funding of large-scale integrated projects.
- 13.32 The extrabudgetary resources under the present section are subject to the oversight of ITC, in accordance with the delegation of authority by the Secretary-General, and their use is guided by the Financial Regulations and Rules of the United Nations.

Other information

- 13.33 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Centre will continue to integrate environmental management practices into its operations. ITC has been taking steps to reduce its greenhouse gas emissions for a number of years, and recent initiatives include a campaign to enhance ITC staff members' understanding on sustainable alternatives to plastic.
- 13.34 Information on the timely submission of documentation and advance booking for air travel is reflected in table 13.8. All ITC personnel receive a monthly newsletter containing compliance rates and the category of non-compliance justifications, as recorded in the enterprise resource planning system, by division, and all managers receive compliance rates on a weekly basis. In view of the reduction in the rate of advance booking for air travel experienced in 2023, the senior management team of ITC commenced a detailed review of the reasons and is planning to take additional steps,

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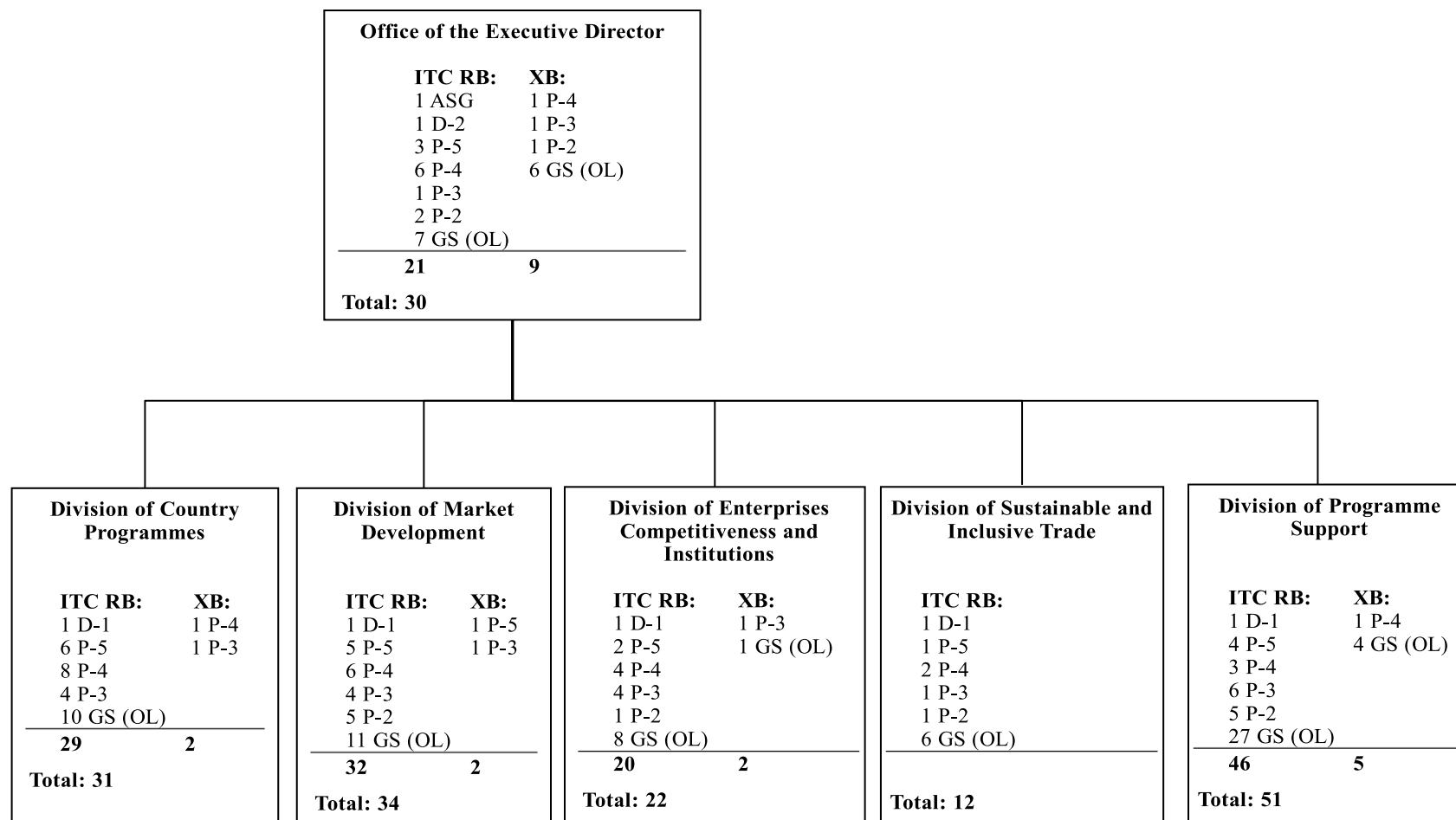
including better utilization of lessons learned during the COVID-19 pandemic, to improve the advance booking for air travel rate.

Table 13.8
Compliance rate
(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	69	67	62	100	100

Annex I

Organizational structure and post distribution for 2025



Note: ITC RB posts refer to ITC full regular budget posts, which are not part of the proposed United Nations regular budget staffing table. XB posts are funded through the special account for programme support costs. The total number of posts for 2025 remains unchanged compared with 2024: 160 funded from the ITC full regular budget and 20 from extrabudgetary sources.

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); ITC RB, International Trade Centre full regular budget; XB, extrabudgetary.

Annex II

Administrative arrangements for the International Trade Centre

I. Introduction

1. The International Trade Centre (ITC), a joint body of the United Nations Conference on Trade and Development (UNCTAD) and the World Trade Organization (WTO), operates, from an administrative point of view, on the basis of arrangements agreed upon in 1974 between the United Nations and the General Agreement on Tariffs and Trade, which were reviewed in 1998 and 1999. These unique arrangements have proven to be effective from a programme point of view, by helping to ensure coherence and avoidance of duplication in the activities of the three organizations, as confirmed by the review of technical cooperation activities, conducted within the framework of the reform of the United Nations (see [A/58/382](#)), and the inspection of programme management and administrative practices of the International Trade Centre UNCTAD/WTO (see [A/59/229](#)).

2. However, WTO and the United Nations have different budgetary processes, and the revised administrative arrangements, which were approved in 1999, did not completely address the unique situation of ITC within the overall budget procedures of each parent organization. Although there had been a general understanding that the revised administrative arrangements would avoid duplication of processes, this did not materialize fully. Instead, the arrangements resulted in a de facto duplication of some procedures and even in the creation of additional steps. This situation was documented in the report of the Secretary-General on the experience in applying the revised administrative arrangements approved by the General Assembly for the International Trade Centre (UNCTAD/WTO) in its decision 53/411 B ([A/C.5/57/14](#)). To address this situation, the administrative arrangements were updated in 2004 and the General Assembly, in section I of its resolution [59/276](#), endorsed the revised administrative arrangements for ITC as set out in the report of the Secretary-General on administrative arrangements for the International Trade Centre ([A/59/405](#)).

3. Following the 2004 revision to the administrative arrangements, other changes have taken place in the budgeting processes of both the United Nations and WTO, which provide an opportunity to streamline the current procedures while at the same time meeting the exigencies of programmatic decisions on the part of States Members of the United Nations and WTO members. The changes concern, in the case of the United Nations, the move from a biennial to an annual budget cycle and the presentation of the proposed programme plan and programme performance information and the resource requirements as an integrated budget document instead of in separate reports. In the case of WTO, the Committee on Budget, Finance and Administration decided in 2012 to streamline the number of budget documents produced, and decided that the ITC budget proposal would be solely prepared in the United Nations format with a cover note showing the budget in the WTO format. This approach provides the members of the Committee with detailed and timely budget information and avoids reproducing the same information in two budget documents: one in the United Nations format and another one in the WTO format. Other significant developments are the discontinuation of the biennial strategic framework and the simplification of the budget documents.

4. In the course of the review of the proposed programme budget of ITC for 2024 ([A/78/6](#) ([Sect. 13](#))), the General Assembly, in its resolution [78/252](#), endorsed the recommendation contained in paragraph IV.110 of the report of the Advisory Committee on Administrative and Budgetary Questions on the proposed programme budget for 2024 ([A/78/7](#)), in which the Advisory Committee looked forward to updated information regarding the results of a joint review of the administrative arrangements in the context of the proposed programme budget for 2025. The purpose of the present annex is to address that request and to consolidate all the changes that have occurred since the 2004 revision. The present annex, prepared in consultation with the secretariats of WTO and ITC, contains proposals designed to simplify the administrative arrangements while adapting them to recent changes in the budgetary processes of the United Nations, and aims to consolidate information on the administrative arrangements to facilitate the review by the governing bodies of both parent organizations and their application by the administrations of the three organizations concerned. The present annex is being submitted simultaneously to WTO.

II. Technical foundation for the existing administrative arrangements

5. The foundation on which the current administrative arrangements are based consists of the following:

- (a) ITC is subject to the Financial Regulations and Rules of the United Nations and the Staff Regulations and Rules of the United Nations;
- (b) The full regular budget of ITC is calculated in Swiss francs, and the ITC secretariat presents an annual budget to the General Assembly of the United Nations and a biennial budget to WTO. The United Nations share of the ITC full regular budget is disbursed as a grant. The proposed biennial budget to WTO will be based on twice the amount of the proposed annual budget to the General Assembly. A timeline of the review process for the full regular budget of ITC is presented in the schedule attached to the present annex;
- (c) ITC is subject to the oversight system of the United Nations, including the Office of Internal Oversight Services and the Board of Auditors;
- (d) The accounts of ITC, submitted in United States dollars, are reviewed and audited by the Board of Auditors;
- (e) Reports of the United Nations oversight bodies and the financial statements of ITC, which have been certified by the Controller of the United Nations, are provided to the General Assembly and the General Council of WTO;
- (f) The regular budget of ITC is financed in equal parts by the United Nations and WTO;
- (g) Budgetary information is provided simultaneously to the governing bodies of both parent organizations;
- (h) The budget of ITC is adjusted to reflect the impact of inflation and exchange rate variations in line with the recosting methodology of the United Nations regular budget as approved by the General Assembly. Results of the recosting exercise are presented to the General Council of WTO for consideration;
- (i) The extrabudgetary resources of ITC are subject to the oversight of ITC, in accordance with the delegation of authority by the Secretary-General, and their use is guided by the Financial Regulations and Rules of the United Nations and related administrative instructions.

6. The operations of ITC have been fully adapted to such conditions and operate well to the satisfaction of all parties concerned.

III. Presentation of budget documents

7. In line with General Assembly resolution [77/267](#), the proposed programme budget document consists of three parts: (a) part I: the plan outline, which endorses the long-term priorities and the objectives of the Organization; (b) part II: the programme plan for programmes and subprogrammes and programme performance information; and (c) part III: the post and non-post resource requirements for the programmes and subprogrammes. Parts I and II are submitted through the Committee for Programme and Coordination and part III is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.

8. The ITC programme of work is reviewed annually by the Joint Advisory Group, the main intergovernmental advisory forum of ITC, which is open to members of UNCTAD and WTO. The WTO General Council and the UNCTAD Trade and Development Board review the report and recommendations of the Joint Advisory Group annually.

9. Taking into account the programmatic direction provided by the parent organizations and the Joint Advisory Group, ITC would continue to prepare and submit its proposed programme plan and programme performance information for the forthcoming budget year in the United Nations format.

10. The ITC full regular budget proposal in the United Nations format, containing the proposed programme plan and programme performance information, and the proposed resource requirements, with the information on the ITC full regular budget including post and non-post requirements, as an integrated budget document and with a cover note showing the budget in the WTO format, is submitted to the WTO General Council through the Committee on Budget, Finance and Administration. This approach provides WTO with detailed and timely budget information and avoids reproducing the same information in two budget documents: one in the United Nations format and another one in the WTO format.

IV. Conclusion and proposal

11. In the light of the above, the Secretary-General proposes the following arrangements:

(a) The arrangements that the full regular budget of ITC is financed in equal parts by the United Nations and WTO, that the United Nations regulations and rules and oversight mechanisms apply to ITC, that the ITC budget is calculated in Swiss francs, that both parent organizations are provided with the same budgetary information at the same time, and that oversight and financial reports are provided to WTO, are reconfirmed;

(b) The ITC proposed programme plan and programme performance information, and the proposed resource requirements, with the information on the ITC full regular budget including post and non-post requirements, as an integrated budget document, continue to be submitted for the consideration of the General Assembly, as follows:

(i) The part consisting of the programme plan and programme performance information continue to be submitted through the Committee for Programme and Coordination;

(ii) The part consisting of the proposed resource requirements, with the information on the ITC full regular budget including post and non-post requirements, continue to be submitted through the Advisory Committee on Administrative and Budgetary Questions;

(c) The ITC full regular budget proposal in the United Nations format, containing the proposed programme plan and programme performance information, and the proposed resource requirements, with the information on the ITC full regular budget including post and non-post requirements, as an integrated budget document and with a cover note showing the budget in the WTO format, is submitted to the WTO General Council through the Committee on Budget, Finance and Administration;

(d) The ITC full regular biennial budget proposal for the WTO biennium continues to be based on twice the annual amount proposed to the General Assembly of the United Nations, and updates relating to the second year of the biennium will be submitted to the WTO General Council for a midterm review of the ITC full regular biennial budget.

Schedule

Detailed timeline of the previously approved and proposed simplified arrangements for the review of the proposed programme budget of the International Trade Centre by the United Nations and the World Trade Organization

		<i>Previous timeline as approved in General Assembly resolution 59/276</i>	<i>Proposed timeline based on current arrangements</i>
Year 1 (e.g. 2023)	February		Submission of the ITC annual proposed programme plan and programme performance information to the General Assembly
	March		Submission of the ITC annual proposed programme budget to the General Assembly
	Spring	Submission of the strategic framework to the ITC Joint Advisory Group	
	April	Review by the Joint Advisory Group of the strategic framework	Review by the Joint Advisory Group of ITC activities and programme of work
	May		Review by the Committee for Programme and Coordination of the ITC annual proposed programme plan and programme performance information
	June	Review by the Committee for Programme and Coordination of the ITC strategic framework with Joint Advisory Group comments	Review by the Advisory Committee on Administrative and Budgetary Questions of the ITC annual proposed programme budget
		Review by the WTO Committee on Trade and Development of the Joint Advisory Group report, including comments on the strategic framework	Review by the UNCTAD Trade and Development Board of the Joint Advisory Group report on ITC activities and programme of work
		Review by the UNCTAD Trade and Development Board of the Joint Advisory Group report, including comments on the strategic framework	Review by the WTO Committee on Trade and Development and the WTO General Council of the Joint Advisory Group report on ITC activities and programme of work
		Review by the WTO General Council of the Committee on Trade and Development report	
	July		Submission of the ITC proposed programme budget for the biennium to WTO

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		<i>Previous timeline as approved in General Assembly resolution 59/276</i>	<i>Proposed timeline based on current arrangements</i>
	August		Review by the WTO Committee on Budget, Finance and Administration of the ITC proposed programme budget for the biennium
	September		
	October		Review by the Fifth Committee of the General Assembly of the ITC annual proposed programme budget
	November	Review by the General Assembly of the report of the Committee for Programme and Coordination	
	December		WTO General Council decision on the ITC proposed programme budget for the biennium General Assembly decision on the ITC annual proposed programme budget
Year 2 (e.g. 2024)	January		Submission of the ITC annual proposed programme plan and programme performance information to the General Assembly
	February	Submission of simplified budget document taking into account programmatic direction provided by the Joint Advisory Group, the General Assembly and the WTO General Council	Submission of the ITC annual proposed programme budget to the General Assembly
	April		Review by the Joint Advisory Group of ITC activities and programme of work
	May	Review of simplified budget document by the Advisory Committee on Administrative and Budgetary Questions WTO Committee on Budget, Finance and Administration takes note of United Nations simplified budget document and transmittal note from ITC	Review by the Committee for Programme and Coordination of the ITC annual proposed programme plan and programme performance information
	June	Review of report of the Advisory Committee on Administrative and Budgetary Questions by the General Assembly WTO General Council takes note of the report of the Committee on Budget, Finance and Administration	Review by the Advisory Committee on Administrative and Budgetary Questions of the ITC annual proposed programme budget Review by UNCTAD Trade and Development Board of Joint Advisory Group report on ITC activities and programme of work Review by the Committee on Trade and Development and the WTO General Council of the Joint Advisory Group report on ITC activities and programme of work

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	<i>Previous timeline as approved in General Assembly resolution 59/276</i>	<i>Proposed timeline based on current arrangements</i>
September	Submission by ITC to the General Assembly and the WTO General Council of its proposed biennial budget for the following biennium	Midterm review of the ITC biennial budget by the WTO Committee on Budget, Finance and Administration and confirmation, including revised estimates, of second year budget for the biennium
October	Review of the ITC proposed budget by the Advisory Committee on Administrative and Budgetary Questions Review of the ITC proposed budget by the WTO Committee on Budget, Finance and Administration	Review by the Fifth Committee of the General Assembly of the ITC annual proposed programme budget WTO General Council decision on the changes to the ITC proposed budget for second year of the biennium
November–December	Review of the ITC proposed budget and the report of the Advisory Committee on Administrative and Budgetary Questions by the General Assembly and approval of the budget for the following biennium Review of recommendations of the WTO Committee on Budget, Finance and Administration by the WTO General Council for the following biennium	General Assembly decision on the ITC annual programme budget



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Proposed programme budget for 2025

Programme planning

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Section 14

Environment

Programme 11

Environment

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 14.1 The United Nations Environment Programme (UNEP) is responsible for leading and coordinating action on environmental matters within the United Nations system. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [2997 \(XXVII\)](#), and by the Governing Council of UNEP in its decision 19/1. That decision set out the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which the Assembly subsequently endorsed in 1997 in the annex to its resolution [S-19/2](#) and further reaffirmed in its resolutions [53/242](#), in 1999, and [66/288](#) and [67/213](#), in 2012. Member States recognize the importance of the environmental dimension to the successful implementation of the 2030 Agenda for Sustainable Development. Within its mandate, UNEP will support Member States by providing strategic direction towards the achievement of environmental sustainability, while contributing to a balanced integration of the economic, social and environmental dimensions of sustainable development. Acknowledging the integrated nature of the challenges that countries face, UNEP will play a critical role in catalysing the fulfilment of the commitments and action that drive transformational change for sustainable development.

Strategy and external factors for 2025

- 14.2 The medium-term strategy for the period 2022–2025 contains a vision of UNEP as supporting Member States in developing and implementing policies, strategies and programmes to strengthen the environmental dimension of the 2030 Agenda, but with a forward-looking 2050 perspective on planetary sustainability (see United Nations Environment Assembly decision 5/2). The strategy depends on recognition of the existence of the crises of climate change, biodiversity and nature loss, and pollution and waste, and outlines a set of transformative shifts to target the drivers of those crises. The strategy also maps out the actions needed to reshape consumption and production patterns towards more sustainable and equitable models that contribute to the UNEP vision for planetary sustainability, human health and well-being. The aim of the programme for 2025 is to focus on how UNEP can meet current and future expectations, while continuing to deliver on the promises made to Member States in 2012 through the United Nations Conference on Sustainable Development and its outcome document, entitled “The future we want” (General Assembly resolution [66/288](#)). It demonstrates the role of UNEP in supporting countries’ efforts to build their capacity to deliver on their environmental goals and commitments under international agreements.
- 14.3 Through the strategy, UNEP will address the crises of climate change, biodiversity and nature loss, and pollution and waste through transformative multi-stakeholder action that targets the root causes and drivers of the crises. The aims of the strategy are to enable the Programme to make a deeper and broader impact that can underpin positive social and economic outcomes, while reducing vulnerabilities in support of sustainable development. UNEP will continue to advocate for science to remain at the centre of all decision-making processes, including on emerging issues, and for improved global environmental governance, aligned closely with the multilateral environmental agreements for which it provides the secretariats and the direction set by the 2030 Agenda.
- 14.4 With regard to cooperation with other entities at the global, regional, subregional, national and local levels, UNEP will continue to raise ambitions and promote leadership through advocacy and a normative and standard-setting approach. It will support Member States through transformative strategic partnerships that deliver sustainable solutions, integrating health, education, poverty reduction, and economic and social well-being. Its partnerships with the secretariats of multilateral environmental agreements will remain pivotal to securing stronger synergies and enhancing the

impact of the work of the relevant parties. UNEP will encourage non-governmental stakeholders, including the private sector and the finance community, to increase investment in new and renewable sources of energy and improve environmental sustainability. Within the context of those partnerships, action will be aimed at making a broader impact in support of sustainable development, while strengthening the ability of countries to rapidly respond to the environmental impacts of disasters and armed conflicts.

- 14.5 With regard to inter-agency coordination and liaison, UNEP has the overall responsibility for leading and coordinating the response on environmental issues within the United Nations system. Through the United Nations Environment Management Group, UNEP will catalyse international action to enhance the coherence of environmental sustainability strategies and provide more visibility on partnership initiatives. UNEP will leverage the United Nations development system reform to continue to address the crises of climate change, biodiversity and nature loss, and pollution and waste, and enhance its guiding role, raise ambitions and accelerate and scale up progress during the decade of action to deliver the Sustainable Development Goals. It will continue to focus on ensuring that its work is reflected and embedded in the new generation of United Nations country teams and the reinvigorated resident coordinator system through engagement with the Development Coordination Office and to leverage its work and expertise at the regional, subregional and country levels. UNEP will also integrate the priorities of the multilateral environmental agreements into global follow-up and review processes, in particular the 2030 Agenda.
- 14.6 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States and partners remain committed to the development and implementation of science-based environmental policies;
 - (b) The continued availability of extrabudgetary funding for the implementation of UNEP planned activities.
- 14.7 UNEP integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It will work to fully implement Environment Assembly resolution 4/17 on promoting gender equality and the human rights and empowerment of women and girls in environmental governance and will continue to operationalize it in programme and project design and delivery. UNEP will support Member States in their achievement of Sustainable Development Goal 5 in the context of the environment, calling for women's full and effective participation and equal opportunities for leadership at all levels of environmental decision-making.
- 14.8 In line with the United Nations Disability Inclusion Strategy, UNEP will be attentive and responsive to the inclusion of persons with disabilities, including by raising awareness of their needs and concerns in its programme and project design and implementation and tailoring its projects to fit the conditions and needs of local communities. For example, addressing the concerns and needs of persons with disabilities will be emphasized when supporting climate change-related early warning systems or in projects that deal with environmental disasters and armed conflicts. UNEP will continue to reinforce the promotion and protection of the rights of persons with disabilities through its safeguard risk screening and mitigation procedure.

Legislative mandates

- 14.9 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation	75/322	New Partnership for Africa's Development: progress in implementation and international support
47/190	Report of the United Nations Conference on Environment and Development	76/128	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
S-19/2	Programme for the Further Implementation of Agenda 21	76/129	International Year of Sustainable Mountain Development, 2022
53/242	Report of the Secretary-General on environment and human settlements	76/201	Sustainable tourism and sustainable development in Central America
65/2	Outcome document of the High-level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	76/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
66/288	The future we want	76/298	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
67/213	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development	77/158	International Year of Glaciers' Preservation, 2025
67/251	Change of the designation of the Governing Council of the United Nations Environment Programme	77/159	Enhancing the role of parliaments in accelerating the achievement of the Sustainable Development Goals
68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster	77/160	Entrepreneurship for sustainable development
68/215	Report of the Governing Council of the United Nations Environment Programme on its first universal session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development	77/161	Promoting zero-waste initiatives to advance the 2030 Agenda for Sustainable Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	77/168	Report of the United Nations Environment Assembly of the United Nations Environment Programme
73/238	The role of the international community in the prevention of the radiation threat in Central Asia	78/25	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	78/71	Effects of atomic radiation
75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	78/119	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
75/271	Nature knows no borders: transboundary cooperation – a key factor for biodiversity conservation, restoration and sustainable use	78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
		78/132	Information and communications technologies for sustainable development
		78/134	International trade and development
		78/136	International financial system and development
		78/137	External debt sustainability and development
		78/140	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development

Part IV International cooperation for development

78/141	Promoting investments for sustainable development	78/160	Science, technology and innovation for sustainable development
78/143	Oil slick on Lebanese shores	78/161	Culture and sustainable development
78/146	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea	78/163	Follow-up to the second United Nations Conference on Landlocked Developing Countries
78/151	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21	78/179	Policies and programmes involving youth
78/152	Disaster risk reduction	78/198	The right to food
78/154	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa	78/231	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
78/158	Combating sand and dust storms	78/232	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
78/159	Strengthening cooperation for integrated coastal zone management for achieving sustainable development		

Governing Council of the United Nations Environment Programme decisions

SS.VIII/1, sect. II, 25/1, sect. II	Implementation of decision SS.VII/1 on international environmental governance: strengthening the scientific base of the United Nations Environment Programme	23/11	Gender equality in the field of the environment
		24/11	Intensified environmental education for achieving sustainable development
SS.XI/2	United Nations Environment Programme support for Haiti: strengthening environmental response in Haiti	26/15	Strengthening international cooperation on the environmental aspects of emergency response and preparedness
19/1	Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme	27/2	Implementation of paragraph 88 of the outcome document of the United Nations Conference on Sustainable Development
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early-warning systems in the aftermath of the Indian Ocean tsunami disaster	27/11	State of the environment and contribution of the United Nations Environment Programme to meeting substantive environmental challenges

United Nations Environment Assembly resolutions and decisions

1/1	Ministerial outcome document of the first session of the United Nations Environment Assembly of the United Nations Environment Programme	1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development
1/4	Science-policy interface	1/16	Management of trust funds and earmarked contributions
1/8	Ecosystems-based adaptation	1/17	Amendments to the Instrument for the Establishment of the Restructured Global Environment Facility
1/10	Different visions, approaches, models and tools to achieve environmental sustainability in the context of sustainable development and poverty eradication	2/2	Role and functions of the regional forums of ministers of the environment and environment authorities
1/11	Coordination across the United Nations system in the field of the environment, including the Environment Management Group	2/3	Investing in human capacity for sustainable development through environmental education and training
1/12	Relationship between the United Nations Environment Programme and multilateral environmental agreements	2/4	Role, functions and modalities for United Nations Environment Programme implementation of the SAMOA Pathway as a means of facilitating achievement of the Sustainable Development Goals

Section 14 Environment

2/5	Delivering on the 2030 Agenda for Sustainable Development	4/3	Sustainable mobility
2/6	Supporting the Paris Agreement	4/17	Promote gender equality, and the human rights and empowerment of women and girls in environmental governance
2/13	Sustainable management of natural capital for sustainable development and poverty eradication	4/18	Poverty-environment nexus
2/15	Protection of the environment in areas affected by armed conflict	4/20	Fifth Programme for the Development and Periodic Review of Environmental Law (Montevideo V): delivering for people and the planet
2/16	Mainstreaming of biodiversity for well-being		
2/17	Enhancing the work of the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity-related conventions	4/21	Implementation plan “Towards a pollution-free planet”
		4/22	Implementation and follow up of United Nations Environment Assembly resolutions
2/18	Relationship between the United Nations Environment Programme and the multilateral environmental agreements for which it provides the secretariat	4/23	Keeping the world environment under review: enhancing the United Nations Environment Programme science-policy interface and endorsement of the Global Environment Outlook
2/19	Midterm review of the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV)	5/1	Animal welfare – environment – sustainable development nexus
		5/2	Sustainable nitrogen management
2/20	Proposed medium-term strategy for 2018–2021 and programme of work and budget for 2018–2019	5/3	Future of the Global Environment Outlook
		5/4	Sustainable lake management
2/24	Combating desertification, land degradation and drought and promoting sustainable pastoralism and rangelands	5/5	Nature-based solutions for supporting sustainable development
		5/6	Biodiversity and health
2/25	Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region	5/7	Sound management of chemicals and waste
		5/8	Science-policy panel to contribute further to the sound management of chemicals and waste and to prevent pollution
3/1	Pollution mitigation and control in areas affected by armed conflict or terrorism	5/9	Sustainable and resilient infrastructure
3/2	Pollution mitigation by mainstreaming biodiversity into key sectors	5/10	The environmental dimension of a sustainable, resilient and inclusive post-COVID-19 recovery
3/3	Contributions of the United Nations Environment Assembly to the high-level political forum on sustainable development	5/11	Enhancing circular economy as a contribution to achieving sustainable consumption and production
3/4	Environment and health	5/12	Environmental aspects of minerals and metals management
3/5	Investing in innovative environmental solutions for accelerating the implementation of the Sustainable Development Goals	5/13	Due regard to the principle of equitable geographical distribution, in accordance with paragraph 3 of Article 101 of the Charter of the United Nations
3/6	Managing soil pollution to achieve sustainable development		
3/8	Preventing and reducing air pollution to improve air quality globally	5/14	End plastic pollution: towards an international legally binding instrument
3/9	Eliminating exposure to lead paint and promoting environmentally sound management of waste lead-acid batteries	6/1	Circularity of a resilient and low-carbon sugar cane agro-industry
		6/2	Amendments to the Instrument for the Establishment of the Restructured Global Environment Facility
3/10	Addressing water pollution to protect and restore water-related ecosystems		
3/11	Implementation of paragraph 88 (a)–(h) of the outcome document of the United Nations Conference on Sustainable Development, entitled “The future we want”	6/3	Enhancing the role and viability of regional forums of environment ministers and United Nations Environment Programme regional offices in achieving multilateral cooperation in tackling environmental challenges

Part IV International cooperation for development

6/4	Promoting synergies, cooperation or collaboration for national implementation of multilateral environmental agreements and other relevant environmental instruments	6/11 6/12 6/13	Highly hazardous pesticides Environmental assistance and recovery in areas affected by armed conflict Effective and inclusive solutions for strengthening water policies to achieve sustainable development in the context of climate change, biodiversity loss and pollution
6/5	Environmental aspects of minerals and metals		
6/6	Fostering national action to address global environmental challenges through increased cooperation between the United Nations Environment Assembly, the United Nations Environment Programme and multilateral environmental agreements	6/14	Strengthening international efforts to combat desertification and land degradation, restore degraded land, promote land conservation and sustainable land management, contribute to land degradation neutrality and enhance drought resilience
6/7	Combating sand and dust storms		
6/8	Promoting sustainable lifestyles	6/15	Strengthening ocean efforts to tackle climate change, marine biodiversity loss and pollution
6/9	Sound management of chemicals and waste		
6/10	Promoting regional cooperation on air pollution to improve air quality globally		

**Subprogramme 1
Climate action***General Assembly resolutions*

69/225	Promotion of new and renewable sources of energy	78/153	Protection of global climate for present and future generations of humankind
73/230	Effective global response to address the impacts of the El Niño phenomenon	78/157	Ensuring access to affordable, reliable, sustainable and modern energy for all

Governing Council of the United Nations Environment Programme decision

27/10	Climate Technology Centre and Network		
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**Subprogramme 2
Digital transformation in supporting environmental action***Governing Council of the United Nations Environment Programme decision*

23/1, sect. I	Implementation of decision SS.VII/1 on international environmental governance: Bali Strategic Plan for Technology Support and Capacity-building		
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**Subprogramme 3
Nature action***General Assembly resolutions*

65/161	Convention on Biological Diversity	77/325	Tackling illicit trafficking in wildlife
68/205	World Wildlife Day	78/68	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
68/232	World Soil Day and International Year of Soils		
73/251	World Pulses Day		
77/163	Towards the sustainable development of the Caribbean Sea for present and future generations		
77/169	Harmony with Nature	78/69	Oceans and the law of the sea
77/172	Sustainable mountain development	78/144	Agricultural technology for sustainable development
77/285	Implementation of the United Nations Decade of Action on Nutrition (2016–2025)		

Section 14 Environment

78/155	Implementation of the Convention on Biological Diversity and its contribution to sustainable development	78/168	Agriculture development, food security and nutrition
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Governing Council of the United Nations Environment Programme decisions

26/14	Global Environment Monitoring System/Water Programme	27/4	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
26/16	Promoting South-South cooperation on biodiversity for development	27/6	Oceans
27/3	International water quality guidelines for ecosystems		

United Nations Environment Assembly resolutions

1/9	Global Environment Monitoring System/Water Programme (GEMS/Water)	4/12	Sustainable management for global health of mangroves
2/10	Oceans and seas	4/13	Sustainable coral reefs management
2/14	Illegal trade in wildlife and wildlife products	4/15	Innovations in sustainable rangelands and pastoralism
4/10	Innovation on biodiversity and land degradation	4/16	Conservation and sustainable management of peatlands

**Subprogramme 4
Environmental governance***Governing Council of the United Nations Environment Programme ministerial declarations and decisions*

SS.VI/1	Malmö Ministerial Declaration	27/5	Coordination across the United Nations system, including the Environment Management Group
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements		
SS.XI/5	Environmental law	27/9	Advancing justice, governance and law for environmental sustainability
SS.XII/3	International environmental governance		
25/11	Environmental law		

United Nations Environment Assembly resolution

1/3	Illegal trade in wildlife		
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**Subprogramme 5
Chemicals and pollution action***General Assembly resolution*

74/212	International Day of Clean Air for blue skies		
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Governing Council of the United Nations Environment Programme decisions

SS.IX/1	Strategic Approach to International Chemicals Management	24/4	Prevention of illegal international trade
		25/5	Chemicals management, including mercury
SS.XII/4	Consultative process on financing options for chemicals and wastes	27/12	Chemicals and waste management
SS.XII/5	Enhancing cooperation and coordination within the chemicals and wastes cluster		

United Nations Environment Assembly resolutions

1/5	Chemicals and waste	1/7	Strengthening the role of the United Nations Environment Programme in promoting air quality
1/6	Marine plastic debris and microplastics		

Part IV International cooperation for development

3/7	Marine litter and microplastics	4/9	Addressing single-use plastic products pollution
2/11, 4/6	Marine plastic litter and microplastics		
4/7	Environmentally sound management of waste		

**Subprogramme 6
Finance and economic transformations***General Assembly resolutions*

74/209	International Day of Awareness of Food Loss and Waste	77/178	Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection
74/214	Sustainable tourism and sustainable development in Central Asia		

Governing Council of the United Nations Environment Programme decisions

27/7	Work by the United Nations Environment Programme on sustainable consumption and production	27/8	Green economy in the context of sustainable development and poverty eradication
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United Nations Environment Assembly resolutions

2/8	Sustainable consumption and production	4/4	Addressing environmental challenges through sustainable business practices
2/9	Prevention, reduction and reuse of food waste	4/5	Sustainable infrastructure
4/1	Innovative pathways to achieve sustainable consumption and production		
4/2	Promoting sustainable practices and innovative solutions for curbing food loss and waste		

**Subprogramme 7
Science policy***General Assembly resolution*

71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development		
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Governing Council of the United Nations Environment Programme decisions

SS.X/5	Global Environment Outlook: environment for development	SS.XII/6	World environmental situation
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United Nations Environment Assembly ministerial declarations and decisions

Decision 3/1	Extension of the delivery date for the sixth Global Environment Outlook report		
UNEP/EA.4/HLS.1	Ministerial declaration of the United Nations Environment Assembly at its fourth session: innovative solutions for environmental challenges and sustainable consumption and production		

Deliverables

14.10 Table 14.1 lists all cross-cutting deliverables of the programme.

Table 14.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	3	3	4	3
Meetings of:				
1. United Nations Environment Assembly	–	–	1	–
2. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Committee for Programme and Coordination	1	1	1	1
4. Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
5. To assess environmental risks from disasters and armed conflicts	1	1	1	1
6. On institutional and legal frameworks to improve national and local preparedness to mitigate environmental risks from disasters and armed conflicts	1	1	1	1
Publications (number of publications)	3	3	2	3
7. On disaster risk reduction, preparedness assessments and road maps	2	2	1	2
8. UNEP annual report	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to humanitarian and military actors on environmental footprint reduction; advice to 31 Member States, upon request, on the monitoring and implementation of strategies to enhance environmental risk reduction, environmental emergency response and environmental recovery and to make progress towards the achievement of the Sustainable Development Goals.				

Evaluation activities

- 14.11 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) Terminal evaluation of the UNEP inquiry into the design of a sustainable financial system;
 - (b) Evaluation of the implementation of the Partnership for Action on Green Economy inter-agency programme “Operational strategy 2016–2020”;
 - (c) Terminal evaluation of the UNEP Environment Management Group project (2018–2022). A further 18 evaluations of completed projects were also completed.
- 14.12 The results of the evaluations referenced above have been taken into account for the proposed programme plan for 2025. For example, findings and lessons learned concerning economic and financial drivers and programme sustainability have shaped the programmatic focus of UNEP on enhancing circular economy in such sectors and industries as energy, cooling, building and transport for climate mitigation; food and agriculture for nature-related gains; and the industries of mining, textiles, pharmaceuticals and plastics for pollution reduction. Moreover, the finance and economic transformations subprogramme will target the private sector, the finance community and youth as future development dealmakers and decision makers scaling up interventions through: (a) the UNEP Finance Initiative, which includes networks of banks and insurance companies; (b) the Partnership for Action on Green Economy, with specialization in economic and trade policies; and (c) the global network of sustainable consumption and production practitioners under the One Planet network.
- 14.13 The following evaluations are planned for 2025:
- (a) Subprogramme evaluation of climate action;

- (b) Subprogramme evaluation of chemicals and pollution action;
- (c) Evaluations of 20 projects nearing completion.

Programme of work

Subprogramme 1 Climate action

Objective

- 14.14 The objective, to which this subprogramme contributes, is to advance the transition of countries to low-emission economic development and increase their adaptation and resilience to climate change.

Strategy

- 14.15 To contribute to the objective, the subprogramme will:
- (a) Support Member States in the development of policies and standards to promote low-emission development plans and investment in clean energy and improve the global rate of energy efficiency;
 - (b) Support Member States in implementing gender-sensitive policies that achieve quantifiable social and environmental benefits, including through the reduction of greenhouse gas emissions from deforestation and forest degradation;
 - (c) Build the technical capacity of Member States to integrate ecosystem-based management into their national adaptation plans, put in place institutional arrangements to coordinate such plans and gain access to climate change adaptation finance for implementing such plans;
 - (d) Collaborate with the private sector in constructive and results-oriented partnerships that leverage climate finance and scale up the ambitions and impacts of climate action globally;
 - (e) Advocate and provide evidence and technical support for the use of climate strategies, such as a fiscal stimulus, in the context of sustainable recovery;
 - (f) Support Member States in making progress towards the achievement of Sustainable Development Goals 1, 5, 7, 11, 15 and 17.
- 14.16 The above-mentioned work is expected to result in:
- (a) Member States lowering their emissions of greenhouse gases and other pollutants by reducing energy intensity and demand in sectors such as lighting, appliances, equipment, buildings and transport;
 - (b) Member States increasingly capitalizing on investment opportunities that reduce greenhouse emissions from deforestation and forest degradation with adequate social and environmental safeguards;
 - (c) Member States increasingly capable of better institutionalizing, implementing and monitoring their national adaptation plans alongside efforts to deliver sustainable development;
 - (d) Member States making use of innovative models to enhance financing for sustainable investment and the dissemination of low-emission technologies that help to significantly reduce greenhouse gas emissions, promote access to energy and enhance productive energy use;
 - (e) Increased low-emission investment as a result of countries using climate strategies to guide investments.

Programme performance in 2023

Strengthened international ambition for sustainable cooling as an effective strategy to reduce greenhouse gas emissions and adapt to climate change

- 14.17 Greenhouse gas emissions in the cooling sector are predicted to more than double by 2050; therefore, taking measures to reduce the power consumption of cooling equipment could lead to a 60 per cent reduction of predicted 2050 total sectoral emissions.¹ Furthermore, with an estimated 2.5 billion people having no access to climate-friendly cooling solutions, over 1 billion people are at high risk of extreme heat.² The subprogramme, by leveraging the convening power of UNEP, providing scientific evidence and leading advocacy efforts, supported the adoption of the Global Cooling Pledge, which enables governments and non-State stakeholders to act on sustainable cooling in five areas: nature-based solutions; super-efficient appliances; food and vaccine cold chains; district cooling; and national cooling action plans.
- 14.18 Progress towards the objective is presented in the performance measure below (see table 14.2).

Table 14.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	68 countries signed on to the Global Cooling Pledge, which was launched at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, committing to reduction goals for cooling-related emissions

Planned results for 2025

Result 1: country reporting under the enhanced transparency framework of the Paris Agreement

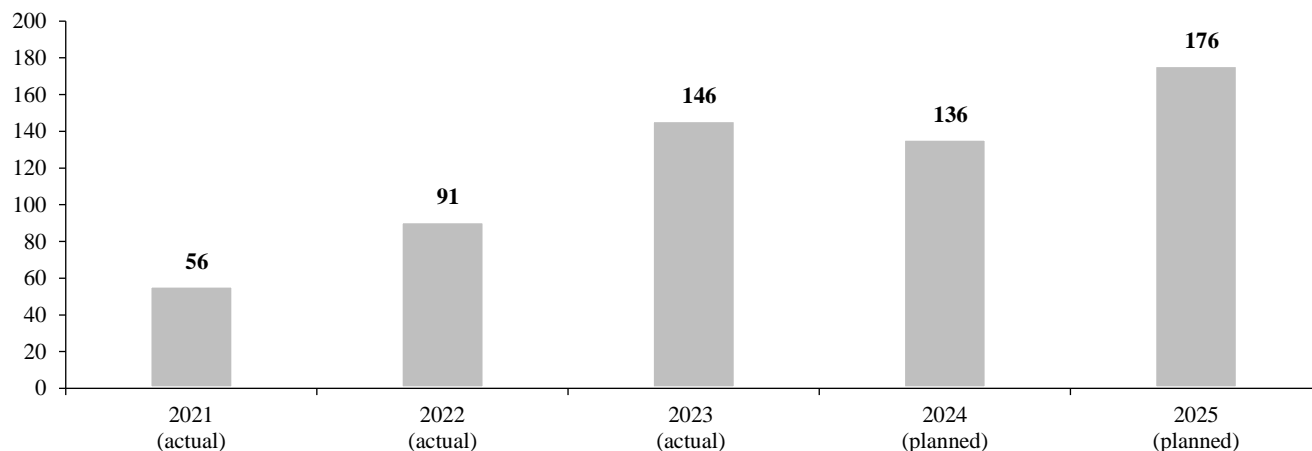
Programme performance in 2023 and target for 2025

- 14.19 The subprogramme’s work contributed to 55 additional countries reporting under the enhanced transparency framework of the Paris Agreement, for a cumulative total of 146 countries, which exceeded the planned target of 116 countries.
- 14.20 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.I).

¹ See <https://www.unep.org/news-and-stories/press-release/key-measures-could-slash-predicted-2050-emissions-cooling-sector>.

² See <https://www.unep.org/news-and-stories/press-release/partners-announce-new-ambition-sustainable-cooling-cop28>.

Figure 14.I
Performance measure: number of countries reporting under the enhanced transparency framework of the Paris Agreement (cumulative)

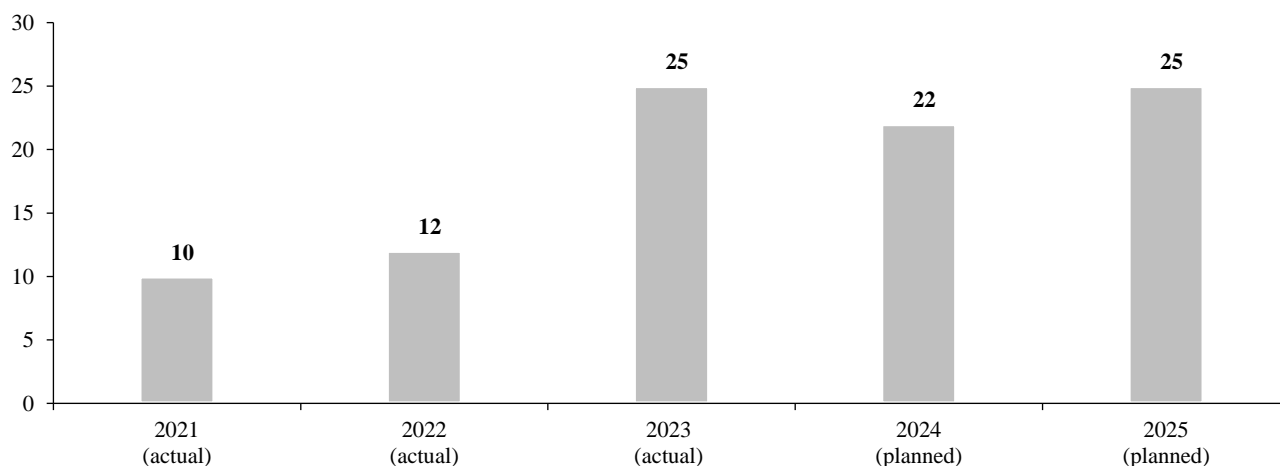


Result 2: enhanced national early warning systems

Programme performance in 2023 and target for 2025

- 14.21 The subprogramme’s work contributed to an additional 13 countries establishing early warning systems, for a total of 25 countries, which exceeded the planned target of 18 countries.
- 14.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.II).

Figure 14.II
Performance measure: number of countries that have established early warning systems (cumulative)



Result 3: Member States develop national methane road maps and action plans

Proposed programme plan for 2025

- 14.23 UNEP supports governments as well as the private sector across the globe in leveraging credible data to target strategic mitigation actions and support science-based policy options to reduce methane emissions through the International Methane Emissions Observatory. In addition, the Climate and Clean Air Coalition to Reduce Short-lived Climate Pollutants offers technical advice to countries to

develop their national methane road maps and action plans. The subprogramme also supports these efforts through the synthesis and sharing of scientific data and provision of policy guidance.

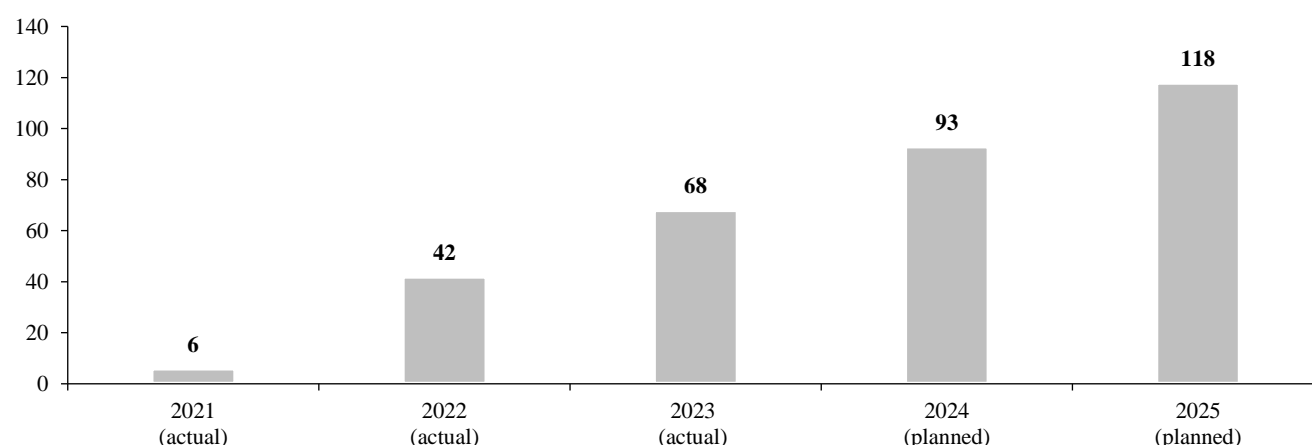
Lessons learned and planned change

14.24 The lesson for the subprogramme was that there are additional opportunities to enhance the visibility of the importance of reducing methane emissions to help to address climate change. In applying the lesson, the subprogramme will leverage its convening power to create more public sector and private sector partnerships and will explicitly incorporate methane reduction into its strategy and accompanying narrative. In addition, it will work closely with the UNEP-convened Climate and Clean Air Coalition and the International Methane Emissions Observatory to foster collaboration on data transparency, foster science-policy uptake, and scale the action needed to address the methane emissions problem.

14.25 Expected progress towards the objective is presented in the performance measure below (see figure 14.III).

Figure 14.III

Performance measure: number of countries that have developed national methane road maps and action plans (cumulative)



Deliverables

14.26 Table 14.3 lists all deliverables of the subprogramme.

Table 14.3

Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	7	3	3
1. On mitigation and adaptation technologies through the Climate Technology Centre and Network	3	7	3	3
Publications (number of publications)	6	9	6	6
2. On renewable energy, energy efficiency and the energy sector	3	1	3	3
3. On adaptation and resilience (assessments and tools)	3	8	3	3

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advice to 20 countries on climate matters, including South-South cooperation, ecosystem-based adaptation, climate financing, the United Nations Framework Convention on Climate Change, short-lived climate pollutants, low-emission development, sustainable energy and energy efficiency, and the Warsaw Framework for REDD-plus.

D. Communication deliverables

Outreach programmes, special events and information materials: side events and goodwill ambassador outreach on climate-related matters, reaching an audience in excess of 1 million.

Digital platforms and multimedia platforms: content on social media platforms and web pages.

Subprogramme 2 Digital transformations in supporting environmental action

Objective

- 14.27 The objective, to which this subprogramme contributes, is to advance the use of data and analytics on environmental issues to allow more effective policies, decisions, actions and investments by Member States and the private sector towards the achievement of the targets of the Sustainable Development Goals related to climate, nature and pollution, and of relevant multilateral environmental agreements.

Strategy

- 14.28 To contribute to the objective, the subprogramme will support and scale up access to environmental information through an effectively governed and inclusive data architecture and digital ecosystem for the planet. Specifically, the subprogramme will:
- (a) Through its enabling role, digitize scientific knowledge and democratize its availability across the thematic subprogrammes of UNEP, using digital tools to enable, accelerate and amplify impact, as well as to bring more transparency to knowledge about the state of the planet;
 - (b) Initiate partnerships with public and private sector actors to harness data, digital technologies and computational sustainability, in order to help Member States to amplify and accelerate deeper structural transformations, with a view to driving markets, value chains, consumer behaviours and decision-making towards the achievement of environmental sustainability outcomes;
 - (c) Use integrated data sets and analysis, based on digital norms and governance frameworks, to produce actionable, real-time and predictive insights, enabling the automatic monitoring of global, national and local progress towards key targets of the Sustainable Development Goals related to climate, biodiversity and pollution and relevant internationally agreed frameworks, including multilateral environmental agreements;
 - (d) Work with Member States, the private sector and civil society to improve digital literacy and use digital platforms to enable further public participation in decision-making, open innovation and citizen science, helping to make progress towards achievement of the targets under Sustainable Development Goals 9, 16 and 17;
 - (e) Provide normative support, upon request, on closing the digital divide through the use of information and communications technologies procured in accordance with sustainability standards.

- 14.29 The above-mentioned work is expected to result in:
- (a) Increased capacity of Member States to monitor the world environmental situation through the adoption of a global data architecture, governance frameworks, safeguards and standards for environmental and climate data and related digital public goods;
 - (b) Improved ability of Member States to predict and address future environment-related risks through the development of big data platforms that can measure the increasing convergence of environmental and climate stress and disaster vulnerability over space and time and to provide predictive analytics and an early warning system;
 - (c) Accelerated adoption of low-carbon and low-emission behaviours, lifestyles and products by consumers and citizens, through increased greenhouse gas emissions transparency, digital eco-labelling and digital nudging, including through e-commerce platforms and digital games;
 - (d) Identification and scaled adoption of digital technologies by Member States to support the conservation, sustainable use and equitable benefit-sharing of biodiversity;
 - (e) Reduced environmental impacts, e-waste and greenhouse gas emissions arising from the procurement and installation of digital infrastructure used to bridge the digital divide.

Programme performance in 2023

Enhanced access to and utility of environmental data through the World Environment Situation Room platform

- 14.30 In 2023, the subprogramme conducted a comprehensive assessment of the World Environment Situation Room, particularly the data platform. The recommendations from the assessment will inform the upcoming redesign and rearchitecture of the platform, with a particular focus on integrating a user-centred design and the identification of user-driven use cases. The assessment underscored the importance of aligning the World Environment Situation Room data platform more closely with the evolving needs and preferences of its diverse user base with improved data visualization and analysis and enhanced search functionality.
- 14.31 Progress towards the objective is presented in the performance measure below (see table 14.4).

Table 14.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	3 new user-driven use cases available as a prototype in the World Environment Situation Room

Planned results for 2025

Result 1: increased multi-stakeholder engagement on digital environmental sustainability

Programme performance in 2023 and target for 2025

- 14.32 The subprogramme’s work contributed to the adoption of the action plan on digital environmental sustainability by stakeholders of the Coalition for Digital Environmental Sustainability, which met the planned target.
- 14.33 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 14.5).

Table 14.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Development of an action plan on digital environmental sustainability by the Coalition for Digital Environmental Sustainability	Adoption of the action plan on digital environmental sustainability by Coalition for Digital Environmental Sustainability stakeholders	Adoption of 9 impact initiatives by stakeholders of the Coalition for Digital Environmental Sustainability based on the action plan	Delivery of core outcomes in 4 impact initiatives by stakeholders of the Coalition for Digital Environmental Sustainability based on the action plan

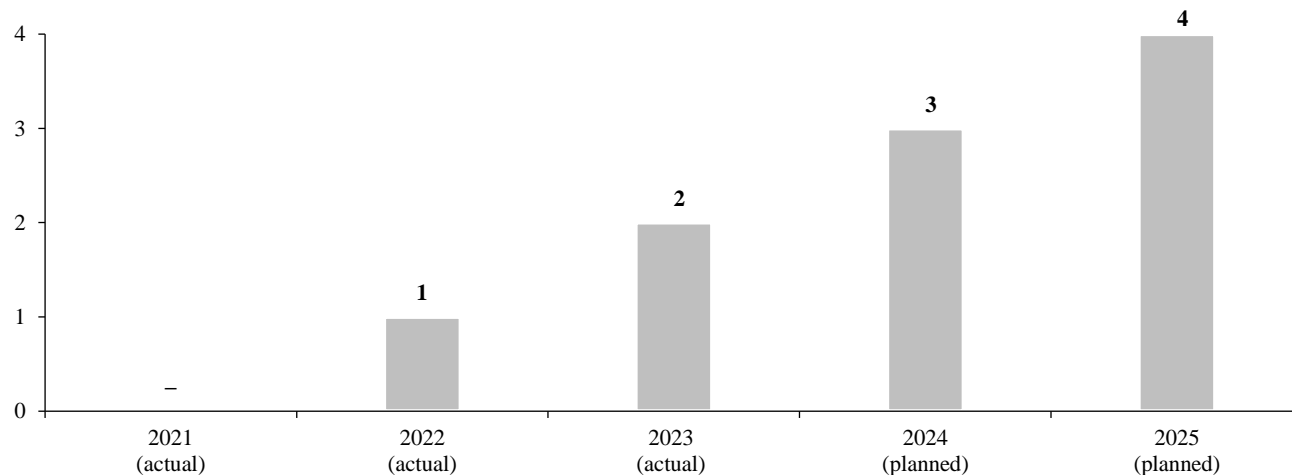
Result 2: increased effectiveness of data platforms

Programme performance in 2023 and target for 2025

- 14.34 The subprogramme’s work contributed to one additional digital regional platform in Latin America and the Caribbean integrated with the World Environment Situation Room, for a cumulative total of two digital regional platforms, which met the planned target.
- 14.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.IV).

Figure 14.IV

Performance measure: number of digital regional platforms integrated with the World Environment Situation Room (cumulative)



Result 3: increased interoperability of global environmental data

Proposed programme plan for 2025

- 14.36 As mandated in United Nations Environmental Assembly resolution 4/23, the subprogramme is working on the development of a long-term data strategy for environmental data that includes developing and implementing uniform protocols and standards for data collection, storage and reporting, ensuring consistency and comparability across different regions and sources.

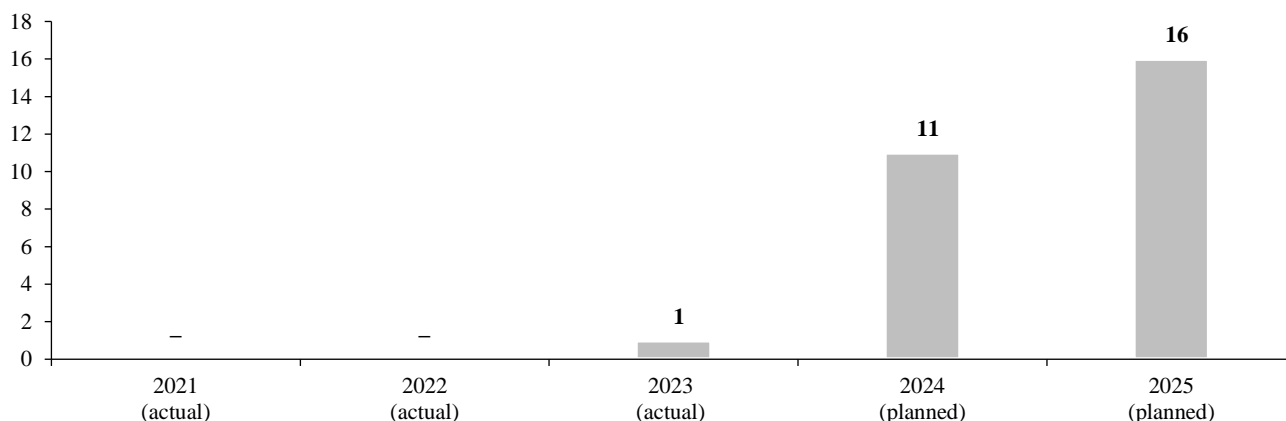
Lessons learned and planned change

14.37 The lesson for the subprogramme, informed by discussions with Member States, was that a global environmental data strategy can help to promote environmental data standards, data quality and data governance. In applying the lesson, the subprogramme will create the strategy through broad consultations with governments, non-governmental organizations, academia, the private sector and civil society and establish partnerships on environmental data. By leveraging partnerships, the subprogramme will enhance the interoperability of environmental data and enable seamless data exchange and integration across various platforms. The subprogramme will also add data sets to the UNEP Data Catalogue, which is used by Member States for national environmental monitoring and reporting.

14.38 Expected progress towards the objective is presented in the performance measure below (see figure 14.V).

Figure 14.V

Performance measure: number of data partnerships which enhance interoperability of global environmental data (cumulative)



Deliverables

14.39 Table 14.6 lists all deliverables of the subprogramme.

Table 14.6

Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	3
1. Using the World Environment Situation Room at the global, regional or national levels	2	2	2	3
Seminars, workshops and training events (number of days)	24	14	24	24
2. Training events on digital transformation for environmental sustainability – national training	6	5	6	6
3. Seminars and workshops on development of a global environmental data strategy and digital cooperation framework	6	5	6	6
4. Seminars and workshops on development of the World Environment Situation Room and identification of transformative applications	6	2	6	6

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
5. Seminars and workshops on development and implementation of the environmental action plan for the Secretary-General’s Road Map for Digital Cooperation	6	2	6	6
Publications (number of publications)	4	2	4	4
6. On digital technologies to achieve climate neutrality and pollution-reduction	4	2	4	4
Technical materials (number of materials)	2	2	2	2
7. On minimizing the environmental, climate and e-waste footprint of the information and communications technology sector	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with at least 100 Member States and other entities on the global environmental data strategy and integration methods for environmental data and analytics; advice to 15 Member States and stakeholders on strengthening the adoption of data and digital transformation to achieve national climate, nature and pollution targets; advice to more than 15 Member States and stakeholders on using digital platforms and tools to enhance public participation in decision-making, open innovation and citizen science.				
D. Communication deliverables				
Digital platforms and multimedia content: 6 digital platforms to support transparency, predictive analytics and risk identification; and thematic web page, social media, multimedia video and audio content.				
E. Enabling deliverables				
Information and communications technology: 6 digital applications and engagement platforms to support e-governance and enhance public participation in environmental monitoring, consensus-building, decision-making and digital transformation				

**Subprogramme 3
Nature action**

Objective

- 14.40 The objective, to which this subprogramme contributes, is to strengthen the capacity of countries to manage marine, freshwater and terrestrial ecosystems through an integrated approach for maintaining and restoring their biodiversity and long-term functioning and ensuring the supply of ecosystem goods and services.

Strategy

- 14.41 To contribute to the objective, the subprogramme will:
- (a) Advance cooperation with Member States, regional entities and other partners, including the United Nations Educational, Scientific and Cultural Organization and the Food and Agriculture Organization of the United Nations, to support education on sustainability by engaging with formal and non-formal education activities that shift knowledge, attitudes, behaviours and norms;
 - (b) Promote knowledge-sharing among countries and other non-governmental sectoral partners within the scope of existing transboundary cooperation frameworks, including the uptake and use of knowledge products, such as scenarios, spatial plans, trade-off analyses and ecosystem-based sectoral monitoring systems, disseminating publications and conducting normative work;
 - (c) Raise awareness on how to take into consideration nature and the ecosystem approach in public and private economic decision-making and provide technical advice, policy support and capacity-building to Member States on sustainable approaches to natural resource management and on biodiversity and health linkages among different sectors. In doing so, the subprogramme

will support Member States in making progress towards the achievement of Sustainable Development Goals 2, 3, 6, 12 to 15 and 17.

- 14.42 The above-mentioned work is expected to result in:
- (a) More coherent and cross-sectoral participation and cooperation among countries worldwide, including at the transboundary level, for the management and effective monitoring of nature;
 - (b) Youth-led action that addresses the indirect drivers of biodiversity loss and the degradation of nature;
 - (c) An enabling environment for embedding nature considerations into the financial and economic decision-making of public and private sector entities at multiple levels (global, regional, subregional and national) using a well-coordinated, whole-of-government approach that balances the demands of different sectors;
 - (d) Development of updated national plans for natural capital accounting by Member States;
 - (e) Enhanced capacity of Member States to manage and reduce risks to both human and ecosystem health and to integrate nature into national and international public health decision-making through science-based approaches.

Programme performance in 2023

Towards the implementation of Kunming-Montreal Global Biodiversity Framework

14.43 The Kunming-Montreal Global Biodiversity Framework of the Convention on Biological Diversity sets out the pathway to halt and reverse biodiversity loss, including four goals for 2050 and 23 targets for 2030. The subprogramme provided support to 69 developing countries in updating and aligning their national biodiversity strategies and action plans with the Global Biodiversity Framework. This included technical support through an inclusive whole-of-government process to: (a) conduct a rapid review of key thematic areas in the national biodiversity strategies and action plans; (b) assess gaps in existing data-monitoring systems and develop a plan for strengthening national monitoring systems; and (c) conduct an institutional review of current policies, institutions and existing finance mechanisms and tools associated with biodiversity for achieving coherence in the implementation of the Global Biodiversity Framework.

14.44 Progress towards the objective is presented in the performance measure below (see table 14.7).

Table 14.7
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Countries adopted the Kunming-Montreal Global Biodiversity Framework of the Convention on Biological Diversity, with 69 countries committed to aligning their national biodiversity strategies and action plans	69 countries aligned their national biodiversity strategies and action plans with the Kunming-Montreal Global Biodiversity Framework of the Convention on Biological Diversity

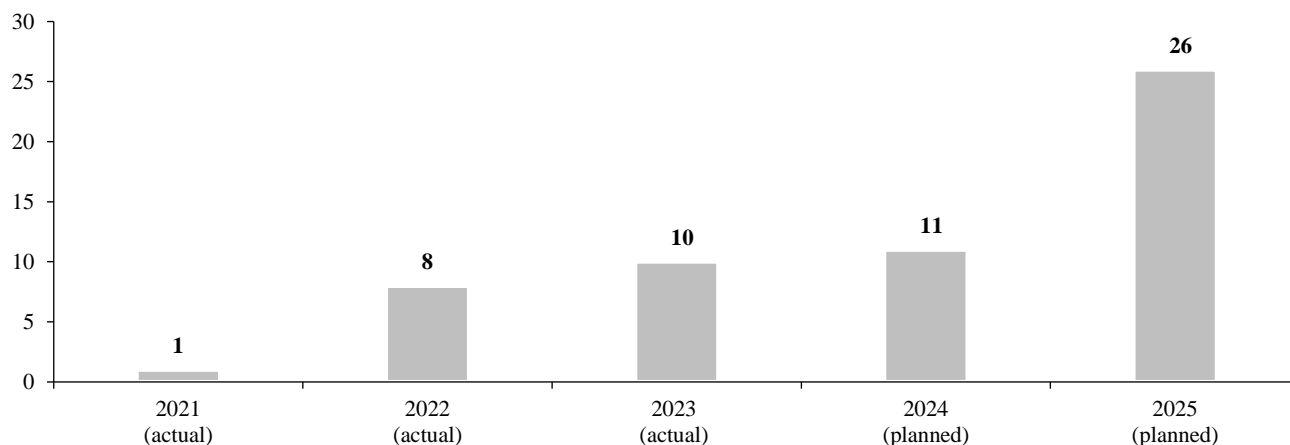
Planned results for 2025

Result 1: enhanced conservation and restoration efforts of critical marine habitats

Programme performance in 2023 and target for 2025

- 14.45 The subprogramme’s work contributed to an additional 2 countries (Belize and the Philippines) enhancing restoration and conservation efforts of critical coastal ecosystems, for a cumulative total of 10 countries, which met the planned target.
- 14.46 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.VI).

Figure 14.VI
Performance measure: number of countries that enhanced restoration and conservation of critical coastal ecosystems (cumulative)



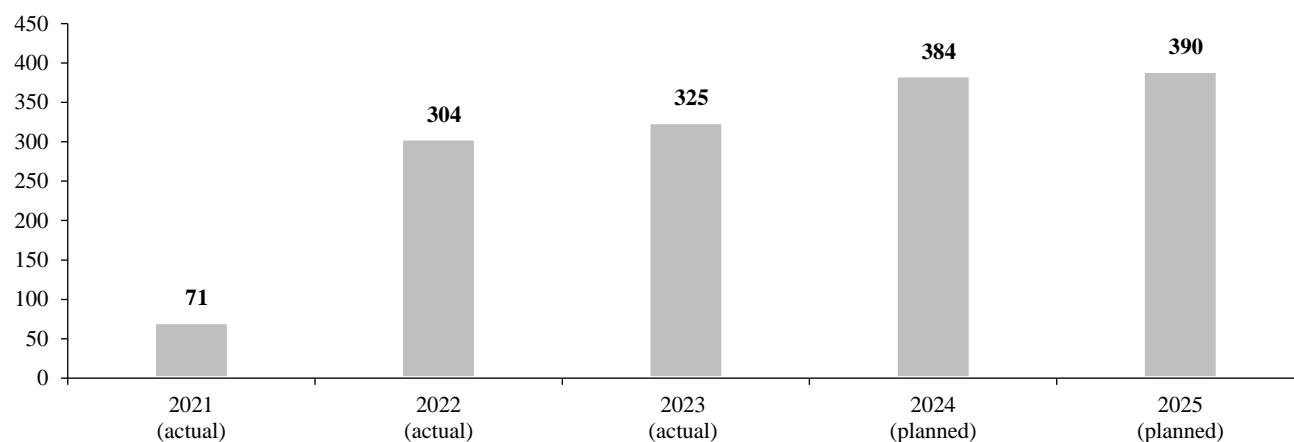
Result 2: finance sector commits itself to biodiversity target-setting

Programme performance in 2023 and target for 2025

- 14.47 The subprogramme’s work contributed to 21 additional financial institutions making commitments to setting portfolio-wide biodiversity targets, for a cumulative total of 325 financial institutions, which did not meet the planned target of 334 financial institutions. The target was not met because some financial institutions required more time to integrate biodiversity and ecosystem services considerations into their core practices.
- 14.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.VII).

Figure 14.VII

Performance measure: number of financial institutions that signed a commitment to set biodiversity targets to reduce their impacts on nature (cumulative)



Result 3: public sector institutions capture the economic contribution of biodiversity and ecosystem services in decision-making

Proposed programme plan for 2025

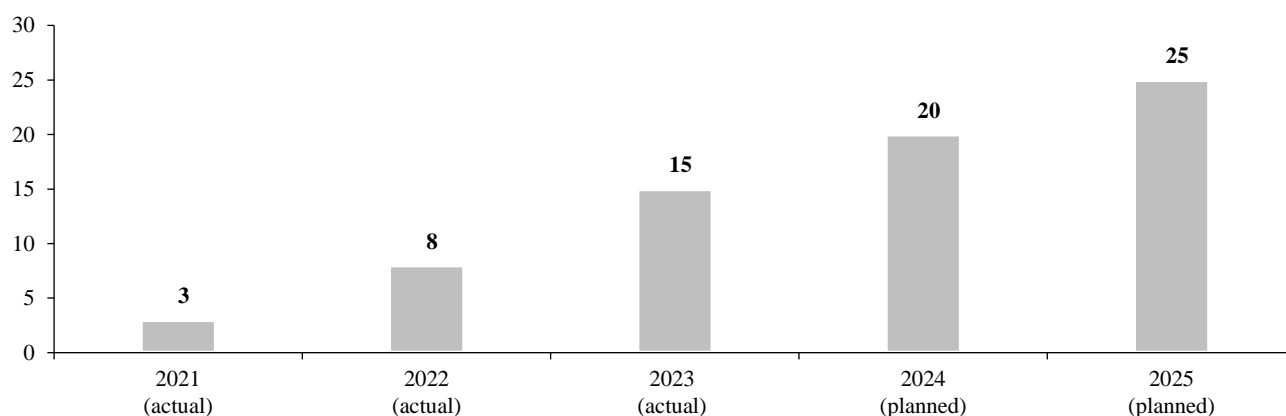
- 14.49 The subprogramme has been collaborating with public sector institutions to develop policies that promote maintenance and enhancement of ecosystem functions and services and sustainable use of biodiversity, including its contribution to sustainable livelihoods. The subprogramme provides technical advice to governments on capturing the economic valuation of biodiversity and ecosystem services into decision-making across sectors.

Lessons learned and planned change

- 14.50 The lesson for the subprogramme was that a structured approach to economic valuation of biodiversity and ecosystem services can help decision makers to recognize the wide range of benefits provided by ecosystems and biodiversity, demonstrate their economic and social values and capture those values in decision-making. In applying the lesson, the subprogramme will increase national ownership and promote multisectoral consultations and collaboration by engaging national research partners. The subprogramme will enhance policy relevance through engagement with government groups at all levels as well as multidisciplinary working groups at the country level in the process of adoption and implementation of policies that take into consideration the economic contribution of biodiversity and ecosystem services.
- 14.51 Expected progress towards the objective is presented in the performance measure below (see figure 14.VIII).

Figure 14.VIII

Performance measure: number of public sector institutions that capture the economic valuation of biodiversity and ecosystem services in their policies (cumulative)



Deliverables

14.52 Table 14.8 lists all deliverables of the subprogramme.

Table 14.8

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	4	4	5	4
1. Meetings of the governing bodies for multilateral environmental agreements	4	4	5	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	3	3
2. On ecosystem services	2	2	3	3
Seminars, workshops and training events (number of days)	6	6	6	6
3. Seminars and training events on ecosystems management	6	6	6	6
Publications (number of publications)	10	10	7	7
4. On mainstreaming biodiversity in production sectors	2	2	2	2
5. On the knowledge, networks and funding available to influence public and private financial flows for conservation, management and sustainable use approaches, such as ecosystem-based approaches and nature-based solutions, to be implemented in a manner consistent with the relevant mandate	2	2	2	2
6. On marine and terrestrial ecosystems	4	4	2	2
7. On biodiversity and wildlife	2	2	1	1
Technical materials (number of materials)	4	4	4	6
8. On integrated ecosystem management (tools and methodologies)	2	2	2	3
9. On investing in nature (assessments, tools and methodologies)	2	2	2	3
C. Substantive deliverables				

Consultation, advice and advocacy: advice to Member States to implement the Kunming-Montreal Global Biodiversity Framework, supporting 138 countries participating in the early action support project to implement national biodiversity strategies and action plans.

D. Communication deliverables

Outreach programmes, special events and information materials: outreach campaigns on ecosystem-based approaches, sustainable management and use of natural resources and the United Nations Decade on Ecosystem Restoration.

**Subprogramme 4
Environmental governance**

Objective

- 14.53 The objective, to which this subprogramme contributes, is to ensure that countries achieve environmental policy coherence and abide by strong legal and institutional frameworks that increasingly implement environmental goals in the context of sustainable development at the global, regional and national levels.

Strategy

- 14.54 To contribute to the objective, the subprogramme will:
- (a) Facilitate relevant meetings and intergovernmental processes at the global, regional and national levels involving Governments, other United Nations entities, inter-agency mechanisms and regional ministerial forums through information management products, technical support and advisory services on environmental law and policy;
 - (b) Support the coherent implementation of the multilateral environmental agreements operating in similar clusters by strengthening national efforts to achieve global environmental targets and supporting parties in national reporting to related conventions, including to ease the national reporting load by promoting effective knowledge management across ministries and administrative units;
 - (c) Develop and disseminate innovative knowledge management tools and initiatives such as the United Nations Information Portal on Multilateral Environmental Agreements and the Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme), supported by training, technical assistance and communication activities, including mainstreaming a gender perspective;
 - (d) Promote the uptake of environmentally sound practices across the United Nations system through the provision of policy advice and cooperate with United Nations country teams to mainstream lessons learned through the implementation of programmes, including replicating and scaling up interventions;
 - (e) In doing so, support Member States in making progress towards the achievement of Sustainable Development Goals, 1, 5, 16 and 17.
- 14.55 The above-mentioned work is expected to result in:
- (a) Increased efficiency and effectiveness of environmental policymaking processes leading to coherent and science-based policies, including through Member States' concerted action on international environmental issues;
 - (b) Improved governance and partnerships with major groups and stakeholders in the development of synergistic national programmes, as well as increased integration of the environment into national and subnational planning and budgeting processes on sustainable development.

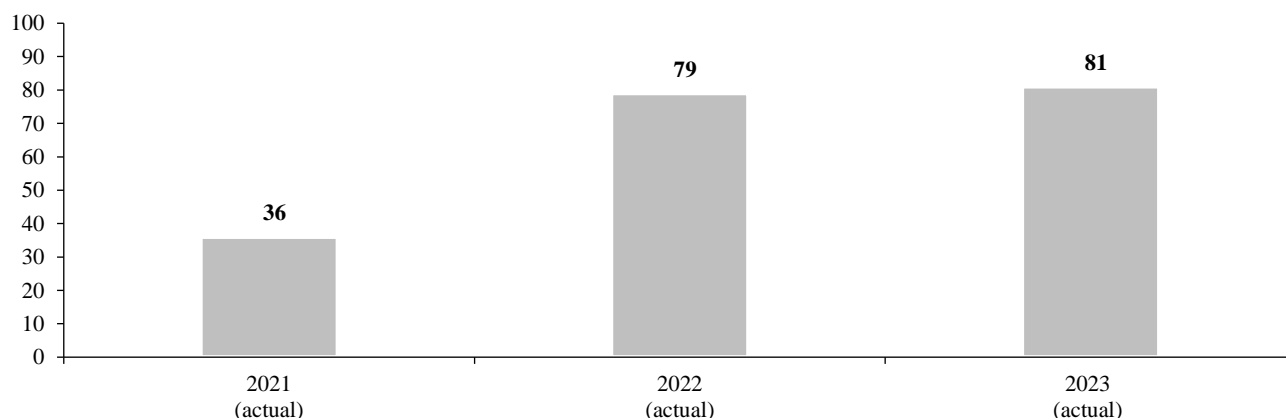
Programme performance in 2023

Increased uptake of environmental priorities by countries

- 14.56 UNEP leveraged the United Nations system to strengthen support for Governments and national stakeholders in identifying and responding to national environmental challenges. UNEP provided data and analyses, as well as enhanced the capacities of United Nations country teams and national counterparts by providing guidance and integrated advisory services. The subprogramme has also supported the mainstreaming of biodiversity, pollution/waste and climate change into the common country analysis and the United Nations Sustainable Development Cooperation Frameworks, including the commitments included in the multilateral environmental agreements. In addition, the countries revised their goals monitoring and evaluation frameworks to improve capacity for environmental data collection for policy support and alignment across government levels.
- 14.57 Progress towards the objective is presented in the performance measure below (see figure 14.IX).

Figure 14.IX

Performance measure: number of countries integrating the environmental dimension of sustainable development into their plans (cumulative)



Planned results for 2025

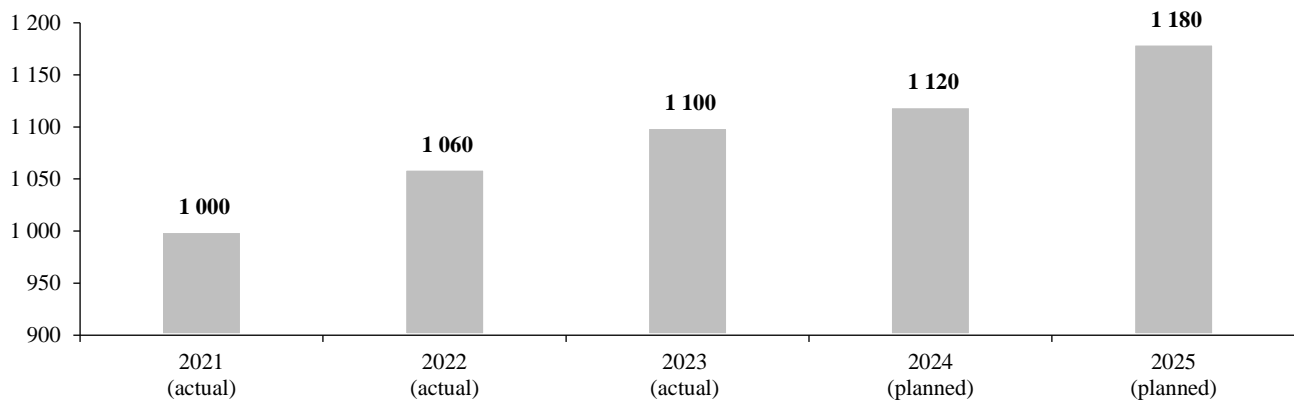
Result 1: strengthened capacity to disrupt illegal waste trafficking in the Asia-Pacific region

Programme performance in 2023 and target for 2025

- 14.58 The subprogramme's work contributed to enhanced capacities of an additional 40 Member State representatives, for a cumulative total of 1,100 representatives, which met the planned target.
- 14.59 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.X).

Figure 14.X

Performance measure: number of Member State representatives in the Asia-Pacific region with enhanced capacities to address international trafficking of illegal waste (cumulative)



Result 2: strengthened development and implementation of environmental law at the international and national levels

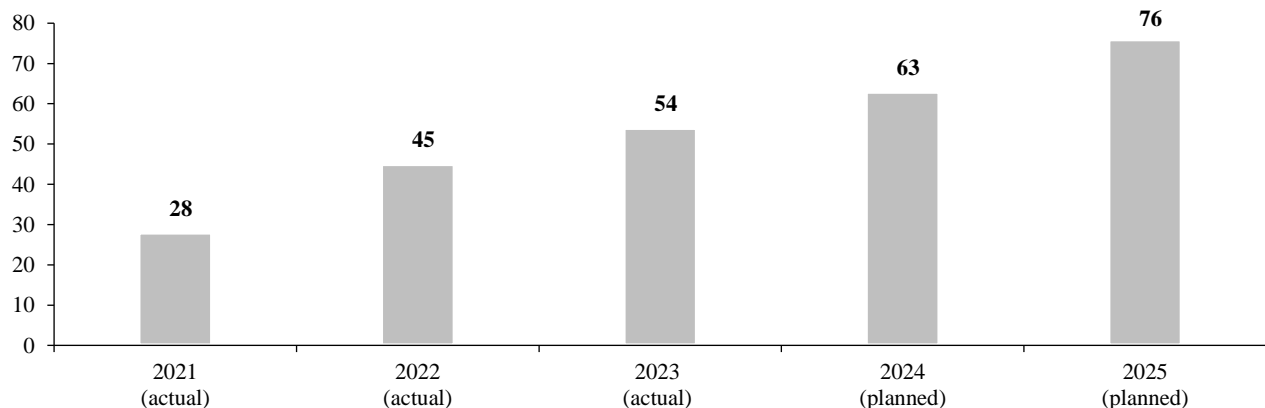
Programme performance in 2023 and target for 2025

14.60 The subprogramme’s work contributed to an additional 9 countries drafting environmental legislation to address environmental goals, for a cumulative total of 54 countries, which met the planned target.

14.61 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.XI).

Figure 14.XI

Performance measure: number of countries that drafted environmental legislation to address environmental goals (cumulative)



Result 3: reduced production and consumption of hydrofluorocarbons through the implementation of the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer

Proposed programme plan for 2025

14.62 The Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer is an international agreement to reduce the production and consumption of hydrofluorocarbons: with its global implementation it is estimated that as much as half a degree Celsius of warming will be avoided

by the end of the century.³ The subprogramme supports national ozone units in the development and implementation of hydrochlorofluorocarbons phaseout management plans and in creating Kigali implementation plans.

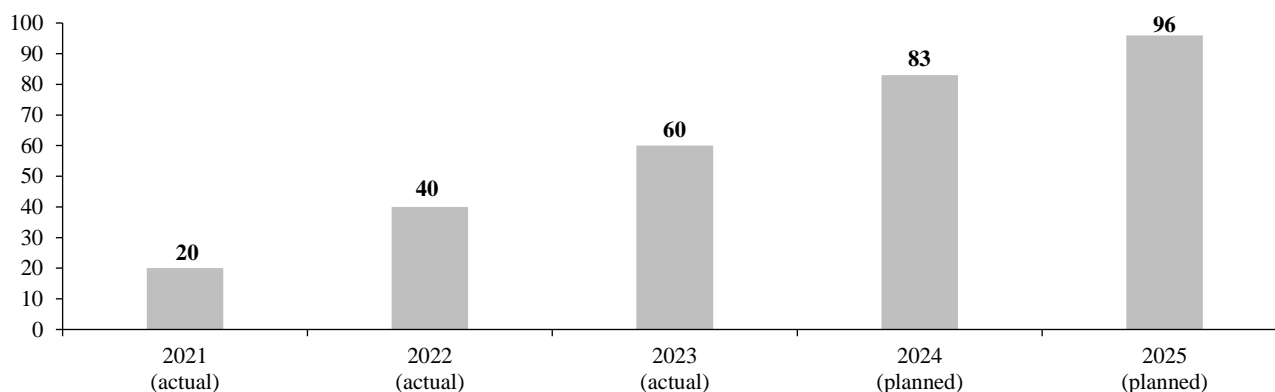
Lessons learned and planned change

14.63 The lesson for the subprogramme, informed by previous experience, was that economic feasibility analysis as well as robust scientific knowledge can help with informed decision-making, including through collaboration between scientists and policymakers to develop practical policy actions. In applying the lesson, the subprogramme will build on the extensive knowledge gained to date and strive to ensure that policymakers and other stakeholders have access not only to the most up-to-date scientific evidence on the consumption and production of hydrofluorocarbons but also to the available alternative solutions to their gradual reduction.

14.64 Expected progress towards the objective is presented in the performance measure below (see figure 14.XII).

Figure 14.XII

Performance measure: number of countries implementing the Kigali Amendment to the Montreal Protocol on Substances that Deplete the Ozone Layer (cumulative)



Deliverables

14.65 Table 14.9 lists all deliverables of the subprogramme.

Table 14.9

Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings)	40	40	40	50
1. Meetings of the Committee of Permanent Representatives on environmental law and governance	40	40	40	50
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	10	15	6	16
2. On environmental law development and support to mainstream environmental issues, the implementation of multilateral environmental agreements and the linkages between poverty and the environment	10	15	6	16

³ See <https://ozone.unep.org/system/files/documents/Scientific-Assessment-of-Ozone-Depletion-2022.pdf>.

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Seminars, workshops and training events (number of days)	30	30	15	15
3. Train-the-trainer events on environmental governance	30	30	15	15
Publications (number of publications)	10	10	8	3
4. On environmental law (global)	10	10	8	3
C. Substantive deliverables				
Consultation, advice and advocacy: advice to approximately 25 Member States, upon request, on the monitoring and implementation of multilateral environmental agreements, legislative strategies and frameworks to counter environmental degradation resulting from climate change and crimes that affect the environment.				
Databases and substantive digital materials: 20 free online courses introducing different multilateral environmental agreements.				

Subprogramme 5 Chemicals and pollution action

Objective

- 14.66 The objective, to which this subprogramme contributes, is to advance the sound management of chemicals and waste and improve air quality at all levels in order to achieve a healthier environment and better health for all.

Strategy

- 14.67 To contribute to the objective, the subprogramme will:
- (a) Provide technical advice, policy support and capacity-building to Member States, the private sector and civil society, within the framework of relevant multilateral environmental agreements and the broader international chemicals and waste agenda, for enabling the development and implementation of policies, strategies, legislation and action plans on sound chemicals and waste management, including, but not limited to, mercury, persistent organic pollutants and lead, as well as on waste prevention and the sound management of electronic and other forms of waste;
 - (b) Provide technical and advisory support to Member States regarding the development and implementation of policies, strategies and mechanisms on the prevention and reduction of waste, and environmentally sound waste treatment and disposal of the waste, including in the context of disaster or conflict-related environmental emergencies;
 - (c) Support the reduction of pollution release, building institutional capacity for the development and use of air quality assessments with publicly accessible monitoring data and for the development of policies and legal, regulatory, financial and technical measures to reduce air, water, soil and ocean pollutants;
 - (d) In doing so, the subprogramme will help Member States to make progress towards the achievement of targets 6.3, 12.3, 12.4 and 14.1 of the Sustainable Development Goals.
- 14.68 The above-mentioned work is expected to result in:
- (a) An increased number of Member States developing or implementing policies, strategies, legislation or action plans that promote sound chemical and waste management and/or the implementation of multilateral environmental agreements and the existing framework on chemicals and waste;
 - (b) An increased number of Member States developing or implementing policies, strategies and mechanisms to prevent or reduce waste and ensure environmentally sound waste treatment or disposal, including in the context of disaster or armed conflict-related environmental emergencies;

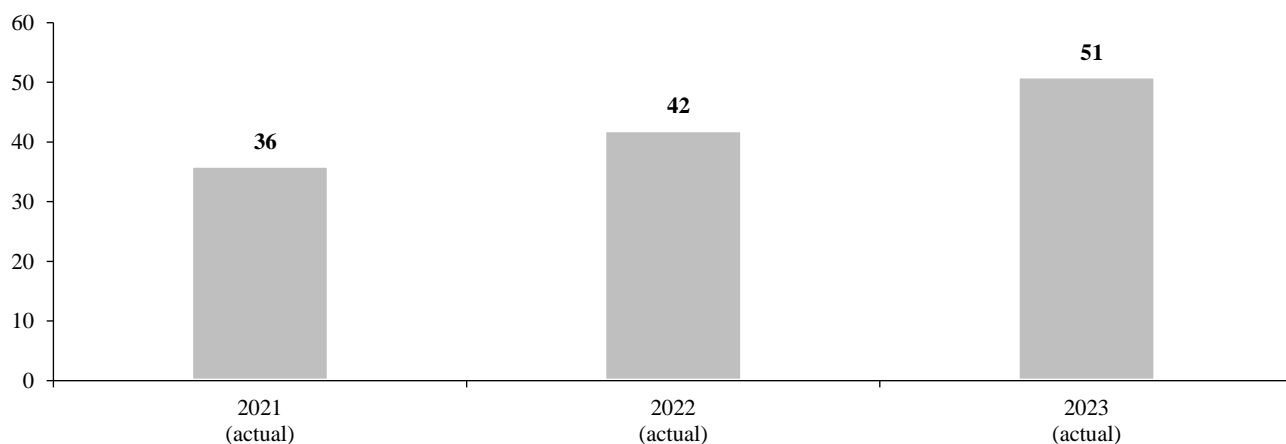
- (c) An increased number of policy, regulatory, financial and technical measures developed to reduce pollution in air, water, soil and the ocean;
- (d) A reduction in the release of pollutants to the environment;
- (e) Enhanced action by the private sector and civil society on pollution prevention and control.

Programme performance in 2023

Improved waste management in Latin America and the Caribbean

- 14.69 Improving waste and wastewater management can help to reduce pollution that affects those in vulnerable situations. The subprogramme, with the Coalition for the Progressive Closure of Dumpsites in Latin America and the Caribbean, led the implementation of the road map for the closure of dumpsites, including resource mobilization, capacity development, and partnership building. The initiative was implemented in the Province of Santa Fe, Argentina, facilitating the design of a waste management baseline and the formulation of an operational plan for the closure of a dumpsite in the municipality of Calchaquí. In addition, a training programme on waste management was conducted for municipal government officers. UNEP also supported the design of a trust fund contributed by Peruvian stakeholders with the objective of supporting innovative organic waste initiatives contributing to the nationally determined contributions of Peru, and showcasing the economic, social and environmental benefits of organic waste management to communities, the Government and the private sector.
- 14.70 Progress towards the objective of shifting the practice of waste management towards zero waste globally is presented in the performance measure below (see figure 14.XIII).

Figure 14.XIII
Performance measure: number of countries implementing policies on the prevention and sound management of waste (cumulative)



Planned results for 2025

Result 1: reduced release of pollutants to the environment

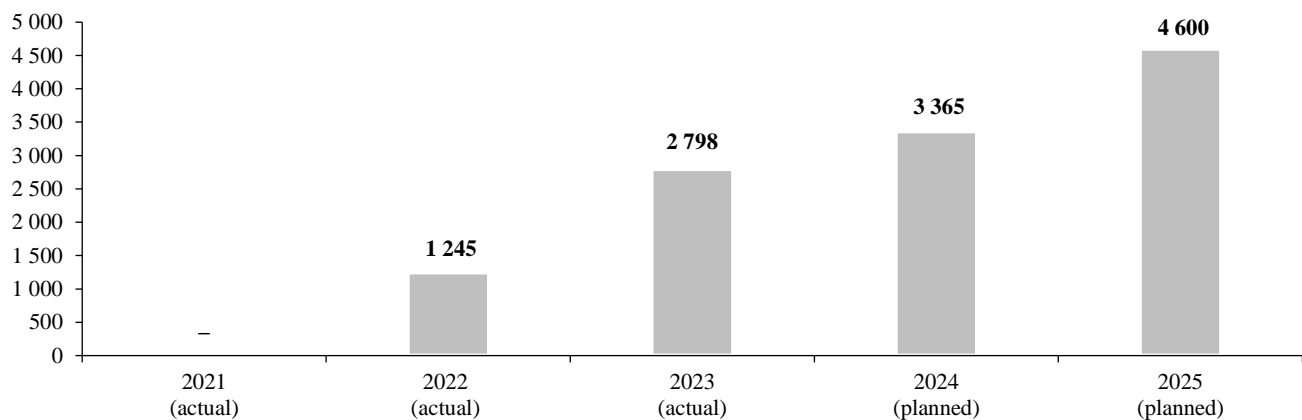
Programme performance in 2023 and target for 2025

- 14.71 The subprogramme’s work contributed to the reduction of an additional 1,553 metric tons of mercury and persistent organic pollutants released to the environment, for a cumulative total of 2,798 metric tons of mercury and persistent organic pollutants, which exceeded the planned target of 2,250 metric tons.
- 14.72 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.XIV).

Figure 14.XIV

Performance measure: reduction in releases of pollutants to the environment (cumulative)

(Metric tons of persistent organic pollutants and mercury)



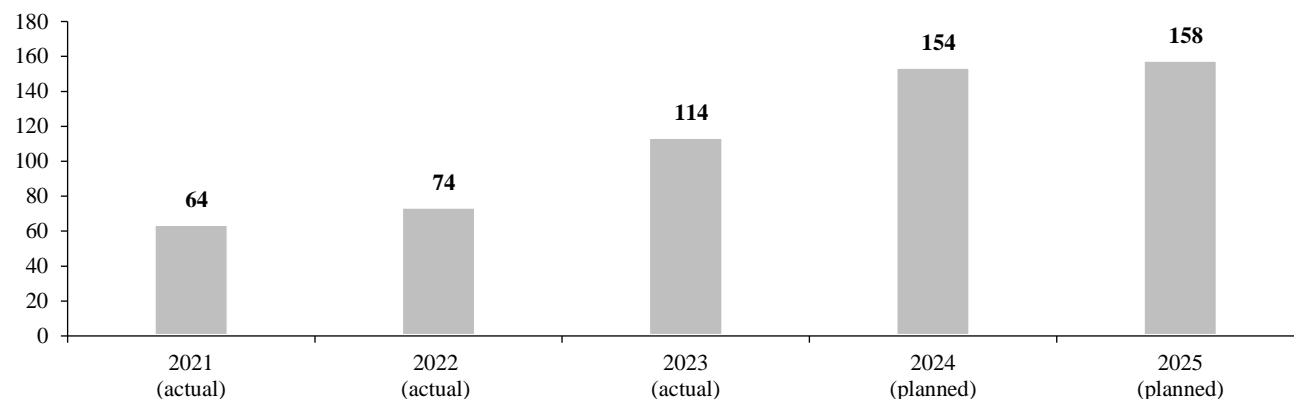
Result 2: policies and regulatory, financial and technical measures developed to reduce pollution

Programme performance in 2023 and target for 2025

- 14.73 The subprogramme’s work contributed to the development of an additional 40 policies and measures to reduce pollution, for a cumulative total of 114 policies and measures, which exceeded the planned target of 107 measures.
- 14.74 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.XV).

Figure 14.XV

Performance measure: number of policies and regulatory, financial and technical measures developed to reduce pollution in air, water, soil and the ocean (cumulative)



Result 3: adoption of circular economy policies and practices in high-impact sectors to reduce pollution

Proposed programme plan for 2025

- 14.75 In line with United Nations Environmental Assembly resolution 5/11, UNEP has developed actions to support the transformation of whole value chains, with a focus on increasing the sustainability of high-impact sectors.

Lessons learned and planned change

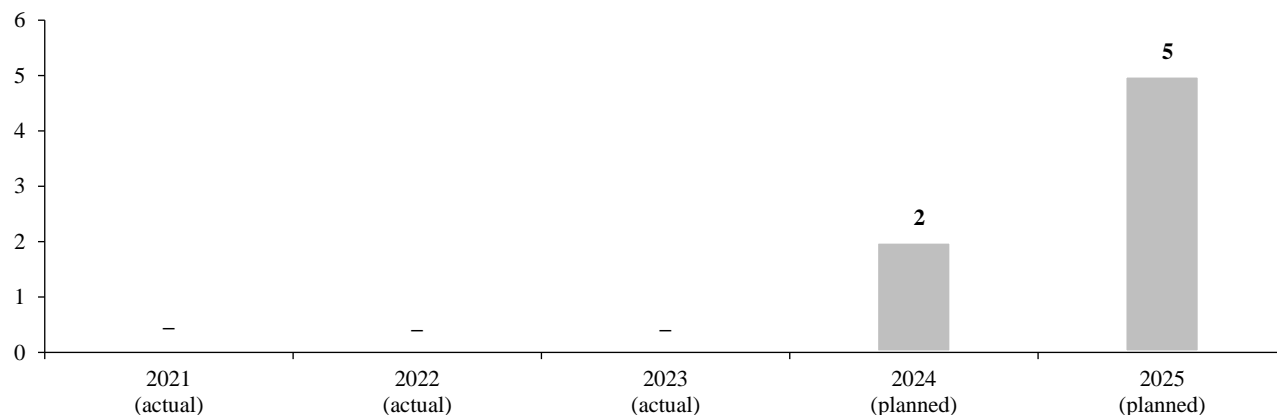
- 14.76 The lesson for the subprogramme was that shifting sector practices and achieving systemic changes can be enhanced through intensive engagement with regional and in-country players and partners, including the United Nations system, and demonstrating the benefit of concrete tools and measures. In applying the lesson, the subprogramme will leverage extended producer responsibility⁴ and related schemes as a means to drive engagement. The subprogramme will provide technical support in the form of advisory services on extended producer responsibility – initially focused on packaging and plastic products – to help to address the specific challenges faced by the requesting countries. This is in line with the Common Approach to Pollution, in particular its objective 9.⁵
- 14.77 Expected progress towards the objective is presented in the performance measure below (see figure 14.XVI).

⁴ According to the Organisation for Economic Co-operation and Development, extended producer responsibility schemes are organizational mechanisms for the prevention and management of waste that concern certain types of products and are based primarily on the polluter-pays principle. See also the definitions in the UNEP Law and Environment Assistance Platform (<https://leap.unep.org/en/taxonomy/term/5789>).

⁵ See https://unemg.org/wp-content/uploads/2024/02/UNEP_EMG_UN-system-common-approach-to-Pollution_Overview.pdf.

Figure 14.XVI

Performance measure: number of governments, including subnational governments, and producer responsibility organizations taking policy actions to advance extended producer responsibility and similar scheme development to prevent and reduce pollution (cumulative)



Deliverables

14.78 Table 14.10 lists all deliverables of the subprogramme.

Table 14.10

Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	8	8	8
1. On the development of policies and legal, institutional or fiscal strategies and mechanisms for sound chemicals management	8	8	8	8
Seminars, workshops and training events (number of days)	8	8	8	10
2. Seminars and training events on the sound management of chemicals and waste	8	8	8	10
Publications (number of publications)	1	1	1	1
3. Global assessment of the state of and trends in laws, regulations and fiscal policies for sound chemicals and waste management	1	1	1	1
Technical materials (number of materials)	4	8	4	6
4. On status, trends and related risks and improvements in chemicals and waste management at various scales	2	5	2	3
5. On action plans related to air quality at various scales, in particular at the subnational, national and regional levels	2	3	2	3
Fact-finding, monitoring and investigation missions (number of missions)	4	5	4	4
6. Monitoring missions on the status and trends relating to chemicals management, waste management and air quality, including on marine litter and other forms of pollution	4	5	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: advice to 3 countries and 5 entities of the private sector and civil society on pollution prevention and control.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: outreach programmes, campaigns and information materials for Member States and stakeholders to increase awareness of pollution prevention and reduction in achieving the Sustainable Development Goals.

**Subprogramme 6
Finance and economic transformations**

Objective

- 14.79 The objective, to which this subprogramme contributes, is to advance the transition by countries and businesses to sustainable development through multiple pathways, including the uptake of green economy in the context of sustainable development and poverty eradication, the adoption of sustainable consumption and production patterns and the decoupling of economic activity from unsustainable resource use and environmental impact, while improving human well-being.

Strategy

- 14.80 To contribute to the objective, the subprogramme will:
- (a) Deliver country assessments, promote the uptake of policy planning and implementation tools and convene knowledge platforms that will enable policymakers and businesses to actively pursue sustainable pathways;
 - (b) Generate and disseminate knowledge through its extensive network of partners in the public and private sectors, including the financial sector, as well as civil society and academia;
 - (c) Promote sustainable patterns of consumption and production through policy recommendations on the green economy in the context of sustainable development and poverty eradication, on sustainable finance and on business practices and tools and knowledge that allow consumers to make informed choices, while considering issues related to generational and gender equality;
 - (d) Catalyse the alignment of finance and investment with sustainability objectives and policy priorities by developing or contributing to the norms for sustainable finance, providing the basis for standard-setting and promoting the role of private sustainable finance in complementing public finance;
 - (e) Support Governments and subnational governments in strengthening institutional capacities and implementing national development plans, policies and/or action plans; and support businesses adopting and implementing sustainable management and cleaner production practices, across value chains, helping Member States to make progress towards the achievement of targets under Goals 1, 4, 5, 7 to 9, 11 to 13 and 17;
 - (f) Strengthen the capacities of Member States and other stakeholders to integrate environmental sustainability and sustainable patterns of consumption and production into their decision-making approaches, including on sustainable finance, trade and infrastructure.
- 14.81 The above-mentioned work is expected to result in:
- (a) Integrated sustainable development pathways, including policies and frameworks on the green economy in the context of sustainable development and poverty eradication or on sustainable consumption and production, for improved resource efficiency and human well-being and reduced ecological and material footprints;

- (b) Improved environmental sustainability of private sector actors, including in the financial sector, in their core business practices and across their value chains, such as through sustainable investment and resource extraction, transformation and use, to create sustainable and more inclusive markets and economies;
- (c) Public, private and individual consumers having access to and increasingly demanding and consuming sustainable goods and services.

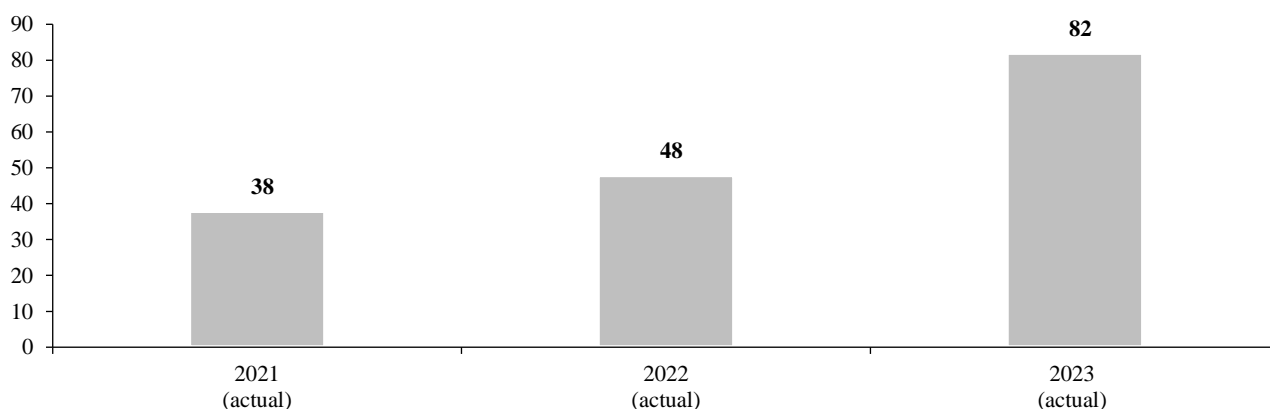
Programme performance in 2023

Countries adopted and implemented measures towards sustainable consumption and production

- 14.82 The Board of the 10-Year Framework of Programmes on Sustainable Consumption and Production adopted the Global Strategy for Sustainable Consumption and Production 2023–2030 in 2023, reiterating the need to shift towards a more sustainable approach to consumption and production.
- 14.83 Progress towards the objective is presented in the performance measure below (see figure 14.XVII).

Figure 14.XVII

Performance measure: number of countries adopting and implementing sustainable consumption and production frameworks, policies and action plans (cumulative)



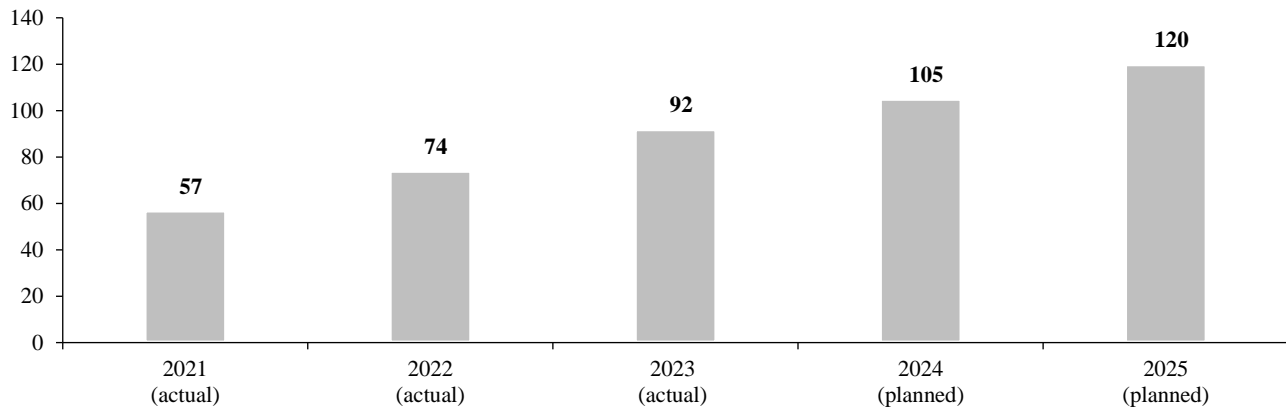
Planned results for 2025

Result 1: enabling policies to advance environmental sustainability

Programme performance in 2023 and target for 2025

- 14.84 The subprogramme’s work contributed to the development of an additional 18 economic, finance, industry and trade policies, for a cumulative total of 92 policies, which did not meet the planned target of 97 policies. The target was not met due to shifts in priorities by some Member States that were being supported by the subprogramme.
- 14.85 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.XVIII).

Figure 14.XVIII
Performance measure: number of economic, finance, industry and trade policies adopted by Member States to enable sustainable transitions (cumulative)

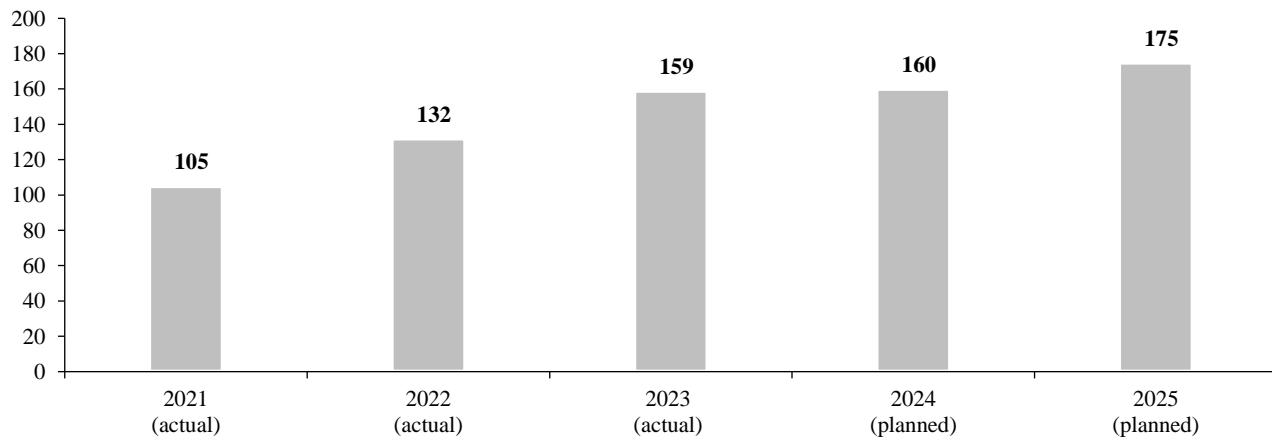


Result 2: increased availability of sustainable insurance

Programme performance in 2023 and target for 2025

- 14.86 The subprogramme’s work contributed to an additional 27 insurance companies adopting the UNEP Finance Initiative Principles for Sustainable Insurance, for a cumulative total of 159 companies, which exceeded the planned target of 145 companies.
- 14.87 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.XIX).

Figure 14.XIX
Performance measure: number of insurance companies that adopted the Principles for Sustainable Insurance (cumulative)



Result 3: increased availability of tools and measures to transform choices and behaviour by governments, businesses and individual consumers for environmental sustainability

Proposed programme plan for 2025

- 14.88 UNEP, through the One Planet network programmes and other initiatives, has made efforts to shift markets and individual preferences to accelerate sustainable consumption and production.

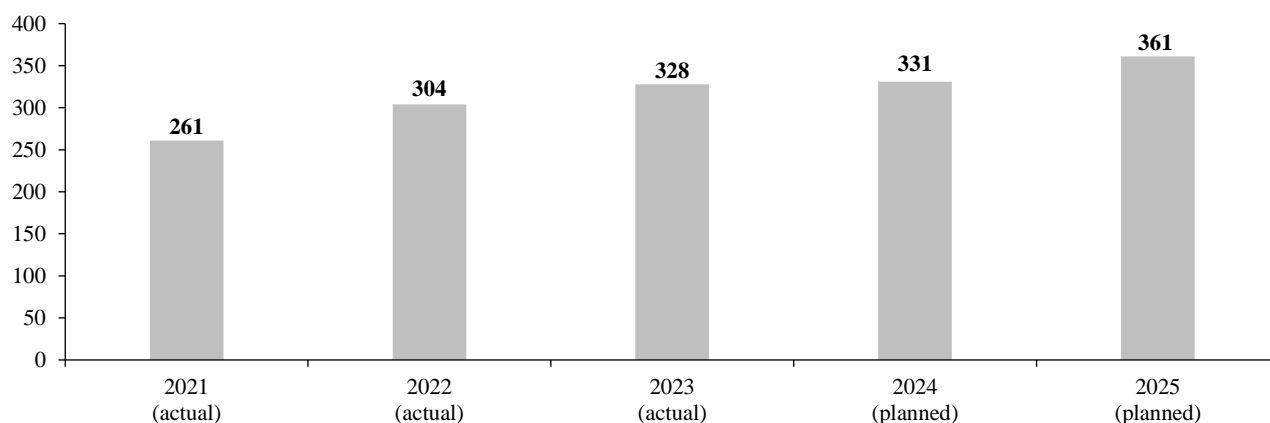
Lessons learned and planned change

14.89 The lesson for the subprogramme, based on previous implementation experience, was that providing specific tools and measures can help to facilitate positive choices and behaviours by governments, businesses and consumers. In applying the lesson learned, the subprogramme will develop tools and measures concerning sustainable public procurement, consumer information, and sustainable lifestyles and education targeting businesses and consumers. The subprogramme will provide tailored stakeholder engagement strategies, build in-country/local ownership and have flexible and adaptable delivery models, including through building United Nations system-wide partnerships to scale up approaches, with a view to facilitating positive choices and behaviours to accelerate sustainable consumption and production.

14.90 Expected progress towards the objective is presented in the performance measure below (see figure 14.XX).

Figure 14.XX

Performance measure: number of consumer information and education tools and products that inform decision-making, choices and changes in behaviour towards sustainability (cumulative)



Deliverables

14.91 Table 14.11 lists all deliverables of the subprogramme.

Table 14.11

Subprogramme 6: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	20	22	15	20
1. On finance and economic transformations	20	22	15	20
Seminars, workshops and training events (number of days)	15	17	15	20
2. Seminars and training events on finance and economic transformation approaches	15	17	15	20
Publications (number of publications)	3	3	4	2
3. On finance and economic transformation approaches	3	3	4	2
Technical materials (number of materials)	10	15	8	8
4. On finance and economic transformations approaches	10	15	8	8

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advice on sustainable lifestyles, resource efficiency, the green economy in the context of sustainable development and poverty eradication, sustainable consumption and production, and finance and economic transformations to 20 Member States; advocacy to 10 financial institutions on reporting using the Task Force on Nature-related Financial Disclosures guidelines; consultations on life cycle thinking tools to 4 governments; and 5 meetings of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns and the One Planet network.

Databases and substantive digital materials: 1 mainstream life cycle assessment software product has incorporated the globally recommended life cycle impact assessment method; and 40 institutional investors join the Net-Zero Asset Owner Alliance.

D. Communication deliverables

Outreach programmes, special events and information materials: 1 side event of the 10-Year Framework of Programmes and the One Planet network at the 2025 high-level political forum on sustainable development; 1 outreach targeting economists of resident coordinator offices on the green economy in the context of sustainable development and poverty eradication; and 14 young people, 50 per cent of whom are young women and youth from vulnerable communities, invested in to lead environmental projects through the Young Champions of the Earth initiative.

**Subprogramme 7
Science policy**

Objective

- 14.92 The objective, to which this subprogramme contributes, is to strengthen the capacity of governments and non-government actors to access, generate and use quality environmental data and analysis and to sustain a strengthened science-policy interface that generates evidence-based environmental assessments, identifies emerging environmental issues and fosters relevant policy action at the global, regional and national levels, including for the achievement of the environment-related Sustainable Development Goals.

Strategy

- 14.93 To contribute to the objective, the subprogramme will:
 - (a) Review the world environmental situation and strengthen the interface between science and policymaking across the sustainable development agenda, including through collaboration with the Statistical Commission and the five regional commissions;
 - (b) Develop scientifically credible and unbiased data, information and knowledge and provide policy-relevant analysis and policy recommendations to catalyse and accelerate solutions and action for the environment, based on a continuous review of the global status of the environment and trends;
 - (c) Catalyse systematic and transformative shifts that can drive progress towards the aspirations of achieving the environmental dimension of the 2030 Agenda, through gender-sensitive partnerships across all geographical areas, involving Governments and non-governmental organizations, the business and scientific communities, and citizens;
 - (d) Pursue broad stakeholder engagement as a critical step in enhancing societal understanding, acceptance and uptake of its scientific analysis and serve as a knowledge broker that builds consensus on existing and emerging environmental issues through platforms and networks, such as the Science-Policy-Business Forum on the Environment, the International Resource Panel, the World Adaptation Science Programme and the One Planet network;
 - (e) Provide analytical research, increase awareness of the environmental dimension of sustainable development and build capacity to measure, monitor and report on progress, helping Member States

to integrate common methods for tracking and measuring the environment-related Sustainable Development Goals, including in their national processes, in particular, Goals 6, 12 to 15 and 17.

- 14.94 The above-mentioned work is expected to result in:
- (a) Increased production and use of scientific environmental data by Member States and other stakeholders;
 - (b) A more coherent approach to harmonizing country data, tracking progress and science-based environmental policymaking within and among countries;
 - (c) Increased capacity of Member States to measure progress towards achieving the Sustainable Development Goals and to increase policy coherence for the integration of national sustainable development plans and other internationally agreed environmental goals.

Programme performance in 2023

Enhanced national and regional environmental information and knowledge management

- 14.95 In 2023, the subprogramme undertook various initiatives that bolstered knowledge management efforts at the national and regional levels through its Global Environment Monitoring System network. In Kenya, the subprogramme’s Global Environment Monitoring System for Air supported the operationalization of the Open Data Management System, resulting in the deployment of 40 sensors monitoring air quality across the country. In addition, the Open Data Management System has operationalized air quality monitoring with data from 8 sensors in Addis Ababa, Ethiopia; 1 sensor in Rwanda; and 30 sensors in Uganda.
- 14.96 Progress towards the objective is presented in the performance measure below (see table 14.12).

Table 14.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
3 national reports on the current situation, gaps and lessons learned on sharing and using water and air quality data in support of urban planning, reporting and assessment processes were finalized in Nairobi	5 air quality monitoring sensor equipment were deployed across Kenya to monitor air pollution. This was in alignment with the road to the twenty-seventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change	Open Data Management System operationalized, including 40 sensors deployed to monitor air quality in Kenya, as well as 8 sensors in Addis Ababa, Ethiopia; 1 sensor in Rwanda; and 30 sensors in Uganda

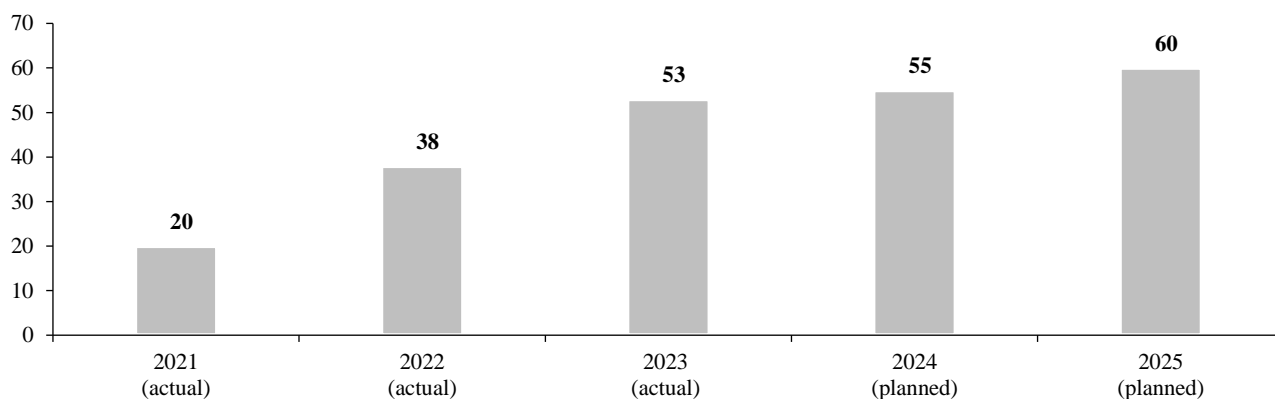
Planned results for 2025

Result 1: increased use of environmental data and statistics for policy formulation

Programme performance in 2023 and target for 2025

- 14.97 The subprogramme’s work contributed to 15 additional countries using data and statistics on environmental trends and assessments for policy formulation, for a cumulative total of 53 countries, which exceeded the planned target of 50 countries.
- 14.98 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.XXI).

Figure 14.XXI
Performance measure: number of countries using data and statistics on environmental trends and assessments for policy formulation (cumulative)

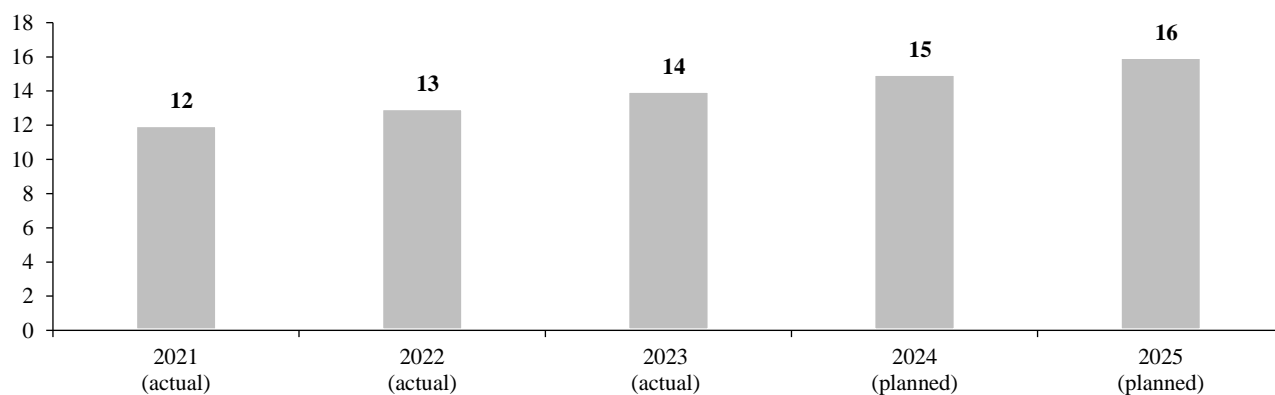


Result 2: improved country-level monitoring of water quality

Programme performance in 2023 and target for 2025

- 14.99 The subprogramme’s work contributed to 1 additional country submitting quality-assured data on surface and groundwater quality to the Global Freshwater Quality Database, for a cumulative total of 14 countries, which met its planned target.
- 14.100 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 14.XXII).

Figure 14.XXII
Performance measure: number of countries that submit quality-assured data on surface and groundwater quality to the Global Freshwater Quality Database (cumulative)



Result 3: improved electronic waste (e-waste) monitoring and collection

Proposed programme plan for 2025

- 14.101 The subprogramme, with inter-agency partners, developed a subregional e-waste monitoring system that provides and analyses data and statistics showing trends in e-waste generation, collection and transboundary movement in Albania, Bosnia and Herzegovina, North Macedonia, Montenegro and Serbia, where e-waste collection rates average 27 per cent and there has been a 67 per cent increase in e-waste generation since 2010.

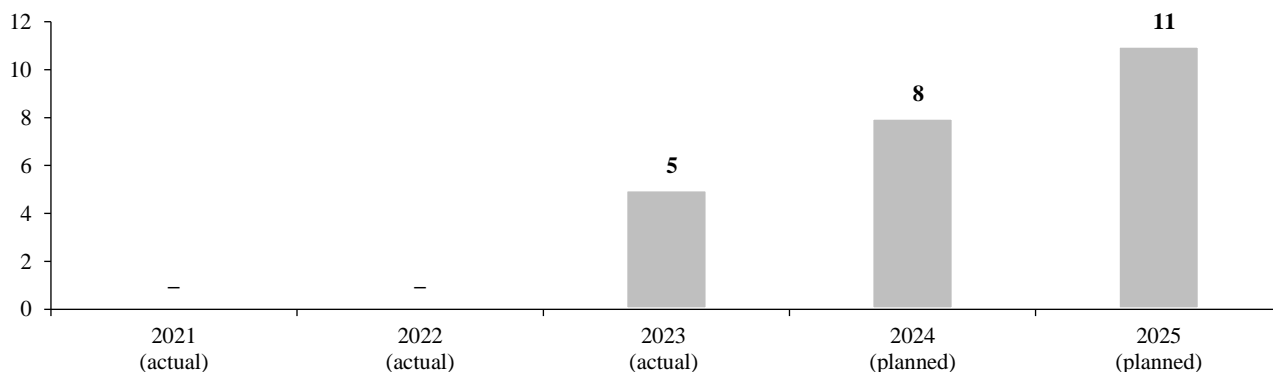
Lessons learned and planned change

14.102 The lesson for the subprogramme was that, due to the technicalities of this subject, expanding knowledge management and collaboration among e-waste experts and professionals and relevant United Nations system agencies can help to tailor training and target technical support to different stakeholders. In applying this lesson, the subprogramme will strengthen cooperation with the International Telecommunication Union, the United Nations Institute for Training and Research and other United Nations system agencies to provide a platform for e-waste experts and professionals to network and receive tailored training and technical assistance to meet their specific needs and develop their own e-waste data-collection systems adapted to their national contexts.

14.103 Expected progress towards the objective is presented in the performance measure below (see figure 14.XXIII).

Figure 14.XXIII

Performance measure: number of countries that have established an e-waste monitoring framework (cumulative)



Deliverables

14.104 Table 14.13 lists all deliverables of the subprogramme.

Table 14.13

Subprogramme 7: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	9	15	8	9
1. On keeping the environment under review	6	8	5	6
2. On supporting the implementation of the Sustainable Development Goals	3	7	3	3
Seminars, workshops and training events (number of days)	3	5	4	4
3. Seminar on keeping the environment under review	3	5	4	4
Publications (number of publications)	3	5	2	3
4. On keeping the environment under review (global)	3	5	2	3
Technical materials (number of materials)	3	4	2	3
5. On early warning and scientific assessments	3	4	2	3

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: consultation with some 25 Member States and stakeholders on methodology development and capacity development in data-collection methodologies relating to the Sustainable Development Goals; advice to at least 20 Member States and stakeholders on strengthening the science-policy interface; and advice to at least 25 Member States and stakeholders on implementing national environmental information systems.

D. Communication deliverables

Digital platforms and multimedia content: web pages, multimedia material and audio, video and social media content on the scientific work of UNEP to be utilized by Member States, stakeholders and the public.

B. Proposed post and non-post resource requirements for 2025

Overview

14.105 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 14.14 to 14.16.

Table 14.14

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Posts	19 372.6	19 786.4	104.1	–	–	104.1	0.5	19 890.5
Other staff costs	23.8	232.9	(201.8)	201.8	–	–	–	232.9
Hospitality	–	19.9	(19.5)	19.5	–	–	–	19.9
Consultants	306.7	398.3	–	–	–	–	–	398.3
Travel of representatives	64.5	81.8	–	–	–	–	–	81.8
Travel of staff	158.9	177.1	–	–	–	–	–	177.1
Contractual services	78.6	259.9	(43.6)	43.6	–	–	–	259.9
General operating expenses	385.7	604.3	(190.3)	190.3	–	–	–	604.3
Supplies and materials	11.3	19.7	–	–	–	–	–	19.7
Furniture and equipment	22.0	23.6	–	–	–	–	–	23.6
Grants and contributions	435.1	386.3	–	–	–	–	–	386.3
Other	0.5	–	–	–	–	–	–	–
Total	20 859.7	21 990.2	(351.1)	455.2	–	104.1	0.5	22 094.3

^a At the time of reporting, the expenditure presented in this table and subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 14.15

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	115	1 USG, 1 ASG, 4 D-2, 11 D-1, 26 P-5, 40 P-4, 14 P-3, 1 P-2/1, 1 GS (PL), 6 GS (OL), 10 LL
Post changes	–	–
Proposed for 2025	115	1 USG, 1 ASG, 4 D-2, 11 D-1, 26 P-5, 40 P-4, 14 P-3, 1 P-2/1, 1 GS (PL), 6 GS (OL), 10 LL

Note: The following abbreviations are used in tables and figures: USG, Under-Secretary-General, ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level.

Part IV International cooperation for development

Table 14.16
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	4	–	–	–	–	4
D-1	11	–	–	–	–	11
P-5	26	–	–	–	–	26
P-4	40	–	–	–	–	40
P-3	14	–	–	–	–	14
P-2/1	1	–	–	–	–	1
Subtotal	98	–	–	–	–	98
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	6	–	–	–	–	6
LL	10	–	–	–	–	10
Subtotal	17	–	–	–	–	17
Total	115	–	–	–	–	115

14.106 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 14.17 to 14.19 and figure 14.XXIV.

14.107 As shown in tables 14.17 (1) and 14.18 (1), the overall resources proposed for 2025 amount to \$22,094,300 before recosting, reflecting a net increase of \$104,100 (or 0.5 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and new mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 14.17
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
A. Policymaking organs	5.3	463.3	(455.2)	455.2	–	–	–	463.3
B. Executive direction and management								
1. Office of the Executive Director	3 061.4	2 859.6	–	–	–	–	–	2 859.6
2. United Nations Scientific Committee on the Effects of Atomic Radiation	791.9	1 022.4	104.1	–	–	104.1	10.2	1 126.5
Subtotal, B	3 853.3	3 882.0	104.1	–	–	104.1	2.7	3 986.1

Section 14 Environment

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
C. Programme of work								
1. Climate action	1 748.9	1 985.9	–	–	–	–	–	1 985.9
2. Digital transformations in supporting environmental action	982.0	1 451.4	–	–	–	–	–	1 451.4
3. Nature action	2 600.6	2 446.4	–	–	–	–	–	2 446.4
4. Environmental governance	4 496.4	4 321.1	–	–	–	–	–	4 321.1
5. Chemicals and pollution action	1 713.4	1 613.4	–	–	–	–	–	1 613.4
6. Finance and economic transformations	1 468.0	1 856.2	–	–	–	–	–	1 856.2
7. Science policy	3 142.5	3 010.8	–	–	–	–	–	3 010.8
Subtotal, C	16 151.8	16 685.2	–	–	–	–	–	16 685.2
D. Programme support	849.5	959.7	–	–	–	–	–	959.7
Subtotal, 1	20 859.7	21 990.2	(351.1)	455.2	–	104.1	0.5	22 094.3

(2) Extrabudgetary

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	2 577.6	2 260.0	–	–	2 260.0
B. Executive direction and management			–	–	
1. Office of the Executive Director	7 123.2	4 700.0	–	–	4 700.0
2. United Nations Scientific Committee on the Effects of Atomic Radiation	324.3	299.6	(29.4)	(9.8)	270.2
Subtotal, B	7 447.5	4 999.6	(29.4)	(0.6)	4 970.2
C. Programme of work					
1. Climate action	152 586.2	112 850.0	–	–	112 850.0
2. Digital transformations in supporting environmental action	7 796.9	21 350.0	–	–	21 350.0
3. Nature action	181 790.2	101 100.0	–	–	101 100.0
4. Environmental governance	32 803.4	27 600.0	–	–	27 600.0
5. Chemicals and pollution action	104 442.8	61 550.0	–	–	61 550.0
6. Finance and economic transformations	49 971.6	39 600.0	–	–	39 600.0
7. Science policy	21 483.1	22 000.0	–	–	22 000.0
Subtotal, C	550 874.2	386 050.0	–	–	386 050.0
D. Programme support	26 861.4	19 900.0	–	–	19 900.0
Subtotal, 2	587 760.7	413 209.6	(29.4)	(0.0)	413 180.2
Total	608 620.4	435 199.8	74.7	0.0	435 274.5

Table 14.18

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management						
1. Office of the Executive Director	18	–	–	–	–	18
2. United Nations Scientific Committee on the Effects of Atomic Radiation	6	–	–	–	–	6
Subtotal, B	24	–	–	–	–	24
C. Programme of work						
1. Climate action	10	–	–	–	–	10
2. Digital transformations in supporting environmental action	8	–	–	–	–	8
3. Nature action	13	–	–	–	–	13
4. Environmental governance	23	–	–	–	–	23
5. Chemicals and pollution action	9	–	–	–	–	9
6. Finance and economic transformations	11	–	–	–	–	11
7. Science policy	12	–	–	–	–	12
Subtotal, C	86	–	–	–	–	86
D. Programme support	5	–	–	–	–	5
Subtotal, 1	115	–	–	–	–	115

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	12	–	12
B. Executive direction and management			
1. Office of the Executive Director	26	–	26
2. United Nations Scientific Committee on the Effects of Atomic Radiation	2	(1)	1
Subtotal, B	28	(1)	27
C. Programme of work			
1. Climate action	171	–	171
2. Digital transformations in supporting environmental action	44	–	44
3. Nature action	117	–	117
4. Environmental governance	113	–	113
5. Chemicals and pollution action	132	–	132

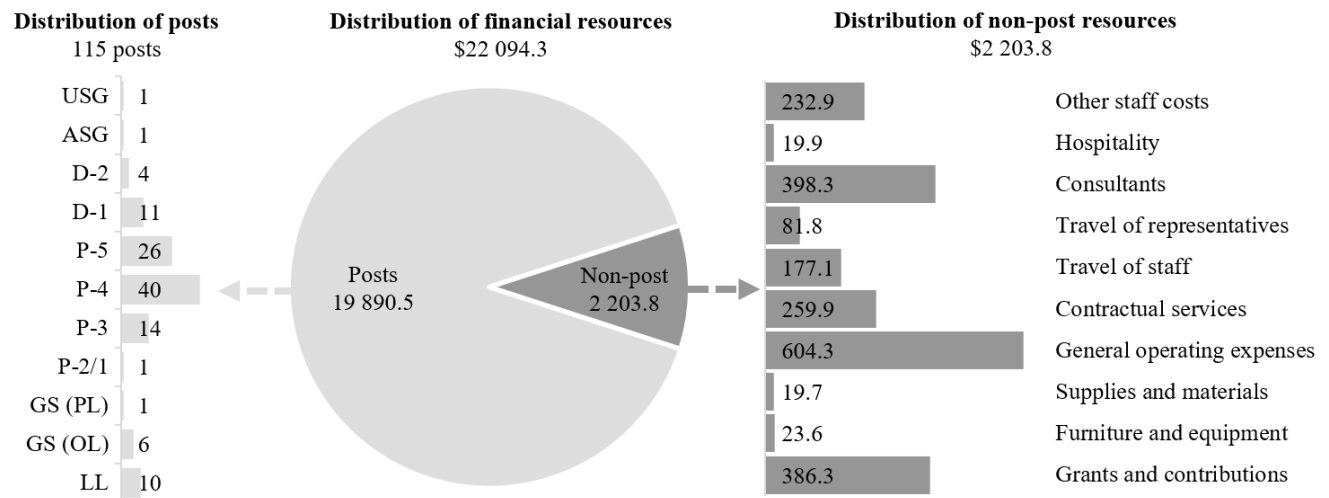
Section 14 Environment

Component/subprogramme	2024 estimate	Change	2025 estimate
6. Finance and economic transformations	100	–	100
7. Science policy	74	–	74
Subtotal, C	751	–	751
D. Programme support	90	–	90
Subtotal, 2	881	(1)	880
Total	996	(1)	995

Table 14.19
Overall: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	19 372.6	19 786.4	104.1	–	–	104.1	0.5	19 890.5	
Non-post	1 487.1	2 203.8	(455.2)	455.2	–	–	–	2 203.8	
Total	20 859.7	21 990.2	(351.1)	455.2	–	104.1	0.5	22 094.3	
Post resources by category									
Professional and higher		98	–	–	–	–	–	98	
General Service and related		17	–	–	–	–	–	17	
Total		115	–	–	–	–	–	115	

Figure 14.XXIV
Distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

14.108 As shown in table 14.17 (1), resource changes reflect a net decrease of \$351,100, as follows:

- (a) **Executive direction and management.** The increase of \$104,100 relates to the higher provision at the continuing vacancy rate associated with the establishment of one post of Data Analyst (P-3) (\$60,700) and one post of Programme Management Assistant (General Service (Other level)) (\$43,400) in 2024 for the United Nations Scientific Committee on the Effects of Atomic Radiation pursuant to General Assembly resolution [78/119](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (b) **Policymaking organs.** The decrease of \$455,200 relates to the removal of non-recurrent provisions associated with the sixth session of the United Nations Environment Assembly, held in 2024, pursuant to General Assembly resolutions [67/260](#) and [73/260](#) and Environment Assembly decision 5/4 that were approved for 2024.

New and expanded mandates

14.109 As reflected in table 14.17 (1), resource changes reflect an increase of \$455,200, as follows:

Policymaking organs. The increase of \$455,200 relates to additional requirements in support of the seventh session of the United Nations Environment Assembly, to be held in 2025, pursuant to General Assembly resolutions [67/260](#) and [73/260](#) and Environment Assembly decision 6/7. The requirements consist of other staff costs (\$201,800), hospitality (\$19,500), contractual services (\$43,600) and general operating expenses (\$190,300).

Extrabudgetary resources

14.110 As reflected in tables 14.17 (2) and 14.18 (2), extrabudgetary resources for UNEP amount to \$412,910,000. The resources would complement regular budget resources and would provide for 879 posts mainly to support and coordinate action on environmental matters within the United Nations system. In addition, non-post resources would be used mainly to implement the programme of work in line with the priorities and deliverables approved by the United Nations Environment Assembly.

14.111 As reflected in tables 14.17 (2) and 14.18 (2), extrabudgetary resources for the United Nations Scientific Committee on the Effects of Atomic Radiation are estimated at \$270,200 and would provide for one P-3 (\$177,400), as well as \$92,800 for non-post resources. These would complement regular budget resources and would be used to support and expedite the implementation of scientific evaluations of the Scientific Committee and to increase outreach and awareness of the Committee's findings. The estimated resource level for 2025 reflects a decrease of \$29,400 compared with 2024, due to reduced staffing requirements.

14.112 The extrabudgetary resources under the present section are subject to the oversight of the United Nations Environment Assembly.

Policymaking organs

14.113 The resources proposed under this component would provide for the policymaking organs as shown in table 14.20.

Section 14 Environment

**Table 14.20
Policymaking organs**

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
United Nations Environment Assembly	Mandate: General Assembly resolutions 67/213 and 67/251 and Governing Council decision 27/2 Membership: 193 government officials Number of sessions in 2025: 1	350.3	350.3
Committee of Permanent Representatives	Mandate: Governing Council decision 27/2 Membership: 126 accredited government officials Number of sessions in 2025: 4	104.9	104.9
Subcommittee of the Committee of Permanent Representatives	Mandate: Governing Council decision 27/2 Membership: 126 government officials Number of sessions in 2025: 1	8.1	8.1
Total		463.3	463.3

14.114 The proposed regular budget resources for 2025 amount to \$463,300 and reflect no change in the overall level of proposed resources compared with the approved budget for 2024. The proposed cost-neutral changes are explained in paragraphs 14.108 and 14.109. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.21 and figure 14.XXV.

**Table 14.21
Policymaking organs: evolution of financial resources**

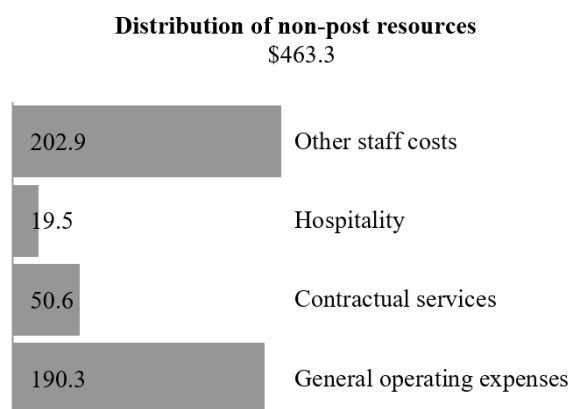
(Thousands of United States dollars)

	<i>Changes</i>							<i>2025 estimate (before recosting)</i>
	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Non-post	5.3	463.3	(455.2)	455.2	–	–	–	463.3
Total	5.3	463.3	(455.2)	455.2	–	–	–	463.3

Figure 14.XXV

Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Executive direction and management

14.115 The executive direction and management component comprises the Office of the Executive Director and the United Nations Scientific Committee on the Effects of Atomic Radiation. The proposed regular budget resources for 2025 amount to \$3,986,100 and reflect an increase of \$104,100 compared with the approved budget for 2024. The proposed change is explained in paragraph 14.108. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.22 and figure 14.XXVI.

Table 14.22

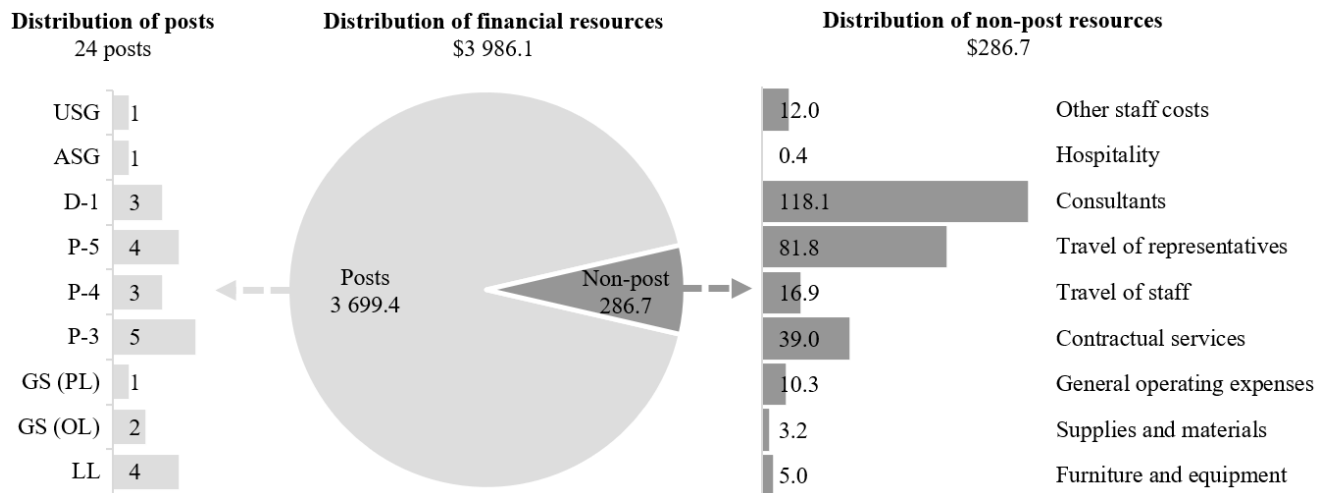
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	3 627.7	3 595.3	104.1	–	–	104.1	2.9	3 699.4	
Non-post	225.6	286.7	–	–	–	–	–	286.7	
Total	3 853.3	3 882.0	104.1	–	–	104.1	2.7	3 986.1	
Post resources by category									
Professional and higher		17	–	–	–	–	–	17	
General Service and related		7	–	–	–	–	–	7	
Total		24	–	–	–	–	–	24	

Figure 14.XXVI
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Office of the Executive Director

- 14.116 The executive direction and management component comprises the Executive Office, the Governance Affairs Office and an independent Evaluation Office. The Executive Office provides executive and support services to the Executive Director, the Deputy Executive Director and other members of the UNEP senior management team. It provides guidance and policy clearance on all programmatic and administrative matters with the support of the Corporate Services and the Policy and Programme Divisions. The Executive Director, with the support of the Deputy Executive Director, provides the vision and direction for the work of UNEP in accordance with its legislative mandates and has overall responsibility for the management of UNEP resources.
- 14.117 The main responsibilities of the executive direction and management component include providing leadership and direction for UNEP to provide guidance on environmental issues within the United Nations system. The Executive Office will catalyse international action to bring about a coordinated response both within the United Nations system and between the United Nations and its partners.
- 14.118 The Evaluation Office is an independent unit reporting directly to the Executive Director. It is responsible for implementing the evaluation workplan by conducting and managing independent evaluations. It also provides analysis of findings and lessons for management.
- 14.119 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), UNEP is integrating environmental management practices into its operations. In 2025, UNEP will continue to look at waste problems, including hazardous waste.
- 14.120 The Sustainable United Nations facility of UNEP supports the United Nations system in implementing phase I of the Strategy for Sustainability Management in the United Nations System, 2020–2030: environmental sustainability in the area of management. The facility measures the progress in the reduction of the United Nations system’s environmental footprint and efforts to reduce it annually at the United Nations system-wide and entity levels. In 2025, UNEP will continue to assist United Nations entities in meeting the collective 2025 target to implement an environmental management system through the provision of advisory services, training and knowledge- and information-sharing.

Part IV International cooperation for development

- 14.121 In 2025, UNEP will continue to measure and report on its greenhouse gas emissions as well as its mitigation measures and will offset residual emissions through the clean development mechanism or its successor under article 6 of the Paris Agreement, the certified emission reductions from the United Nations Framework Convention on Climate Change.
- 14.122 Information on the timely submission of documentation and advance booking for air travel is reflected in table 14.23. UNEP continues to streamline its processes following the issuance of internal guidelines to all staff. A new travel portal was designed and launched in 2023 to proactively monitor travel submissions in an enhanced manner and ensure a prompt approval process.

Table 14.23
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	42	50	67	100	100

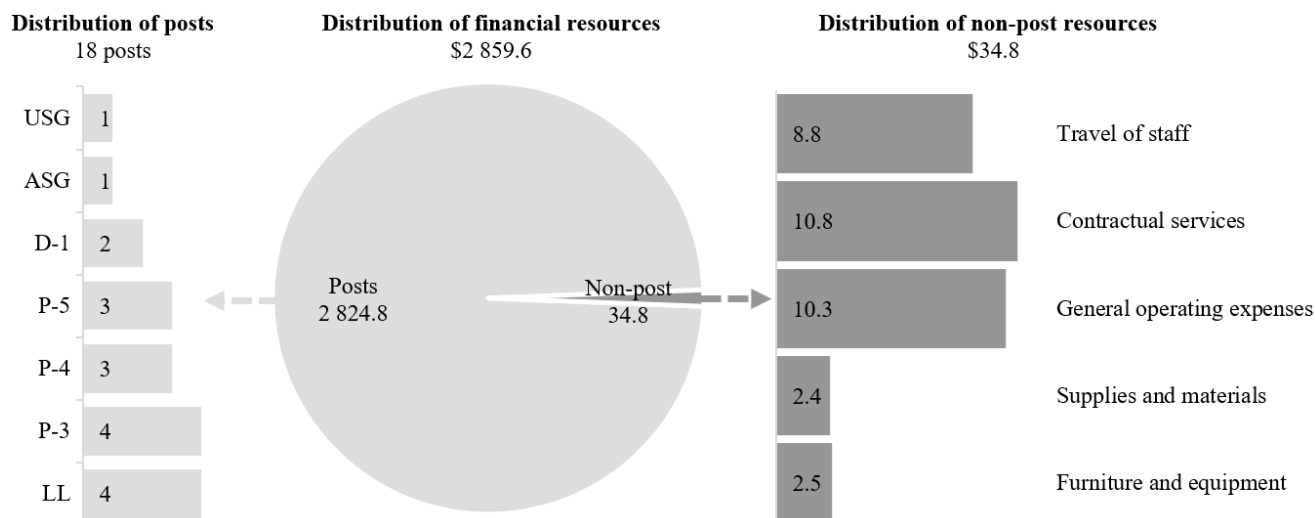
- 14.123 The proposed regular budget resources for 2025 amount to \$2,859,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.24 and figure 14.XXVII.

Table 14.24
Office of the Executive Director: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	3 024.8	2 824.8	–	–	–	–	–	–	2 824.8
Non-post	36.6	34.8	–	–	–	–	–	–	34.8
Total	3 061.4	2 859.6	–	–	–	–	–	–	2 859.6
Post resources by category									
Professional and higher		14	–	–	–	–	–	–	14
General Service and related		4	–	–	–	–	–	–	4
Total		18	–	–	–	–	–	–	18

Figure 14.XXVII
Office of the Executive Director: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



United Nations Scientific Committee on the Effects of Atomic Radiation

- 14.124 The General Assembly, by its resolution [913 \(X\)](#), established the United Nations Scientific Committee on the Effects of Atomic Radiation to undertake broad scientific evaluations on developing knowledge on sources of ionizing radiation and its effects on human health and the environment. Since 1955, the Committee has played an important role in improving international scientific understanding of levels of exposure to ionizing radiation and its health and environmental effects and setting the scientific basis for radiation protection worldwide. In its resolution [78/71](#), the General Assembly reaffirmed its decision to maintain the present functions and independent role of the Committee and strengthen the secretariat.
- 14.125 In the context of the 2030 Agenda, the work of the Scientific Committee contributes to the achievement of Sustainable Development Goal 3. Evaluations by the Committee are conducted on behalf of all States Members of the United Nations and are used to assess the levels, effects and risks of exposure from using radiation in areas such as medicine, research, education, agriculture and industry, including nuclear power production. The Committee’s scientific synthesis of the most up-to-date radiobiological and epidemiological knowledge is fundamental for the international radiation safety regime and underpins international standards for protecting workers, patients and the public from ionizing radiation. The findings of the Committee, for example annex D to its 2020/2021 report (evaluation of occupational exposure to ionizing radiation), also contribute to the achievement of Goals 14 and 15. The latter was particularly evident in annex B to the 2020/2021 report (levels and effects of radiation exposure due to the accident at the Fukushima Daiichi Nuclear Power Station: implications of information published since the 2013 report of the Committee). Through its work, the Committee also contributes to the achievement of Goal 17 by collaborating and maintaining long-term partnerships with national and international organizations such as the International Atomic Energy Agency, the World Health Organization, the Information System on Occupational Exposure, the International Labour Organization, the European Commission and the Nuclear Energy Agency of the Organisation for Economic Co-operation and Development.
- 14.126 The secretariat convenes and services the annual sessions of the Scientific Committee. The General Assembly welcomed the annual report ([A/78/46](#)) on the outcomes of the Committee’s seventieth session, held in Vienna from 19 to 23 June 2023, and the progress made on four ongoing scientific evaluations and preparation of the future programme of work (2025–2029).

- 14.127 In line with General Assembly resolution 78/71, the secretariat continues to maintain the online platform for the collection of data on public, medical and occupational exposure from Member States, with a view to facilitating the Committee’s regular evaluation and monitoring of trends in such exposures. By the end of 2023, 105 Member States had nominated national contact persons to participate in the Committee’s global survey on public exposure. The Committee’s ad hoc working group on sources and exposure, with the support of the secretariat, is also evaluating recently published data on occupational and medical exposures and maintaining dialogue and the network of nominated national contact persons.
- 14.128 In 2025, the Scientific Committee is planning to approve two scientific annexes, on epidemiological studies of radiation and cancer and on diseases of the circulatory system from radiation. It expects to review the progress made on scientific documents on nervous system effects of ionizing radiation, and effects on the eye, and initiate a new evaluation on the effects on the immune system. The secretariat will continue to support the implementation of the programme of work (2025–2029) and the new public information and outreach strategy for 2025–2029, expected to be approved by the Committee in May 2024.
- 14.129 The proposed regular budget resources for 2025 amount to \$1,126,500 and reflect an increase of \$104,100 compared with the approved budget for 2024. The proposed change is explained in paragraph 14.108. Additional details on the distribution of proposed resources for 2025 are reflected in table 14.25 and figure 14.XXVIII.

Table 14.25
United Nations Scientific Committee on the Effects of Atomic Radiation: evolution of financial and post resources

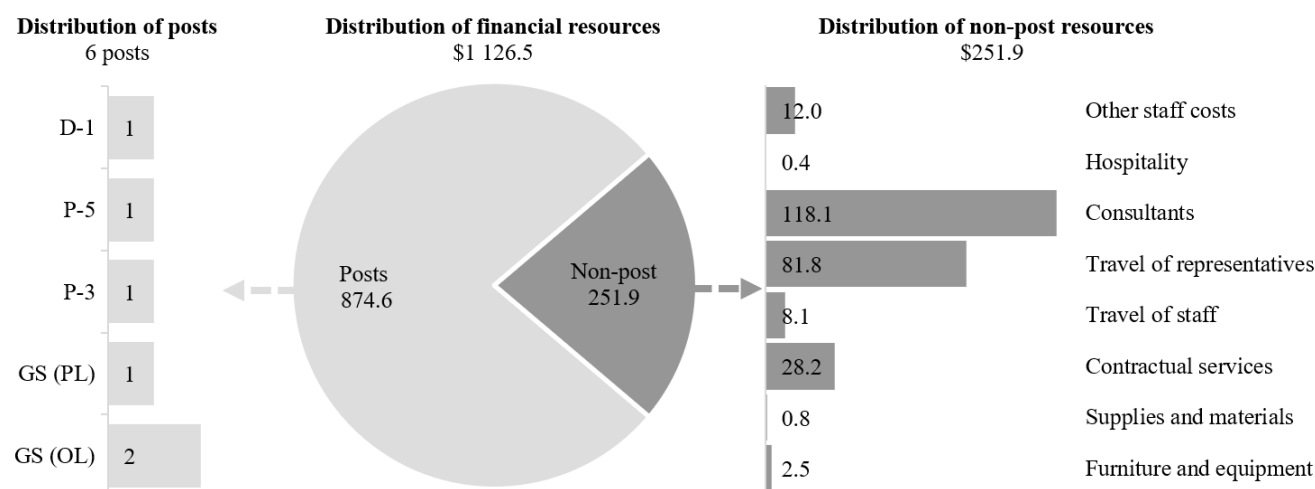
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	602.9	770.5	104.1	–	–	104.1	13.5	874.6	
Non-post	189.0	251.9	–	–	–	–	–	251.9	
Total	791.9	1 022.4	104.1	–	–	104.1	10.2	1 126.5	
Post resources by category									
Professional and higher		3	–	–	–	–	–	3	
General Service and related		3	–	–	–	–	–	3	
Total		6	–	–	–	–	–	6	

Figure 14.XXVIII

United Nations Scientific Committee on the Effects of Atomic Radiation: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

**Subprogramme 1
Climate action**

14.130 The proposed regular budget resources for 2025 amount to \$1,985,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.26 and figure 14.XXIX.

Table 14.26

Subprogramme 1: evolution of financial and post resources

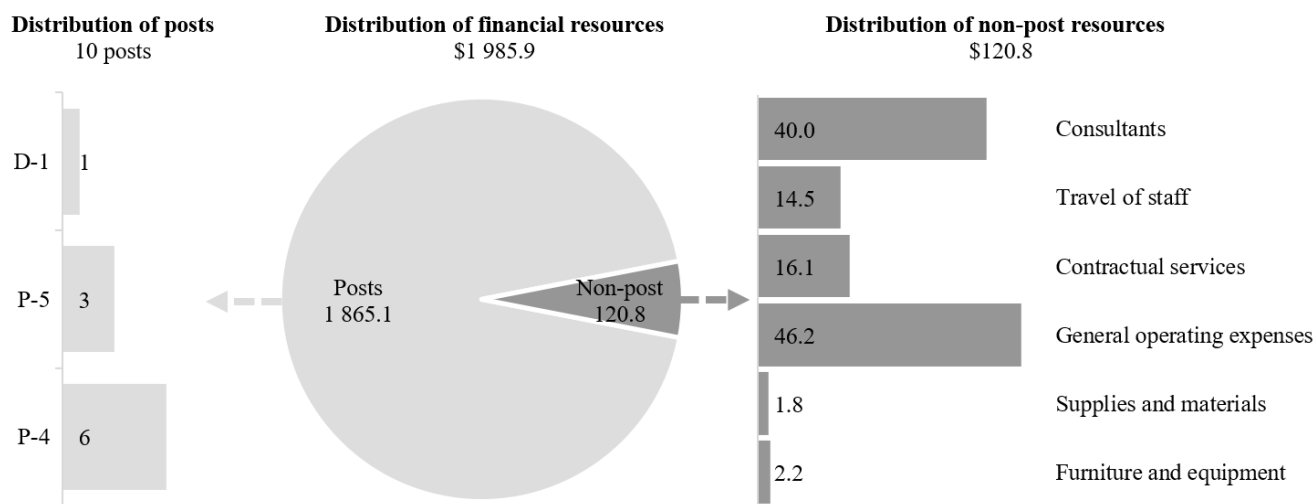
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 640.2	1 865.1	–	–	–	–	–	1 865.1
Non-post	108.6	120.8	–	–	–	–	–	120.8
Total	1 748.9	1 985.9	–	–	–	–	–	1 985.9
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
Total		10	–	–	–	–	–	10

Figure 14.XXIX

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
Digital transformations in supporting environmental action**

14.131 The proposed regular budget resources for 2025 amount to \$1,451,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.27 and figure 14.XXX.

Table 14.27

Subprogramme 2: evolution of financial and post resources

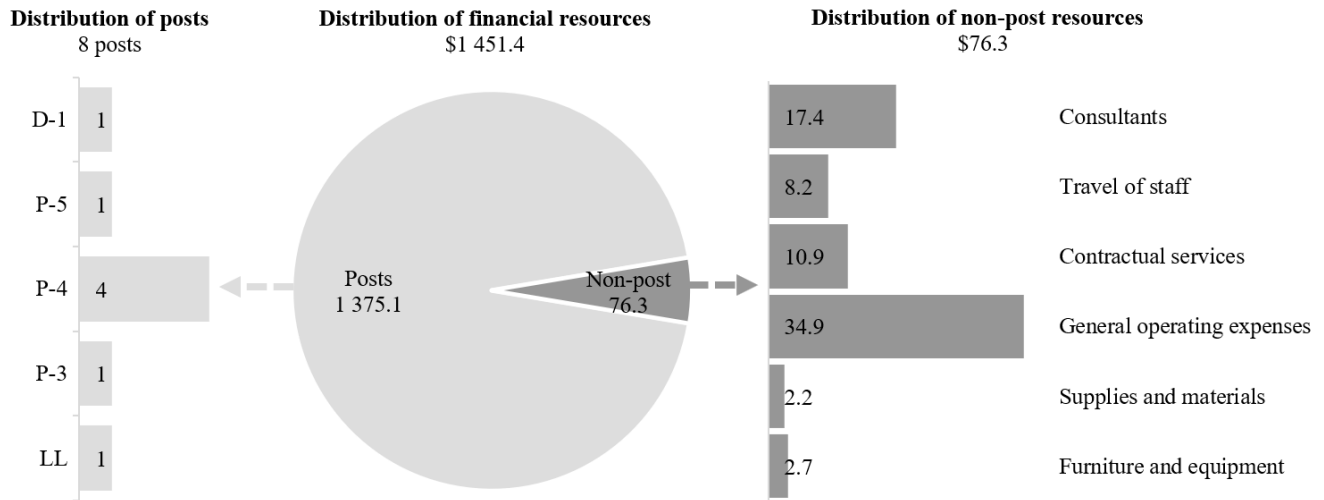
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Technical adjustments	Changes			Total	Percentage	2025 estimate (before recosting)
				New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	901.4	1 375.1	–	–	–	–	–	1 375.1	
Non-post	80.7	76.3	–	–	–	–	–	76.3	
Total	982.0	1 451.4	–	–	–	–	–	1 451.4	
Post resources by category									
Professional and higher		7	–	–	–	–	–	7	
General Service and related		1	–	–	–	–	–	1	
Total		8	–	–	–	–	–	8	

Figure 14.XXX

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Nature action**

14.132 The proposed regular budget resources for 2025 amount to \$2,446,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.28 and figure 14.XXXI.

Table 14.28

Subprogramme 3: evolution of financial and post resources

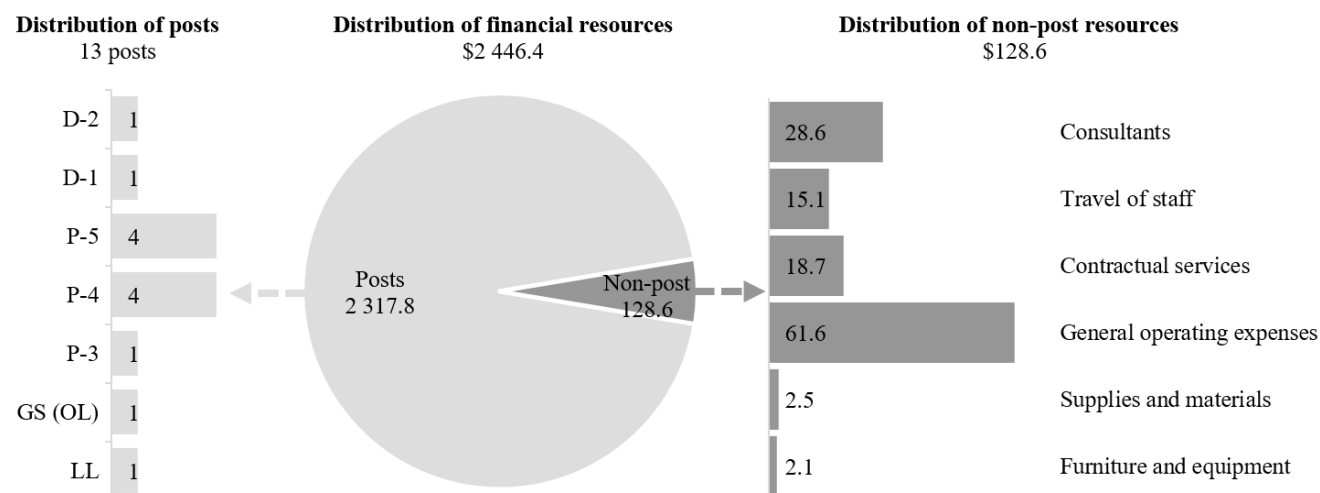
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	2 473.3	2 317.8	–	–	–	–	–	2 317.8	
Non-post	127.2	128.6	–	–	–	–	–	128.6	
Total	2 600.6	2 446.4	–	–	–	–	–	2 446.4	
Post resources by category									
Professional and higher		11	–	–	–	–	–	11	
General Service and related		2	–	–	–	–	–	2	
Total		13	–	–	–	–	–	13	

Figure 14.XXXI

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Environmental governance**

14.133 The proposed regular budget resources for 2025 amount to \$4,321,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.29 and figure 14.XXXII.

Table 14.29

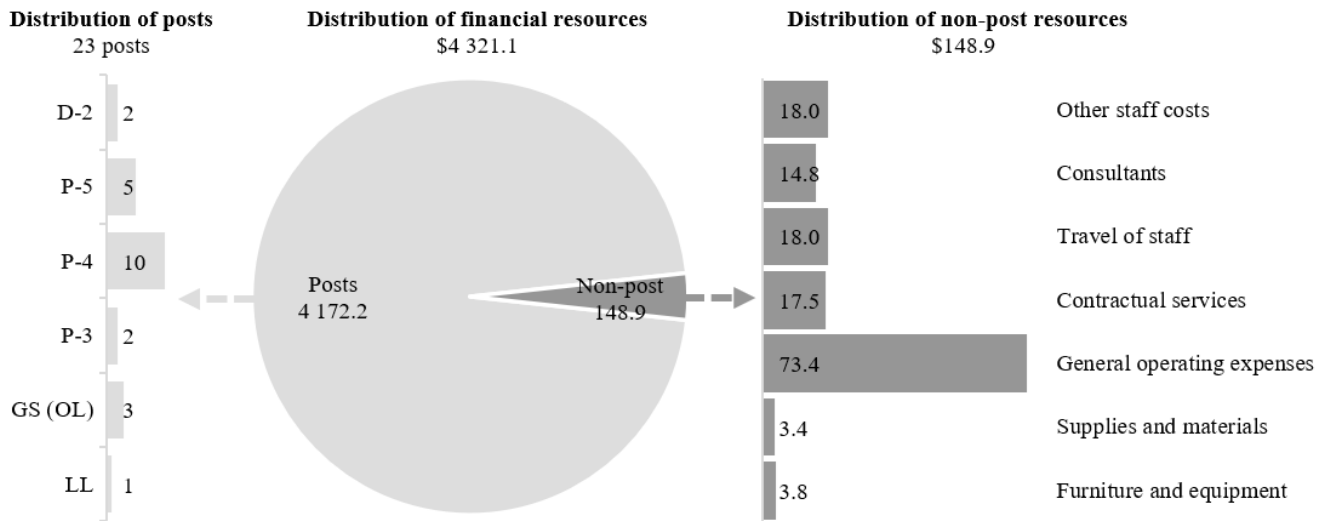
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	4 395.4	4 172.2	–	–	–	–	–	4 172.2	
Non-post	101.0	148.9	–	–	–	–	–	148.9	
Total	4 496.4	4 321.1	–	–	–	–	–	4 321.1	
Post resources by category									
Professional and higher		19	–	–	–	–	–	19	
General Service and related		4	–	–	–	–	–	4	
Total		23	–	–	–	–	–	23	

Figure 14.XXXII
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 5
 Chemicals and pollution action**

14.134 The proposed regular budget resources for 2025 amount to \$1,613,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.30 and figure 14.XXXIII.

Table 14.30
Subprogramme 5: evolution of financial and post resources

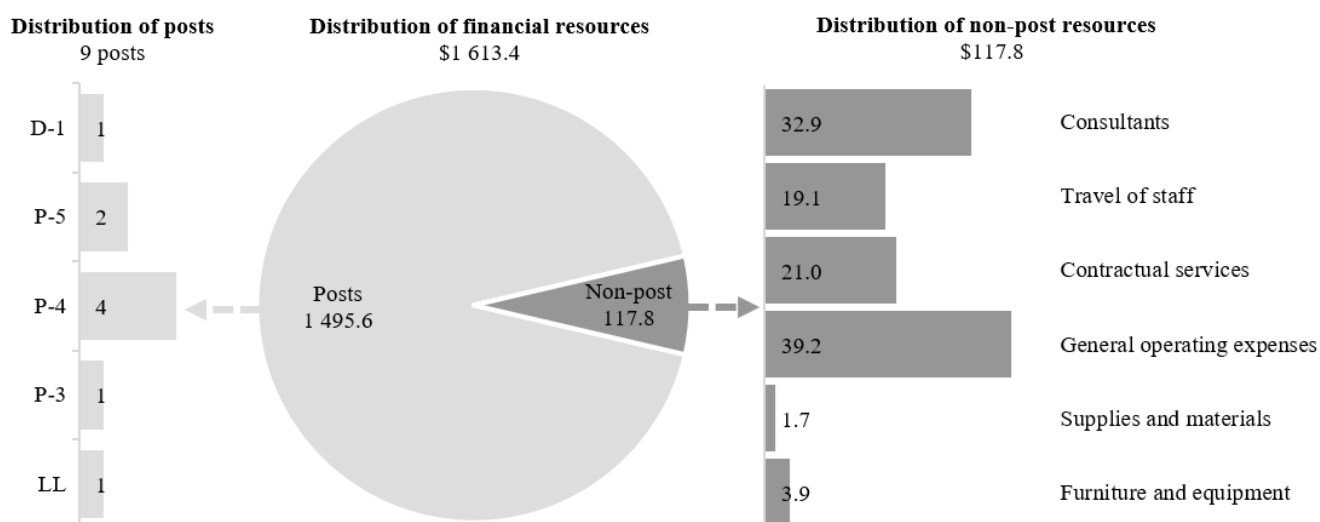
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 651.7	1 495.6	–	–	–	–	–	1 495.6	
Non-post	61.7	117.8	–	–	–	–	–	117.8	
Total	1 713.4	1 613.4	–	–	–	–	–	1 613.4	
Post resources by category									
Professional and higher		8	–	–	–	–	–	8	
General Service and related		1	–	–	–	–	–	1	
Total		9	–	–	–	–	–	9	

Figure 14.XXXIII

Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 6
Finance and economic transformations**

14.135 The proposed regular budget resources for 2025 amount to \$1,856,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.31 and figure 14.XXXIV.

Table 14.31

Subprogramme 6: evolution of financial and post resources

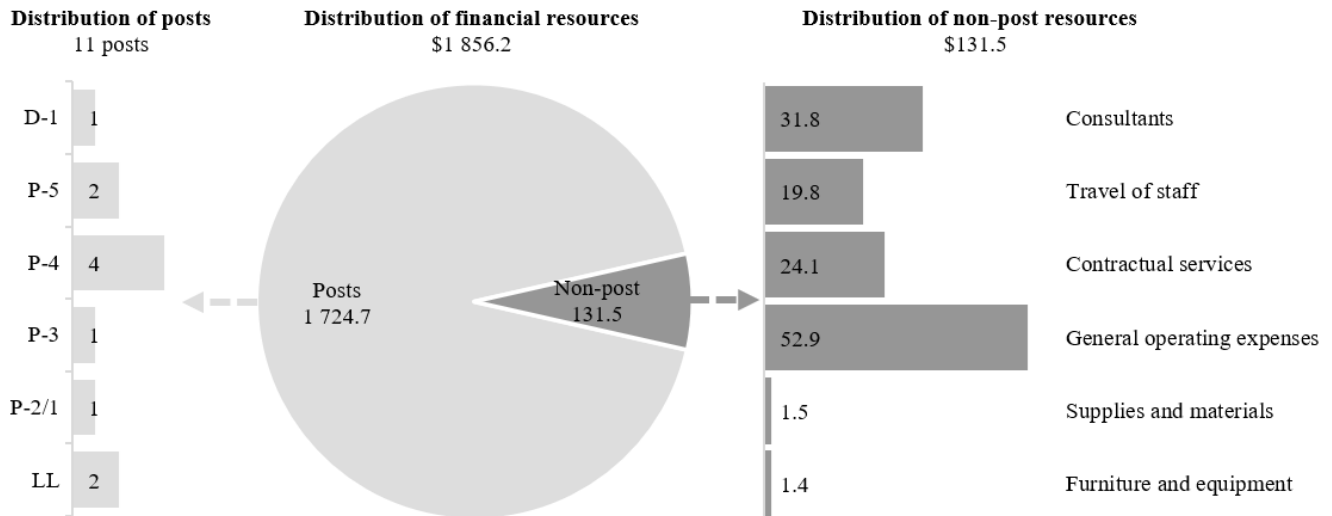
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 361.3	1 724.7	–	–	–	–	–	1 724.7	
Non-post	106.7	131.5	–	–	–	–	–	131.5	
Total	1 468.0	1 856.2	–	–	–	–	–	1 856.2	
Post resources by category									
Professional and higher		9	–	–	–	–	–	9	
General Service and related		2	–	–	–	–	–	2	
Total		11	–	–	–	–	–	11	

Figure 14.XXXIV

Subprogramme 6: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 7
Science policy**

14.136 The proposed regular budget resources for 2025 amount to \$3,010,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.32 and figure 14.XXXV.

Table 14.32

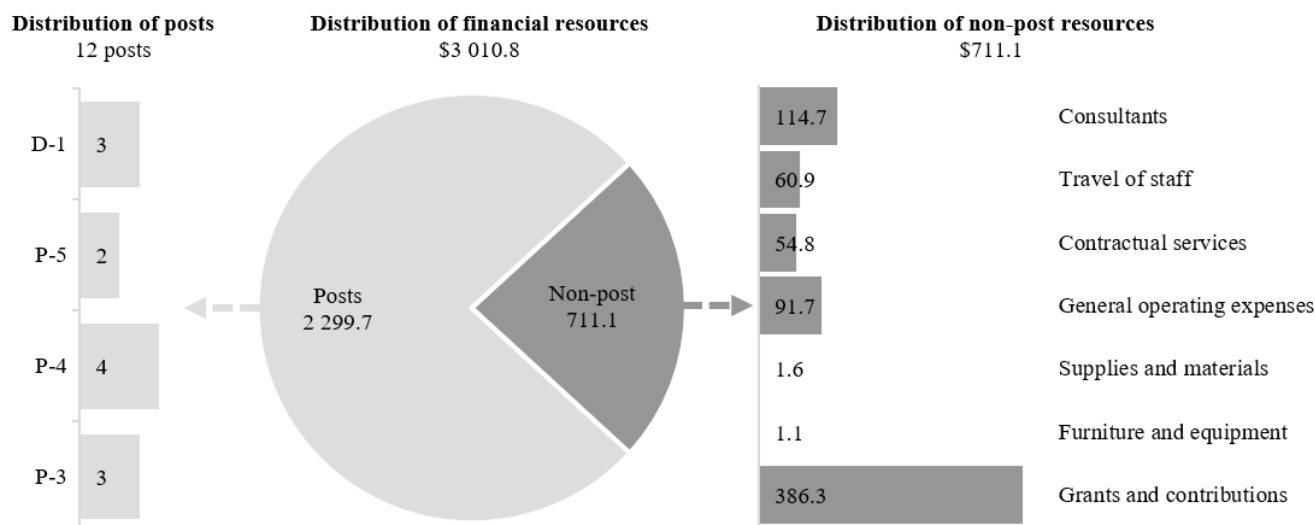
Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Technical adjustments	Changes			Total	Percentage	2025 estimate (before recosting)
				New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	2 491.7	2 299.7	–	–	–	–	–	2 299.7	
Non-post	650.8	711.1	–	–	–	–	–	711.1	
Total	3 142.5	3 010.8	–	–	–	–	–	3 010.8	
Post resources by category									
Professional and higher		12	–	–	–	–	–	12	
Total		12	–	–	–	–	–	12	

Figure 14.XXXV
Subprogramme 7: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



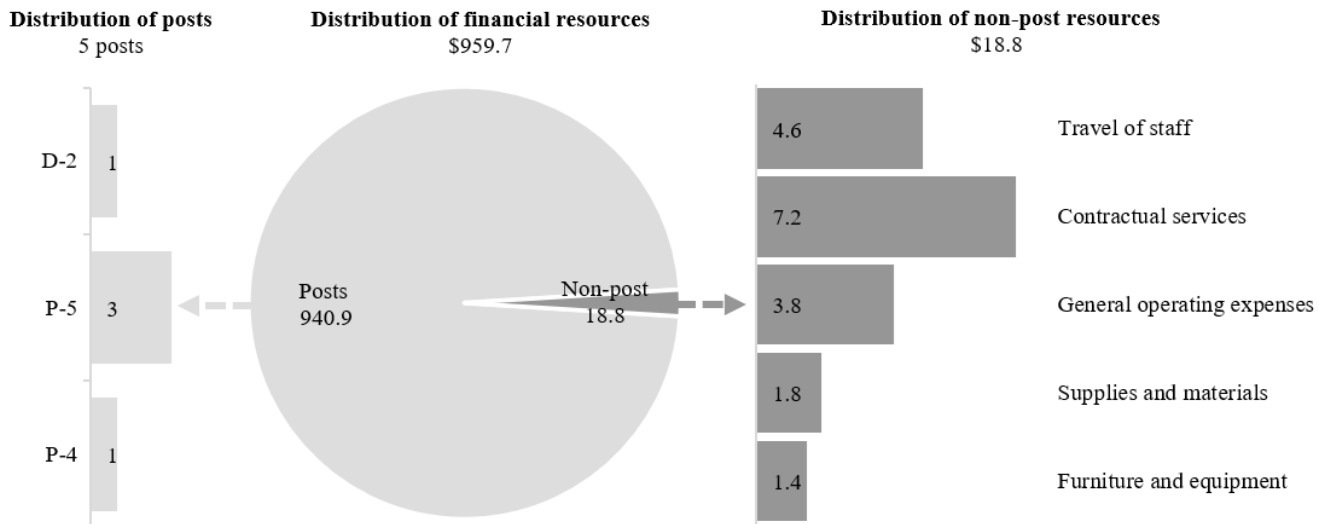
Programme support

- 14.137 The programme support component comprises the Corporate Services and the Policy and Programme Divisions. It aims to ensure efficient and effective development and delivery of the programmatic priorities of the medium-term strategy, underpinned by sound management and leadership practices with a reinforced accountability framework that clarifies roles and responsibilities. Programme management and support provide guidance on programme and project design, delivery and closure; governance of resources; corporate policy development and oversight; programme monitoring and reporting; building of staff knowledge and capacity; and the development of programme and resource management tools that support decision-making.
- 14.138 The main responsibilities of the programme support component include the strategic management of UNEP financial, human and information technology resources, ensuring alignment of the resources with programmatic needs and strategic objectives, such as gender balance in the workplace. The component works in close collaboration and coordination with the United Nations Office at Nairobi and its other United Nations service providers, including the United Nations Office at Geneva, in respect of accounting, payroll and payments, recruitment and staff services, staff development, network and other systems administration, information and communications technology, procurement and inventory management. The component also interacts with the United Nations Office at Nairobi in the areas of host country relations, buildings management, conference management, medical services, and security and safety.
- 14.139 In 2025, the component will continue with its strong engagement in keeping with its role of contributing towards the development of United Nations system-wide strategies on the environment.
- 14.140 The proposed regular budget resources for 2025 amount to \$959,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 14.33 and figure 14.XXXVI.

Table 14.33
Programme support: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	829.8	940.9	–	–	–	–	–	940.9	
Non-post	19.6	18.8	–	–	–	–	–	18.8	
Total	849.5	959.7	–	–	–	–	–	959.7	
Post resources by category									
Professional and higher		5	–	–	–	–	–	5	
Total		5	–	–	–	–	–	5	

Figure 14.XXXVI
Programme support: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2025

Two charts showing the organizational structure of the United Nations Environment Programme (UNEP) are presented below. Chart A presents the proposed structure for 2025, while chart B reproduces the approved structure, as contained in document [A/78/6 \(Sect. 14\)](#).

Justification for the proposed changes

Climate Change Division

The UNEP medium-term strategy for 2022–2025 and current programme of work and budget focus on responding to interconnected challenges to achieve three interlinked and mutually reinforcing strategic objectives: climate stability; living in harmony with nature; and towards a pollution-free planet. The expected 2030 outcome of the climate action subprogramme of the medium-term strategy is that government and non-government development actions are compatible with the long-term mitigation and resilience goals of the Paris Agreement. The strategy also states that UNEP will continue to build a healthy, results-based and performance-driven organization and review its organizational design, including the allocation of management roles and responsibilities among its divisions and regional offices, to ensure solid alignment with the priorities outlined in the strategy.

The current structure of UNEP does not include a singular division responsible for the overall implementation of its climate change work. The Climate Change Division, for establishment pursuant to United Nations Environment Assembly resolution 6/13, will be established under subprogramme 1 and staffed by the transfer of personnel from other divisions within subprogramme 1.

The establishment of the Climate Change Division would provide dedicated capacity in this area and ensure coherence and proactive engagement with Member States and donors, and would signal that UNEP is adjusting its structure to deliver the responses that it advocates and to provide its contribution to addressing the interconnected challenges, and more specifically climate stability, in the most efficient way.

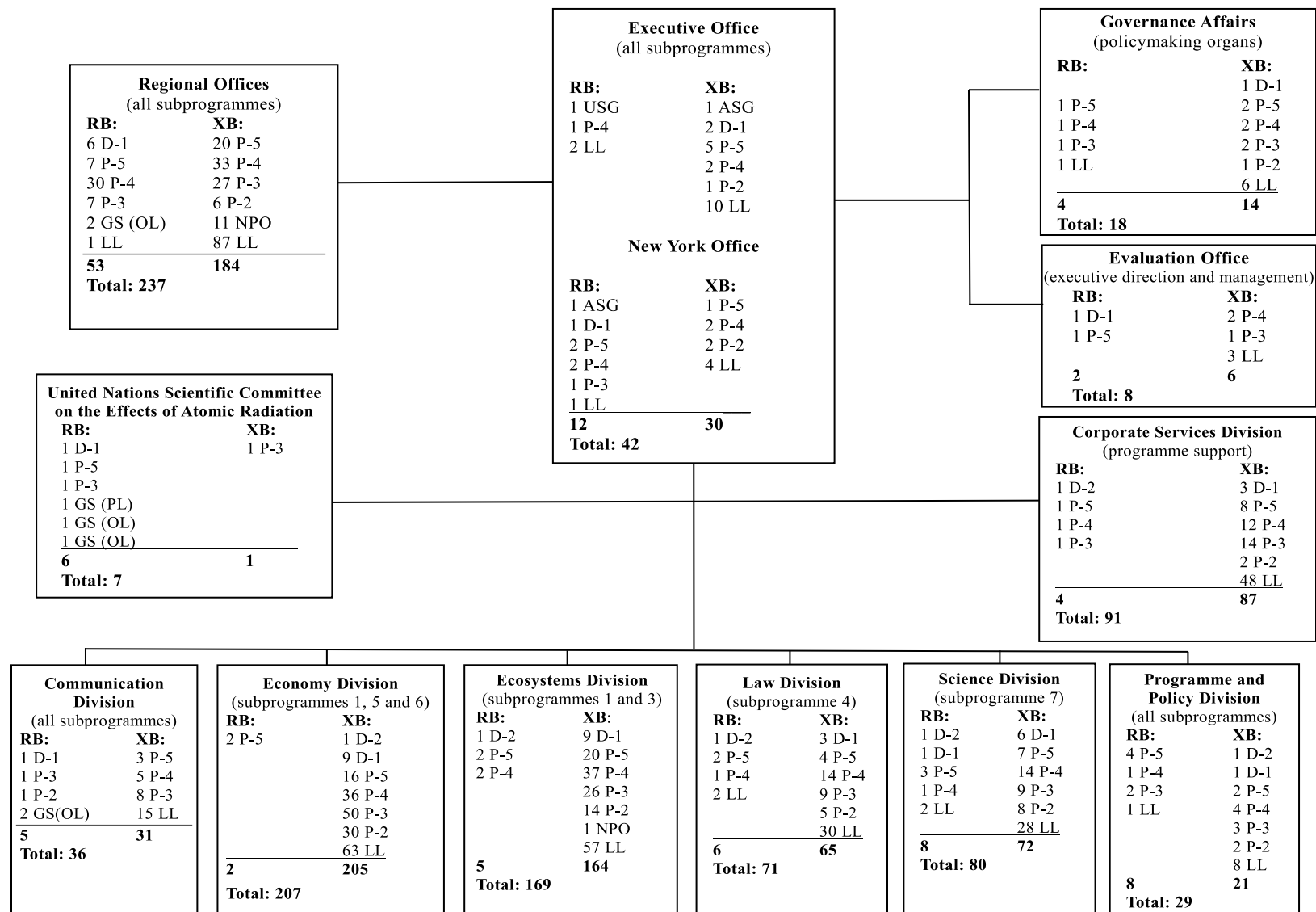
Industry and Economy Division (former Economy Division)

To reflect the growing importance of working with high-impact sectors of the economy to reduce climate, nature and pollution footprints, UNEP decided to include an explicit industry focus in the Division's name.

Early Warning and Assessment Division (former Science Division)

The role of the Science Division has been to keep the global environment under review by catalysing the best science capacity, evidence, knowledge and data to anticipate, recognize and evaluate the most critical environmental issues facing society. Integrating the system of knowledge assessment, early warning and monitoring of UNEP enables the assessment of environment risks and formulation of appropriate response options. It is for these reasons that UNEP decided to rename the Science Division as the Early Warning and Assessment Division.

B. Organizational structure and post distribution for 2024*



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RB, regular budget; XB, extrabudgetary; USG, Under-Secretary-General.

* Restated to detail subprogrammes under the Economy Division.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part IV

International cooperation for development

Section 15

Human settlements

Programme 12

Human settlements

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 15.1 The United Nations Human Settlements Programme (UN-Habitat) is a focal point for sustainable urbanization and human settlements in the United Nations system. It supports Member States in the development of sustainable cities and human settlements through its normative and operational work at the global, regional, national and local levels. UN-Habitat leads and coordinates the monitoring of and reporting on global progress in the implementation of the New Urban Agenda and Sustainable Development Goal 11. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation, and resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat). The Assembly, through its resolution 56/206, transformed it to the United Nations Human Settlements Programme (UN-Habitat), effective 1 January 2002. The Assembly, through its resolution 73/239, established a new governance structure for the Programme, consisting of the universal UN-Habitat Assembly, the 36-member Executive Board and the Committee of Permanent Representatives. The UN-Habitat Assembly adopted resolutions providing further guidance on the work of UN-Habitat at its first and second sessions, held in May 2019 and June 2023, respectively.
- 15.2 The Programme's support is aimed at developing the capacity at all levels of government and other key stakeholders to formulate and implement policies, plans and concrete activities for sustainable urban development. Such support is also provided through the implementation of projects under the regular programme of technical cooperation and the United Nations Development Account.

Strategy and external factors for 2025

- 15.3 UN-Habitat is operating in a world that will continue to urbanize over the next three decades. Some 90 per cent of urban growth is taking place in less developed regions, where unplanned growth is fuelling the expansion of informal settlements and slums, resulting in an increase in urban poverty, inequality and lack of adequate and affordable housing. In other parts of the world, many cities are experiencing negative growth and shrinking populations. Globally, over 1.6 billion people live in inadequate housing and over 1 billion live in slums and informal settlements.¹ Of significance to the programme of work are 281 million international migrants, most of whom live in urban areas, and 55 million internally displaced persons.²
- 15.4 Climate change and biodiversity loss, armed conflicts, growing inequalities and other natural and human-made disasters often converge in cities. Being prepared for and overcoming these challenges is critical for a better urban future. UN-Habitat will focus on pathways to transformative change and showcase examples of cities that reached a tipping point and turned the corner by instituting innovative policies and planning regimes.
- 15.5 Cities are hotspots for environmental challenges, accounting for 60 to 80 per cent of global energy consumption, 70 per cent of global greenhouse gas emissions and over 70 per cent of resource use.³ The urban poor suffer the worst consequences of disasters related to climate change and natural and human-made crises. UN-Habitat will support cities in reshaping urban planning solutions that are

¹ United Nations Human Settlements Programme (UN-Habitat), Global Urban Indicators database (2022).

² M. McAuliffe and A. Triandafyllidou (eds.), *World Migration Report 2022* (International Organization for Migration, Geneva, 2021).

³ International Energy Agency, *Empowering Cities for a Net Zero Future: Unlocking Resilient, Smart, Sustainable Urban Energy Systems* (2021).

more sustainable and integrated, that help overcome inequalities and that are supported by innovation and technology.

- 15.6 The deterioration of progress towards the Sustainable Development Goals and the Paris Agreement in the context of interrelated global crises calls for more transformative multilevel action. UN-Habitat will continue to build on its experience of implementing large-scale programmes and projects at the local, national and regional levels to guide technical cooperation work with a demonstrable impact. Through its flagship programmes, UN-Habitat will continue to fast-track integration between its normative and operational work, scaling up and accelerating the impact of the organization. In 2025, with its new strategic plan for the period 2026–2029 being finalized, UN-Habitat will prepare the transition of the flagship programmes listed below in line with the new plan:
- (a) “Sustainable Development Goals Cities”;
 - (b) “RISE-UP: resilient settlements for the urban poor”;
 - (c) “Inclusive cities: enhancing the positive impacts of urban migration”;
 - (d) “Inclusive, vibrant neighbourhoods and communities”;
 - (e) “People-centred smart cities”.
- 15.7 To better meet the needs of Member States and to engage a wider audience, UN-Habitat will continue to strengthen capacity-building initiatives, the digitization of tools and virtual e-learning programmes. In line with its capacity-building strategy for the implementation of the 2030 Agenda for Sustainable Development and the New Urban Agenda, UN-Habitat will focus on localizing the Sustainable Development Goals by identifying and addressing gaps in capacity.
- 15.8 In its catalytic role as a knowledge hub and partner convenor, UN-Habitat will carry out advocacy, communication and outreach activities and mobilize broad-based support for the implementation of the New Urban Agenda. It will operationalize a framework for stronger collaboration with universities and centres of knowledge and research, and continue to leverage advocacy and knowledge platforms, including the Urban Agenda Platform, the World Urban Campaign and key global events such as World Cleanup Day, International Day of Zero Waste, World Cities Day and World Habitat Day, regional ministerial conferences and the ministerial meeting on urbanization and climate change.
- 15.9 As a focal point for sustainable urbanization and human settlements, UN-Habitat will continue to monitor and report on global trends and provide evidence for policymaking, including through the enhanced use of technologies for data collection and analysis, visualization and management of information. It will expand the roll-out of the Global Urban Monitoring Framework and continue to support Member States and stakeholders in monitoring and reporting on the implementation of the New Urban Agenda, including as part of the reporting on the Sustainable Development Goals and towards other global agendas.
- 15.10 With regard to cooperation with other entities at the global, regional, national and local levels, UN-Habitat will continue its close cooperation with international and regional organizations, such as the Organisation for Economic Co-operation and Development, the World Bank, the European Union and regional development banks. UN-Habitat will maintain its focus on partnerships with local authorities, their associations and city networks, grass-roots organizations, foundations, international financial institutions, the private sector and academia to support municipal efforts in the localization of the Sustainable Development Goals and will continue to serve as the secretariat and co-chair of the Local2030 coalition.
- 15.11 With regard to inter-agency coordination and liaison, UN-Habitat will continue to collaborate with the Department of Economic and Social Affairs and the United Nations regional economic and social commissions and strengthen its strategic partnerships with other United Nations agencies, building on the United Nations system-wide strategy on sustainable urban development and agency-specific collaborative frameworks. UN-Habitat will also advance the goals of United Nations reform.

Regional focus will be articulated through the regional development cooperation platforms and issue-based coalitions. UN-Habitat will also deepen its collaboration with the Development Coordination Office to strengthen its impact on sustainable urbanization by working with the resident coordinator system on the common country assessments and United Nations Sustainable Development Cooperation Frameworks.

- 15.12 To pursue stronger integration of environmental sustainability and the protection of biodiversity into urban development, UN-Habitat will continue to strengthen its collaboration with the United Nations Environment Programme in serving as the secretariat for the Secretary General's Advisory Board of Eminent Persons on Zero Waste. It will collaborate with the Office of the United Nations High Commissioner for Refugees, the United Nations Development Programme, the International Organization for Migration, the United Nations Office for Disaster Risk Reduction, the World Food Programme and all relevant United Nations entities and international actors to integrate sustainable urban development into resilience, humanitarian response and urban recovery.
- 15.13 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Adequate unearmarked extrabudgetary resources are available to implement the planned work and produce the deliverables;
 - (b) Countries remain committed to the New Urban Agenda and the 2030 Agenda for Sustainable Development;
 - (c) National and local governments continue to request policy advice and technical assistance from UN-Habitat in the development and implementation of their urban legislation, policies, plans and strategies;
 - (d) Urban indicators, data and information are used to formulate policies, with adequate mechanisms available for impact monitoring and performance assessments;
 - (e) Countries in which UN-Habitat delivers large programmes maintain political, economic and social conditions that allow for the implementation of programmes and projects.
- 15.14 UN-Habitat will continue to mainstream social inclusion to address cross-cutting issues relating to women and girls, older persons, persons with disabilities, children and young people. It will also continue to implement platforms and mechanisms to engage youth, such as the UN-Habitat Youth Advisory Board and the one-stop youth resource centres, and develop critical programmes in the areas of livelihoods, public space and climate change, such as the Youth 2030 Cities programme and the Young Gamechangers initiative.
- 15.15 UN-Habitat integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including through its strategic results framework, gender policy and action plan. Furthermore, the Advisory Group on Gender Issues advises the Executive Director on how to promote gender equality and women's empowerment in sustainable urban development. UN-Habitat, in collaboration with UN-Women, will continue to support Member States with policy, legislation, planning and financing instruments to achieve integrated, inclusive and participatory results. For example, UN-Habitat will continue to promote land and housing policies that incorporate a gender perspective and improve tenure security for all, especially women.
- 15.16 In line with the United Nations Disability Inclusion Strategy, UN-Habitat will continue to work with its partners, including the World Blind Union and World Enabled, to integrate disability inclusion into its programmatic work. It will implement an action plan that ensures that disability inclusion is mainstreamed throughout the organization's work, highlight good practices and identify key areas that require capacity development, technical resources and assistance. The action plan will strengthen the established environmental and social safeguards framework that is applied to all projects.

Legislative mandates

15.17 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation	76/137	Policies and programmes involving youth
34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements	76/140	Improvement of the situation of women and girls in rural areas
42/146	Realization of the right to adequate housing	76/141	Violence against women migrant workers
53/242	Report of the Secretary-General on environment and human settlements	76/183	Integrating sport into youth crime prevention and criminal justice strategies
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium	77/161	Promoting zero-waste initiatives to advance the 2030 Agenda for Sustainable Development
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)	77/170	Ensuring access to affordable, reliable, sustainable and modern energy for all
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	77/173	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
71/256	New Urban Agenda	77/212	The right to development
71/327	The United Nations in global economic governance	77/286	World Sustainable Transport Day
72/234	Women in development	78/122	World Cleanup Day
74/237	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development	78/150	Achieving gender equality and empowering all women and girls for realizing all Sustainable Development Goals
75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	78/149	The pivotal role of reliable and stable energy connectivity in driving sustainable development
76/136	Promoting social integration through social inclusion	78/172	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)

UN-Habitat Assembly resolutions and decisions

1/2	United Nations System-Wide Guidelines on Safer Cities and Human Settlements	2/6	Localization of the Sustainable Development Goals
1/3	Enhancing capacity-building for the implementation of the New Urban Agenda and the urban dimension of the 2030 Agenda for Sustainable Development	2/7	Adequate housing for all
1/4	Achieving gender equality through the work of the United Nations Human Settlements Programme to support inclusive, safe, resilient and sustainable cities and human settlements	2/8	Urban planning and sustainable infrastructure
2/1	International guidelines on people-centred smart cities	2/9	Creation of a human settlements resilience framework for early warning, foresight, risk reduction, crisis response and post-crisis recovery and reconstruction
2/2	Accelerating the transformation of informal settlements and slums by 2030	2/10	Equitable financing and effective monitoring of the implementation of resolutions adopted by the United Nations Habitat Assembly
2/3	World Cleanup Day	Decision 1/3	Arrangements for the transition towards the new governance structure of the United Nations Human Settlements Programme
2/4	Biodiverse and resilient cities: mainstreaming biodiversity and ecosystem services into urban and territorial planning	Decision 2/1	Extension of the strategic plan for the period 2020–2023 until the year 2025
2/5	Enhancing the interlinkage between urbanization and climate change resilience	Decision 2/2	Dates of the resumed second session of the United Nations Habitat Assembly

Section 15 Human settlements

Decision 2/3	Term of office of the members of the Executive Board and the Bureau of the United Nations Habitat Assembly	Decision 2/4	Stakeholder engagement policy of the United Nations Human Settlements Programme
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Executive Board decisions

2022/1	Status of the draft work programme of the United Nations Human Settlements Programme and the draft budget of the United Nations Habitat and Human Settlements Foundation for 2023, and financial, budgetary and administrative matters of the United Nations Human Settlements Programme	2023/2	Normative and operational activities of the United Nations Human Settlements Programme, including reporting on the programmatic activities of the Programme in 2022 and the implementation of subprogrammes, flagship programmes and technical cooperation activities
2022/5	Implementation of the strategic plan for the period 2020–2023; financial, budgetary and administrative matters of the United Nations Human Settlements Programme (UN-Habitat); report of the Joint Inspection Unit on the findings of its review of the management and administration of UN-Habitat; and draft work programme and budget for 2023	2023/5	Implementation of the normative and operational activities of UN-Habitat; reporting on the programmatic activities of the Programme in 2022; implementation of subprogrammes, flagship programmes and technical cooperation activities
		2023/6	Implementation of the outcomes of the second session of the UN-Habitat Assembly including preparation of the strategic plan for the period 2026–2029

Committee of Permanent Representatives recommendations

1/1	Implementation of the resolutions adopted by the United Nations Habitat Assembly at its first session, in May 2019	1/3	Quadrennial report of the Secretary-General on the implementation of the New Urban Agenda, the high-level meeting of the General Assembly to assess progress in the implementation of the New Urban Agenda, and the eleventh session of the World Urban Forum
1/2	Implementation of resolution 1/1 on the United Nations Human Settlements strategic plan for the period 2020–2023		

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme	23/4	Sustainable urban development through access to quality urban public spaces
19/11	Strengthening the United Nations Habitat and Human Settlements Foundation	23/8	Third United Nations conference on housing and sustainable urban development
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals	23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
20/16	Enhancing the involvement of civil society in local governance	23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
21/3	Guidelines on decentralization and strengthening of local authorities	24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing	24/5	Pursuing sustainable development through national urban policies
21/8	Africa fund/financing mechanism on slum prevention and upgrading	24/7	Making slums history: a worldwide challenge
21/9	Women’s land and property rights and access to finance	24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure	24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
22/9	South-South cooperation in human settlements	24/13	Country activities by the United Nations Human Settlements Programme
23/3	Support for pro-poor housing		

Part IV International cooperation for development

25/1	Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements	25/7 26/4 26/5	United Nations Human Settlements Programme governance reform Promoting safety in cities and human settlements Regional technical support on sustainable housing and urban development by regional consultative structures
25/2	Strengthening national ownership and operational capacity	26/6	World Urban Forum
25/6	International guidelines on urban and territorial planning	26/9	Human settlements development in the Occupied Palestinian Territory

Economic and Social Council resolutions

2003/62	Coordinated implementation of the Habitat Agenda	2022/7	Inclusive and resilient recovery from COVID-19 for sustainable livelihoods, well-being and dignity for all: eradicating poverty and hunger in all its forms and dimensions to achieve the 2030 Agenda
2017/24	Human settlements		
2020/7	Affordable housing and social protection systems for all to address homelessness	2022/18	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Subprogramme 1**Reduced spatial inequality and poverty in communities across the urban-rural continuum***General Assembly resolutions*

67/291	Sanitation for All	77/183	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
74/299	Improving global road safety	78/172	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)
75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028	78/206	The human rights to safe drinking water and sanitation
76/255	Integration of mainstream bicycling into public transportation systems for sustainable development		

Subprogramme 2**Enhanced shared prosperity of cities and regions***General Assembly resolutions*

77/211	The right to privacy in the digital age	78/160	Science, technology and innovation for sustainable development
78/132	Information and communications technologies for sustainable development		

Governing Council resolutions

24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning		
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UN-Habitat Assembly resolutions

1/5	Enhancing urban-rural linkages for sustainable urbanization and human settlements		
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Economic and Social Council resolutions

2021/29	Science, technology and innovation for development	2021/30	Open-source technologies for sustainable development
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**Subprogramme 3
Strengthened climate action and improved urban environment**

General Assembly resolutions

63/217	Natural disasters and vulnerability	77/162	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation	77/167	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
73/228	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	78/152	Disaster risk reduction
75/218	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, particularly in Africa	78/153	Protection of global climate for present and future generations of humankind
		78/157	Ensuring access to affordable, reliable, sustainable and modern energy for all

Governing Council resolutions

22/3	Cities and climate change
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United Nations Environment Assembly of the United Nations Environment Programme resolutions

5/5	Nature-based solutions for supporting sustainable development
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**Subprogramme 4
Effective urban crisis prevention and response**

General Assembly resolutions

69/280	Strengthening emergency relief, rehabilitation and reconstruction in response to the devastating effects of the earthquake in Nepal	74/118	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	76/214	Culture and sustainable development
73/230	Effective global response to address the impacts of the El Niño phenomenon	77/176	International migration and development
74/115	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	78/185	Assistance to refugees, returnees and displaced persons in Africa
		78/205	Protection of and assistance to internally displaced persons

Governing Council resolutions

20/17	Post-conflict, natural and human-made disaster assessment and reconstruction	26/2	Enhancing the role of UN-Habitat in urban crisis response
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development		

Deliverables

15.18 Table 15.1 lists all cross-cutting deliverables of the programme.

Table 15.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	–	1	–
1. Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): report of the Secretary-General	1	–	1	–
Substantive services for meetings (number of three-hour meetings)	29	34	15	30
Meetings of:				
2. The governing bodies (UN-Habitat Assembly, Executive Board and Committee of Permanent Representatives)	26	30	12	26
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Fifth Committee	1	1	1	1
6. The General Assembly on the review of the implementation of the New Urban Agenda	–	1	–	1
B. Generation and transfer of knowledge				
Publications (number of publications)	2	1	2	1
7. World Cities Report	1	–	1	–
8. UN-Habitat annual report	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with all Member States on resolutions of the General Assembly and of the Economic and Social Council; briefings to all Member States on sustainable development issues and processes.				
Databases and substantive digital materials: Global Urban Indicators database with approximately 2,700 users updated with new data for 114 urban-related indicators; Global Urban Monitoring Framework, an indicator framework to monitor the implementation of the quadrennial comprehensive policy review and progress towards achieving the Sustainable Development Goals; housing indicators platform.				
D. Communication deliverables				
Outreach programmes, special events and information materials: materials and flyers about UN-Habitat and ministerial meetings at the Conference of the Parties to the United Nations Framework Convention on Climate Change; materials and reports for the commemoration of international days and events, including Urban October.				
External and media relations: interviews and commentaries about UN-Habitat focus themes: housing, urban climate action, urban crisis response, Sustainable Development Goal localization and financing for local implementation of the Goals; articles and blogs about Sustainable Development Goal 11 and local action to achieve sustainable cities and communities.				
Digital platforms and multimedia content: Urban Agenda Platform; materials on housing, urban climate action, urban crisis response, Sustainable Development Goal localization and financing for local implementation of the Goals, social media materials for the UN-Habitat annual report, and online and social media materials for sustainable urban development topics at the General Assembly.				

Evaluation activities

- 15.19 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) Thematic evaluation by the Office of Internal Oversight Services of United Nations Secretariat support to the Sustainable Development Goals ([E/AC.51/2023/3](#));
 - (b) Evaluation conducted by UN-Habitat of the World Urban Forum programme for the period 2018–2023;
 - (c) Midterm or final evaluations conducted by UN-Habitat of 12 projects at the regional and country levels.

- 15.20 In response to the results of the evaluations referenced above, UN-Habitat has taken their outcomes and lessons learned into account for the proposed programme plan for 2025. Based on the recommendations of the evaluation of the Urban Pathways project, the project has been scaled up. The results and recommendations from the evaluation of outcomes and impacts of the World Urban Forum for the period 2018–2023 have fed into the programming of the next six-year programme cycle of the Forum.
- 15.21 The following evaluations to be conducted by UN-Habitat are planned for 2025:
- (a) Final evaluation of the UN-Habitat strategic plan for the period 2020–2025;
 - (b) Ten project and programme evaluations;
 - (c) Two thematic evaluations on issues related to gender equality and youth;
 - (d) One country programme evaluation.

Programme of work

Subprogramme 1

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

Objective

- 15.22 The objective, to which this subprogramme contributes, is to reduce inequality between and within communities and to reduce poverty in communities across the urban-rural continuum through increased and equal access to basic services, sustainable mobility, accessible and safe public space, increased and secure access to land, adequate and affordable housing and effective human settlements growth and regeneration.

Strategy

- 15.23 To contribute to the objective, the subprogramme will:
- (a) Develop standards, tools and guidelines for local and national governments, and engage them in policy dialogues, learning and best practices, in addition to capacity-building with regard to adequate housing, infrastructure, planning, water, sanitation, mobility, waste management and energy, localizing the Sustainable Development Goals and designing low-emission and climate-resilient actions;
 - (b) Provide technical support to Member States with policy, legislation, strategic planning and financing instruments to implement integrated, inclusive, low-emission, climate-resilient and gender-sensitive land and housing policies, strategies and action plans, and provide technical support to an intergovernmental expert working group on accelerating progress towards the universal achievement of adequate housing;
 - (c) Advocate for adequate, safe and affordable housing, a more integrated, comprehensive and inclusive approach to housing, including the prevention of unlawful forced evictions, and the implementation of sustainable building codes, regulations and certification tools;
 - (d) Provide technical assistance to national and local governments seeking to implement sustainable and inclusive urban transformation, expansion and regeneration, and support partner cities in institutionalizing urban regeneration and adequate housing through planning, policies and equitable solutions, in line with the International Guidelines on Urban and Territorial Planning and the principles of sustainable urbanization;

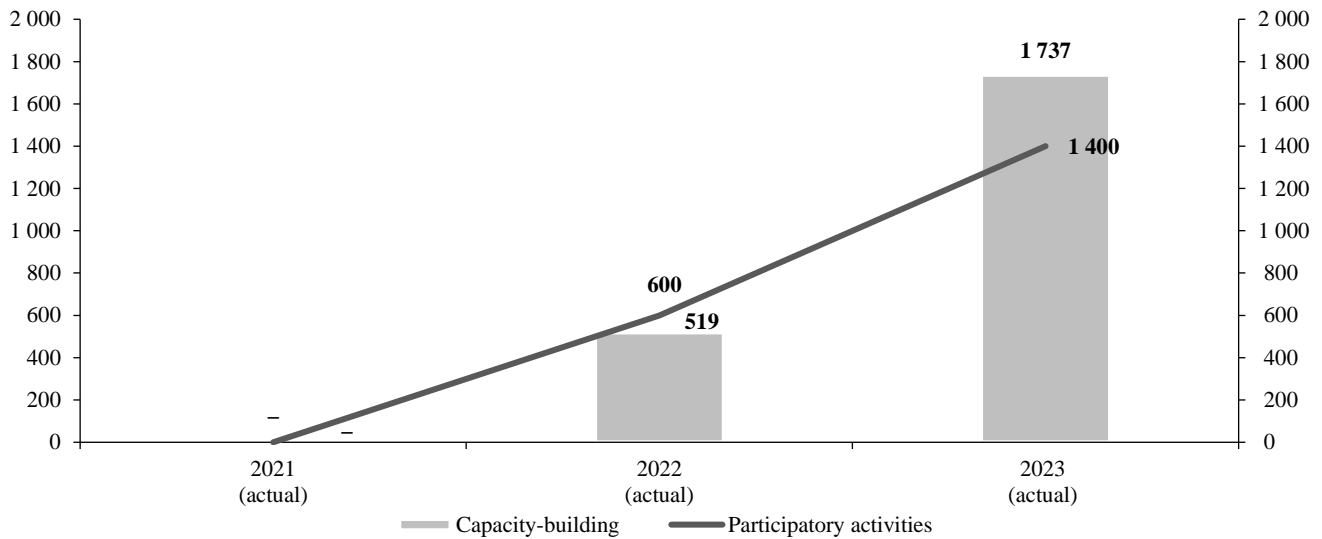
- (e) Support national and local governments in addressing structural inequalities, developing technical guidelines, scaling up access to basic and social services and infrastructure, sustainable mobility and safe public spaces, taking transformative actions targeting homelessness, slums and informal settlements, and putting the most vulnerable first, by co-producing programmes with a multilevel governance and partnership approach and initiating learning, innovations and long-term commitments towards inclusive and sustainable urbanization.
- 15.24 In doing so, the subprogramme will assist Member States in making progress towards achieving Sustainable Development Goals 1, 2, 5, 6, 7, 10, 11, 12, 14, 15 and 17.
- 15.25 The above-mentioned work is expected to result in:
- (a) Safer, more accessible and inclusive public spaces integrated into national and local urban policies and sectorial plans, with diverse stakeholders supporting the localization of transformative actions, in particular for the most vulnerable;
 - (b) Increased accessibility to low-emission, adequate and affordable housing, and strengthened capacities of policymakers, in particular local and regional governments, to implement sustainable transformative actions, including land governance systems, while leaving no one behind;
 - (c) Sustainable, integrated transformation and regeneration of urban areas into socially and economically inclusive and climate resilient neighbourhoods that offer improved quality of life to all, including improved access to basic services.

Programme performance in 2023

Integral urban operations in Central America for enhancing the quality of life in slums and informal settlements

- 15.26 UN-Habitat launched the Mesoamerica programme in Central America and the Dominican Republic, along with the Central American Social Integration Secretariat, as a contribution to post-pandemic recovery in the region. In 2023, a participatory spatial approach was applied that informed multisectoral projects within the framework of integral urban operations for enhancing the quality of life of people in informal settlements. The intervention is aimed at combating multidimensional poverty and spatial segregation through the generation of urban data, urban planning at the local level, capacity-building, advisory services to transform informal settlements, community participation and the identification of project financing. A project is currently being developed in seven slums in four countries (Costa Rica, El Salvador, Guatemala and Honduras), leading to improved quality of life and benefiting 29,500 people, who enjoy improved infrastructure, spaces and services in the selected neighbourhoods. With the support of local authorities, civil society, the private sector and academia, the programme's projects facilitated the participation of more than 2,000 people and trained another 2,256 people during more than 30 workshops in 2022 and 2023.
- 15.27 Progress towards the objective is presented in the performance measure below (see figure 15.I).

Figure 15.I
Performance measure: number of persons empowered by capacity-building and participatory activities in more than 30 workshops in Central America and the Dominican Republic (annual)



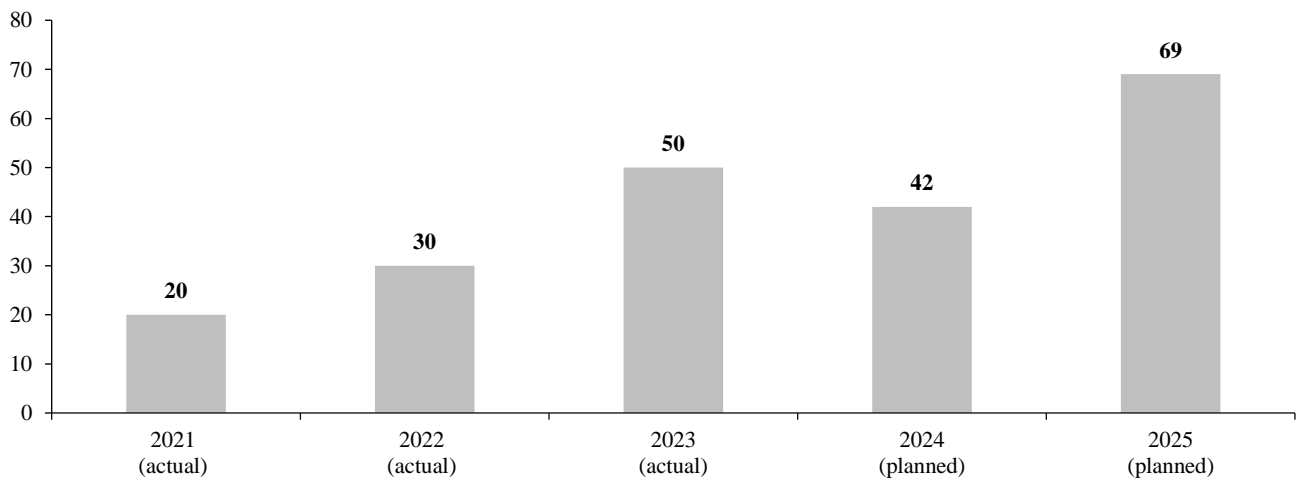
Planned results for 2025

Result 1: enhanced and expanded service delivery by local water and sanitation service providers

Programme performance in 2023 and target for 2025

- 15.28 The subprogramme’s work contributed to 50 local sanitation operators providing more inclusive sanitation services, which exceeded the planned target of 40 local sanitation operators.
- 15.29 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 15.II).

Figure 15.II
Performance measure: number of local sanitation operators providing more inclusive sanitation services (cumulative)

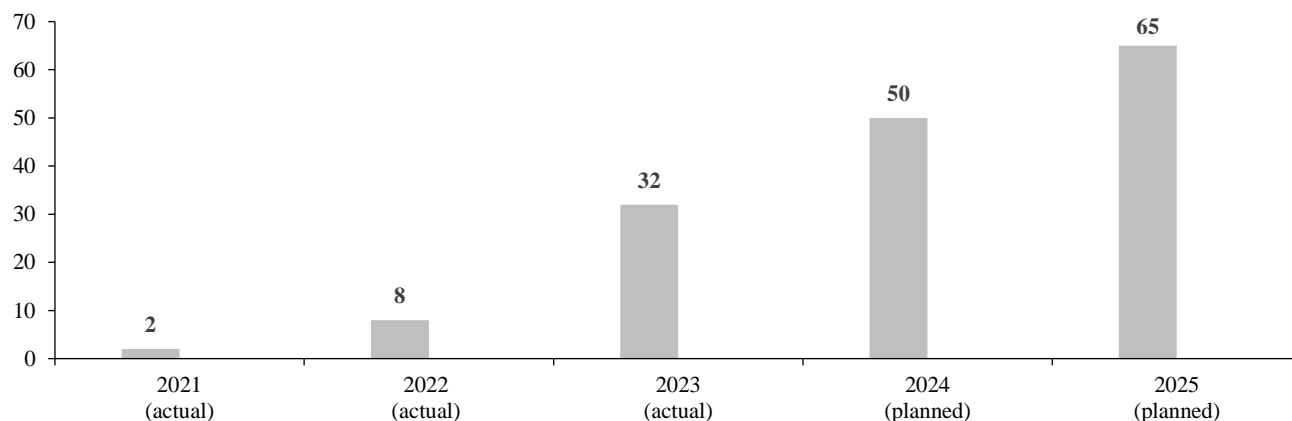


Result 2: inclusive cities and communities through urban regeneration

Programme performance in 2023 and target for 2025

- 15.30 The subprogramme’s work contributed to the adoption and implementation of urban and territorial renewal and regeneration initiatives in 32 partnering cities, which met the planned target.
- 15.31 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 15.III).

Figure 15.III
Performance measure: number of partner cities that have implemented urban and territorial regeneration initiatives (cumulative)



Result 3: cities and countries commit to providing adequate housing for all and addressing homelessness and housing exclusion

Proposed programme plan for 2025

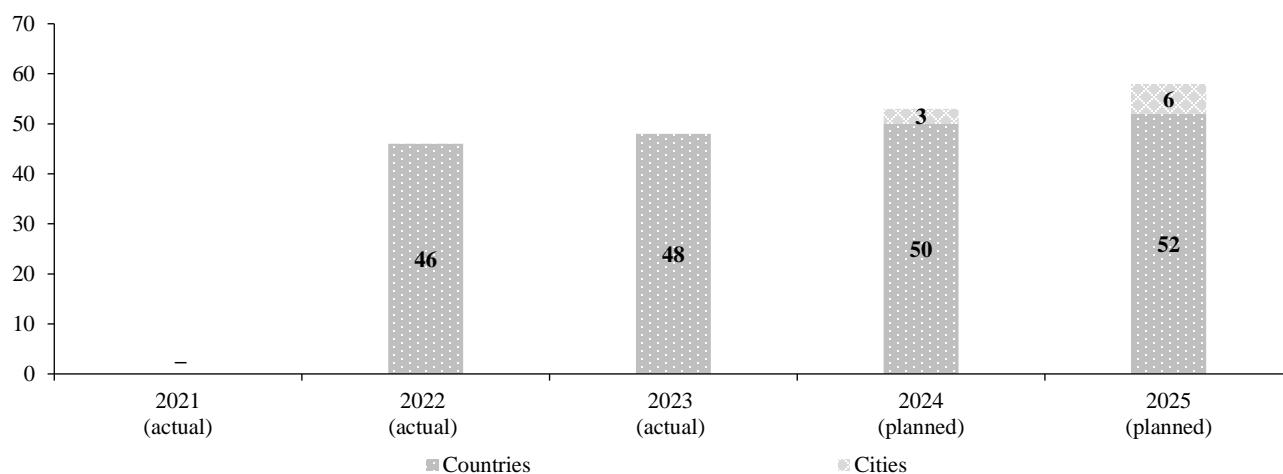
- 15.32 With the rise of urbanization, demand for adequate housing has increased exponentially. Beyond four walls and a roof, adequate housing is a place to live in security and dignity, with safe and stable access to water and sanitation, transportation, employment, schools and other social services. The subprogramme has supported evidence-based frameworks, enhancing stakeholder engagement to facilitate adequate and sustainable housing models.

Lessons learned and planned change

- 15.33 The lesson for the subprogramme was the need to foster a more coordinated approach to achieving inclusive and sustainable housing systems that is anchored in strong implementation and monitoring mechanisms. In applying the lesson, the subprogramme will promote collaboration between governments, civil society and academia, as well as persons with lived experiences of homelessness and housing exclusion, to strengthen policies on homelessness and improve monitoring mechanisms. This will include data collection and analysis with an expanded set of indicators that enable monitoring of the implementation of efforts towards the realization of the right to adequate housing. The Housing for All knowledge platform will serve as a global hub for disseminating housing-related knowledge and showcasing success stories and best practices. The subprogramme will also support the development of governance guidelines and implementation tools to address inadequate housing for the most vulnerable, prevent spatial segregation and ensure socioeconomic integration. From 2024 onwards, work in Eastern Europe and Central Asia is being aimed at equipping cities to develop context-specific solutions aligned with national housing policies and promoting adequate housing.
- 15.34 Expected progress towards the objective is presented in the performance measure below (see figure 15.IV).

Figure 15.IV

Performance measure: number of partner cities and countries that have adopted strategies towards ending homelessness and ensuring sustainable access to adequate housing for all (cumulative)



Deliverables

15.35 Table 15.2 lists all deliverables for the subprogramme.

Table 15.2

Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	–	–
Report of the Secretary-General on inclusive social development policies and programmes to address homelessness	1	1	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	36	36	38	38
1. Projects on urban basic services: mobility, water and sanitation, energy and solid waste management and safe, inclusive and accessible public space	12	12	14	15
2. Projects on development of national and local policies on urban heritage, historical landscape and culture	1	1	1	1
3. Projects on housing, slum upgrading, innovative financing for housing and land readjustment and on integrated urban and territorial renewal and regeneration	8	8	9	9
4. Projects on land tenure security, land-based financing and implementation of the Secretary-General's guidance note on land and conflict	7	7	7	6
5. Projects on integrated urban and territorial planning and effective planning laws	6	6	5	6
6. Projects on urban monitoring, evidence-based policies for crime prevention and community safety and social cohesion in cities and human settlements	2	2	2	2
Seminars, workshops and training events (number of days)	53	53	57	59
7. Training sessions on urban basic services: mobility, water and sanitation, energy and solid waste management	20	20	23	25
8. Training sessions on slum upgrading, housing, heritage in urban development, regeneration and urban growth, urban design governance, public space, urban planning, design labs, crime prevention and urban safety	12	12	13	14

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
9. Global and regional training workshops on land, housing, slum upgrading, housing studios and practitioner labs	5	5	6	6
10. Technical workshops on monitoring the Sustainable Development Goals and the New Urban Agenda	5	5	5	5
11. Training sessions on policy, planning and design, governance, legislation and finance and data collection	8	8	7	7
12. Training sessions on land and conflict and on land tenure, governance and financing; and expert group meetings on urban land governance	3	3	3	2
Publications (number of publications)	1	1	3	6
13. Publication on land tenure and land degradation	–	–	1	1
14. Publication on land governance, finance and territorial planning	–	–	1	2
15. Publication on affordable and sustainable housing, including homelessness and slum transformation	1	1	1	2
16. Global report on localizing the Sustainable Development Goals and the state of water and sanitation service providers	–	–	–	1
Technical materials (number of materials)	11	11	13	15
17. Compendium of policies, plans and good practices on urban planning, regeneration, heritage conservation and extension	1	2	1	1
18. Best practices, guides and case studies on increased and equal access to basic services, sustainable mobility and public space	2	1	3	4
19. Guide for land management and spatial plans for poverty reduction and spatial equality	1	5	1	1
20. Guidelines on the right to adequate housing and prevention of homelessness among those in vulnerable situations, including migrants	1	–	1	1
21. Guide series for innovative land, legal and financial mechanisms in relation to conservation and regeneration	1	–	1	1
22. Toolkits, housing profiles and technical guides for city leaders on planning, on managing and implementing affordable and sustainable housing and on slum upgrading programmes	2	2	2	3
23. Guides and tools to improve land management and tenure security	1	1	1	1
24. Guidelines and handbooks on slum upgrading solutions	2	–	2	2
25. Neighbourhood planning guidelines on participation and inclusive regeneration	–	–	1	1

C. Substantive deliverables

Consultation, advice and advocacy: technical advice to requesting Member States on monitoring and implementation of the New Urban Agenda, the Sustainable Development Goals and UN-Habitat Assembly resolutions; urban basic services and integrated inclusive slum upgrading; inclusive and integrated urban planning; the right to housing and tenure security for all, urban law reform and effective urban regeneration and growth management and urban land administration and management.

Databases and substantive digital materials: UrbanLex database; global knowledge platforms on adequate housing; digital materials on global commitments related to land, housing, urban basic services, mobility, energy, water and sanitation, solid waste management, air quality, climate change mitigation and adaptation and cultural heritage; African Clean Cities Platform and the Waste Wise Cities platform.

D. Communication deliverables

Outreach programmes, special events and information materials: networks, including the Global Network of Public Space; a dedicated housing campaign under the World Urban Campaign umbrella; Best Practices Awards; global initiative on transforming informal settlements and slums by 2030, and brochures, leaflets and spotlights on slum upgrading, urban regeneration, public space and housing, urban land governance and management, and urban basic services.

External and media relations: media kits, press releases, web stories and social media content on inclusive cities.

Digital platforms and multimedia content: video documentaries, infographics, webinars and open digital platforms on urban safety, heritage, regeneration and urban growth.

Subprogramme 2

Enhanced shared prosperity of cities and regions

Objective

- 15.36 The objective, to which this subprogramme contributes, is to enhance the shared prosperity of cities and regions through improved spatial connectivity and productivity, increased and equitably distributed locally generated revenue and expanded deployment of frontier technologies and innovation.

Strategy

- 15.37 To contribute to the objective, the subprogramme will:
- (a) Support Member States and other partners through the formulation of national urban policies and related legal, financial and implementation frameworks integrated into whole-of-government planning, policy and financing frameworks; knowledge transfer; capacity-building; and the development of tools on urban and rural territorial planning and design;
 - (b) Provide technical assistance, capacity-building and advisory services to cities on:
 - (i) Developing participatory and accountable budgeting approaches, optimizing local revenue systems through data collection and the development of municipal databases, and leveraging private sources of capital for sustainable urban development;
 - (ii) Effectively procuring, testing and implementing people-centred frontier technologies and innovations such as sensor networks, machine-to-machine communication, artificial intelligence, virtual and augmented reality, geographic information systems, remote sensing and big data processing and visualization;
 - (c) Build on the lessons learned from challenges to local revenue generation exposed by global risks to develop tailored policies and technical assistance, with a focus on effective local public financial management.
- 15.38 In doing so, the subprogramme will assist Member States in making progress towards Sustainable Development Goals 1, 8, 9, 10 and 11.
- 15.39 The above-mentioned work is expected to result in:
- (a) Balanced territorial development and better-connected human settlements while contributing to improved social inclusion, poverty reduction and climate action;
 - (b) Enactment by local authorities of institutional and legal reforms conducive to the generation of additional financial resources, including through public-private partnerships, land-based revenue and financing tools;
 - (c) Strengthened urban-level action to address inequalities and bridge social, spatial and digital divides.

Programme performance in 2023

Improved financial position of local and national governments to accelerate achievement of the Sustainable Development Goals

- 15.40 The subprogramme assisted local and national governments in mobilizing adequate funding or financing for local actions to achieve the Sustainable Development Goals. It did so by supporting cities in generating their own source revenue, improving local expenditure efficiency and optimizing financial management capacity. The financial position of local governments is determined by the

growth in various sources of revenue, debt management, expenditure commitments and the adoption of enhanced financial practices. The subprogramme also helped foster partnerships and distribute existing funding to where it can deliver the greatest impact. For instance, it launched the digitalization and creation of courses on its tools, in particular the rapid own-source revenue analysis tool, making it openly accessible to cities. In collaboration with the World Economic Forum, the subprogramme developed the Global Partnership for Local Investment, a platform for sharing best practice in public-private collaboration for sustainable urban development.

15.41 Progress towards the objective is presented in the performance measure below (see table 15.3).

**Table 15.3
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
More than 10 local governments in more than five countries improved their financial position	More than 20 local governments in more than seven countries improved their financial position	More than 30 local governments in more than 10 countries improved their financial position
More than five national governments improved their financial position	More than 15 national governments improved their financial position	More than seven local and national governments improved their financial position

Planned results for 2025

Result 1: regional spatial development plans in Ethiopia for improved prosperity and balanced socioeconomic development

Programme performance in 2023 and target for 2025

15.42 The subprogramme’s work contributed to 9 regional authorities endorsing regional spatial development plans, which did not meet the planned target of 10 regional authorities. The target was not met due to the limited accessibility of some regions, which caused delays in logistical arrangements.

15.43 The objective and the target for 2025 are presented in the performance measure below (see table 15.4).

**Table 15.4
Performance measure**

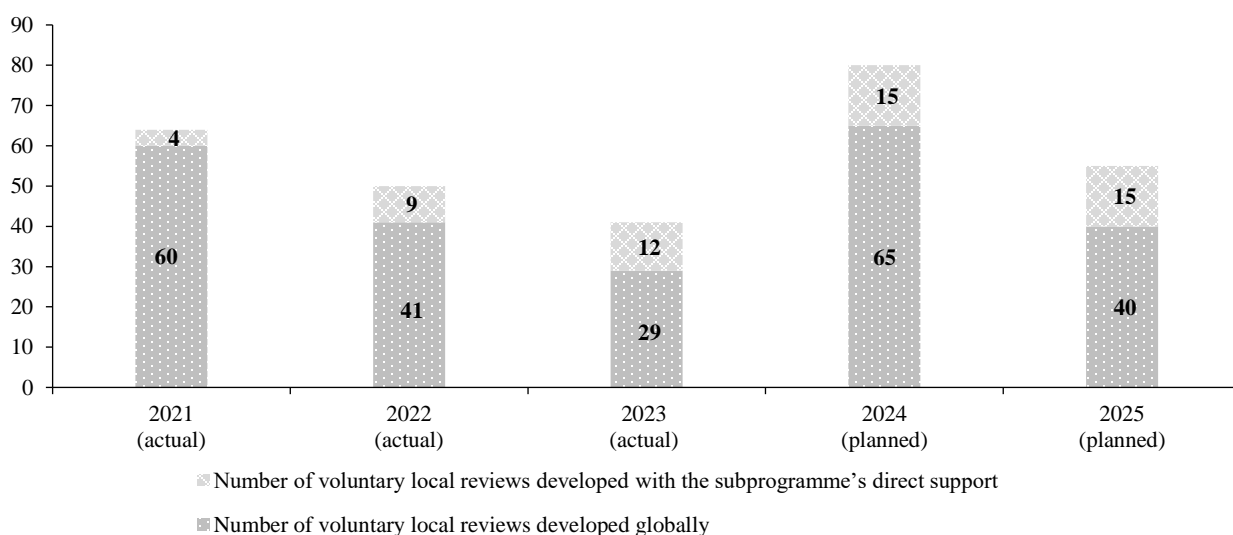
<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Regional authorities in Ethiopia support the conduct of local economic and spatial studies in 10 regions	Enhanced capacity of planning and economic development institutions in 10 regional states in Ethiopia on formulating and implementing regional spatial development plans	Regional authorities endorsed nine regional spatial development plans	Regional authorities endorse 10 regional spatial development plans	Regional authorities develop 12 regional spatial development plans

Result 2: voluntary local reviews to enhance the shared prosperity of cities and regions globally through Sustainable Development Goal localization

Programme performance 2023 and target for 2025

- 15.44 The subprogramme’s work contributed to the development and publication of 12 voluntary local reviews by local and regional governments with the subprogramme’s direct support, which exceeded the planned target of 10 such reviews, and to the monitoring of the development of 29 voluntary local reviews globally, which did not meet the planned target of 60 such reviews. The target was not met due to limited awareness and the competing priorities of local governments.
- 15.45 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 15.V).

Figure 15.V
Performance measure: number of voluntary local reviews prepared by local and regional governments (annual)



Result 3: digital transformation for sustainable urban development

Proposed programme plan for 2025

- 15.46 The subprogramme has been supporting cities in their digital transformation, including through a series of “playbooks” with guidance on the development of smart cities covering aspects such as digital public infrastructure, the co-creation of solutions and the centring of people in smart cities. In its resolution 2/1, the United Nations Habitat Assembly recognized the profound and dynamic impact that digitalization and smart cities are having on human settlements and human lives and requested UN-Habitat to develop international guidelines on people-centred smart cities.

Lessons learned and planned change

- 15.47 The lesson for the subprogramme was to leverage existing analysis and tools developed by the subprogramme to develop the international guidelines on people-centred smart cities. In applying the lesson, the subprogramme will build on its “playbooks” to formulate the guidelines and pilot their application in selected cities. Through the guidelines and piloting, the subprogramme will seek to provide a clear pathway on how cities can leverage smart solutions focusing on people-centred approaches.
- 15.48 Expected progress towards the objective is presented in the performance measure below (see table 15.5).

Table 15.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Five cities adopted people-centred smart city strategies	Thirty cities adopted people-centred smart city strategies	United Nations Habitat Assembly adopted resolution 2/1 Fifteen cities developed people-centred smart city strategies and plans	Twenty-five cities pilot strategies, plans and projects to inform the development of the international guidelines on people-centred smart cities	The international guidelines on people-centred smart cities are endorsed by the UN-Habitat Assembly

Deliverables

15.49 Table 15.6 lists all deliverables for the subprogramme.

Table 15.6
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	29	29	27	27
1. Projects on spatial connectivity, urban policies and spatial frameworks, urban planning and design, urban-rural linkages and integrated territorial development	14	14	13	13
2. Projects on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	7	7	6	6
3. Projects on best practices, centres of excellence, university partnerships, prosperity indices, frontier technologies and legal and governance frameworks for sustainable, inclusive and innovative development of cities and regions	8	8	8	8
Seminars, workshops and training events (number of days)	39	39	41	40
4. Training events and dialogues on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning and national urban policies	25	25	26	26
5. Training events and workshops on frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	6	6	6	6
6. Training events and workshops on urban productivity, local economic development, urban and municipal finance, public financial management and local governance	8	8	9	8
Publications (number of publications)	2	2	2	2
7. National cities reports	2	2	2	2
Technical materials (number of materials)	11	11	12	12
8. Technical materials on spatial connectivity, urban planning and design, metropolitan planning, urban and rural linkages, action planning, urban and territorial planning, national urban policies and people-centred smart cities.	5	5	6	6
9. Technical materials on spatial productivity, local economic development, urban and municipal finance, financing urban basic services and infrastructure	3	3	3	3

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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10. Technical materials on frontier technologies and innovation, best practices, legal and governance frameworks and prosperity indices for sustainable urban development and implementation of the New Urban Agenda and the Sustainable Development Goals	3	3	3	3
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C. Substantive deliverables

Consultation, advice and advocacy: advisory services to 20 Member States on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring, financing sustainable urban development, smart cities and private-sector focused engagement frameworks.

Databases and substantive digital materials: national urban policy database comprising approximately 160 countries; compendium of urban-rural linkages case studies; global municipal database, comprising 50 countries and approximately 110 cities.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, leaflets, profiles and events on national urban policy, urban-rural linkages, metropolitan development, territorial development, urban monitoring, financing sustainable urban development, smart cities and private-sector focused engagement frameworks.

Digital platforms and multi-media content: content for social media.

Subprogramme 3 Strengthened climate action and improved urban environment

Objective

- 15.50 The objective, to which this subprogramme contributes, is strengthened climate action and improved urban environments through reducing greenhouse gas emissions and improving air quality, improving resource efficiency and protecting ecological assets, and the effective adaptation of communities and infrastructure to climate change.

Strategy

- 15.51 To contribute to the objective, the subprogramme will:
- (a) Provide technical support for the development of low-emission and climate-resilient cities and the integration of climate action into domains of sustainable urban development;
 - (b) Provide assistance on sustainable approaches to urban climate action to requesting Member States through innovative technologies, knowledge transfer, capacity-building, data and development of an evidence base, policy advice and peer-to-peer engagement in global and regional networks;
 - (c) Provide assistance to Member States on the integration of the urban dimension in nationally determined contributions, national adaptation plans and other national climate change policies, strategies and plans and support their implementation across all levels of governments;
 - (d) Promote solutions to environmental protection, renovation and restoration through the development of tools, guidelines and field projects;
 - (e) Provide assistance in the formulation of policy and legislation, urban planning and design, multilevel governance and financing instruments, including through its flagship programme entitled “RISE-UP: resilient settlements for the urban poor”, which focuses on mobilizing investments to address climate resilience issues affecting urban communities in vulnerable situations;
 - (f) Support the implementation of global adaptation initiatives, such as the National Adaptation Plan Global Support Programme and the Nationally Determined Contributions Partnership;

- 15.52 In doing so, the subprogramme will assist Member States in making progress towards achieving Sustainable Development Goals 1, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14 and 15.
- 15.53 The above-mentioned work is expected to result in:
- (a) Multidimensional climate action and urban environment planning by Member States and partner cities that reduces greenhouse gas emissions, builds climate resilience of urban systems and communities, preserves, regenerates and restores urban biodiversity and reduces air and water pollution;
 - (b) Mobilization of additional financial resources for adaptation to climate change at the national and subnational levels;
 - (c) Member States' nationally determined contributions and national climate adaptation plans incorporating urban dimensions;
 - (d) More climate- and pandemic-resilient cities, human settlements and communities.

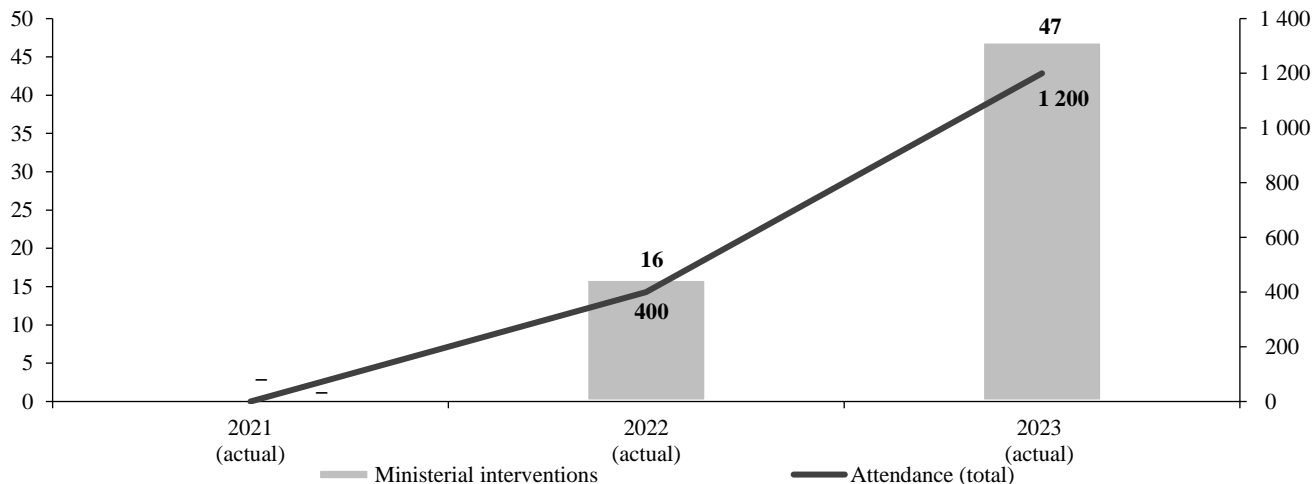
Programme performance in 2023

Multilevel and urban climate action firmly anchored in global climate negotiations

- 15.54 The subprogramme has received a strong endorsement during the second session of the UN-Habitat Assembly. In its resolution 2/5, the Assembly requested UN-Habitat to strengthen its climate change-related work at the city and community level, encouraged Member States to expand multilevel climate action and encouraged the Executive Director to engage with Member States and relevant stakeholders to continue organizing meetings, following the organization of the ministerial meeting on urbanization and climate change. The subprogramme co-organized and co-chaired the first Local Climate Action Summit, along with the presidency of the twenty-eighth session of the United Nations Framework Convention on Climate Change and Bloomberg Philanthropies, which was attended by over 250 mayors and opened by the Secretary-General. The event highlighted the critical role of multilevel climate action. A notable outcome was the Coalition for High-Ambition Multilevel Partnerships for Climate Action pledge, signed by 72 national Governments, which committed themselves to include multilevel action in the outcomes of the twenty-eighth session and to collaborate with subnational governments and other relevant stakeholders for the 2025 revision of the nationally determined contributions. The second ministerial meeting on urbanization and climate change was the curtain-raiser of Multilevel Action, Urbanization and Built Environment/Transport Day. It was attended by over 1,000 participants, including 60 ministers and vice-ministers, of whom 47 made interventions, and 200 mayors and representatives of sub-national governments, as well as representatives of financial institutions and international and community organizations. The highlight was the dialogue series between mayors and ministers, who jointly pledged stronger collaboration in the spirit of multilevel climate action.
- 15.55 Progress towards the objective is presented in the performance measure below (see figure 15.VI).

Figure 15.VI

Performance measure: increased recognition by Member States of the importance of sustainable urban development in addressing climate change, as expressed by strong engagement in the ministerial meetings on urbanization and climate change held on the margins of the sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change (annual)



Planned results for 2025

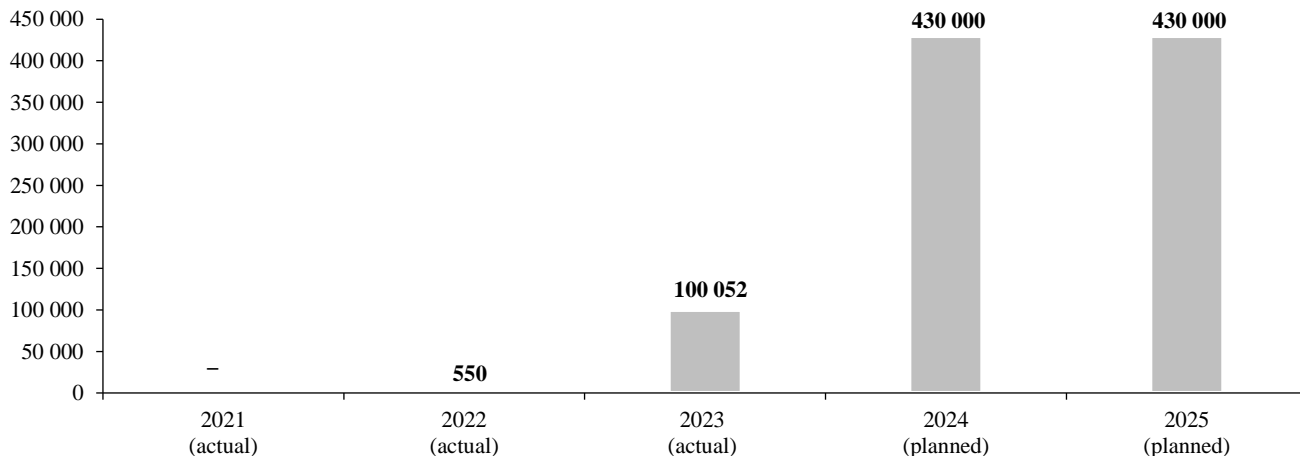
Result 1: increased climate resilience of urban communities in Jordan and Lebanon

Programme performance in 2023 and target for 2025

- 15.56 The subprogramme’s work contributed to increased climate resilience of 100,052 community members in Jordan and Lebanon, which did not meet the planned target of 430,000 community members. The target was not met due to challenges experienced in the procurement of building materials.
- 15.57 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 15.VII).

Figure 15.VII

Performance measure: number of people in Jordan, Lebanon and the Syrian Arab Republic who have benefited from climate change adaptation actions identified through the master planning process (cumulative)

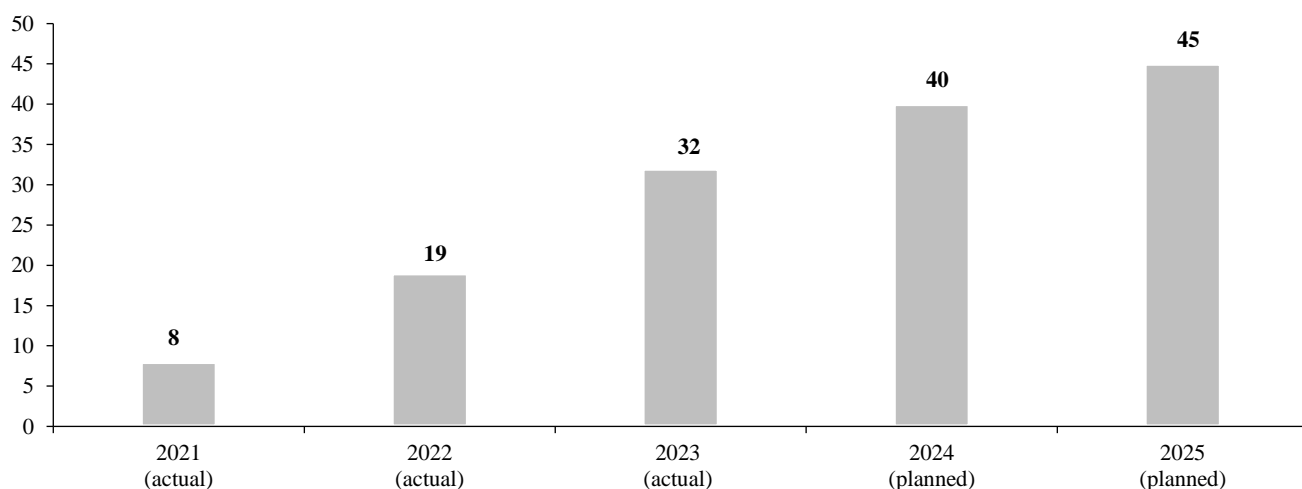


Result 2: conservation, management and sustainable use approaches, such as nature-based solutions and ecosystem-based approaches, to improve the livelihoods and resilience of urban poor communities

Programme performance in 2023 and target for 2025

- 15.58 The subprogramme’s work contributed to 32 towns and cities implementing conservation, management and sustainable use approaches, such as nature-based solutions and ecosystem-based approaches, which met the planned target.
- 15.59 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 15.VIII).

Figure 15.VIII
Performance measure: number of towns and cities implementing conservation, management and sustainable use approaches, such as nature-based solutions and ecosystem-based approaches (cumulative)



Result 3: nationally determined contributions increasingly contain urban content

Proposed programme plan for 2025

- 15.60 The subprogramme supports Member States in the enhancement of the urban content of their nationally determined contributions, as ambitious urban action is critical to achieving the mitigation and adaptation goals of the Paris Agreement. Since 2016, the subprogramme has monitored the urban content of those contributions. In 2020, UN-Habitat issued a guide on “Enhancing nationally determined contributions through urban climate action”. Subsequent monitoring reports were presented at the twenty-sixth through twenty-eighth sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

Lessons learned and planned change

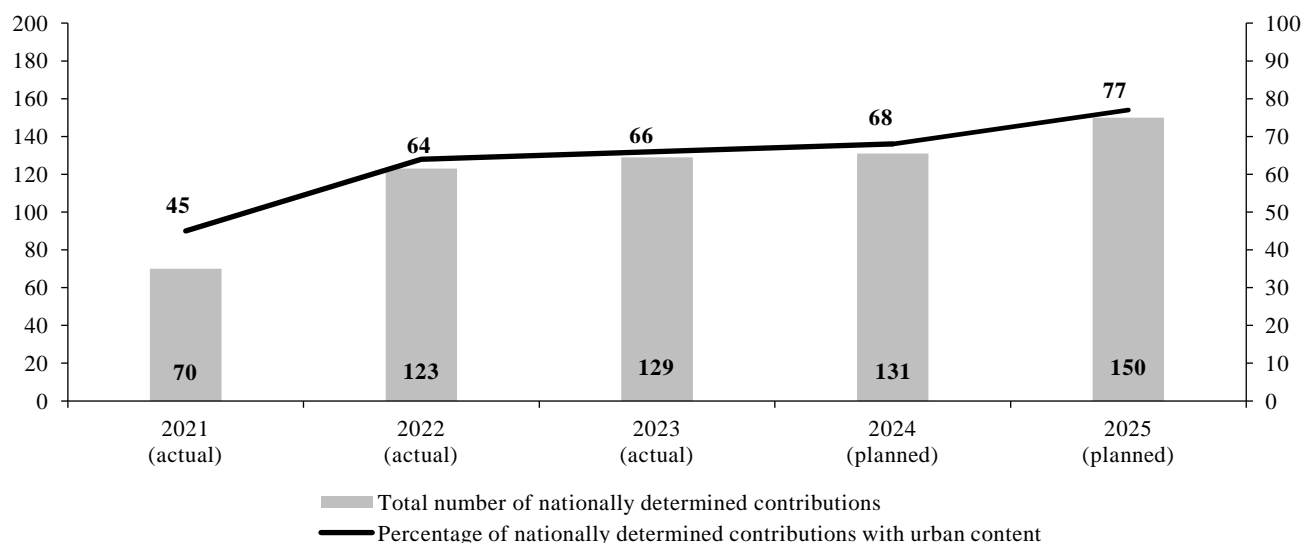
- 15.61 The lesson for the subprogramme, based on its 2022 global review of urban climate action, was the need to update guidelines to support the inclusion of urban content in nationally determined contributions and develop more systematic and tailored support for parties, and that international monitoring of progress provides Member States with a scorecard which can help improve policies. In applying the lesson, the subprogramme will provide advisory support for integration and implementation of the urban dimension in nationally determined contributions, with a particular emphasis on the mandated revision of nationally determined contributions in 2025, and will promote the involvement of urban policymakers in national climate change policy development processes, as well as climate policymakers in national urban policy development processes. The subprogramme will also monitor the urban content of nationally determined contributions, provide in-depth analysis

of some of those contributions and expand its analysis to other key national climate policies, such as national adaptation plans.

15.62 Expected progress towards the objective is presented in the performance measure below (see figure 15.IX).

Figure 15.IX

Performance measure: nationally determined contributions with urban content (cumulative)



Deliverables

15.63 Table 15.7 lists all deliverables of the subprogramme.

Table 15.7

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	22	22	28	37
1. Projects on improving urban air quality, the urban environment, climate change mitigation, and increased access to low-emission basic services, more sustainable infrastructure and buildings	2	2	4	5
2. Projects on policies, legal instruments, plans and strategies for better urban air quality, the urban environment, climate change mitigation and low-emission basic services and sustainable infrastructure and buildings	1	1	2	3
3. Projects on resilience-building and adaptation of communities and infrastructure to climate change, and disaster risk reduction	10	10	–	–
4. Projects on effective adaptation of communities and infrastructure to climate change, informed by participatory processes, assessments of local vulnerabilities and innovative data collection (i.e., remote sensing) and processing	6	6	16	18
5. Projects on policies, legal instruments, plans and strategies for strengthened resilience and effective adaptation of communities and infrastructure to climate change	–	–	4	5
6. Projects on urban environmental management and restoration, biodiversity protection, circular economy and ecosystem services	1	1	2	4

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
7. Projects on urban resource management and efficiency, including circular economy, efficient use of urban land, service provision and sustainable water and waste management, and promotion of cleaner energy and energy efficiency	2	2	2	2
Seminars, workshops and training events (number of days)	43	43	47	61
8. Training events for partners and those in vulnerable situations (e.g., in informal settlements) on climate change mitigation, air quality and low-emission basic services	10	10	12	15
9. Training events on effective adaptation of communities and infrastructure to climate change	25	25	30	35
10. Training events on sustainable city models and their application, sustainable infrastructure and urban planning	5	5	–	6
11. Training on environment and climate dimensions and Sustainable Development Goal monitoring in urban areas	3	3	–	–
12. Training events for national and local government partners and other urban stakeholders on urban environmental management, restoration and renovation, biodiversity protection, circular economy and ecosystem services.	–	–	5	5
Publications (number of publications)	3	3	4	6
13. Publications on climate change mitigation and air quality	1	1	2	2
14. Publications on effective adaptation of communities of slums and other urban communities in vulnerable situations in urban neighbourhoods, and infrastructure, to climate change	1	1	1	2
15. Publications on improved low-emission urban services and resource efficiency (e.g. focusing on technological innovation)	1	1	1	2
Technical materials (number of materials)	5	5	8	10
16. Technical materials on improved resource efficiency and protection of ecological assets, including sectoral materials	1	1	2	2
17. Technical materials on climate change mitigation and air quality	1	1	2	2
18. Technical materials on climate action, basic services or environment in human settlements	1	1	2	2
19. Technical materials on national, regional and local guidelines, plans, coordination mechanisms and strategies on climate action, the urban environment, ecosystems and biodiversity, ecological assets and ecosystem services	1	1	1	2
20. Technical materials on improved low-emission urban services, resource efficiency and (electric) mobility solutions and infrastructure (including monitoring)	1	1	1	2

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to 20 Member States on reducing urban greenhouse gas emissions to achieve climate change mitigation and adaptation, improving air quality and low-emission urban services, improving resource efficiency and protecting ecological assets.

Databases and substantive digital materials: databases on urban climate- or environment-relevant subjects, and simulations, including a global database on the urban dimension of nationally determined contributions; urban climate resilience frameworks in Southern Africa, ecosystems-based adaptation solutions in South-East Asia, the Arab region and Latin America and the Caribbean and a toolbox for urban biodiversity solutions; e-mobility toolbox supporting the shift to electric mobility.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, campaign and events on greenhouse gas emissions and air quality, resource efficiency, protection of ecological assets and effective adaptation of communities and infrastructure to climate change.

External and media relations: press articles on climate action and the urban environment.

Digital platforms and multimedia content: websites and content for social media accounts; multimedia content on urban climate- or environment-relevant subjects.

Subprogramme 4

Effective urban crisis prevention and response

Objective

- 15.64 The objective, to which this subprogramme contributes, is to enhance urban crisis prevention and response and advance social integration and inclusive communities as well as improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees.

Strategy

- 15.65 To contribute to the objective, the subprogramme will:
- (a) Engage in-country comprehensive, participatory and inclusive operational programmes that respond to crises, establishing fit-for-purpose land administration aimed at the achievement of tenure security for all in crisis-affected areas, while supporting measures for national urban frameworks;
 - (b) Support Member States in adopting evidence-based recovery approaches, area-based approaches and community participatory processes while ensuring equitable representation;
 - (c) Build the capacity of national, regional and local actors to increase social cohesion, reduce discrimination in urban crisis situations and prevent disaster risk, including through foresight and early warning;
 - (d) Prioritize improved living standards and the inclusion of migrants, refugees, internally displaced persons and returnees by providing crisis-response expertise and supporting integrated urban development strategies for host communities and the displaced;
 - (e) Develop evidence-based local disaster risk reduction and resilience strategies and support their implementation in target cities and territories.
- 15.66 In doing so, the subprogramme will assist Member States in making progress towards achieving Sustainable Development Goals 1, 5, 8, 9, 10, 11, 13 and 16.
- 15.67 The above-mentioned work is expected to result in:
- (a) Increased community participation in crisis-affected areas in local decision-making related to recovery, thereby ensuring social inclusion;
 - (b) Increased number of cities offering secure tenure, sustainable basic services, adequate housing, safety and security for the displaced and host communities;
 - (c) Reduced multidimensional risks and increased protection for those in vulnerable situations in cities;
 - (d) Strengthened city-level infrastructure analysis and decision-making, with a focus on resilience, in particular in crisis settings.

Programme performance in 2023

Building urban climate resilience in South-Eastern Africa

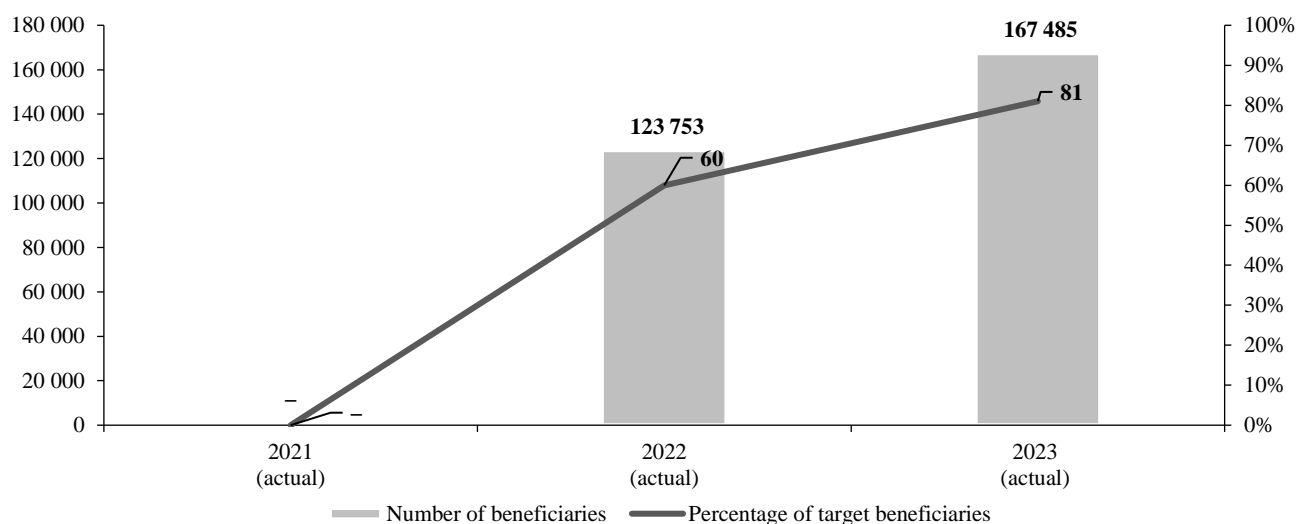
- 15.68 Cities in South-East Africa faced increased vulnerability to natural disasters, in particular severe tropical storms and cyclones, which resulted in the destruction of numerous homes, significant casualties and more than 20,603 persons displaced across Madagascar, Malawi and Mozambique. Despite the strong commitment of national and local authorities to reducing vulnerabilities and addressing immediate needs, challenges persist in implementing risk-mitigation measures. The subprogramme has been building the resilience and adaptability of local communities through early

warning systems, conservation, management and sustainable use approaches, such as nature-based solutions and ecosystem-based approaches, as well as through the provision of emergency shelters and infrastructure reconstruction. In Madagascar, a safe haven in Morondava provided shelters for 200 people during severe Tropical Storm Cheneso. The subprogramme also constructed an elevated road, rebuilt three bridges and initiated the development of green spaces in urban areas and mangrove rehabilitation. Efforts are under way to promote and replicate successful resilience measures nationwide. In 2022, the project had reached 6.5 per cent of the city's total population (3,900 inhabitants out of 60,000). By its third year of implementation (2023), the project had reached 30 per cent of the city's population, benefiting 17,850 inhabitants. In Malawi, the subprogramme has been implementing and promoting disaster-proof techniques for safer schools, hospitals and housing. Two evacuation centres were built in Zomba. As of 2022, the project's activities had benefited 64 per cent of the total population, reaching 100,000 inhabitants out of 156,000. In 2023, the number of beneficiaries increased by 10,000, to a total of 71 per cent of the city's population. In Mozambique, the subprogramme has put in place early warning systems and provided 39,635 people in Chokwe with resilient basic services and infrastructure. Capacity-building initiatives have been undertaken to empower local communities in assessing and addressing challenges related to climate change. In 2022, the project reached 32 per cent of the city's total population (19,853 out of 61,666 inhabitants). By 2023, it had benefited a total of 39,635 inhabitants, or 64 per cent of the city's population.

15.69 Progress towards the objective is presented in the performance measure below (see figure 15.X).

Figure 15.X

Performance measure: number of persons targeted by the project benefiting from resilient basic services and infrastructure (cumulative)



Planned results for 2025

Result 1: strengthened urban recovery and resilience and improved access to basic services in the Syrian Arab Republic

Programme performance in 2023 and target for 2025

- 15.70 The subprogramme's work contributed to the rehabilitation of nine neighbourhoods and improved access to basic services in two cities in the Syrian Arab Republic, which met the planned target.
- 15.71 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 15.8).

Table 15.8
Performance measure

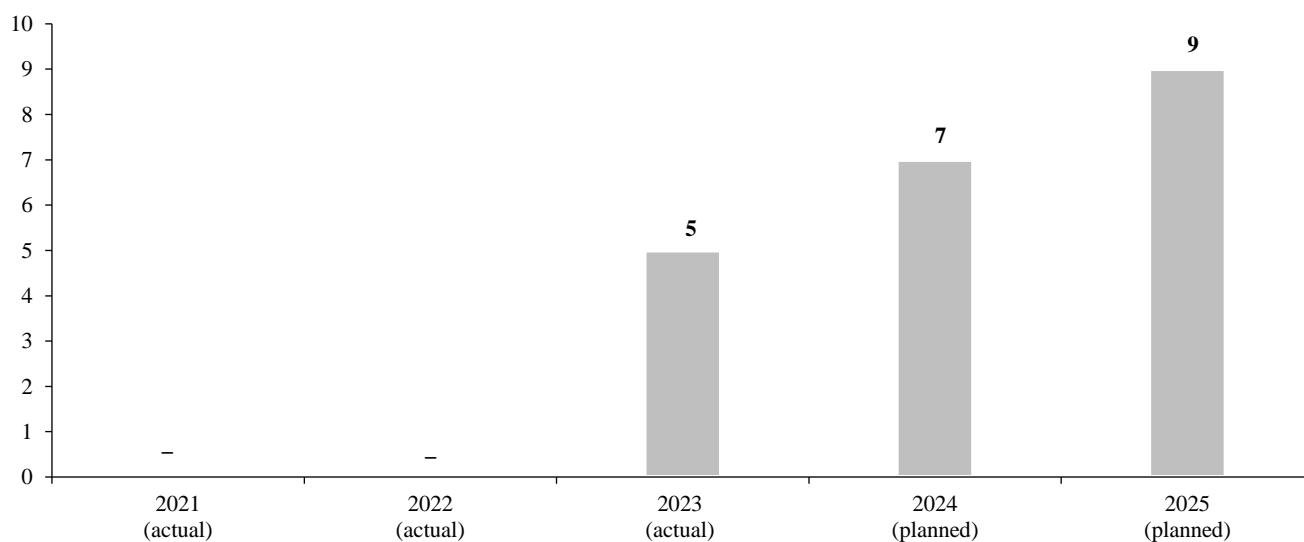
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Municipal authorities and local communities supported to develop neighbourhood action plans for nine neighbourhoods in two cities in the Syrian Arab Republic through joint participatory area-based planning	Improved physical access to seven neighbourhoods in four cities in the Syrian Arab Republic and 50 neighbourhood action plans developed by municipal authorities and local communities for the rehabilitation of water, sanitation and waste management services	Nine neighbourhoods rehabilitated and access to basic services improved in two cities in the Syrian Arab Republic	Neighbourhood action plans developed or updated in two cities. Five rehabilitated neighbourhoods and improved access to basic services in two cities in the Syrian Arab Republic	Neighbourhood action plans developed or updated in two cities, five neighbourhoods rehabilitated and access to basic services improved in two cities in the Syrian Arab Republic

Result 2: enhanced sustainable solutions to migration

Programme performance in 2023 and target for 2025

- 15.72 The subprogramme’s work contributed to the adoption of context-specific responses to urban migration by five countries, which met the planned target.
- 15.73 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 15.XI).

Figure 15.XI
Performance measure: number of countries adopting a context-specific response to urban migration and displacement (cumulative)



Result 3: sustainable integration of displaced communities in urban areas in Somalia

Proposed programme plan for 2025

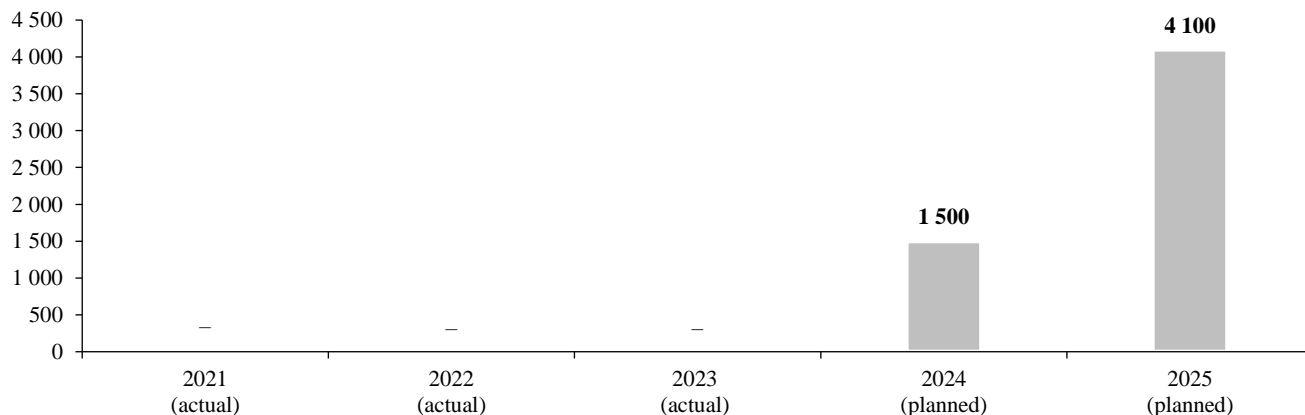
15.74 Around 2.6 million people in Somalia face displacement due to drought, flooding and armed conflict, and gravitate towards cities that struggle to manage the influx. Urban areas receive newly displaced people, who spontaneously settle in informal settlements on largely private lands with a lack of tenure security, placing them at risk of forced eviction. The subprogramme supports local and national authorities in implementing durable solutions to address internal displacement challenges in Somalia, including by formalizing land tenure through title deeds to facilitate the integration of displaced communities.

Lessons learned and planned change

15.75 The lesson for the subprogramme was the need to integrate a development lens when formulating durable solutions to displacement. Apart from protection, food and shelter, internally displaced persons need longer-term solutions, including access to housing, basic services and income-generating activities. In applying the lesson, the subprogramme will support local governments, through its capacity-building and technical assistance, in addressing systemic governance challenges and opportunities and developing plans and land-related policies, with a focus on urban planning, tenure security and land governance. This support will enable local governments to manage rapid urban growth brought on by displacement and ensure the sustainable integration of displaced communities by creating an enabling environment for securing social infrastructure and basic services.

15.76 Expected progress towards the objective is presented in the performance measure below (see figure 15.XII).

Figure 15.XII
Performance measure: number of land title deeds issued in Somalia in support of integrating displaced communities (cumulative)



Deliverables

15.77 Table 15.9 lists all deliverables of the subprogramme.

Table 15.9
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	21	21	22	22
1. Projects on enhanced social integration and cohesive communities	8	8	8	8
2. Projects on improved living standards and inclusion of migrants, refugees and internally displaced persons	7	7	8	8
3. Projects on enhanced resilience of the built environment and infrastructure	6	6	6	6
Seminars, workshops and training events (number of days)	31	31	31	31
4. Seminars, workshops and training events on enhanced social integration and cohesive communities	12	12	10	10
5. Seminars, workshops and training events on improved living standards and inclusion of migrants, refugees and internally displaced persons	8	8	9	9
6. Seminars, workshops and training events on enhanced resilience of the built environment and infrastructure	11	11	12	12
Publications (number of publications)	2	2	–	1
7. Publication on improved living standards and inclusion of migrants, refugees and internally displaced persons	1	1	–	1
8. Publication on enhanced resilience of the built environment and infrastructure	1	1	–	–
Technical materials (number of materials)	6	6	7	7
9. Technical materials on enhanced social integration and cohesive communities	2	2	2	2
10. Technical materials on improved living standards and inclusion of migrants, refugees and internally displaced persons	2	2	3	3
11. Technical materials on enhanced resilience of the built environment and infrastructure	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services provided to five Member States on urban crisis mitigation and response and on enhancing urban resilience to multi-hazard threats, including impacts from ongoing conflicts, climate change and crises related to migration and displacement.				
Databases and substantive digital materials: urban migration indicators in the UN-Habitat Global Urban Monitoring Framework.				
D. Communication deliverables				
Outreach programmes, special events and information materials: brochures, leaflets and online awareness-raising and digital learning materials on social inclusion and the response to migration and displacement, urban recovery and reconstruction, risk reduction, and early warning systems and foresight.				
Digital platforms and multimedia content: content for social media accounts, blogs and websites related to the social and economic inclusion of migrants, refugees, internally displaced persons and returnees in urban crisis contexts; risk reduction and recovery in urban areas.				

B. Proposed post and non-post resource requirements for 2025

Overview

15.78 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 15.10 to 15.12.

Table 15.10

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	11 292.7	11 511.8	–	–	–	–	–	11 511.8
Other staff costs	102.8	396.2	–	–	–	–	–	396.2
Hospitality	–	3.3	–	–	–	–	–	3.3
Consultants	168.1	139.4	–	40.0	–	40.0	28.7	179.4
Experts	–	76.1	–	22.8	–	22.8	29.9	98.9
Travel of representatives	–	11.6	–	–	–	–	–	11.6
Travel of staff	137.3	122.1	–	–	–	–	–	122.1
Contractual services	108.0	417.7	–	–	–	–	–	417.7
General operating expenses	495.9	239.3	–	–	–	–	–	239.3
Supplies and materials	4.8	19.0	–	–	–	–	–	19.0
Furniture and equipment	55.9	81.9	–	–	–	–	–	81.9
Total	12 365.5	13 018.4	–	62.8	–	62.8	0.5	13 081.2

Table 15.11

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	82	1 USG, 1 D-2, 5 D-1, 9 P-5, 21 P-4, 15 P-3, 5 P-2/1, 2 GS (OL), 23 LL
Post changes	–	–
Proposed for 2025	82	1 USG, 1 D-2, 5 D-1, 9 P-5, 21 P-4, 15 P-3, 5 P-2/1, 2 GS (OL), 23 LL

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); LL, Local level; USG, Under-Secretary-General.

Table 15.12
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	–	1
D-2	1	–	–	–	–	–	1
D-1	5	–	–	–	–	–	5
P-5	9	–	–	–	–	–	9
P-4	21	–	–	–	–	–	21
P-3	15	–	–	–	–	–	15
P-2/1	5	–	–	–	–	–	5
Subtotal	57	–	–	–	–	–	57
General Service and related							
GS (OL)	2	–	–	–	–	–	2
LL	23	–	–	–	–	–	23
Subtotal	25	–	–	–	–	–	25
Total	82	–	–	–	–	–	82

15.79 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 15.13 to 15.15 and figure 15.XIII.

15.80 As shown in tables 15.13 (1) and 15.15, the overall resources proposed for 2025 amount to \$13,081,200 before recosting, reflecting an increase of \$62,800 compared with the approved budget for 2024. Resource changes result from new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 15.13
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Policymaking organs	592.6	680.7	–	–	–	–	–	680.7
B. Executive direction and management	1 826.1	1 914.4	–	–	0.3	0.3	0.0	1 914.7
C. Programme of work								
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	2 172.7	2 117.6	–	62.8	2.2	65.0	3.1	2 182.6
2. Enhanced shared prosperity of cities and regions	2 342.9	2 390.7	–	–	(6.8)	(6.8)	(0.3)	2 383.9
3. Strengthened climate action and improved urban environment	2 045.5	2 291.2	–	–	(6.0)	(6.0)	(0.3)	2 285.2

Part IV International cooperation for development

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
4. Effective urban crisis prevention and response	2 034.7	2 346.6	–	–	9.3	9.3	0.4	2 355.9
Subtotal, C	8 595.8	9 146.1	–	62.8	(1.3)	61.5	0.7	9 207.6
D. Programme support	1 351.1	1 277.2	–	–	1.0	1.0	0.1	1 278.2
Subtotal, 1	12 365.5	13 018.4	–	62.8	–	62.8	0.5	13 081.2

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	816.0	557.4	–	–	557.4
B. Executive direction and management	2 607.7	2 367.1	0.3	–	2 367.4
C. Programme of work					
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	53 821.1	52 643.5	904.7	1.7	53 548.2
2. Enhanced shared prosperity of cities and regions	17 487.4	18 318.3	287.4	1.6	18 605.7
3. Strengthened climate action and improved urban environment	24 610.6	23 455.5	(1 472.3)	(6.3)	21 983.2
4. Effective urban crisis prevention and response	64 965.0	65 392.8	(5 719.5)	(8.7)	59 673.3
Subtotal, C	160 884.1	159 810.1	(5 999.7)	(3.8)	153 810.4
D. Programme support	5 807.3	5 198.1	219.8	4.2	5 417.9
Subtotal, 2	170 115.1	167 932.7	(5 779.6)	(3.4)	162 153.1
Total (1+2)	182 480.7	180 951.1	(5 779.6)	(3.2)	175 234.3

Table 15.14

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Policymaking organs	6	–	–	–	–	6
B. Executive direction and management	9	–	–	–	–	9
C. Programme of work						
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	13	–	–	–	–	13
2. Enhanced shared prosperity of cities and regions	16	–	–	–	–	16
3. Strengthened climate action and improved urban environment	14	–	–	–	–	14

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Component/subprogramme	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
4. Effective urban crisis prevention and response	15	–	–	–	–	15
Subtotal, C	58	–	–	–	–	58
D. Programme support	9	–	–	–	–	9
Subtotal, 1	82	–	–	–	–	82

(2) Extrabudgetary

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	11	–	11
C. Programme of work		–	
1. Reduced spatial inequality and poverty in communities across the urban-rural continuum	13	–	13
2. Enhanced shared prosperity of cities and regions	10	–	10
3. Strengthened climate action and improved urban environment	9	–	9
4. Effective urban crisis prevention and response	9	(1)	8
Subtotal, C	41	(1)	40
D. Programme support	23	–	23
Subtotal, 2	75	(1)	74
Total (1+2)	157	(1)	156

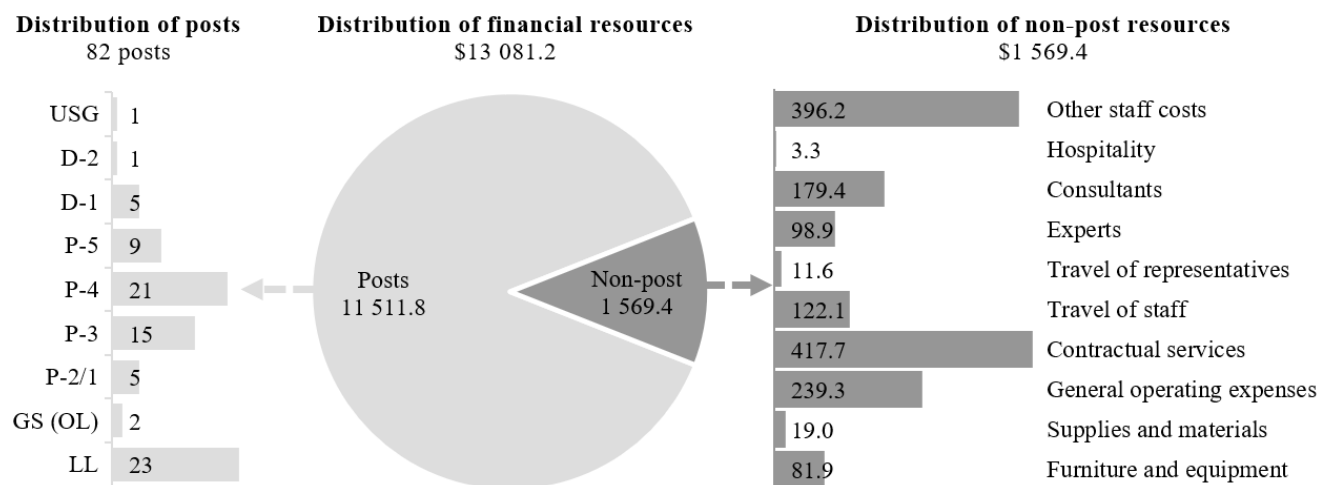
Table 15.15
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	11 292.7	11 511.8	–	–	–	–	–	11 511.8
Non-post	1 072.8	1 506.6	–	62.8	–	62.8	4.2	1 569.4
Total	12 365.5	13 018.4	–	62.8	–	62.8	0.5	13 081.2
Post resources by category								
Professional and higher		57	–	–	–	–	–	57
General Service and related		25	–	–	–	–	–	25
Total		82	–	–	–	–	–	82

Figure 15.XIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



New and expanded mandates

15.81 As shown in table 15.13 (1), resource changes reflect an increase of \$62,800 under subprogramme 1, which provides for the resource requirements related to a report to the General Assembly on the progress achieved and remaining challenges in addressing homelessness requested by the Assembly in its resolution 78/172, entitled “Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)”.

Other changes

15.82 As shown in table 15.13 (1), the net effect of the proposed changes is cost-neutral and relates mainly to the operational requirements for travel projected for 2025. In particular, travel resources under subprogramme 4, Effective urban crisis prevention and response, are being redeployed from other subprogrammes to strengthen the participation of UN-Habitat in international conferences on strengthening the resilience of cities.

Policymaking organs

15.83 The resources proposed under this component would provide for the policymaking organs as shown in table 15.16.

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**Table 15.16
Policymaking organs**

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2025 estimate (before recosting)</i>	
		<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
UN-Habitat Assembly	Mandate: General Assembly resolution 73/239 and note by the Secretary-General (A/73/726) United Nations Habitat Assembly rules of procedure Membership: 193 government officials Number of sessions in 2025: 1	–	–
Committee of Permanent Representatives	Mandate: General Assembly resolutions 73/239 and 56/206 and note by the Secretary-General (A/73/726) UN-Habitat Assembly rules of procedure Membership: 193 government officials Number of sessions in 2025: 1	680.7	680.7
Executive Board	Mandate: General Assembly resolution 73/239 and note by the Secretary-General (A/73/726) UN-Habitat Assembly resolution 1/1, adopted by the Assembly at its first session in May 2019 UN-Habitat Assembly rules of procedure Rules of procedure of the Executive Board Membership: 36 Number of sessions in 2025: 2	–	–
Total		680.7	680.7

15.84 The proposed regular budget resources for 2025 amount to \$680,700, reflecting no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 15.17 and figure 15.XIV.

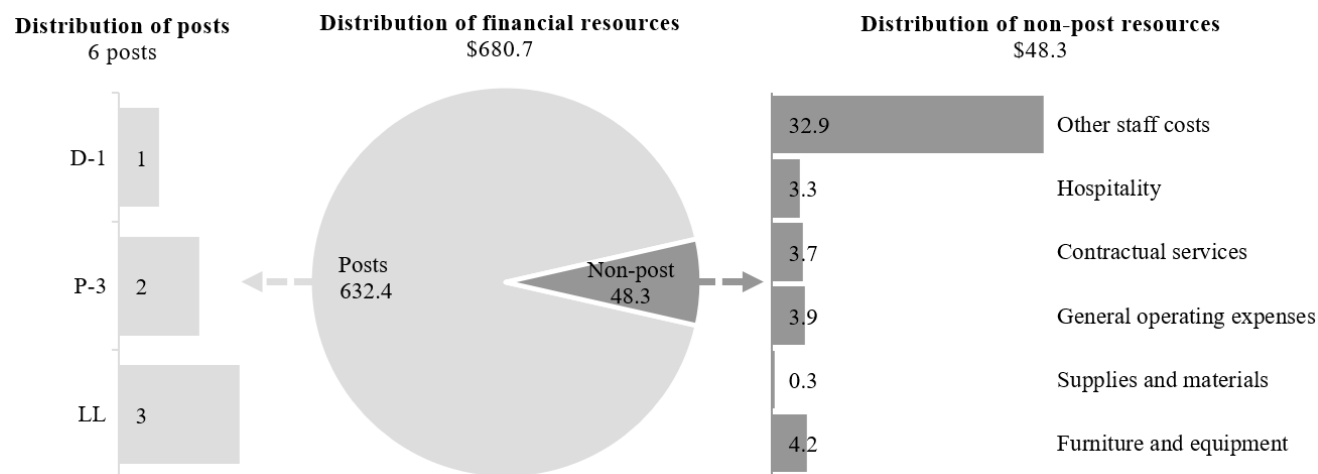
**Table 15.17
Policymaking organs: evolution of financial resources**

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Posts	575.4	632.4	–	–	–	–	–	632.4	
Non-post	17.2	48.3	–	–	–	–	–	48.3	
Total	592.6	680.7	–	–	–	–	–	680.7	
Post resources by category									
Professional and higher		3	–	–	–	–	–	3	
General Service and related		3	–	–	–	–	–	3	
Total		6	–	–	–	–	–	6	

Figure 15.XIV
Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Executive direction and management

15.85 The executive direction and management component comprises the Office of the Executive Director, the Office of the Deputy Executive Director, the Office of the Chief of Staff, liaison offices in New York, Brussels and Geneva, the Governing Bodies Secretariat, the Legal Unit, and the Independent Evaluation Unit. The Executive Director is also supported by the Office of the Principal Adviser, which undertakes special assignments.

15.86 The main responsibilities of the executive direction and management component include:

- (a) To provide overall direction, translating the vision of the Executive Director and the guidance from the Executive Board into the Programme's work priorities;
- (b) To foster relationships with Member States and keep abreast of the needs of the Executive Board, the Committee of Permanent Representatives, the UN-Habitat Assembly and stakeholders affiliated with the Economic and Social Council;
- (c) To coordinate the planning and ensure the implementation of the UN-Habitat strategic plan by ensuring the overall effectiveness of the Programme's organizational structure. It provides direction and alignment through the Executive Committee, which is chaired by the Executive Director, whom it assists in providing policy direction in order to ensure the effectiveness of the Programme;
- (d) To contribute, in close cooperation with other United Nations agencies, to discussions on, and the implementation of, United Nations reforms, in particular in relation to improving system-wide coherence in United Nations development work, with a special focus on sustainable urbanization;
- (e) To foster the mainstreaming of gender and disability inclusion into the four subprogrammes of UN-Habitat.

15.87 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UN-Habitat is integrating environmental management practices into its operations. UN-Habitat will continue to incrementally improve the environmental management performance of its operations and facilities management in a number of

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ways, including, but not limited to, through increased use of virtual meetings and consolidation of office space at its headquarters and in field locations. Furthermore, UN-Habitat will gradually enhance the environmental management performance of its facilities through interior design strategies, including by using sustainable materials, energy-efficient lighting, fixtures and natural lighting solutions, and natural ventilation, as well as flexible and adaptive spaces. In 2023, in partnership with the Secretariat and in accordance with the United Nations Framework Convention on Climate Change, UN-Habitat completed the offset of its greenhouse gas emissions for 2022.

- 15.88 Information on the timely submission of parliamentary documentation and advance booking for air travel is reflected in table 15.18. In 2024, UN-Habitat is maintaining centralized monitoring and oversight of the timely purchase of air tickets, with exceptions requiring approval from the Office of the Executive Director.

Table 15.18
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	95	97	73	100	100
Air tickets purchased at least two weeks before the commencement of travel	36	34	58	100	100

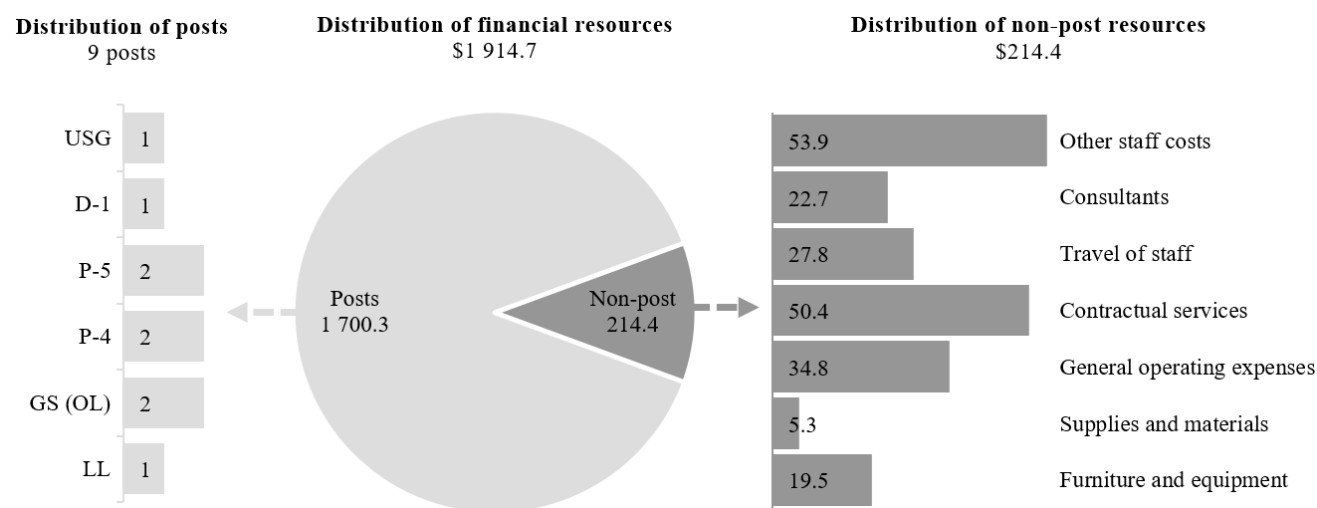
- 15.89 The proposed regular budget resources for 2025 amount to \$1,914,700, reflecting an increase of \$300 compared with the approved budget for 2024. The proposed change is explained in paragraph 15.82. Additional details on the distribution of the proposed resources for 2025 are reflected in table 15.19 and figure 15.XV.

Table 15.19
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 640.9	1 700.3	–	–	–	–	–	1 700.3	
Non-post	185.2	214.1	–	–	0.3	0.3	–	214.4	
Total	1 826.1	1 914.4	–	–	0.3	0.3	–	1 914.7	
Post resources by category									
Professional and higher		6	–	–	–	–	–	6	
General Service and related		3	–	–	–	–	–	3	
Total		9	–	–	–	–	–	9	

Figure 15.XV
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

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

15.90 The proposed regular budget resources for 2025 amount to \$2,182,600 and reflect an increase of \$65,000 compared with the approved budget for 2024. The proposed change is explained in paragraph 15.82. Additional details on the distribution of the proposed resources for 2025 are reflected in table 15.20 and figure 15.XVI.

Table 15.20

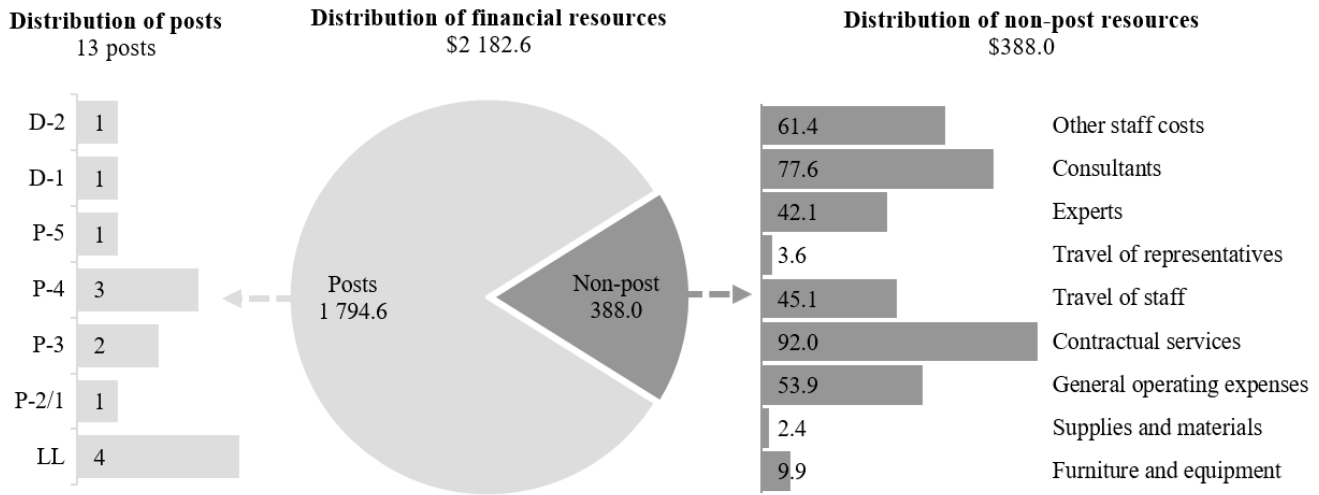
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 850.7	1 794.6	–	–	–	–	–	1 794.6	
Non-post	322.0	323.0	–	62.8	2.2	65.0	20.1	388.0	
Total	2 172.7	2 117.6	–	62.8	2.2	65.0	3.1	2 182.6	
Post resources by category									
Professional and higher		9	–	–	–	–	–	9	
General Service and related		4	–	–	–	–	–	4	
Total		13	–	–	–	–	–	13	

Figure 15.XVI
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 2
Enhanced shared prosperity of cities and regions

15.91 The proposed regular budget resources for 2025 amount to \$2,383,900 and reflect a decrease of \$6,800 compared with the approved budget for 2024. The proposed change is explained in paragraph 15.82. Additional details on the distribution of the proposed resources for 2025 are reflected in table 15.21 and figure 15.XVII.

Table 15.21
Subprogramme 2: evolution of financial and post resources

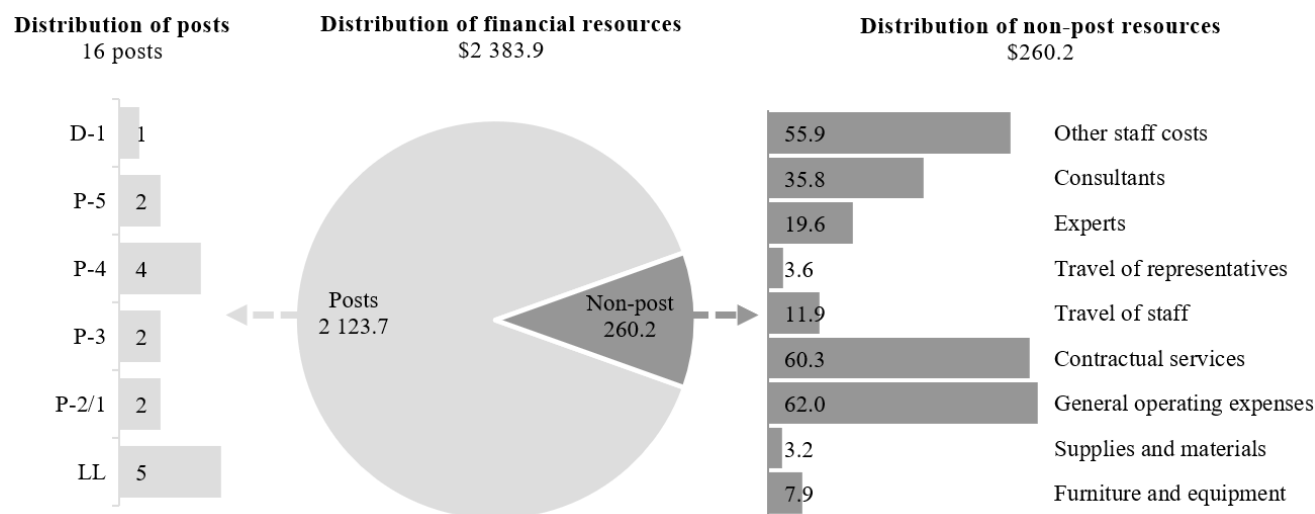
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 148.4	2 123.7	–	–	–	–	2 123.7
Non-post	194.5	267.0	–	–	(6.8)	(6.8)	260.2
Total	2 342.9	2 390.7	–	–	(6.8)	(6.8)	2 383.9
Post resources by category							
Professional and higher		11	–	–	–	–	11
General Service and related		5	–	–	–	–	5
Total		16	–	–	–	–	16

Figure 15.XVII

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Strengthened climate action and improved urban environment**

15.92 The proposed regular budget resources for 2025 amount to \$2,285,200 and reflect a decrease of \$6,000 compared with the approved budget for 2024. The proposed change is explained in paragraph 15.82. Additional details on the distribution of the proposed resources for 2025 are reflected in table 15.22 and figure 15.XVIII.

Table 15.22

Subprogramme 3: evolution of financial and post resources

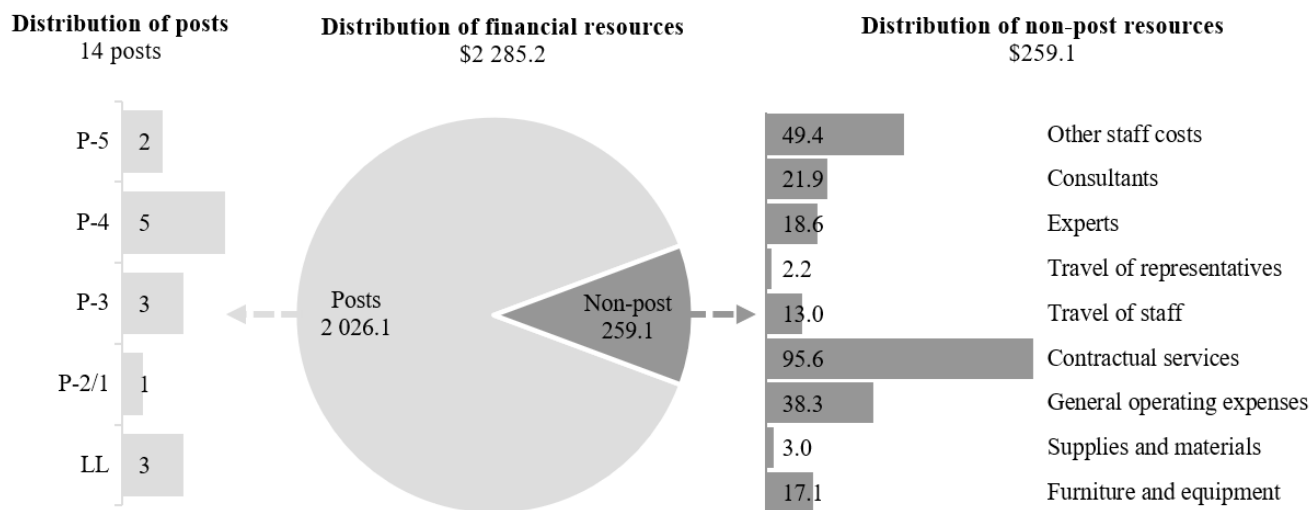
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 887.2	2 026.1	–	–	–	–	2 026.1
Non-post	158.3	265.1	–	–	(6.0)	(6.0)	259.1
Total	2 045.5	2 291.2	–	–	(6.0)	(6.0)	(0.3)
Post resources by category							
Professional and higher		11	–	–	–	–	11
General Service and related		3	–	–	–	–	3
Total		14	–	–	–	–	14

Figure 15.XVIII

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Effective urban crisis prevention and response**

15.93 The proposed regular budget resources for 2025 amount to \$2,355,900 and reflect an increase of \$9,300 compared with the approved budget for 2024. The proposed change is explained in paragraph 15.82. Additional details on the distribution of the proposed resources for 2025 are reflected in table 15.23 and figure 15.XIX.

Table 15.23

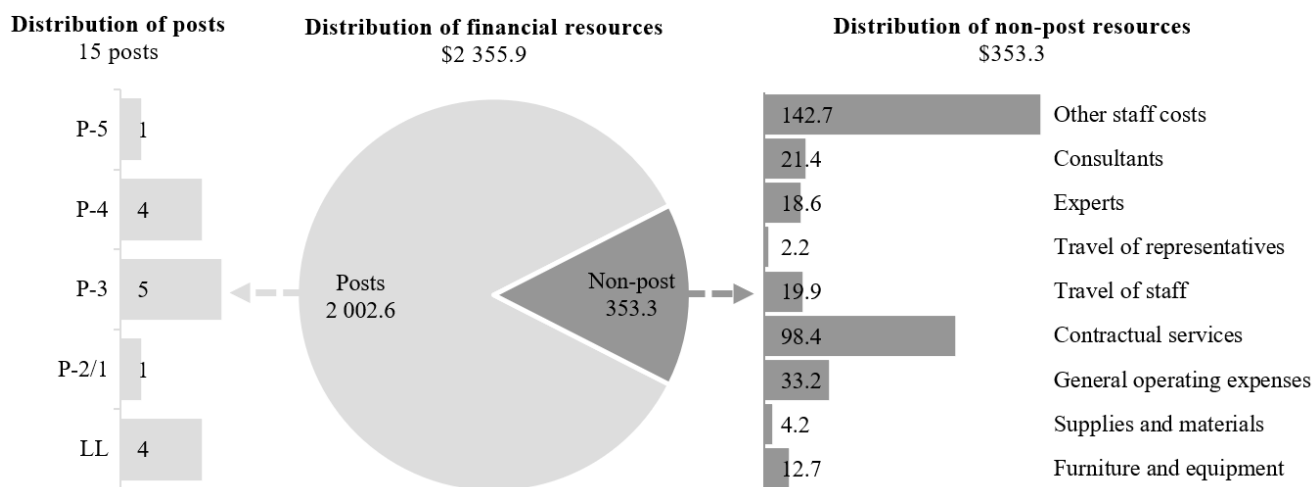
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 891.7	2 002.6	–	–	–	–	–	–	2 002.6
Non-post	143.0	344.0	–	–	9.3	9.3	2.7	–	353.3
Total	2 034.7	2 346.6	–	–	9.3	9.3	0.4	–	2 355.9
Post resources by category									
Professional and higher		11	–	–	–	–	–	–	11
General Service and related		4	–	–	–	–	–	–	4
Total		15	–	–	–	–	–	–	15

Figure 15.XIX
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

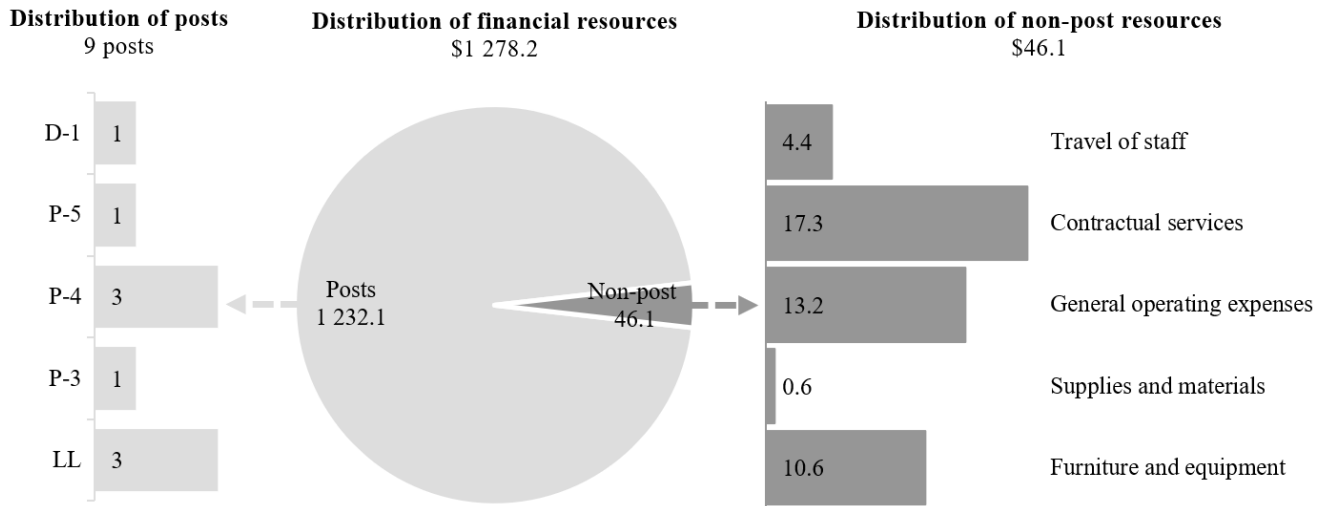
- 15.94 The programme support component comprises the Management Advisory and Compliance Service of UN-Habitat.
- 15.95 The main responsibilities of the programme support component include human resources management, budget and finance, information and communications technologies, and the oversight and internal controls and the operations support functions.
- 15.96 The proposed regular budget resources for 2025 amount to \$1,278,200 and reflect an increase of \$1,000 compared with the approved budget for 2024. The proposed change is explained in paragraph 15.82. Additional details on the distribution of the proposed resources for 2025 are reflected in table 15.24 and figure 15.XX.

Table 15.24
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

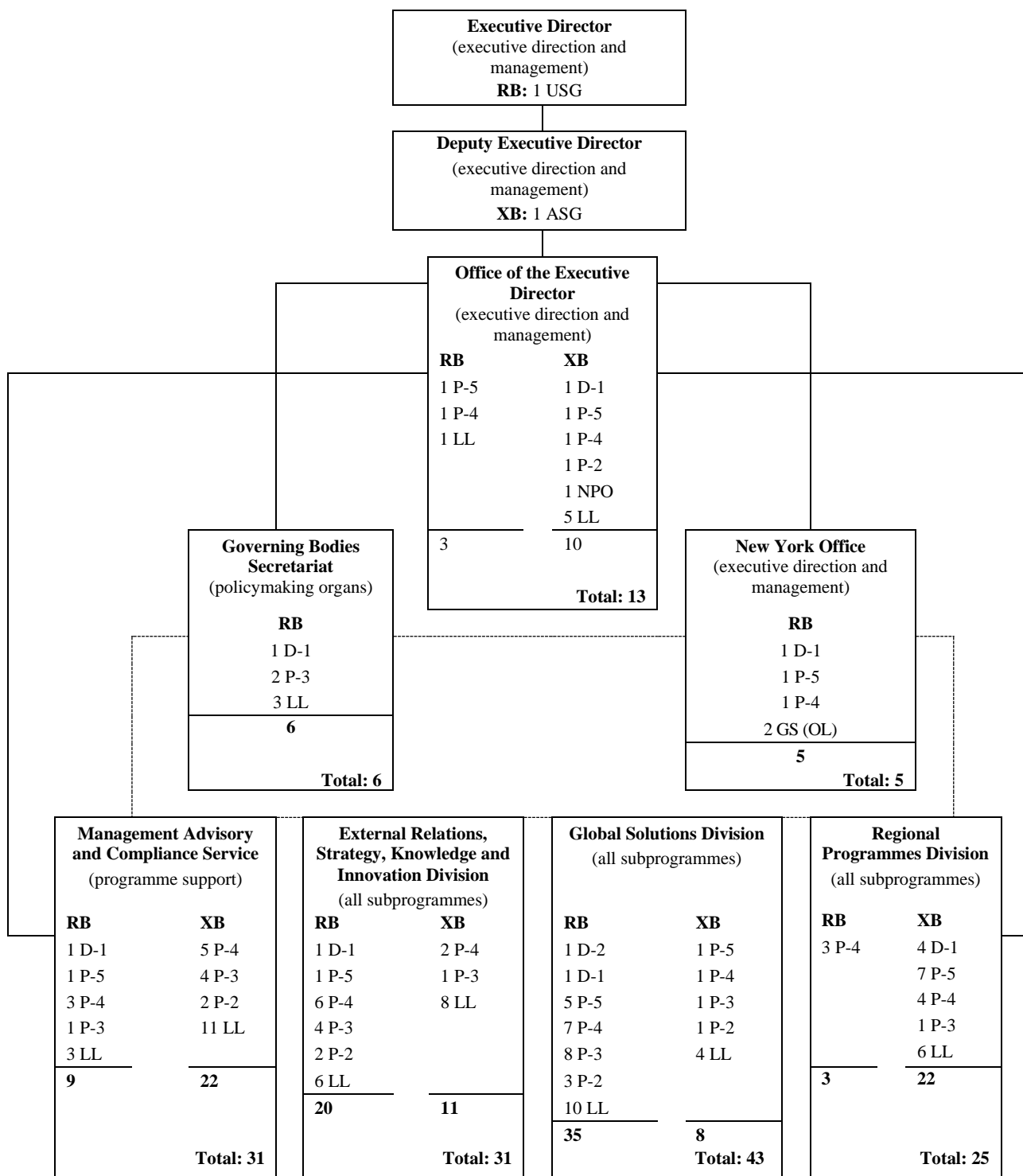
	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 298.5	1 232.1	–	–	–	–	–	1 232.1
Non-post	52.6	45.1	–	–	1.0	1.0	2.2	46.1
Total	1 351.1	1 277.2	–	–	1.0	1.0	0.1	1 278.2
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		9	–	–	–	–	–	9

Figure 15.XX
Programme support: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2025



Abbreviations: ASG, Assistant Secretary-General; GS (OL); General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part IV

International cooperation for development

Section 16

International drug control, crime and terrorism prevention and criminal justice

Programme 13

International drug control, crime and terrorism prevention and criminal justice

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 16.1 The United Nations Office on Drugs and Crime (UNODC) is responsible for supporting Member States in making the world safer from drugs, crime, corruption and terrorism, with a view to promoting security and justice for all. The mandate derives from the priorities established in relevant United Nations conventions and General Assembly resolutions, including Assembly resolutions [45/179](#), [46/152](#) and [46/185 C](#). The work of the Office is grounded in a series of conventions and other international instruments for which the Office acts as guardian and advocate. They include the three international drug control conventions, the United Nations Convention against Corruption, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the 19 international conventions and protocols against terrorism and the United Nations standards and norms in crime prevention and criminal justice. The thematic focus areas of the Office include addressing and countering the world drug problem, preventing and countering transnational organized crime, preventing and countering corruption and economic crime, preventing and countering terrorism and crime prevention and criminal justice reform. UNODC support to Member States is undertaken by facilitating multilateral cooperation and partnerships, by delivering technical assistance, by expanding the evidence base and by developing the capacity of Governments to formulate and implement coherent policies to address these issues.

Strategy and external factors for 2025

- 16.2 As a United Nations entity whose mandate contributes to the three pillars of the United Nations, the Office supports Member States through three broad, interconnected and mutually supportive work streams:
- (a) Normative work, including policy, advocacy and legislative assistance to promote the ratification and implementation of the relevant international treaties and the provision of secretariat and substantive services to the treaty-based, governing and other Member State-driven bodies that help identify priorities, challenges, responses and commitments in relevant mandate areas relating to drugs, crime, corruption and terrorism;
 - (b) Research and policy support work to expand the evidence base and inform policymaking processes at the national, regional and global levels, through increased knowledge and understanding of drug and crime issues;
 - (c) Technical cooperation to enhance the capacity of Member States and other stakeholders to prevent and counter illicit drugs, crime, corruption, and terrorism at the local, national, regional and global levels through the Office's specialized assistance, expertise and extensive field presence.
- 16.3 In 2025, the work of the Office will continue to be guided by the UNODC Strategy 2021–2025, to help Member States identify solutions to respond to drug and crime challenges while addressing their interrelationship, strengthening good governance and building inclusive, equitable and resilient societies. UNODC will continue to make use of its strong field presence and thematic expertise to deepen cross-sectoral partnerships, promote cross-border cooperation and ensure systematic coordination across its mandates. The implementation of specific thematic and geographic strategies will guide the Office in better supporting Member States in addressing distinct priority emerging threats. Moreover, the Office will strengthen its capacity in cross-cutting areas, including promoting human rights, mainstreaming a gender perspective and empowering youth, in all its work.

- 16.4 With regard to cooperation with other entities, UNODC will continue to work closely with a large number of international and regional organizations and promote systematic South-South cooperation, enabling information exchange and expertise between countries that share similar challenges. Moreover, the Office will facilitate multi-stakeholder engagement in partnerships with civil society across all UNODC workstreams. Within these partnerships, particularly with academia, UNODC will promote an evidence-based analysis and understanding of the nature of the challenges faced by Member States and design coherent programmes and policies to make progress towards the implementation of the 2030 Agenda.
- 16.5 With regard to inter-agency coordination and liaison, UNODC will continue to coordinate and participate in all relevant groups linked to its mandate areas. It will continue to jointly implement projects on women's empowerment (United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)); drug prevention, treatment and rehabilitation (World Health Organization (WHO)); corruption (United Nations Development Programme); terrorism prevention (Office of Counter-Terrorism of the Secretariat); access to justice for children (United Nations Children's Fund (UNICEF)); and measuring illicit financial flows (United Nations Conference on Trade and Development). The Office also remains an active co-sponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS).
- 16.6 With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Member States recognize in their policies, programmes and budgets, that challenges related to security, justice, governance, and the rule of law must be addressed as part of an integrated effort to implement the 2030 Agenda;
 - (b) The United Nations system and other multilateral organizations highlight the importance of addressing issues under the UNODC mandate, to contribute to the implementation of the 2030 Agenda and other multilateral commitments in a holistic manner;
 - (c) Member States share real-time, statistical and operational data with the UNODC Research and Trend Analysis Branch and with their counterparts across borders;
 - (d) Extrabudgetary resources, including general-purpose funding for core functions, continue to be available.
- 16.7 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It will do so through the United Nations Office at Vienna/UNODC Strategy and Action Plan for Gender Equality and the Empowerment of Women (2022–2026), which continues to guide the Office's support to Member States. The Office will work with Member States to integrate a gender perspective throughout UNODC mandate areas and will support women's inclusion at the decision-making levels in all its programmatic work and promote the collection of sex-disaggregated data.
- 16.8 In line with the United Nations Disability Inclusion Strategy, the Office will continue to promote the inclusion of persons with disabilities throughout its work. Building upon lessons learned from previous action plans, the third iteration of the disability inclusion action plan (2025–2026) will be implemented. In 2025, UNODC will strengthen the twin-track approach on disability inclusion in technical assistance provided to Member States. Moreover, the Office will ensure that disability inclusion is mainstreamed in all UNODC evaluations.

Legislative mandates

- 16.9 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

Conventions and protocols

- Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
- Convention on Psychotropic Substances of 1971
- United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
- United Nations Convention against Transnational Organized Crime and the Protocols thereto
- Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime
- Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
- Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
- United Nations Convention against Corruption

General Assembly resolutions

S-20/2	Political Declaration	69/237	Building capacity for the evaluation of development activities at the country level
S-20/4	Measures to enhance international cooperation to counter the world drug problem	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
34/180	Convention on the Elimination of All Forms of Discrimination against Women	70/182	International cooperation against the world drug problem
44/25	Convention on the Rights of the Child	70/177; 72/194	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
45/179	Enhancement of the United Nations structure for drug abuse control	71/256	New Urban Agenda
46/104	United Nations International Drug Control Programme	72/197	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues
48/12	Measures to strengthen international cooperation against the illicit production, sale, demand, traffic and distribution of narcotic drugs and psychotropic substances and related activities		
48/104	Declaration on the Elimination of Violence against Women		
49/168; 52/92	International action to combat drug abuse and illicit production and trafficking	73/164; 74/164	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief
59/162	Follow-up on strengthening the systems of control over chemical precursors and preventing their diversion and trafficking	73/183	Enhancing the role of the Commission on Crime Prevention and Criminal Justice in contributing to the implementation of the 2030 Agenda for Sustainable Development
66/177	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities	73/185	The rule of law, crime prevention and criminal justice in the context of the Sustainable Development Goals
66/180; 68/186	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking	74/143	Torture and other cruel, inhuman or degrading treatment or punishment
67/186	Strengthening the rule of law and the reform of criminal justice institutions, particularly in the areas related to the United Nations system-wide approach to fighting transnational organized crime and drug trafficking	74/175; 78/226	Technical assistance provided by the United Nations Office on Drugs and Crime related to counter-terrorism

Part IV International cooperation for development

74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	76/188	International cooperation to address and counter the world drug problem
75/90	The situation in Afghanistan	76/270	Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union
75/158; 77/194	Trafficking in women and girls	77/20	Cooperation between the United Nations and the International Criminal Police Organization (INTERPOL)
75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	77/219	Human rights in the administration of justice
75/311	Tackling illicit trafficking in wildlife	78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
76/137	Policies and programmes involving youth	78/223	Follow-up to the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice
76/140; 78/181	Improvement of the situation of women and girls in rural areas		
76/141	Violence against women migrant workers		
76/146; 78/188	The girl child		
76/147	Rights of the child		
76/181	Fourteenth United Nations Congress on Crime Prevention and Criminal Justice		

Economic and Social Council resolutions and decisions

1946/9 (I)	Commission on Narcotic Drugs	2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice
1985/11	Cooperation for the control of illicit drug trafficking and drug abuse in the African region	2008/23	Protection against trafficking in cultural property
1987/34	Meeting of Heads of National Drug Law Enforcement Agencies, Latin America and Caribbean Region	2009/25	Improving the collection, reporting and analysis of data to enhance knowledge of trends in specific areas of crime
1991/38	Terms of reference of the Commission on Narcotic Drugs	2010/19	Crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
1993/40	Implementation of measures to prevent the diversion of precursor and essential chemicals to the illicit manufacture of narcotic drugs and psychotropic substances	2010/20; 2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
1997/41	Implementation of comprehensive measures to counter the illicit manufacture, trafficking and abuse of amphetamine-type substances and their precursors	2011/36; 2013/40	Crime prevention and criminal justice responses against illicit trafficking in endangered species of wild fauna and flora
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations	2012/19	Strengthening international cooperation in combating transnational organized crime in all its forms and manifestations
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs	2013/39	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2005/14	Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988	2013/42	United Nations Guiding Principles on Alternative Development
2006/23; 2007/22	Strengthening basic principles of judicial conduct	2019/23	Combating transnational organized crime and its links to illicit trafficking in precious metals and illegal mining, including by enhancing the security of supply chains of precious metals
		2021/7	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

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2022/14	Strengthening national and international efforts, including with the private sector, to protect children from sexual exploitation and abuse	Decisions 2022/316	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice	Decision 2022/317	Organization of the thematic discussions at future sessions of the Commission on Crime Prevention and Criminal Justice

Security Council resolutions

2370 (2017)	2482 (2019)
2462 (2019)	

Commission on Crime Prevention and Criminal Justice resolutions

21/3	Strengthening international cooperation to address the links that in some cases may exist between transnational organized criminal activities and terrorist activities	27/5 30/3	International cooperation against trafficking in cultural property Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
24/2	Strengthening crime prevention and criminal justice responses with respect to trafficking in cultural property and other related offences		

Commission on Narcotic Drugs resolutions

44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed	56/4	Enhancing international cooperation in the identification and reporting of new psychoactive substances
49/3	Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs	56/8	Promoting initiatives for the safe, secure and appropriate return for disposal of prescription drugs, in particular those containing narcotic drugs and psychotropic substances under international control
50/11	International cooperation in preventing the illegal distribution of internationally controlled licit substances via the Internet	56/10	Tools to improve data collection to monitor and evaluate the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
51/14	Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS		
53/11	Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists	56/13	Precursors: raising awareness on the diversion in international trade of non-scheduled substances for use as alternatives to scheduled substances in the illicit manufacture of narcotic drugs and psychotropic substances
54/3	Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes	57/9	Enhancing international cooperation in the identification and reporting of new psychoactive substances and incidents involving such substances
54/8	Strengthening international cooperation and regulatory and institutional frameworks for the control of precursor chemicals used in the illicit manufacture of synthetic drugs	58/5	Supporting the collaboration of public health and justice authorities in pursuing alternative measures to conviction or punishment for appropriate drug-related offences of a minor nature
54/11	Improving the participatory role of civil society in addressing the world drug problem		
55/1	Promoting international cooperation in responding to the challenges posed by new psychoactive substances		

Part IV International cooperation for development

58/6	Strengthening international cooperation in preventing and combating illicit financial flows linked to drug trafficking, from the anti-money-laundering perspective	61/8	Enhancing and strengthening international and regional cooperation and domestic efforts to address the international threats posed by the non-medical use of synthetic opioids
58/7	Strengthening cooperation with the scientific community, including academia, and promoting scientific research in drug demand and supply reduction policies in order to find effective solutions to various aspects of the world drug problem	61/9	Protecting children from the illicit drug challenge
		62/2	Enhancing detection and identification capacity for synthetic drugs for non-medical use by increasing international collaboration
58/10	Promoting the use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances	62/3; 63/5	Promoting alternative development as a development-oriented drug control strategy
		62/4	Advancing effective and innovative approaches, through national, regional and international action, to address the multifaceted challenges posed by the non-medical use of synthetic drugs, particularly synthetic opioids
58/11	Promoting international cooperation in responding to new psychoactive substances and amphetamine-type stimulants, including methamphetamine		
59/5	Mainstreaming a gender perspective in drug-related policies and programmes	62/5	Enhancing the capacity of Member States to adequately estimate and assess the need for internationally controlled substances for medical and scientific purposes
59/7	Promotion of proportionate sentencing for drug-related offences of an appropriate nature in implementing drug control policies		
59/8	Promotion of measures to target new psychoactive substances and amphetamine-type stimulants	63/1	Promoting efforts by Member States to address and counter the world drug problem, in particular supply reduction-related measures, through effective partnerships with private sector entities
60/4	Preventing and responding to the adverse health consequences and risks associated with the use of new psychoactive substances	63/2	Promoting and improving the collection and analysis of reliable and comparable data to strengthen balanced, integrated, comprehensive, multidisciplinary and scientific evidence-based responses to the world drug problem
60/5	Increasing international coordination relating to precursors and non-scheduled precursor chemicals used in the illicit manufacture of narcotic drugs and psychotropic substances	64/7	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
60/6	Intensifying coordination and cooperation among United Nations entities and relevant domestic sectors, including the health, education and criminal justice sectors, to address and counter the world drug problem		
60/9	Enhancing the capacity of law enforcement, border control and other relevant agencies to counter illicit drug trafficking through training	65/2	Strengthening international cooperation to address the links between illicit drug trafficking and illicit firearms trafficking
61/5	Promoting the implementation of the electronic International Import and Export Authorization System for licit trade in narcotic drugs and psychotropic substances	65/3	Intensifying efforts to address the diversion of non-scheduled chemicals frequently used in the illicit manufacture of drugs and the proliferation of designer precursors
		66/1	Preparations for the midterm review to be held during the sixty-seventh session of the Commission on Narcotic Drugs, in 2024

**Subprogramme 1
Countering transnational organized crime***General Assembly resolutions*

64/293	United Nations Global Plan of Action to Combat Trafficking in Persons	73/189; 77/236	Strengthening and promoting effective measures and international cooperation on organ donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs
71/1	New York Declaration for Refugees and Migrants		

Section 16 International drug control, crime and terrorism prevention and criminal justice

74/173	Promoting technical assistance and capacity-building to strengthen national measures and international cooperation to combat cybercrime, including information-sharing	76/32; 77/80	Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them
74/176; 76/186; 78/228	Improving the coordination of efforts against trafficking in persons	76/72; 77/248	Oceans and the law of the sea
74/247; 75/282	Countering the use of information and communications technologies for criminal purposes	76/185	Preventing and combating crimes that affect the environment
76/7	2021 Political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons	76/196; 77/154	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
		76/232; 77/71	The illicit trade in small arms and light weapons in all its aspects
		76/266	Progress Declaration of the International Migration Review Forum

Security Council resolutions

2117 (2013)	2338 (2017)
2220 (2015)	2551 (2020)
2331 (2016)	2616 (2021)

Commission on Crime Prevention and Criminal Justice resolutions

20/4	Promoting further cooperation in countering transnational organized crime	28/2	Countering the smuggling of commercial goods in cases falling within the scope of the United Nations Convention against Transnational Organized Crime
25/1	Preventing and combating trafficking in human organs and trafficking in persons for the purpose of organ removal	28/3	Strengthening regional and international cooperation in crime prevention and criminal justice responses to illicit trafficking in wildlife
27/2	Preventing and combating trafficking in persons facilitated by the criminal misuse of information and communications technologies	30/1	Strengthening international cooperation in addressing the smuggling of migrants
27/3	Improving the protection of children against trafficking in persons, including by addressing the criminal misuse of information and communications technologies	31/1	Strengthening the international legal framework for international cooperation to prevent and combat illicit trafficking in wildlife
27/4	Strengthening measures against trafficking in persons	32/1	Taking action against trafficking in persons in business operations, public procurement and supply chains for goods and services

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

5/4	Illicit manufacturing of and trafficking in firearms, their parts and components and ammunition	7/2	Importance of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
9/3; 11/1	Implementation of the provisions on international cooperation of the United Nations Convention against Transnational Organized Crime	8/1	Enhancing the effectiveness of central authorities in international cooperation in criminal matters to counter transnational organized crime
6/2	Promoting accession to and implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime	9/1	Establishment of the Mechanism for the Review of the Implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
7/1	Strengthening the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto		

Part IV International cooperation for development

9/2	Enhancing and ensuring effective implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime	10/6	Preventing and combating crimes that affect the environment falling within the scope of the United Nations Convention against Transnational Organized Crime
		11/2	Implementation of the provisions on technical assistance of the United Nations Convention against Transnational Organized Crime
10/1	Launch of the review process of the Mechanism for the Review of the Implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto	11/3	Outcomes of the joint thematic discussion of the Working Group of Government Experts on Technical Assistance and the Working Group on International Cooperation on the application of the United Nations Convention against Transnational Organized Crime for preventing and combating transnational organized crimes that affect the environment
10/2	Strengthening international cooperation against the illicit manufacturing of and trafficking in firearms, their parts and components and ammunition		
10/3; 11/5	Effective implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime	11/4	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking in any situations, including in the context of all armed conflicts and natural disasters
10/4	Celebrating the twentieth anniversary of the adoption of the United Nations Convention against Transnational Organized Crime and promoting its effective implementation	11/6	Strengthening international cooperation to prevent, combat and eradicate the illicit manufacturing of and trafficking in firearms, their parts and components and ammunition
10/5	Preventing and combating the manufacturing of and trafficking in falsified medical products as forms of transnational organized crime		

Subprogramme 2**A comprehensive and balanced approach to counter the world drug problem***General Assembly resolutions*

S-20/3	Declaration on the Guiding Principles of Drug Demand Reduction	73/2	Political declaration of the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases
S-26/2	Declaration of Commitment on HIV/AIDS		
S-30/1	Our joint commitment to effectively addressing and countering the world drug problem	73/144; 74/124	Follow-up to the twentieth anniversary of the International Year of the Family and beyond
60/262	Political Declaration on HIV/AIDS	74/20	Global health and foreign policy: an inclusive approach to strengthening health systems
65/277	Political Declaration on HIV and AIDS: Intensifying Our Efforts to Eliminate HIV and AIDS	75/284	Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to End AIDS by 2030
70/266	Political Declaration on HIV and AIDS: On the Fast Track to Accelerating the Fight against HIV and to Ending the AIDS Epidemic by 2030	77/238	Addressing and countering the world drug problem through a comprehensive, integrated and balanced approach

Economic and Social Council resolutions and decisions

2003/32	Training in precursor control, countering money-laundering and drug abuse prevention	2005/28	Frequency of meetings of Heads of National Drug Law Enforcement Agencies, Europe
2003/36	Establishment of national networks to counter money-laundering in the framework of national and international drug control plans	2007/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
2004/35	Combating the spread of HIV/AIDS in criminal justice pretrial and correctional facilities	2013/11; 2015/2	Joint United Nations Programme on HIV/AIDS (UNAIDS)

Decision 2009/250 Proposed amendment to the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol

Commission on Narcotic Drugs resolutions and decisions

49/4	Responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users	62/6	Promoting measures to prevent transmission of HIV attributable to drug use among women and for women who are exposed to risk factors associated with drug use, including by improving access to post-exposure prophylaxis
58/4	Promoting the implementation of the United Nations Guiding Principles on Alternative Development	62/7	Promoting measures to prevent and treat viral hepatitis C attributable to drug use
61/2	Strengthening efforts to prevent drug abuse in educational settings	63/4	Promoting the involvement of youth in drug prevention efforts
61/4	Promoting measures for the prevention of mother-to-child transmission of HIV, hepatitis B and C and syphilis among women who use drugs	64/3	Promoting scientific evidence-based, quality, affordable and comprehensive drug prevention, treatment, sustained recovery and related support services
61/6	Promoting the implementation of the United Nations Guiding Principles on Alternative Development and related commitments on alternative development and regional, interregional and international cooperation on development-oriented, balanced drug control policy addressing socioeconomic issues	64/5	Facilitating access to comprehensive, scientific evidence-based drug demand reduction services and related measures, including for people impacted by social marginalization
61/7	Addressing the specific needs of vulnerable members of society in response to the world drug problem	65/1	Promoting alternative development as a development-oriented drug control strategy, taking into account measures to protect the environment
61/11	Promoting non-stigmatizing attitudes to ensure the availability of access to and delivery of health, care and social services for drug users	65/4	Promoting comprehensive and scientific evidence-based early prevention
		66/4	Promoting alternative development as a development-oriented drug control strategy that is sustainable and inclusive

Commission on Narcotic Drugs statements and declarations

Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem

Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem

Joint Ministerial Statement of the 2014 high-level review by the Commission on Narcotic Drugs of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem

Commission on Crime Prevention and Criminal Justice resolutions

26/2 Ensuring access to measures for the prevention of mother-to-child transmission of HIV in prisons

**Subprogramme 3
Countering corruption**

General Assembly resolutions

S-32/1	Our common commitment to effectively addressing challenges and implementing measures to prevent and combat corruption and strengthen international cooperation	75/194; 77/235	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
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Conference of the States Parties to the United Nations Convention against Corruption resolutions and decisions

1/1; 2/1	Review of implementation	8/1	Strengthening of international cooperation on asset recovery and of the administration of frozen, seized and confiscated assets
1/4	Establishment of an intergovernmental working group on asset recovery		
1/5	Technical assistance	8/3	Promoting integrity in the public sector among States parties to the United Nations Convention against Corruption
2/3; 3/3	Asset recovery		
3/1	Review mechanism	8/4	Safeguarding sport from corruption
4/1	Mechanism for the Review of Implementation of the United Nations Convention against Corruption	8/5	Enhancing integrity by raising public awareness
4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation	8/6	Implementation of international obligations to prevent and combat bribery as defined under the United Nations Convention against Corruption
4/4	International cooperation in asset recovery	8/7	Enhancing the effectiveness of anti-corruption bodies in fighting corruption
4/6	Non-governmental organizations and the Mechanism for the Review of Implementation of the United Nations Convention against Corruption	8/8; 9/6; 10/3	Follow-up to the Marrakech declaration on the prevention of corruption
5/6	Private sector	8/9	Strengthening asset recovery to support the 2030 Agenda for Sustainable Development
6/1	Continuation of the review of implementation of the United Nations Convention against Corruption	8/10	Measurement of corruption
6/2	Facilitating international cooperation in asset recovery and the return of proceeds of crime	8/12	Preventing and combating corruption as it relates to crimes that have an impact on the environment
6/3	Fostering effective asset recovery	8/13	Abu Dhabi declaration on enhancing collaboration between the supreme audit institutions and anti-corruption bodies to more effectively prevent and fight corruption
6/5	St. Petersburg statement on promoting public-private partnership in the prevention of and fight against corruption		
6/10	Education and training in the context of anti-corruption	8/14	Promoting good practices in relation to the role of national parliaments and other legislative bodies in preventing and combating corruption in all its forms
7/1	Strengthening mutual legal assistance for international cooperation and asset recovery	9/1	Sharm el-Sheikh declaration on strengthening international cooperation in the prevention of and fight against corruption during times of emergencies and crisis response and recovery
7/2	Preventing and combating corruption in all its forms more effectively, including, among others, when it involves vast quantities of assets, based on a comprehensive and multidisciplinary approach, in accordance with the United Nations Convention against Corruption	9/2	Our common commitment to effectively addressing challenges and implementing measures to prevent and combat corruption and strengthening international cooperation: follow-up to the special session of the General Assembly against corruption
7/3	Promoting technical assistance to support the effective implementation of the United Nations Convention against Corruption		
7/4	Enhancing synergies between relevant multilateral organizations responsible for review mechanisms in the field of anti-corruption	9/3	Follow-up to the Abu Dhabi declaration on enhancing collaboration between the supreme audit institutions and anti-corruption bodies to more effectively prevent and fight corruption, and the use of information and communications technologies
7/5	Promoting preventive measures against corruption		
7/7; 8/11	Strengthening the implementation of the United Nations Convention against Corruption in small island developing States	9/4	Strengthening the implementation of the United Nations Convention against Corruption at regional levels
7/8	Corruption in sport	9/5	Enhancing international anti-corruption law enforcement cooperation

Section 16 International drug control, crime and terrorism prevention and criminal justice

9/7	Enhancing the use of beneficial ownership information to facilitate the identification, recovery and return of proceeds of crime	10/9	Promoting transparency and integrity in public procurement in support of the 2030 Agenda for Sustainable Development
9/8	Promoting anti-corruption education, awareness-raising and training	10/10	Addressing the societal impacts of corruption
10/1	Atlanta 2023: promoting integrity, accountability and transparency in the fight against corruption	10/11	Follow-up to the Sharm el-Sheikh declaration on strengthening international cooperation in the prevention of and fight against corruption during times of emergencies and crisis response and recovery
10/2	Strengthening the implementation of the United Nations Convention against Corruption in small island developing States	10/12	Providing incentives for the private sector to adopt integrity measures to prevent and combat corruption
10/4	Methodologies and indicators for measuring corruption and the effectiveness of anti-corruption frameworks	Decision 7/1	Work of the subsidiary bodies established by the Conference
10/5	Measures to address corruption involving organized criminal groups	Decision 8/1	Extension of the second cycle of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption
10/6	Enhancing the use of beneficial ownership information to strengthen asset recovery		
10/7	Promoting international cooperation in civil and administrative proceedings related to corruption as provided in the United Nations Convention against Corruption	Decision 10/2	Further extension of the second cycle of the Mechanism for the Review of Implementation of the United Nations Convention against Corruption
10/8	Protection of reporting persons		

**Subprogramme 4
Terrorism prevention***Conventions and protocols*

- Convention on Offences and Certain Other Acts Committed on Board Aircraft of 1963 as amended by the Protocol of 2014
- Convention for the Suppression of Unlawful Seizure of Aircraft of 1970 as supplemented by the Protocol of 2010
- Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation of 1971 as supplemented by the Protocol for the Suppression of Unlawful Acts of Violence at Airports Serving International Civil Aviation of 1988
- Convention on the Prevention and Punishment of Crimes against Internationally Protected Persons, including Diplomatic Agents, of 1973
- International Convention against the Taking of Hostages of 1979
- Convention on the Physical Protection of Nuclear Material of 1980 and its Amendment of 2005
- Convention for the Suppression of Unlawful Acts against the Safety of Maritime Navigation of 1988 as amended by the Protocol of 2005
- Protocol for the Suppression of Unlawful Acts Against the Safety of Fixed Platforms Located on the Continental Shelf of 1988 as amended by the Protocol of 2005
- Convention on the Marking of Plastic Explosives for the Purpose of Detection of 1991
- International Convention for the Suppression of Terrorist Bombings of 1997
- International Convention for the Suppression of the Financing of Terrorism of 1999
- International Convention for the Suppression of Acts of Nuclear Terrorism of 2005
- Convention on the Suppression of Unlawful Acts Relating to International Civil Aviation of 2010

General Assembly resolutions

58/136; 59/153	Strengthening international cooperation and technical assistance in promoting the implementation of the universal conventions and protocols related to terrorism within the framework of the activities of the Centre for International Crime Prevention	68/178; 70/148 72/284; 75/291; 77/298 77/113; 78/115	Protection of human rights and fundamental freedoms while countering terrorism The United Nations Global Counter-Terrorism Strategy and the reviews thereof Measures to eliminate international terrorism
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Security Council resolutions

1267 (1999)	1624 (2005)
1373 (2001)	2133 (2014)
1540 (2004)	2610 (2021)

**Subprogramme 5
Justice**

General Assembly resolutions

34/169	Code of Conduct for Law Enforcement Officials	57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
40/33	United Nations Standard Minimum Rules for the Administration of Juvenile Justice (the Beijing Rules)	65/228	Strengthening crime prevention and criminal justice responses to violence against women
40/34	Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power	65/229	United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
43/173	Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment	67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
45/110	United Nations Standard Minimum Rules for Non-custodial Measures (the Tokyo Rules)	67/187	United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems
45/111	Basic Principles for the Treatment of Prisoners	68/191; 70/176	Taking action against gender-related killing of women and girls
45/112	United Nations Guidelines for the Prevention of Juvenile Delinquency (the Riyadh Guidelines)	69/194	United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice
45/113	United Nations Rules for the Protection of Juveniles Deprived of their Liberty	70/175	United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
45/118	Model Treaty on the Transfer of Proceedings in Criminal Matters	72/193	Promoting the practical application of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
45/119	Model Treaty on the Transfer of Supervision of Offenders Conditionally Sentenced or Conditionally Released	74/170; 76/183	Integrating sport into youth crime prevention and criminal justice strategies
46/152	Creation of an effective United Nations crime prevention and criminal justice programme	74/174	Countering child sexual exploitation and sexual abuse online
51/60	United Nations Declaration on Crime and Public Security	76/117; 77/110	The rule of law at the national and international levels
52/86	Crime prevention and criminal justice measures to eliminate violence against women	76/182; 77/232; 78/224	Reducing reoffending through rehabilitation and reintegration
55/59	Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century		
56/261	Plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century		

76/226	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action	77/233	Strengthening national and international efforts, including with the private sector, to protect children from sexual exploitation and abuse
		78/227	Equal access to justice for all

Economic and Social Council resolutions and decisions

1984/47	Procedures for the effective implementation of the Standard Minimum Rules for the Treatment of Prisoners	2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children
1984/50; 1996/15	Safeguards guaranteeing protection of the rights of those facing the death penalty	2005/20	Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime
1989/57; 2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power	2005/21	Strengthening the technical cooperation capacity of the United Nations Crime Prevention and Criminal Justice Programme in the area of the rule of law and criminal justice reform
1989/60	Procedures for the effective implementation of the Basic Principles on the Independence of the Judiciary	2006/20	United Nations standards and norms in crime prevention
1989/61	Guidelines for the effective implementation of the Code of Conduct for Law Enforcement Officials	2006/22	Providing technical assistance for prison reform in Africa and the development of viable alternatives to imprisonment
1989/64	Implementation of the safeguards guaranteeing protection of the rights of those facing the death penalty	2006/25	Strengthening the rule of law and the reform of criminal justice institutions, including in post-conflict reconstruction
1989/65	Effective prevention and investigation of extralegal, arbitrary and summary executions	2006/29	Crime prevention and criminal justice responses to violence against women and girls
1995/9	Guidelines for the prevention of urban crime	2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa
1997/30 ¹ ; 1999/28	Administration of juvenile justice	2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa
1997/31	Victims of crime and abuse of power		
1997/36	International cooperation for the improvement of prison conditions	2008/24	Strengthening prevention of urban crime: an integrated approach
1998/21 ² ; 2004/28	United Nations standards and norms in crime prevention and criminal justice	2009/26	Supporting national and international efforts for child justice reform, in particular through improved coordination in technical assistance
1998/22	Status of foreign citizens in criminal proceedings	2011/33	Prevention, protection and international cooperation against the use of new information technologies to abuse and/or exploit children
1998/23 ³	International cooperation aimed at the reduction of prison overcrowding and the promotion of alternative sentencing	2014/21	Strengthening social policies as a tool for crime prevention
1999/23	Work of the United Nations Crime Prevention and Criminal Justice Programme	2016/17	Restorative justice in criminal matters
1999/25	Effective crime prevention	2016/18	Mainstreaming holistic approaches in youth crime prevention
1999/26	Development and implementation of mediation and restorative justice measures in criminal justice	2017/19	Promoting and encouraging the implementation of alternatives to imprisonment as part of comprehensive crime prevention and criminal justice policies
1999/27 ⁴	Penal reform		
2002/12	Basic principles on the use of restorative justice programmes in criminal matters		
2002/13; 2005/22 ⁵	Action to promote effective crime prevention		

¹ In particular the annex, entitled “Guidelines for Action on Children in the Criminal Justice System”.

² In particular the annex, entitled “Plan of action for the implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power”.

³ In particular the annex, entitled “Kadoma Declaration on Community Service”.

⁴ In particular the annex, entitled “Arusha Declaration on Good Prison Practice”.

⁵ In particular the annex, entitled “Guidelines for the Prevention of Crime”.

Part IV International cooperation for development

Decision 2005/247 Report of the Secretary-General on capital punishment and the safeguards guaranteeing protection of the rights of those facing the death penalty

Commission on Crime Prevention and Criminal Justice resolutions and decisions

17/2	Strengthening the rule of law through improved integrity and capacity of prosecution services	25/2	Promoting legal aid, including through a network of legal aid providers
18/1	Supplementary rules specific to the treatment of women in detention and in custodial and non-custodial settings	27/6 28/1	Restorative justice Strengthening the engagement of all members of society in crime prevention
18/2	Civilian private security services: their role, oversight and contribution to crime prevention and community safety		

**Subprogramme 6
Research, trend analysis and forensics**

General Assembly resolutions

834 (IX) United Nations Narcotics Laboratory 1395 (XIV) Technical assistance in narcotics control

Economic and Social Council resolutions

1988/13 Strengthening of cooperation and coordination in international drug control 2013/37; 2015/24 Improving the quality and availability of statistics on crime and criminal justice for policy development

Commission on Crime Prevention and Criminal Justice resolutions

19/5 International cooperation in the forensic field

Commission on Narcotic Drugs resolutions and decisions

42/3	Monitoring and verification of illicit cultivation	58/9	Promoting the role of drug analysis laboratories worldwide and reaffirming the importance of the quality of the analysis and results of such laboratories
47/5	Illicit drug profiling in international law enforcement: maximizing outcome and improving cooperation	59/3	Promoting informal networking within the scientific community and the sharing of scientific evidence-based findings that may inform policies and practices to address the world drug problem
48/1	Promoting the sharing of information on emerging trends in the abuse of and trafficking in substances not controlled under the international drug control conventions	61/3	Laboratory support for the implementation of the scheduling decisions of the Commission on Narcotic Drugs
50/4	Improving the quality and performance of drug analysis laboratories	66/2	Safe handling and disposal of synthetic drugs, their precursors and other chemicals used in the illicit manufacture of drugs
50/9	Use of drug characterization and chemical profiling in support of drug law enforcement intelligence-gathering and operational work, as well as trend analysis	66/3	Strengthening information-sharing to increase scientific evidence-based support for international scheduling and the effective implementation of international scheduling decisions
52/7	Proposal concerning quality evaluation of the performance of drug analysis laboratories	Decision 63/15	Improved and streamlined annual report questionnaire
54/9	Improving quality and building monitoring capacity for the collection, reporting and analysis of data on the world drug problem and policy responses to it		
56/5	Promoting the sharing of expertise in and knowledge on forensic drug profiling		

**Subprogramme 8
Technical cooperation and field support**

General Assembly resolutions

74/238; 76/220	Operational activities for development of the United Nations system	74/302	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
74/301; 75/322	New Partnership for Africa's Development: progress in implementation and international support	77/237; 78/229	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity

Commission on Narcotic Drugs resolutions

54/7 Paris Pact initiative

**Subprogramme 9, component 1
Provision of secretariat services and substantive support to the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the United Nations Congress on Crime Prevention and Criminal Justice**

General Assembly resolutions

415 (V)	Transfer of functions of the International Penal and Penitentiary Commission	72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council
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Economic and Social Council resolutions

1992/22 Implementation of General Assembly resolution 46/152 concerning operational activities and coordination in the field of crime prevention and criminal justice

Commission on Narcotic Drugs decisions

Decision 60/1 Strengthening the subsidiary bodies of the Commission on Narcotic Drugs

**Subprogramme 9, component 2
Provision of secretariat services and substantive support to the International Narcotics Control Board**

Security Council resolutions

1817 (2008)

Economic and Social Council resolutions

1966/1106 (XL)	Implementation of the Single Convention on Narcotic Drugs, 1961	1992/29	Measures to prevent the diversion of precursor and essential chemicals to the illicit manufacture of narcotic drugs and psychotropic substances
1967/1196 (XLII); 1991/48	Administrative arrangements to ensure the full technical independence of the International Narcotics Control Board	1996/29	Action to strengthen international cooperation to control precursors and their substitutes used in the illicit manufacture of controlled substances, in particular amphetamine-type stimulants, and to prevent their diversion
1973/1775 (LIV)	Keeping in force the administrative arrangements to ensure the full technical independence of the International Narcotics Control Board		

Part IV International cooperation for development

2003/39	Strengthening systems of control over chemical precursors and preventing their diversion and trafficking	2004/38	Follow-up on strengthening the systems of control over chemical precursors and preventing their diversion and trafficking
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Commission on Narcotic Drugs resolutions

50/5	Identifying sources of precursors used in illicit drug manufacture	62/1	Strengthening international cooperation and comprehensive regulatory and institutional frameworks for the control of precursors used in the illicit manufacture of narcotic drugs and psychotropic substances
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse	62/8	

Deliverables

16.10 Table 16.1 lists all cross-cutting deliverables of the programme.

Table 16.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meetings of:				
1. The Fifth Committee	1	1	1	1
2. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
4. On gender equality	1	1	1	1
5. On the independent evaluation function	1	1	1	1
Seminars, workshops and training events (number of days)	7	13	8	15
6. Food-for-thought conferences and side events on gender equality	7	7	8	7
7. Trainings for national counterparts on gender equality	–	4	–	6
8. Side events and conferences on topics related to evaluation	–	2	–	2
Technical materials (number of materials)	20	19	21	22
9. On topics related to gender equality	4	1	5	3
10. On evaluation (independent, joint and system-wide evaluations and synthesis studies)	15	17	15	16
11. On evaluation tools, methodologies and approaches and evaluation capacity development	1	1	1	3
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services in the fields of drug control, crime prevention, anti-corruption, and terrorism prevention and cooperation with Member States, intergovernmental organizations and civil society, as applicable; advocacy of drug control, crime prevention, anti-corruption and terrorism prevention issues with Member States and civil society.				
Databases and substantive digital materials: Unite Evaluations.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: evaluation briefs (approximately 17) and trainings; speaking engagements with internal and external stakeholders, conferences, information dissemination, public awareness and representation of the Secretary-General at international events and forums, as appropriate.

Digital platforms and multimedia content: UNODC website and social media accounts.

Evaluation activities

- 16.11 The following independent evaluations and evaluative work completed in 2023 by the UNODC Independent Evaluation Section have guided the proposed programme plan for 2025:
 - (a) Seven in-depth evaluations, including one joint evaluation, on UNODC work on corruption, crimes affecting the environment, violence against children, nuclear terrorism, migrant smuggling and trafficking in persons, justice systems, and alternatives to imprisonment;
 - (b) Eight project evaluations of global, regional and country projects and programmes on transnational organized crime, corruption, terrorism, justice and prison management, the rule of law, and good governance;
 - (c) Two evaluations and syntheses on UNODC work in Eastern Africa and Mexico.
- 16.12 In response to the results of the evaluations referenced above, UNODC supported Member States in undertaking country-led evaluations and developed a successor programme on legal empowerment and aid delivery in Kenya, as well as a revised programming on counter-terrorism. UNODC also strengthened stakeholder engagement and partnerships for future system-wide efforts on evaluation, following requirements for evaluative evidence across individual entities. An evaluation and synthesis informed the development of a new regional framework in Eastern Africa. Evaluation capacity training courses for UNODC staff and the strengthening of projects in Mexico were implemented using Unite Evaluations. The related lessons learned will be used in 2025 to build national evaluation capacity across UNODC mandate areas.
- 16.13 The following evaluations are planned for 2025 (themes will be determined with Member States, UNODC senior management and project staff):
 - (a) Strategic and subprogramme evaluations;
 - (b) Evaluations at the programmatic, country, regional and project levels;
 - (c) Evaluations and syntheses at the thematic, regional or functional levels.

Programme of work

Subprogramme 1

Countering transnational organized crime

Objective

- 16.14 The objective, to which this subprogramme contributes, is to prevent and combat transnational organized crime and illicit trafficking.

Strategy

- 16.15 To contribute to the objective, the subprogramme will:
- (a) Promote adherence to and implementation of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the Protocols thereto, including by developing tools and providing targeted assistance to policymakers, legislators and criminal justice practitioners, as well as collecting and disseminating knowledge on organized crime;
 - (b) Support the Conference of the Parties to the United Nations Convention against Transnational Organized Crime, including the Mechanism for the Review of the Implementation of the Convention and the Protocols thereto, by assisting States parties in participating successfully in the review process, both as countries under review and reviewers;
 - (c) Provide technical assistance to Member States in preventing and countering transnational organized crime, including in its evolving and emerging forms, ranging from human trafficking, smuggling of migrants and trafficking in firearms to other forms of organized crime and trafficking, such as trafficking in cultural property and falsified medical products, crimes that affect the environment, the use of information and communications technologies for criminal purposes and money laundering related to such crimes;
 - (d) Promote international cooperation on transnational organized crime, by building the capacities of central authorities and other criminal justice actors in international cooperation in criminal matters and acting as a facilitator of mutual legal assistance requests through its support to international judicial cooperation networks and to individual Member States, particularly in trafficking cases as well as through global, regional and interregional initiatives;
 - (e) Provide support to Member States to strengthen border management, interdict contraband and develop post-seizure criminal justice cooperation along drug and other trafficking routes aimed at disrupting the organized crime groups behind them, involving, as appropriate, relevant international organizations, civil society, the private sector and other actors and actively promote the use of special investigative techniques against drug trafficking and in organized crime investigations.
- 16.16 The above-mentioned work is expected to result in:
- (a) Active and effective participation of States parties to the United Nations Convention against Transnational Organized Crime in the Mechanism for the Review of the Implementation of the Convention and the Protocols thereto and strengthened legislative and strategic frameworks to prevent and counter organized crime;
 - (b) Increased international cooperation and strengthened institutional and legislative capacity of Member States to detect, prevent, investigate and prosecute transnational organized crime and new and emerging crimes;
 - (c) Reduced trafficking in persons and smuggling of migrants, and trafficking in drugs, firearms and other contraband, through the dismantling of greater numbers of organized criminal groups.

Programme performance in 2023

Malaysia is better equipped to investigate virtual assets-enabled crimes

- 16.17 As documented by UNODC in its report published in 2020, in South-East Asia, an increasing use of information and communications technologies for criminal purposes by organized criminal groups, including the misuse of virtual assets, is an enabler of all forms of transnational crime. Blockchain analysis can provide crucial leads to detect and investigate organized criminal activity, including the identification of suspected individuals, affected States and criminal trends to obscure traceability, such as multiple node hopping and the use of cryptomixers. In 2023, the subprogramme contributed to strengthening the capacity of the Royal Malaysia Police to identify, trace and analyse virtual

assets-enabled criminal activity, cementing the capabilities of the cryptocurrency analysis laboratory to work independently and supporting other countries in the region.

16.18 Progress towards the objective is presented in the performance measure below (see table 16.2).

Table 16.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Increased awareness among criminal justice practitioners in South-East Asia on emerging threats, including crimes enabled by specialized encrypted networks	Malaysia establishes the first cryptocurrency analysis laboratory in South-East Asia	The Royal Malaysia Police undertake investigations on the basis of specialized forensic analysis tools and processes
The Royal Malaysia Police are better equipped to conduct virtual assets and blockchain investigations through training and mentoring	The Royal Malaysia Police are equipped with specialized forensic equipment and tools	32 criminal analysis reports (90 per cent increase from 2021) developed independently, including international cases

Planned results for 2025

Result 1: strengthened implementation of the United Nations Convention against Transnational Organized Crime through participation in its Implementation Review Mechanism and enhancement of normative frameworks against organized crime

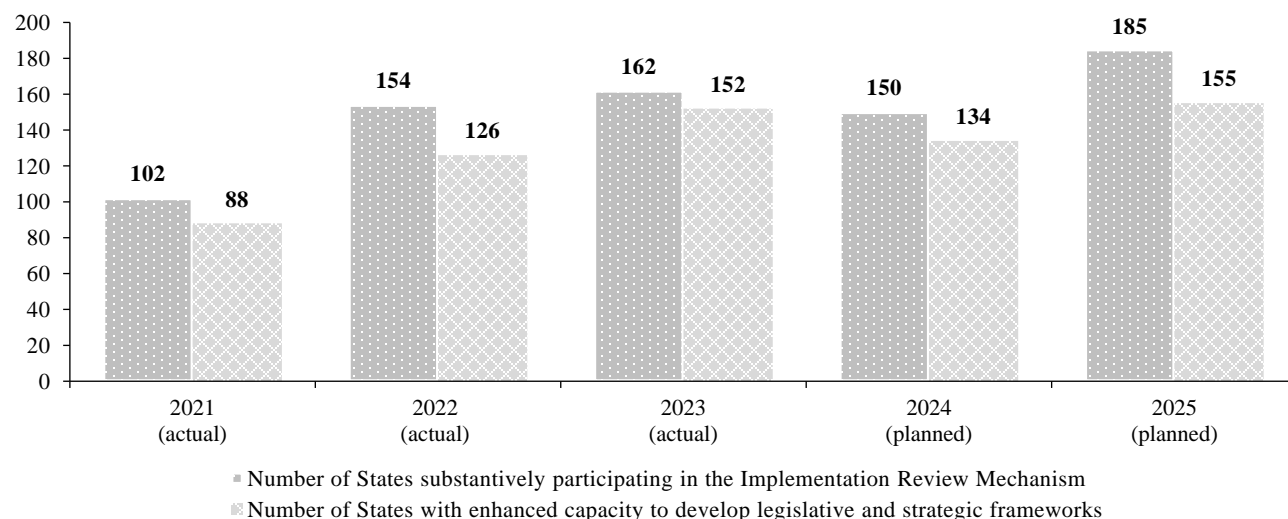
Programme performance in 2023 and target for 2025

16.19 The subprogramme’s work contributed to 162 States parties actively engaged in the review mechanism and 152 States with enhanced capacity to develop legislative and strategic frameworks against organized crime, which exceeded the planned targets of 140 and 110 States, respectively.

16.20 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.I).

Figure 16.I

Performance measure: number of States engaged in the Implementation Review Mechanism and with enhanced capacity to implement the United Nations Convention against Transnational Organized Crime (cumulative)

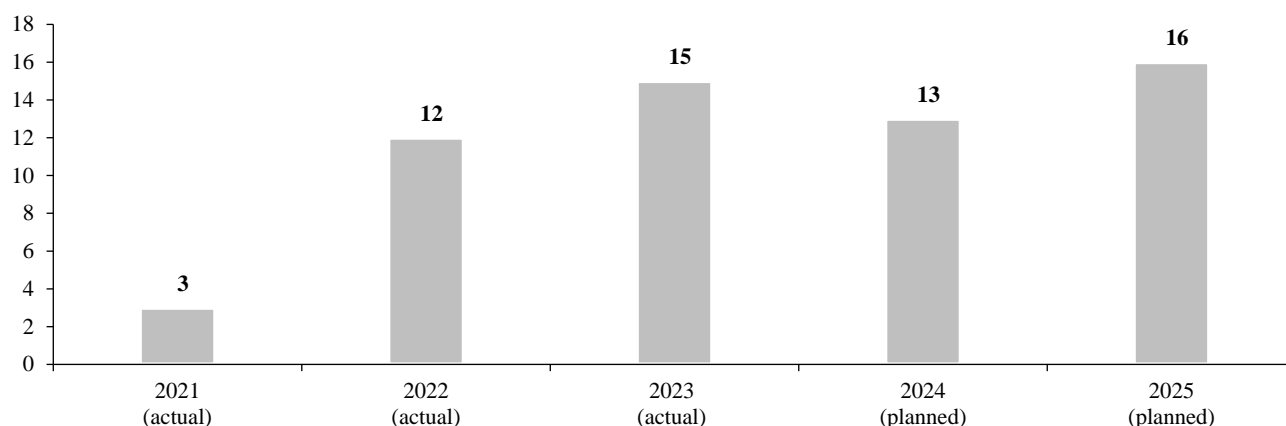


Result 2: increased cooperation between countries along human trafficking and migrant smuggling routes, especially countries of origin and transit countries, including through South-South cooperation

Programme performance in 2023 and target for 2025

- 16.21 The subprogramme’s work contributed to 15 South-South cooperation instances between countries along human trafficking and migrant smuggling routes, especially countries of origin and transit countries, which exceeded the planned targets of 12 instances.
- 16.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.II).

Figure 16.II
Performance measure: legal and operational cooperation instances among two or more beneficiary countries (annual)



Result 3: improved registration and traceability of firearms, parts, components and ammunition

Proposed programme plan for 2025

- 16.23 To effectively fight the illicit trafficking of firearms, proper recordkeeping systems are needed. Digitalized central databases not only increase the effectiveness of firearms control but also reduce the risks of theft and losses. The subprogramme developed goIFAR, a software for Member States consisting of a set of interrelated systems to improve the registration of firearms, parts, components and ammunition. The system monitors the movement of registered firearms at the national level, thus preventing diversion to the illegal market, and allows for the registration of seized firearms, facilitating the tracing of illicit firearms and analysis of trafficking trends.

Lessons learned and planned change

- 16.24 The lesson for the subprogramme was the need for country-specific and customizable national firearms recordkeeping systems to offer a functional system harmonized with national legislation that also allows for a level of standardization in firearms recordkeeping for possible exchanges between countries. In applying the lesson, the subprogramme will work with national and technical experts to further customize the functionalities of the software and adjust to specific national needs following piloting in selected countries.
- 16.25 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.3).

Table 16.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	The beta version of goIFAR undergoes internal and external review	Honduras and Senegal develop action plans to customize goIFAR	Honduras and Senegal adopt goIFAR Two additional countries develop action plans to customize goIFAR	Two additional countries adopt goIFAR

Deliverables

16.26 Table 16.4 lists all deliverables of the subprogramme.

Table 16.4
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	68	27	42	32
1. Documents of the Conference of the Parties to the Convention against Transnational Organized Crime and the Protocols thereto and its working groups	34	21	32	32
2. Documents of the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes	34	6	10	–
Substantive services for meetings (number of three-hour meetings)	84	82	46	26
3. Meetings of the Conference of the Parties, including its working groups	26	20	26	26
4. Meetings of the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes	58	62	20	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	13	12	11	11
5. To prevent and combat transnational organized crime	3	2	2	2
6. To prevent and combat trafficking in illicit goods and strengthen border management	4	5	5	5
7. To prevent and combat trafficking in firearms and related crimes	1	1	1	1
8. To prevent and combat trafficking in persons and the smuggling of migrants	2	2	1	1
9. To prevent and combat the use of information and communications technologies for criminal purposes and money-laundering	3	2	2	2
Publications (number of publications)	3	9	5	10
10. On organized crime and illicit trafficking	3	9	5	10

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advisory services on accession to the United Nations Convention against Transnational Organized Crime and the Protocols thereto for 15 remaining non-parties to those instruments; advisory services on legislative implementation of the instruments for 20 States parties; advocacy on the implementation of the instruments for all 191 States parties; advisory services for five Member States and the International Narcotics Control Board in relation to the three drug control conventions.

Databases and substantive digital materials: Sharing Electronic Resources and Laws on Crime (SHERLOC) platform, containing over 12,000 annotated legislative excerpts and more than 3,500 case summaries covering 15 crime types; e-learning course on cryptocurrencies.

**Subprogramme 2
A comprehensive and balanced approach to counter the world drug problem**

Objective

- 16.27 The objective, to which this subprogramme contributes, is to ensure comprehensive and balanced responses to the world drug problem through integrated demand reduction and related measures, supply reduction and related measures, and enhanced international cooperation.

Strategy

- 16.28 To contribute to the objective, the subprogramme will:
- (a) Promote comprehensive and balanced approaches to countering the world drug problem in full conformity with the purposes and principles of the Charter of the United Nations, the three international drug control conventions and in line with scientific evidence and assist Member States, upon request, in:
 - (i) Implementing the three international drug control conventions and all the international drug policy commitments to address and counter the world drug problem;
 - (ii) Establishing and/or expanding drug use prevention approaches and services, as well as drug dependence treatment, care and rehabilitation services and systems for people with drug use disorders;
 - (iii) Establishing and/or expanding HIV/AIDS prevention, treatment, and care and support services for people who use drugs, including people in prison and other custodial settings;
 - (iv) Establishing and/or expanding access to and availability of controlled substances for medical and scientific use;
 - (b) Support Member States' progress in each of the above-mentioned areas through advocacy, technical assistance, capacity-building, the provision of standards and operational guidelines based on science and evidence, and the development and dissemination of manuals, toolkits, reports and issue papers based on science and evidence;
 - (c) Assist Member States, upon request, by promoting sustainable livelihoods to reduce the illicit cultivation of drug crops through alternative development, including, where appropriate, preventive alternative development;
 - (d) In coordination with subprogramme 1, promote the exchange of criminal intelligence and encourage multilateral operations targeting transnational criminal organizations involved in drug trafficking and provide enhanced technical assistance in accordance with the principle of shared responsibility;

- (e) Build the capacity of national counterparts, at the request of Member States, to detect, interdict, investigate and prosecute drug-related offences, including the illicit cultivation, production, manufacturing and trafficking of narcotic drugs and psychotropic substances;
- (f) Facilitate the exchange of best practices and training curricula, methodologies and materials through the network of law enforcement training institutions, in coordination with subprogramme 1, helping Member States to make progress towards the achievement of Sustainable Development Goals 3, 4, 5, 10 and 16.

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

- (a) Increased access to quality health-care services that include scientific evidence-based interventions in the areas of drug abuse prevention, drug dependence treatment, HIV/AIDS prevention, treatment and care, and access to controlled substances, for medical and scientific use;
- (b) Increased resilience, quality of life and diversified, licit, sustainable income for families in rural areas affected by or at risk of illicit cultivation and production of and trafficking in narcotic drugs and psychotropic substances;
- (c) Reduced illicit supply of drugs through joint and coordinated work by law enforcement authorities to strengthen maritime, air and land border control, and to track and dismantle networks engaging in drug production, trafficking and distribution.

Programme performance in 2023

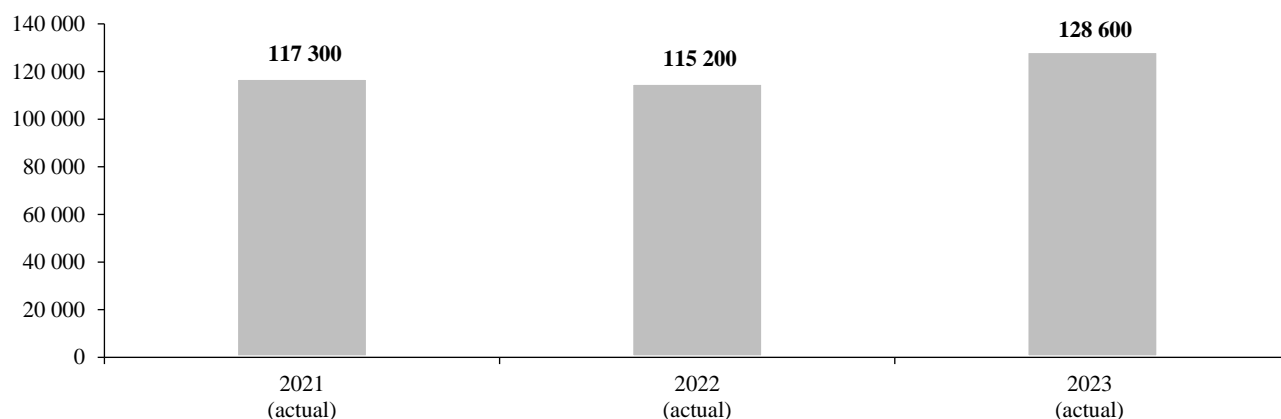
Member States in Latin America implement stronger health and development interventions in the context of addressing the world drug problem

16.30 The subprogramme supported Member States in improving their health and development responses to take into account international standards, including the following: (a) family-based prevention, ensuring the quality of drug treatment, care and rehabilitation services, including treatment for adolescents with drug use disorders and in mobile populations; (b) prevention of mother-to-child transmission of HIV in prison; (c) identifying opportunities for alternative development interventions, including for indigenous communities, in Bolivia (Plurinational State of), Colombia, Peru and, for the first time, the State of Guerrero in Mexico; and (d) policy dialogue on environmentally sound practices in the provision of sustainable livelihoods.

16.31 Progress towards the objective is presented in the performance measure below (see figure 16.III).

Figure 16.III

Performance measure: number of individuals in Latin America who benefited from better health and socioeconomic outcomes in the context of addressing the world drug problem (annual)



Planned results for 2025

Result 1: sustainable livelihoods through alternative development

Programme performance in 2023 and target for 2025

- 16.32 The subprogramme’s work contributed to developing a practical guide on alternative development and the environment, resulting in communities implementing alternative development initiatives that consider the environment and climate change, which met the planned target.
- 16.33 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.5).

Table 16.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Malongo signs a long-term agreement with the Vanmai Coffee Cooperative and issues the first payment to coffee growers in the Plurinational State of Bolivia and the Lao People’s Democratic Republic	Malongo signs a long-term agreement with a Colombian cooperative to export high-quality coffee to Europe Increased policy dialogue on environmentally sound practices in the provision of economic and environmentally sustainable livelihoods	Environmental considerations are mainstreamed in alternative development initiatives, following the launch of a practical guide on alternative development and the environment Malongo increases coffee exports from Bolivia (Plurinational State of), Colombia, the Lao People’s Democratic Republic and Myanmar Producers in the Lao People’s Democratic Republic sign an agreement with the fair-trade company Ethiquable, replicating the private-public model and expanding it to tea Tenth anniversary of the United Nations Guiding Principles on Alternative Development commemorated by taking stock and looking forward	Two additional countries affected by illicit crops design pilot alternative development projects New communities implement alternative development initiatives, with due consideration to addressing environmental issues and climate change The partnership model with Malongo is replicated with other fair trade-certified companies for the export of products	Local communities implement alternative development initiatives that simultaneously address economic, environmental and social sustainability Alternative development initiatives increased in response to the needs and priorities expressed by beneficiary countries and new countries

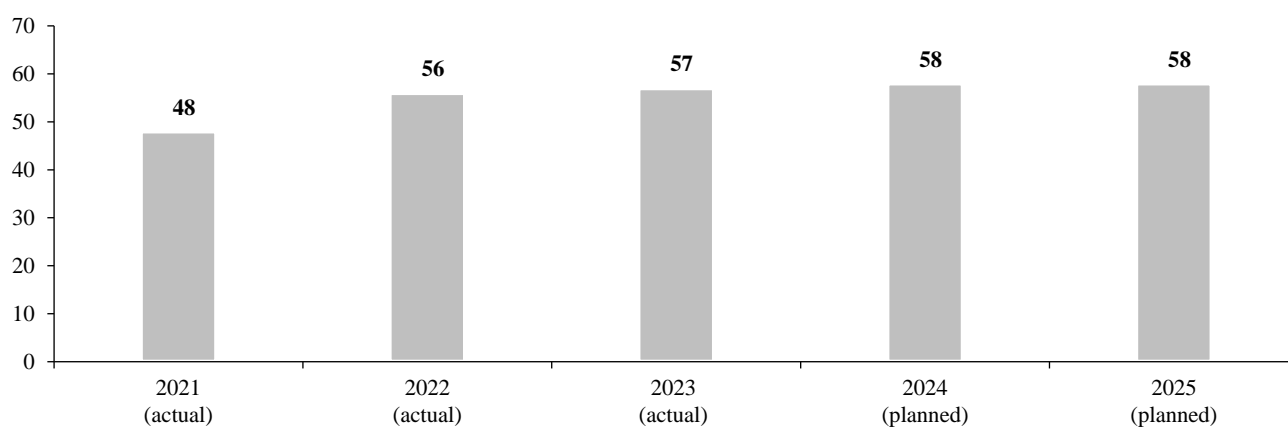
Result 2: Member States in South-East Asia implement stronger health and development interventions in the context of addressing the world drug problem

Programme performance in 2023 and target for 2025

- 16.34 The subprogramme's work contributed to strengthening 57 interventions in South-East Asia on drug prevention, treatment and care; HIV/AIDS prevention, treatment and care; alternative development and access to controlled substances for medical purposes, while preventing diversion and illicit use, which met the planned target.
- 16.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.IV).

Figure 16.IV

Performance measure: number of strengthened interventions on drugs and HIV/AIDS prevention, treatment, care and rehabilitation by Member States in South-East Asia (annual)



Result 3: Member States in sub-Saharan Africa implement stronger health and development interventions in the context of addressing the world drug problem

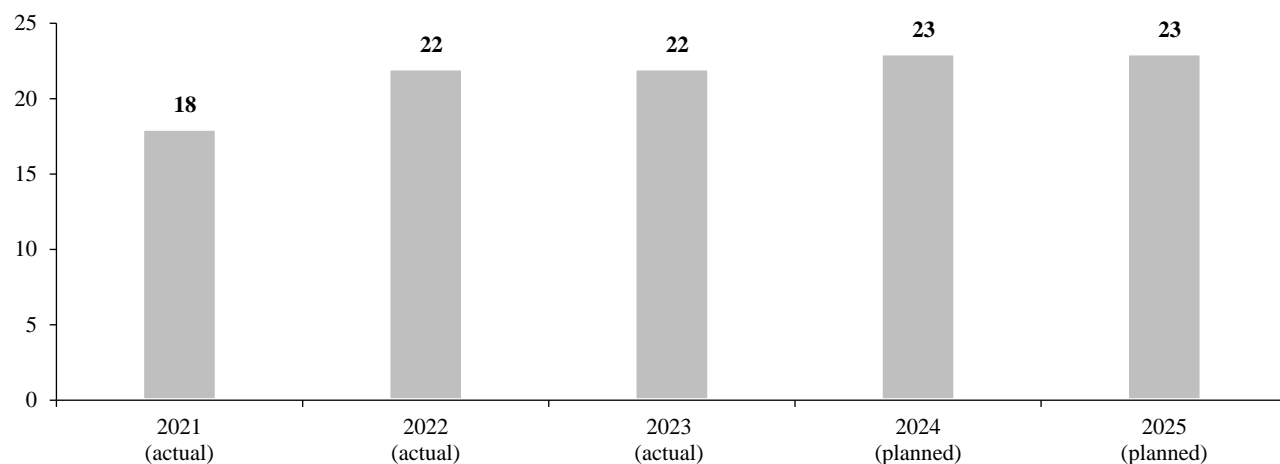
Proposed programme plan for 2025

- 16.36 The subprogramme works in sub-Saharan Africa to strengthen Member States' health and development responses to take into account international standards through the following: (a) family-based drug prevention; (b) improving the quality of drug treatment, care and rehabilitation, including providing services as alternatives to conviction or punishment; (c) supporting increased access to HIV services for people who use drugs and people in prisons; (d) strengthening interventions to address stigma and discrimination, including in health-care facilities and prison settings, to enhance the use of testing and treatment services; and (e) ensuring access to controlled medicines while preventing diversion and illicit drug use.

Lessons learned and planned change

- 16.37 The lesson for the subprogramme was that interventions are more effective if partnerships are integrated in national systems of health, drug control and development, given that close cooperation among different sectors can ensure more inclusive and holistic interventions, a more efficient use of resources and increased outreach for awareness-raising. In applying the lesson, the subprogramme will strive to build and support multisectoral partnerships among the health, law enforcement, justice, education and social welfare sectors, as well as among governmental agencies, community-based and non-governmental organizations, researchers, academia and the private sector.
- 16.38 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.V).

Figure 16.V
Performance measure: number of health and development responses of Member States in sub-Saharan Africa that take into account international standards (annual)



Deliverables

16.39 Table 16.6 lists all deliverables of the subprogramme.

Table 16.6
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	5	10	5
1. Reports to the Commission on Narcotic Drugs on progress made by Member States in fulfilling the commitments in the 2009 Political Declaration and Plan of Action, and resolutions pertaining to drug demand reduction and related matters, HIV/AIDS, drug supply reduction and related matters and alternative development	3	3	3	3
2. Reports to the Commission on Narcotic Drugs on regional drug trafficking trends	5	–	5	–
3. Note to the Commission on Narcotic Drugs on coordination and alignment between the Commission and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	42	39	42	39
Meetings of:				
4. The Commission on Narcotic Drugs on issues related to drug demand reduction and related matters, HIV/AIDS, drug supply reduction and related matters and alternative development	21	21	21	21
5. The subsidiary bodies of the Commission on Narcotic Drugs (Heads of National Drug Law Enforcement Agencies and the Subcommittee on Illicit Drug Traffic and Related Matters in the Near and Middle East)	15	12	15	12
6. The Commission on Crime Prevention and Criminal Justice on issues related to drug demand reduction, HIV/AIDS prevention, treatment and care, and sustainable livelihoods	1	1	1	1
7. Expert groups on drug demand reduction, HIV/AIDS and alternative development	5	5	5	5

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects^a (number of projects)	11	11	11	3
8. On drug use prevention, treatment, care and rehabilitation, and availability of and access to controlled substances for medical purposes	5	5	5	1
9. On HIV/AIDS prevention, treatment and care	5	5	5	1
10. On alternative development and sustainable livelihoods	1	1	1	1
Seminars, workshops and training events (number of days)	24	24	24	24
11. Training courses on drug control conventions and drug supply reduction	15	15	15	15
12. Training on drug demand reduction, HIV/AIDS and alternative development	9	9	9	9
Publications (number of publications)	3	3	3	3
13. On drug use prevention and treatment, and access to controlled substances	2	2	2	2
14. On HIV/AIDS prevention, treatment and care	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services on law enforcement and the implementation of the drug control conventions; substantive and technical advice on evidence-based drug prevention, treatment and care; HIV/AIDS prevention, treatment and care; access to controlled substances for medical and scientific use; and alternative development and sustainable livelihoods.				
D. Communication deliverables				
Outreach programmes, special events and information materials: social media campaigns and events on International Day against Drug Abuse and Illicit Trafficking, World Mental Health Day and World AIDS Day.				

^a For field and technical cooperation projects on drug supply reduction and publications thereon, please refer to deliverables B.6 and B.10 under table 16.4.

Subprogramme 3 Countering corruption

Objective

- 16.40 The objective, to which this subprogramme contributes, is to prevent and counter corruption through the effective implementation of the United Nations Convention against Corruption.

Strategy

- 16.41 To contribute to the objective, the subprogramme will:
- (a) Provide policy and legislative advice, build the capacities of relevant actors and facilitate the transfer of expertise in the areas of prevention, international cooperation, asset recovery, criminalization and law enforcement;
 - (b) Assist Member States, upon request, in strengthening public sector institutions and the role of civil society, parliamentarians, the private sector, academia, youth and the general public in the prevention of corruption, including by providing technical assistance to States in the follow-up to country reviews conducted under the Mechanism for the Review of Implementation of United Nations Convention against Corruption, as well as other types of technical assistance;
 - (c) Implement the mandates given by policymaking and treaty bodies, in particular the Conference of the States Parties to the Convention, its subsidiary bodies and other governing organs, and support related intergovernmental processes, including the follow-up to the special session of the General Assembly against corruption held in 2021;

- (d) Promote international cooperation regarding the investigation, prosecution and adjudication of corruption and related offences and provide technical assistance on the recovery of stolen assets, including through the Global Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE Network) and the convening of expert group meetings;
- (e) Develop and disseminate knowledge products on the implementation of the Convention and assist States, upon request, in producing data and conducting statistical and analytical studies and research into corruption, including in collaboration with academia and other stakeholders, and further emphasize South-South cooperation and encourage the sharing of knowledge and good practices at the national and regional levels.

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

- (a) States parties participating actively and effectively in the Mechanism for the Review of Implementation of the United Nations Convention against Corruption;
- (b) States' legal, policy and institutional frameworks addressing corruption risks in line with the Convention;
- (c) States being able to systematically and in a timely manner trace, seize, freeze, confiscate and return assets stolen by officials through acts of corruption, within the framework of the Convention;
- (d) Anti-corruption practitioners and other stakeholders having and using the capacity to prevent and counter corruption;
- (e) Policymakers, practitioners and other stakeholders using evidence-based knowledge and tools on anti-corruption to inform decision-making;
- (f) Partners actively supporting and promoting implementation of the Convention in a coordinated effort.

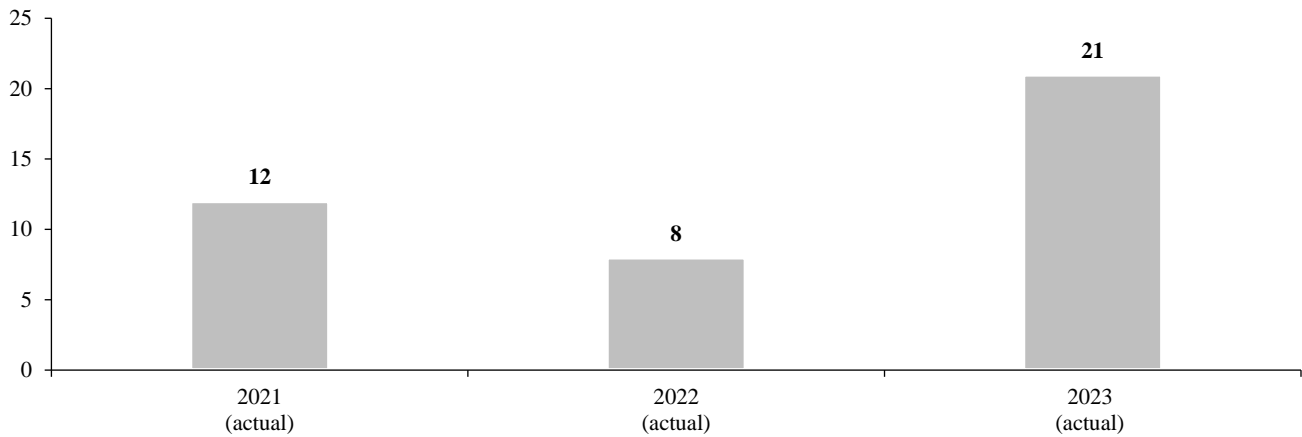
Programme performance in 2023

States advance the fight against corruption through the Implementation Review Mechanism

16.43 The Convention's Implementation Review Mechanism has broken new ground in efforts to tackle corruption. Since its inception, States have learned from and helped each other to strengthen their anti-corruption frameworks, sharing good practices to promote whistle-blower protection, recover stolen assets, prevent money-laundering and engage the private sector and civil society in anti-corruption efforts. The subprogramme facilitates peer reviews by training governmental experts from States parties, supporting the country reviews and producing thematic reports on implementation trends and related identified technical assistance. The findings of the review process are encapsulated in the executive summaries, which highlight key recommendations, good practices and technical assistance needs identified during the review process. In particular, the recommendations on how to improve a State's response to corruption have become point of reference and benchmark for advancing effective anti-corruption measures. In many countries, action plans, anti-corruption strategies and legislation were initiated as a direct result of or in the context of the implementation reviews. In 2023, the subprogramme facilitated 21 executive summaries.

16.44 Progress towards the objective is presented in the performance measure below (see figure 16.VI).

Figure 16.VI
Performance measure: number of Member States that completed executive summaries in the framework of the Implementation Review Mechanism (annual)



Planned results for 2025

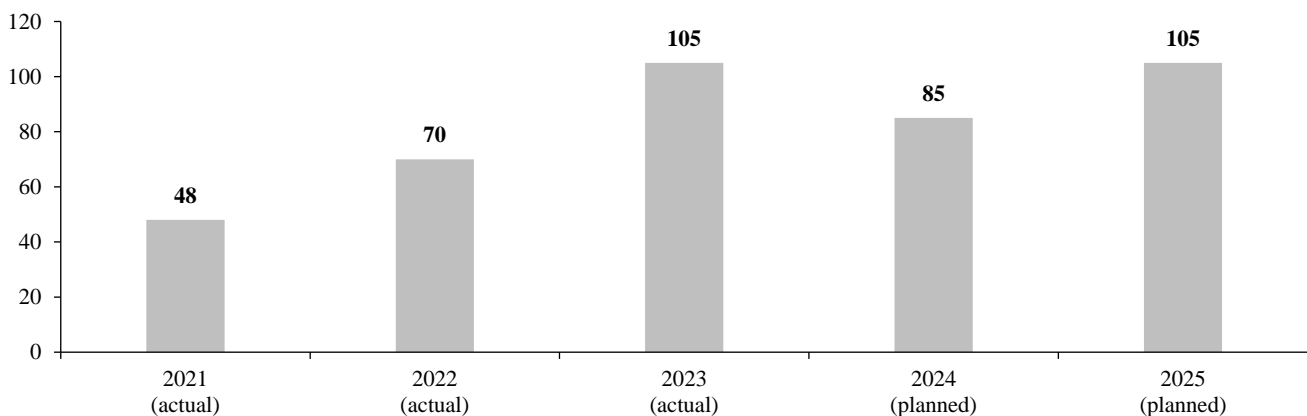
Result 1: enhanced cross-border cooperation between anti-corruption law enforcement authorities

Programme performance in 2023 and target for 2025

16.45 The subprogramme’s work contributed to the fostering of informal cross-border cooperation through information exchange between anti-corruption authorities through the Global Operational Network of Anti-Corruption Law Enforcement Authorities (GlobE Network), with 187 members from 105 countries, which exceeded the planned target of 80 countries.

16.46 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.VII).

Figure 16.VII
Performance measure: number of countries joining the Global Operational Network of Anti-Corruption Law Enforcement Authorities (cumulative)

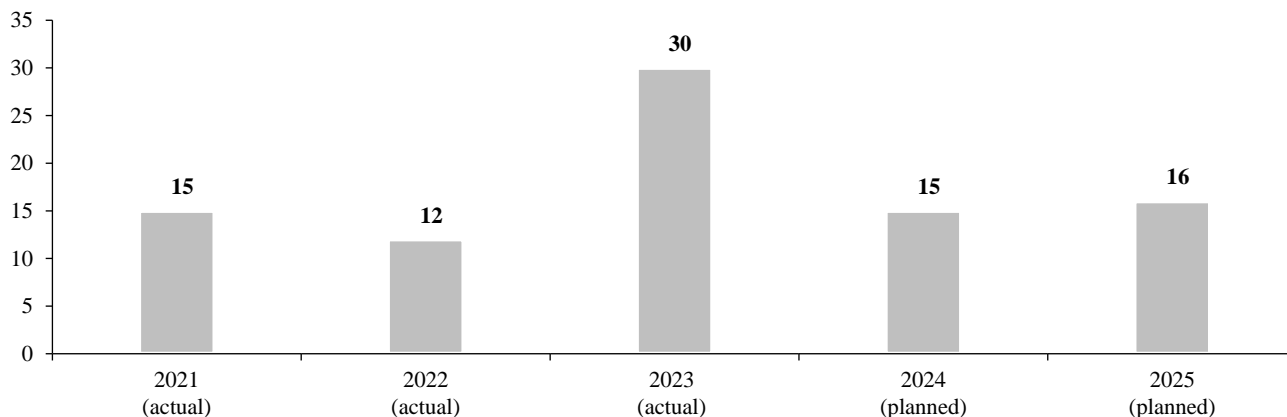


Result 2: national anti-corruption institutions are strengthened

Programme performance in 2023 and target for 2025

- 16.47 The subprogramme’s work contributed to building the institutional capacities of 30 countries, which exceeded the planned targets of 14 countries.
- 16.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.VIII).

Figure 16.VIII
Performance measure: number of countries with strengthened anti-corruption institutions (annual)



Result 3: States’ use of beneficial ownership information in anti-corruption efforts strengthened

Proposed programme plan for 2025

- 16.49 Beneficial ownership transparency is a critical policy tool for combating corruption and tackling the misuse of legal structures to conceal the proceeds of corruption and other crimes. In December 2021, the Conference of the States Parties to the United Nations Convention against Corruption adopted its resolution 9/7, in which the Conference urged States parties to enhance the use of beneficial ownership to facilitate the identification, recovery and return of proceeds of crime. The subprogramme provides technical assistance and mentorship on beneficial ownership reforms.

Lessons learned and planned change

- 16.50 The lesson for the subprogramme was the need to address the strong demand for advisory services and technical assistance, both at the national level to collect and use beneficial ownership information and at the regional and international levels to share such information for law enforcement purposes. In applying the lesson, and drawing on previous experience, the subprogramme will provide mentorship and peer-learning opportunities and complement those with further practical guidance to build capacity at the national and international levels and expand partnerships with expertise in beneficial ownership transparency.
- 16.51 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.7).

Table 16.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
First beneficial ownership resolution adopted	Three countries strengthened their national frameworks for disclosing beneficial ownership information	11 countries enhance their knowledge base on beneficial ownership Second beneficial ownership resolution adopted	Five countries strengthen cooperation, information-sharing and peer-learning on beneficial ownership	Three countries develop policies and practices on beneficial ownership

Deliverables

16.52 Table 16.8 lists all deliverables of the subprogramme.

Table 16.8
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	80	80	80	80
1. Reports on the sessions of the Conference of the States Parties and its subsidiary bodies	7	6	6	7
2. Thematic reports on the Mechanism for the Review of Implementation of the United Nations Convention against Corruption	2	2	2	2
3. Regional reports on the Implementation Review Mechanism and other background documents	8	8	16	8
4. Background documents for the sessions of the Conference of the States Parties and for the subsidiary bodies of the Conference (including executive summaries of country review reports for the consideration of the Implementation Review Group)	63	64	56	63
Substantive services for meetings (number of three-hour meetings)	58	56	42	56
Meetings of:				
5. The Conference of the States Parties and its subsidiary bodies	58	56	42	56
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
6. To prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16	1	1	1	1
Seminars, workshops and training events (number of days)	5	5	5	5
7. Expert group seminars on developing guidance or tools for specific areas of the United Nations Convention against Corruption, including based on the needs identified through the Implementation Review Mechanism	5	5	5	5
Publications (number of publications)	3	3	3	3
8. On anti-corruption	3	3	3	3
Technical materials (number of materials)	6	6	6	6
9. On anti-corruption	4	4	6	6
10. E-learning modules	2	2	–	–

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advisory services throughout the process of operating the Implementation Review Mechanism with regard to, inter alia, preparing the governmental experts for conducting country reviews, facilitating the completion and analysis of self-assessment checklist responses, conducting 20 country visits and drafting country review reports and executive summaries.

Databases and substantive digital materials: database of laws and jurisprudence, as well as other knowledge relevant to the implementation of the United Nations Convention against Corruption, including for issues related to asset recovery; database of competent authorities, asset recovery focal points and central authorities; the online anti-corruption portal “Tools and Resources for Anti-Corruption Knowledge” (TRACK); the GlobE Network portal; electronic tools and training materials on standards, policies, operational procedures and good practices in the implementation of the Convention by States parties.

**Subprogramme 4
Terrorism prevention**

Objective

- 16.53 The objective, to which this subprogramme contributes, is to strengthen a criminal justice regime against terrorism that is implemented by Member States in line with internationally agreed rule of law and obligations under relevant United Nations conventions and binding resolutions and the United Nations Global Counter-Terrorism Strategy.

Strategy

- 16.54 To contribute to the objective, the subprogramme will:
- (a) Provide normative and capacity-building support to prevent terrorism and violent extremism as and when conducive to terrorism, at the request of Member States, by initiating and supporting the development of cooperation frameworks with Member States at the national, regional and global levels, based on the strategic objectives of Member States and in line with internationally agreed rule of law and obligations under relevant United Nations conventions and binding resolutions;
 - (b) Implement projects in coordination and through integrated planning with partners, that support Governments with terrorism prevention, in particular the United Nations Global Counter-Terrorism Coordination Compact led by the United Nations Office of Counter-Terrorism and its working groups, helping Member States to make progress towards Sustainable Development Goals 5 and 16;
 - (c) Deliver counter-terrorism technical assistance tools and training activities to requesting Member States, in accordance with its mandate under resolutions of the General Assembly⁶ and the Security Council,⁷ as well as the United Nations Global Counter-Terrorism Strategy, adopted by the Assembly in 2006 in its resolution 60/288, and the biennial reviews of the Strategy.
- 16.55 The above-mentioned work is expected to result in:
- (a) Ratification by Member States of an increased number of international legal instruments against terrorism, and enactment and revision of domestic counter-terrorism legislation;
 - (b) Development by Member States of strategies, policies and action plans for preventing and combating terrorism;

⁶ See General Assembly resolutions 72/194, 72/284 and 74/175.

⁷ See Security Council resolution 2482 (2019) and previous related Council resolutions.

- (c) Effective criminal justice investigation, prosecution and adjudication of terrorism offences in line with the relevant international legal instruments and norms, relevant obligations of Member States in accordance with international legal instruments on human rights and good practices;
- (d) Increased national, regional and international cooperation, especially between criminal justice entities, to prevent and counter-terrorism;
- (e) Advanced implementation by Member States of the United Nations Global Counter Terrorism Strategy and relevant United Nations conventions and resolutions, through structural changes in their legal and criminal justice measures and internal functioning that are sustainable over time.

Programme performance in 2023

Recovery and reintegration of Iraqi victims of terrorism

- 16.56 Victims of terrorism require comprehensive support to help them address their trauma. This includes mechanisms, policies, laws and strategies to facilitate their recovery and reintegration into society, as well as legal assistance to support them in criminal justice proceedings to ensure that perpetrators are brought to justice. In partnership with civil society, the subprogramme supported Iraqi victims of terrorism. As part of those efforts, national authorities in Iraq identified legislative, procedural gaps and challenges related to the existing provisions for victims of terrorism to gain access to their rights within the national legal framework and mechanisms in place, as well as their role within criminal justice proceedings.
- 16.57 Progress towards the objective is presented in the performance measure below (see table 16.9).

Table 16.9

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Victims and witnesses of terrorism have access to improved support services, namely, psychosocial and legal assistance	Victims of terrorism are supported in their reintegration into society through newly established support networks	Measures to improve services for victims of terrorism in Iraq advance, following the identification of legislative, procedural gaps and challenges related to victims' protection in criminal proceedings
Victims of terrorism receive support in criminal justice proceedings, including mechanisms regarding their legal aid and protection		

Planned results for 2025

Result 1: strengthened response to growing terrorism challenges in Central, West and South Asia

Programme performance in 2023 and target for 2025

- 16.58 The subprogramme's work contributed to Member States adopting measures to address terrorism, including detecting the movement of foreign terrorist fighters and supporting their prosecution, rehabilitation and reintegration.
- 16.59 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.10).

Table 16.10
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States reassess their counter-terrorism technical assistance needs following the Taliban takeover	Member States in Central Asia request and receive support to develop criminal justice measures and mechanisms to prevent and counter terrorism	Member States adopt measures to address terrorism, including detecting the movement of foreign terrorist fighters and supporting their prosecution, rehabilitation and reintegration	Member States report improved measures and mechanisms to prevent and counter terrorism	Member States enhance cooperation across borders, including the sharing of good practices

Result 2: increased institutional capacity of Member States to prevent and counter terrorism

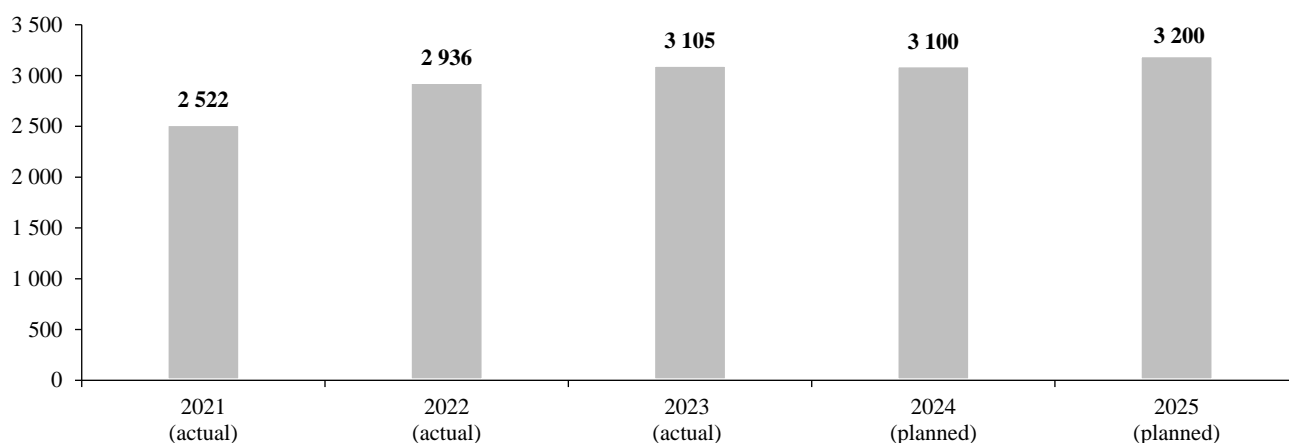
Programme performance in 2023 and target for 2025

16.60 The subprogramme’s work contributed to building Member States’ counter-terrorism normative frameworks and policies and enhancing the skills and knowledge of 3,105 criminal justice officials to prevent and counter terrorism, which met the planned target.

16.61 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.IX).

Figure 16.IX

Performance measure: criminal justice officials developing the skills and knowledge to prevent and counter terrorism (annual)



Result 3: institutional change in Southern Africa to build strong and accountable criminal justice systems and counter terrorism

Proposed programme plan for 2025

16.62 To support countries in Southern Africa in addressing emerging terrorism challenges, the subprogramme works with requesting Member States to build strong and accountable criminal justice systems that are in line with relevant international standards on human rights in the administration of justice. In Mozambique, for instance, the subprogramme helped to establish a core

group of over 600 trained counter-terrorism officials and a national inter-agency network of counter-terrorism focal points.

Lessons learned and planned change

- 16.63 The lesson for the subprogramme was that effecting sustainable structural change requires efforts to ensure national ownership. In applying the lesson, the subprogramme will focus on supporting key national counterparts on the ground to apply and transfer to their peers the knowledge and skills gained through the subprogramme’s technical assistance. This approach will promote institutional capacity for more effective counter-terrorism measures and responses.
- 16.64 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.11).

Table 16.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Mozambique establishes a pool of counter-terrorism officials	Mozambique establishes the Central Cabinet against Transnational Organized Crime and a specialized team on counter-terrorism investigations within the National Criminal Investigation Service	Mozambique develops a framework for training and mentoring with the Mozambique Legal and Judicial Training Centre	One country supports the establishment of a counter-terrorism prosecutions unit	One country promotes and strengthens national policies and legal and institutional counter-terrorism frameworks

Deliverables

- 16.65 Table 16.12 lists all the deliverables of the subprogramme.

Table 16.12
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	2	2
1. Report of the Secretary-General to the Commission on Crime Prevention and Criminal Justice	1	1	1	1
2. Report of the Secretary-General to the General Assembly	–	–	1	1
Substantive services for meetings (number of three-hour meetings)	24	45	5	18
3. Meetings of the General Assembly and its subsidiary bodies	2	1	2	1
4. Meetings of the Security Council and its subsidiary bodies	5	4	2	2
5. Biennial review of the United Nations Global Counter-Terrorism Strategy	4	25	–	–
6. Meetings of the Commission on Crime Prevention and Criminal Justice	13	15	1	15

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
7. Global Programme on Strengthening the Legal Regime against Terrorism	1	1	1	1
Publications (number of publications)	3	1	3	3
8. On specific thematic issues related to counter-terrorism	3	1	3	3

C. Substantive deliverables

Consultation, advice and advocacy: advisory services on legislative drafting and strategies and plans of action; consultation on the development of technical assistance plans; advisory services on the visits of the Counter-Terrorism Committee; advice to national training institutions; advice and advocacy related to the 19 international legal instruments.

Databases and substantive digital materials: SHERLOC counter-terrorism tools, including the database of national central authorities for counter-terrorism cases; and the online Counter-Terrorism Learning Platform.

D. Communication deliverables

Outreach programmes, special events and information materials: information kits in legal, criminal justice and related areas.

Digital platforms and multimedia content: website and social media accounts; dedicated communication campaigns for international days related to counter-terrorism matters.

Subprogramme 5 Justice

Objective

- 16.66 The objective, to which this subprogramme contributes, is to prevent crime and ensure more effective, fair, humane and accountable criminal justice systems as a basis for the rule of law and sustainable development.

Strategy

- 16.67 To contribute to the objective the subprogramme will:
- (a) Promote the application and facilitate the development of United Nations standards and norms in crime prevention and criminal justice through support to criminal justice reform and coordination with all relevant sectors in national criminal justice systems and all crime prevention and criminal justice reform actors;
 - (b) Provide assistance, upon request, to Member States' crime prevention and criminal justice actors by supporting Member States, upon request, with institution-building and providing capacity-building and technical advice in cooperation with other sectors, including education, health and social services, in the areas of: community and knowledge-based crime prevention to address risk factors and root causes of offending and reoffending; access to justice, including through policing with full respect for human rights, access to legal aid, alternatives to imprisonment and restorative justice; preparation, response and recovery from crisis; violence against women; violence against children; as well as penal and prison reform, including related to treatment of violent extremist⁸ prisoners, radicalization and social reintegration upon release;

⁸ The terms “violent extremist” and “violent extremism” refer to violent extremism as and when conducive to terrorism (see General Assembly resolution [77/237](#)).

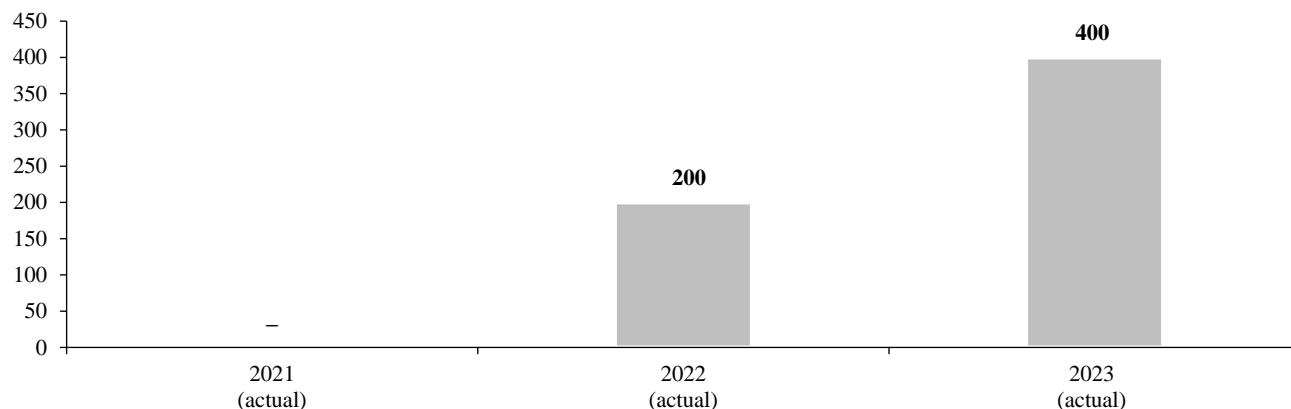
- (c) Develop and disseminate practical tools, such as guidance notes, handbooks, training curricula and model legislation, and support crime prevention and criminal justice actors in applying these tools, and share studies, good practices and online resources;
 - (d) Incorporate cross-cutting issues related to: developments in the delivery of justice through the use of new technology; victims and witnesses; gender equality in the criminal justice system; and children in the criminal justice system.
- 16.68 In doing so, the subprogramme will help Member States to make progress towards achievement of the Sustainable Development Goals, in particular, Goals 5, 11 and 16.
- 16.69 The above-mentioned work is expected to result in:
- (a) Improved frequency and quality in application of alternatives to imprisonment in appropriate cases, effective and efficient prison management and humane treatment of prisoners and enhanced capacity of and coordination between justice actors to address excessive and arbitrary police and pretrial detention;
 - (b) Improved prosecution and adjudication of cases of violence against women and girls and improved prevention of and responses to violence against children;
 - (c) Increased equal access to justice for people in vulnerable situations and increased public trust in the justice system, including through nationwide legal aid services that are accessible to all and are tailored to the rights and needs of the population;
 - (d) Enhanced support for social reintegration of prisoners and prevention of recidivism;
 - (e) Prevention of victimization and creation of safer communities;
 - (f) Empowerment of women and girls within crime prevention and criminal justice programmes and systems;
 - (g) Continued functioning of criminal justice systems during health and other crises and reduced risk of violations of the rights of those affected disproportionately, in particular detainees, prisoners and victims of crime.

Programme performance in 2023

Criminal investigation processes improved through investigative interviewing

- 16.70 By adopting the Kyoto Declaration on Advancing Crime Prevention, Criminal Justice and the Rule of Law, which highlights the importance of non-coercive investigative methods, emphasizing their effectiveness, Member States committed to improving criminal investigation processes, encouraging the use of evidence-based interviewing methods and collaborating on international guidelines for non-coercive interviewing methods and procedural safeguards. The subprogramme contributed to the development of the Principles on Effective Interviewing for Investigations and Information-Gathering and a United Nations manual on effective interviewing to promote the “Méndez Principles”, which recognize the need for efficient criminal investigations that respect human rights and endorse investigative interviewing methods that safeguard human rights as the most effective tools for law enforcement in solving crimes. The subprogramme also developed three eLearning modules and three mini-modules on investigative interviewing within the framework of its Global eLearning Programme, which are available in Arabic, English, French, German, Russian and Spanish.
- 16.71 Progress towards the objective is presented in the performance measure below (see figure 16.X).

Figure 16.X
Performance measure: number of law enforcement officials equipped to conduct people-centred investigative interviewing (cumulative)



Planned results for 2025

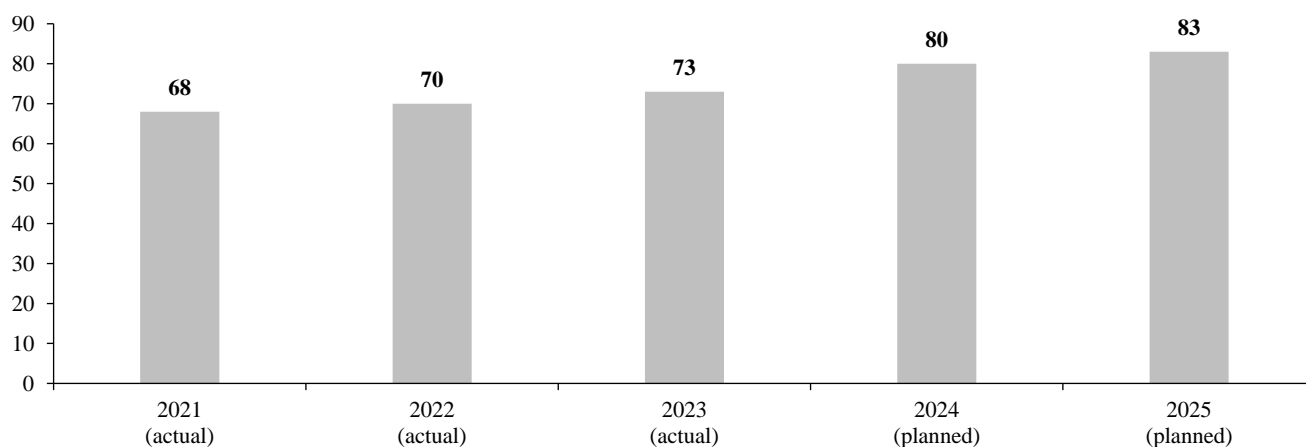
Result 1: criminal justice systems mainstream a gender perspective in crime prevention and criminal justice reform

Programme performance in 2023 and target for 2025

- 16.72 The subprogramme’s work contributed to the integration of a gender perspective in crime prevention and criminal justice reform in 73 per cent of the Member States supported under the subprogramme, which met the planned target.
- 16.73 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XI).

Figure 16.XI
Performance measure: Member States mainstreaming a gender perspective in crime prevention and criminal justice reform

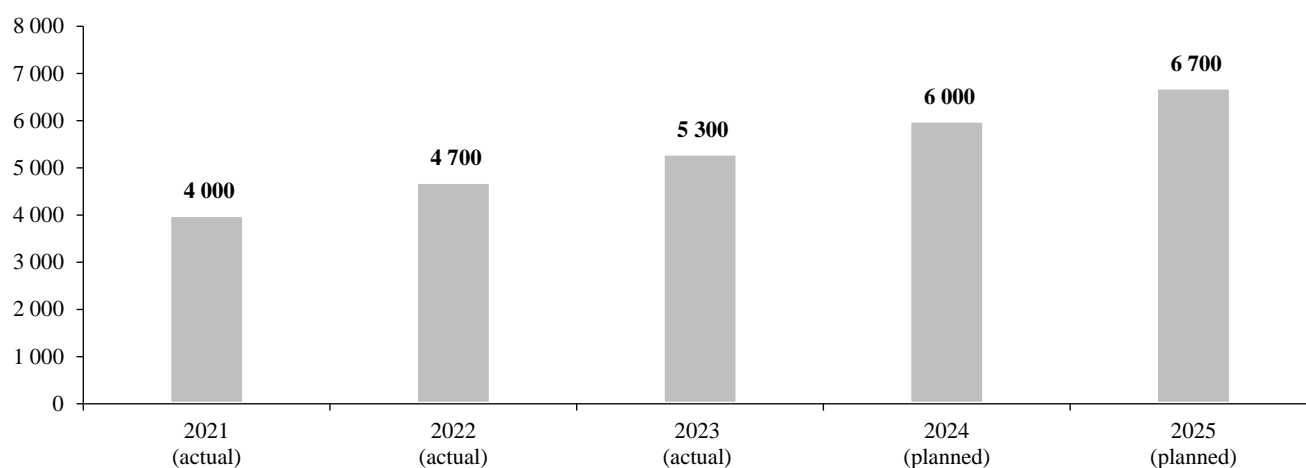
(Percentage of Member States supported under the subprogramme)



Result 2: criminal justice institutions are effective and accessible**Programme performance in 2023 and target for 2025**

- 16.74 The subprogramme's work contributed to ensuring the operation of fair, effective, representative, transparent and accountable criminal justice institutions while promoting equal access to justice for all, particularly for people in vulnerable situations, through 5,300 criminal justice actors with strengthened capacities to provide more people-centred justice services, which met the planned target.
- 16.75 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XII).

Figure 16.XII

Performance measure: criminal justice actors with strengthened capacities to provide more people-centred justice services (cumulative)**Result 3: crime prevention and criminal justice reform efforts with full respect for human rights****Proposed programme for 2025**

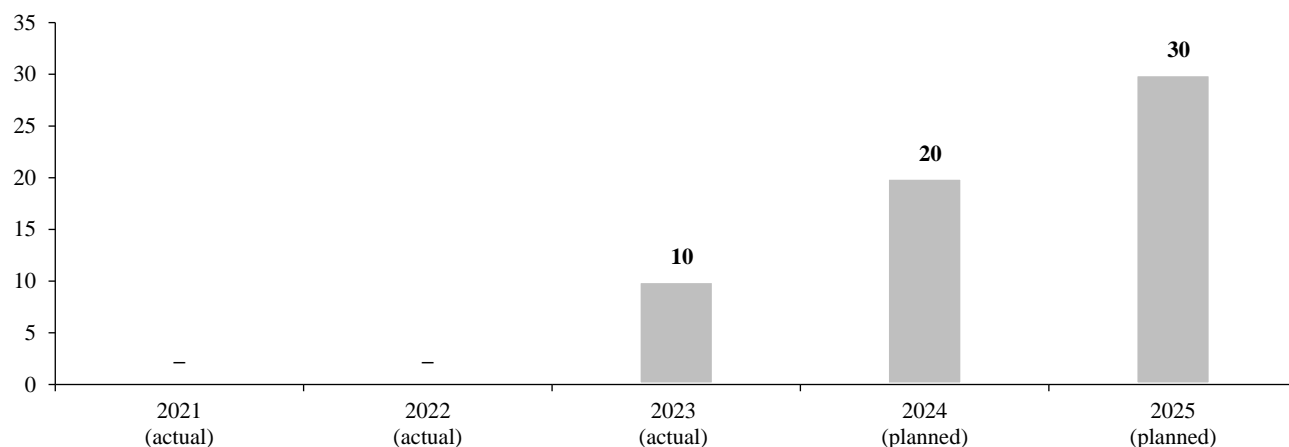
- 16.76 The subprogramme supports Member States in ensuring accessible, effective, fair, humane, transparent and accountable criminal justice systems, by integrating international standards for the protection and promotion of human rights within the criminal justice context, codified in the United Nations standards and norms in crime prevention and criminal justice.

Lessons learned and planned change

- 16.77 The lesson for the subprogramme was that adopting a unified approach, channelled through a single global programme, increases the effectiveness of technical assistance in the areas of access to justice, crime prevention, preventing and responding to violence against women and violence against children, and advancing penal and prison reform. In applying the lesson, the subprogramme will harness the model of a centralized global programme delivery and will evolve and expand to meet emerging needs and challenges and guide future efforts towards justice, safety and societal transformation, to yield more impactful results benefiting communities and societies at large.
- 16.78 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XIII).

Figure 16.XIII

Performance measure: number of Member States undertaking crime prevention and criminal justice reform efforts with full respect for human rights (cumulative)



Deliverables

16.79 Table 16.13 below lists all deliverables of the subprogramme.

Table 16.13

Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	2
1. Reports for the Commission on Crime Prevention and Criminal Justice	1	1	1	2
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
2. Meetings of the Commission on Crime Prevention and Criminal Justice	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	5	4	4
3. To support Member States in the field of crime prevention and criminal justice	5	5	4	4
Seminars, workshops and training events (number of days)	40	40	80	80
4. Training courses, seminars and workshops on crime prevention and criminal justice	40	40	80	80
Publications (number of publications)	3	3	4	4
5. Guidance materials (e.g., handbooks, tools, studies)	3	3	4	4
Technical materials (number of materials)	20	20	20	20
6. E-learning modules	20	20	20	20
C. Substantive deliverables				
Consultation, advice and advocacy: substantive and technical advice on crime prevention and criminal justice to 70 Member States, relevant organizations and agencies, as well as 18 national and regional programmes; advice on best practices in crime prevention and criminal justice reform.				
D. Communication deliverables				
Outreach programmes, special events and information materials: campaigns to observe Nelson Mandela International Day; promotional materials on UNODC mandate areas in crime prevention and criminal justice; and fundraising initiatives and strategic partnerships with international organizations and civil society organizations.				

Subprogramme 6

Research, trend analysis and forensics

Objective

- 16.80 The objective, to which this subprogramme contributes, is to ensure that Member States have enhanced knowledge of trends on drugs and crime for effective scientific and evidence-based policy formulation and access to and use of quality forensic science data, information and tools in their efforts against drugs, crime and terrorism.

Strategy

- 16.81 To contribute to the objective, the subprogramme will:
- (a) Provide timely and accurate statistics and analyses of world drug and crime problems, with particular attention to specific manifestations of crime and its transnational dimensions through the production of global and thematic reports, an online monitoring platform and a data-sharing portal;
 - (b) Generate high-quality and relevant evidence through strengthened research capacity in the field and technical oversight at headquarters, including in coordination with the regional Centres of Excellence in Mexico and the Republic of Korea, and the national Centre of Excellence for Illicit Drug Supply Reduction in Brazil;
 - (c) Support countries through workshops, trainings, the provision of guidelines and other capacity-building efforts, in the collection of and reporting on data regarding drugs and crime, as required to monitor progress against certain Sustainable Development Goals and targets, in particular Goals 3, 15 and 16, as they relate to drug use, trafficking, illicit financial flows, justice, corruption, crime and crime-related violence;
 - (d) Build capacity of national statistical offices and other relevant national institutions, upon request, to produce, disseminate and analyse drug and crime data and statistics, and assist Member States, upon request, in identifying trends, emerging issues and priorities in drugs, crime and corruption;
 - (e) Provide technical assistance and expert advice to drug-testing laboratories, forensic institutions and Member States on forensics standard setting, early warning systems and the exchange of quality forensic data and services for policymaking and decision-making;
 - (f) Develop and disseminate forensic best practices guidelines and scientific-technical publications on drugs and crime;
 - (g) Provide scientific support to the three treaty bodies under the international drug conventions, namely the Commission on Narcotic Drugs, the International Narcotics Control Board and WHO.
- 16.82 The above-mentioned work is expected to result in:
- (a) Enhanced knowledge among Member States, the international community and other relevant stakeholders on formulating strategic responses to existing and emerging drugs and crime issues;
 - (b) Production and analysis of statistical data on trends by Member States, including trends in specific and emerging drugs and crime issues;
 - (c) Enhanced scientific and forensic capacity of law enforcement personnel, national drug testing and toxicology laboratories and forensic service providers in line with internationally accepted standards of performance.

Programme performance in 2023

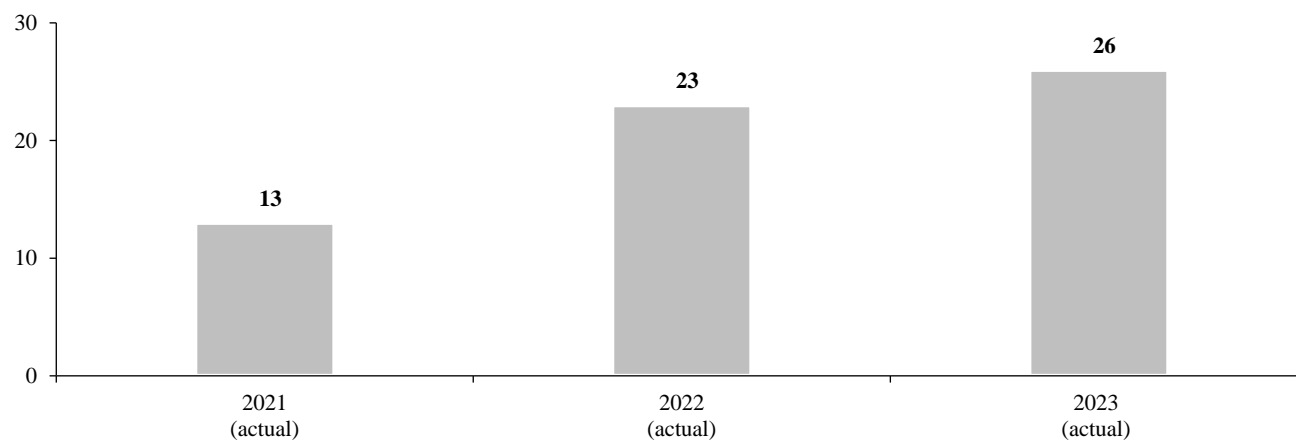
Improved data reporting on Africa

16.83 Better data leads to stronger decision-making and policy formulation, enabling Member States and policymakers to gain essential insights on drugs and crime issues and facilitating the formulation of effective responses to address these challenges. African countries have been found to be underrepresented in global analyses owing to lack of available data. The subprogramme contributed to closing that data gap by organizing in-person workshops in Africa to train national officials on reporting drug-related data through the annual report questionnaire and the individual drug seizures tools. In 2023, the subprogramme's workshops were attended by more than 50 participants from 16 countries in West and Southern Africa, resulting in an increased number of Member States from the region reporting to UNODC-mandated data collections for the second consecutive year.

16.84 Progress towards the objective is presented in the performance measure below (see figure 16.XIV).

Figure 16.XIV

Performance measure: number of countries in Africa reporting data through the UNODC annual report questionnaire (annual)



Planned results for 2025

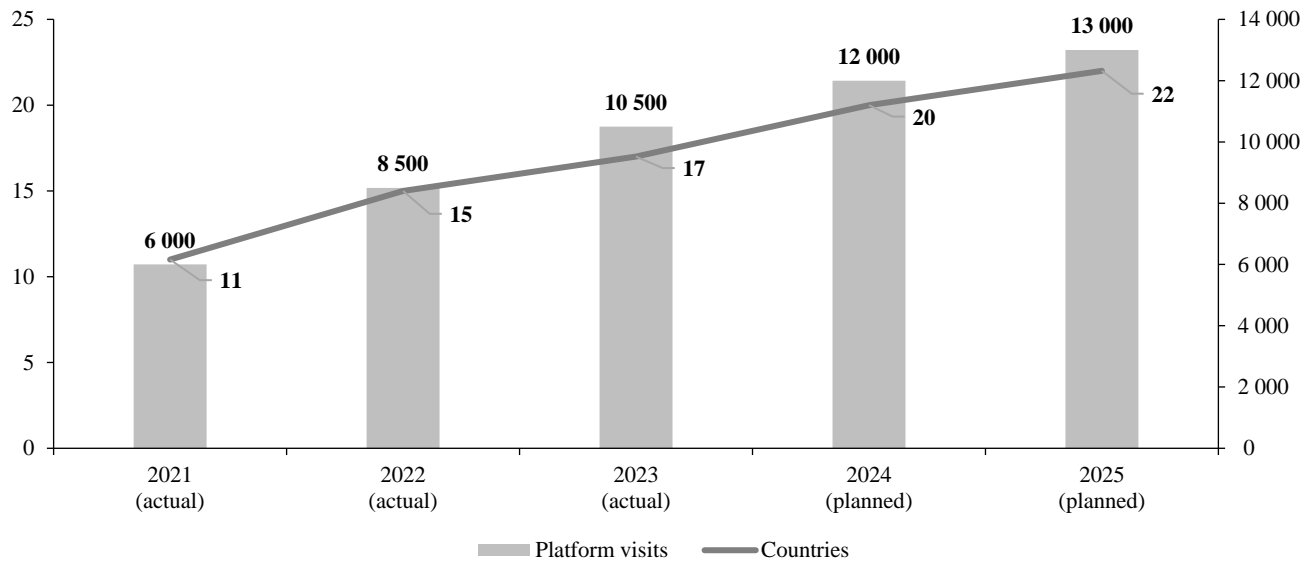
Result 1: timely information and evidence to prevent and combat smuggling of migrants and related crimes, and to protect the rights of people who are smuggled

Programme performance in 2023 and target for 2025

16.85 The subprogramme's work contributed to up-to-date evidence on the modus operandi of migrant smugglers, smuggling routes, financial aspects and abuses linked to migrant smuggling, by collecting data from 17 countries and attracting 10,500 visits on the web-based platforms, which exceeded the planned targets of 17 countries and 10,000 platform visits.

16.86 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XV).

Figure 16.XV
Performance measure: number of countries covered by the United Nations Office on Drugs and Crime Observatory on Smuggling of Migrants (cumulative) and visits to the web-based platform (annual)



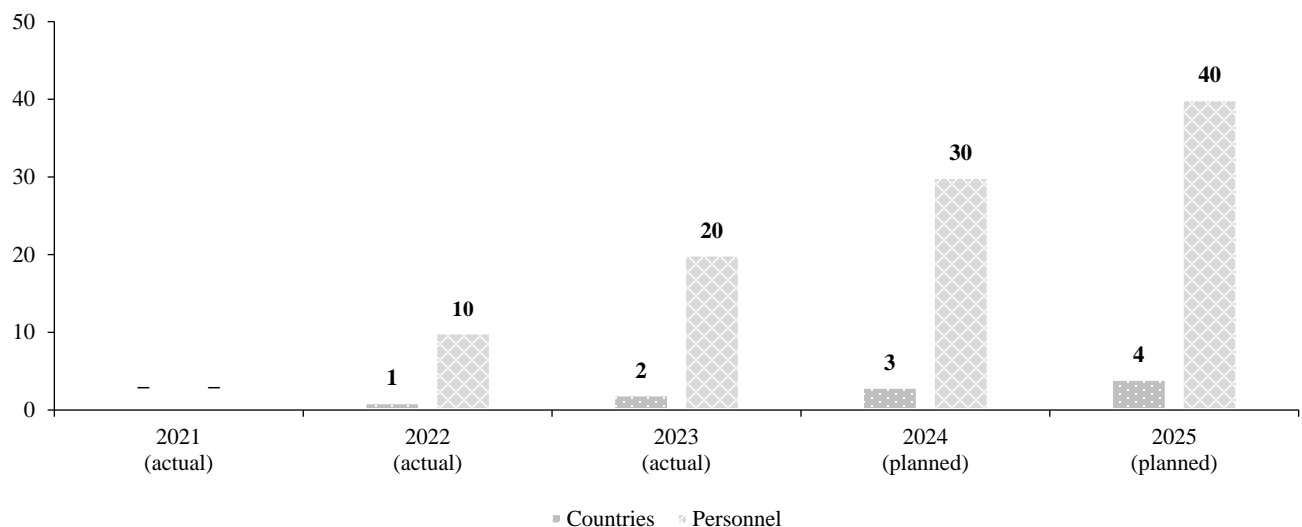
Result 2: safe handling and disposal of drugs and the precursor chemicals used in their illicit manufacture by Member States

Programme performance in 2023 and target for 2025

16.87 The subprogramme’s work contributed to two countries with national inter-agency disposal plans and 20 national experts with enhanced knowledge on the disposal of drugs and precursor chemicals in a safe, sustainable and environmentally friendly manner, which met the planned targets.

16.88 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XVI).

Figure 16.XVI
Performance measure: number of countries with national disposal plans and personnel with enhanced knowledge on the disposal of drugs and precursor chemicals (annual)



Result 3: Member States drug testing and toxicology laboratories monitor their performance as part of quality assurance practices

Proposed programme plan for 2025

16.89 The UNODC laboratory implements a proficiency test (the international collaborative exercises) in the analysis and identification of drugs for national drug testing and toxicology laboratories. Participation in such tests is part of laboratory quality management and allows Member States to assess their own performance and take corrective action where needed. Currently, laboratories from approximately 90 countries and territories participate biannually.

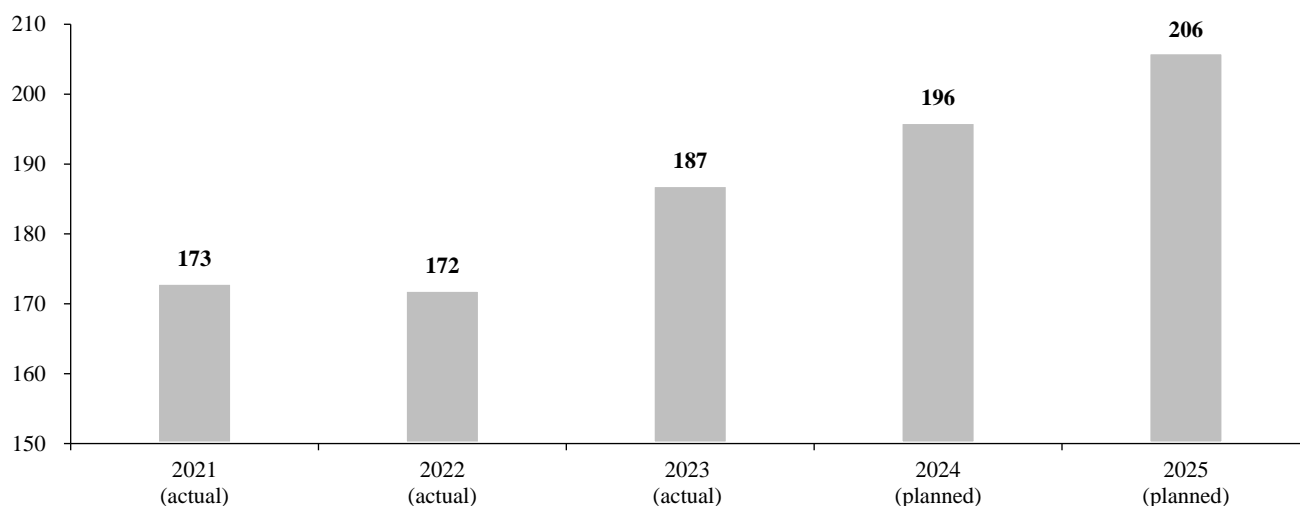
Lessons learned and planned change

16.90 The lesson for the subprogramme was to encourage the continuous participation of laboratories in such proficiency tests. Continuous participation (defined as the completion of four successive rounds of the proficiency test) not only would help Member States to ensure the accuracy and reliability of testing procedures but also can help foster a culture of continuous improvement. In applying the lesson, the subprogramme will monitor the results of the proficiency test to inform the laboratory and scientific services provided by the subprogramme to enhance the scientific and forensic capacity of Member States and tailor services to their needs.

16.91 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XVII).

Figure 16.XVII

Performance measure: number of forensic laboratories continuously participating in the UNODC drug analysis proficiency test (cumulative)



Deliverables

16.92 Table 16.14 lists all deliverables of the subprogramme.

Table 16.14

Subprogramme 6: deliverables for the period of 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report to the Commission on Narcotic Drugs on world drug abuse	1	1	1	1
2. Report to the Commission on Crime Prevention and Criminal Justice on world crime trends	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
3. Meeting of the Commission on Narcotic Drugs on world drug abuse	1	1	1	1
4. Meeting of the Commission on Crime Prevention and Criminal Justice on world crime trends	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	10	10
5. Workshops and training on drug control, crime prevention and forensics	10	10	10	10
Publications (number of publications)	10	10	10	10
6. Research publications on drug control and crime prevention	5	5	5	5
7. Forensic publications on drug control and crime prevention	4	4	4	4
8. Journals on narcotics, and crime and society	1	1	1	1
Technical materials (number of materials)	14	14	14	14
9. On the monitoring of illicit drug crops	5	5	5	5
10. On drug control and crime prevention	9	9	9	9
C. Substantive deliverables				
Consultation, advice and advocacy: approximately 35 briefings, and dissemination events to Governments, international, regional and national organizations, institutions and laboratories on drugs and crime statistics and on forensics.				
Databases and substantive digital materials: international statistics on crime and illicit drugs; online database of individual drug seizures for 40,000 users; early warning advisory on new psychoactive substances, 10,000 monthly sessions; United Nations Toolkit on Synthetic Drugs, 3,500 monthly sessions; UNODC Observatory on Smuggling of Migrants.				

Subprogramme 7

Policy support

Objective

- 16.93 The objective, to which this subprogramme contributes, is to advance institutional reform and strengthen policy and operational responses by Member States on drug control, crime prevention and criminal justice.

Strategy

- 16.94 To contribute to the objective, the subprogramme will:
- (a) Conduct dialogues with Member States, international organizations and private sector entities to mobilize resources and carry out targeted advocacy and communication activities in substantive areas such as combating transnational organized crime, trafficking in drugs and corruption;
 - (b) Provide assistance to headquarters and field-based offices related to supporting institutional reforms and ensuring policy coherence through strengthening policy dialogue and enhancing interdivisional coordination;

- (c) Further institutionalize a results-based management culture across UNODC by providing technical advice and quality oversight with a view to further strengthening transparency and accountability in UNODC interventions;
- (d) Undertake policy analysis and coordinate with other United Nations agencies on emerging and cross-cutting issues related to drugs, crime, corruption and terrorism, in particular promoting the Sustainable Development Goals and the empowerment of youth;
- (e) Strengthen the strategic engagement of non-governmental stakeholders in assisting Member States to prevent and combat corruption, crime and terrorism in support of the Sustainable Development Goals, as appropriate and as determined in relevant treaties.

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

- (a) Increased awareness and capacity of Member States to address the interlinked issues of drugs, crime, corruption and terrorism at the global, regional, national and local levels and these issues being reflected within broader national development efforts;
- (b) Promotion of participation of civil society on issues related to drugs, crime and corruption, as mandated in relevant conventions and policy instruments, and enhanced engagement between Member States, the private sector, academia and civil society;
- (c) Greater public awareness of issues related to drugs, crime, corruption and terrorism.

Programme performance in 2023

Kenya engages civil society in a review mechanism of the United Nations Convention on Transnational Organized Crime

16.96 In 2018, in its resolution 9/1, the Conference of the Parties to the United Nations Convention against Transnational Organized Crime adopted a review mechanism to enable the effective implementation of such instruments and to help States parties identify specific needs for technical assistance. The procedures and rules for the Review Mechanism provide for the broader engagement of relevant stakeholders, including from civil society, academia and the private sector. Such engagement, in the review process, requires a voluntarily solicitation by States parties. The subprogramme’s work contributed to the Kenya voluntary pilot initiative, which allowed the Government to establish a mechanism for coordination and engagement with non-governmental stakeholders – the Kenya Civil Society Alliance. Following the launch of the initiative, the Government of Kenya officially invited non-governmental stakeholders to participate in the completion of the self-assessment questionnaire, becoming the first country in Africa to host a voluntary pilot initiative and the first State party to engage non-governmental stakeholders in the review process.

16.97 Progress towards the objective is presented in the performance measure below (see table 16.15).

Table 16.15
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Member States approached to host voluntary pilot initiatives and enable non-governmental stakeholder engagement in the United Nations Convention against Transnational Organized Crime review mechanism	Mexico and Pakistan launch voluntary pilot initiatives and establish civil society alliances	The Government of Kenya agrees to host a voluntary pilot initiative, the Kenya Civil Society Alliance is established, and non-governmental stakeholders are engaged in the review process

Planned results for 2025

Result 1: improved public awareness of issues surrounding drugs, crime, corruption and terrorism

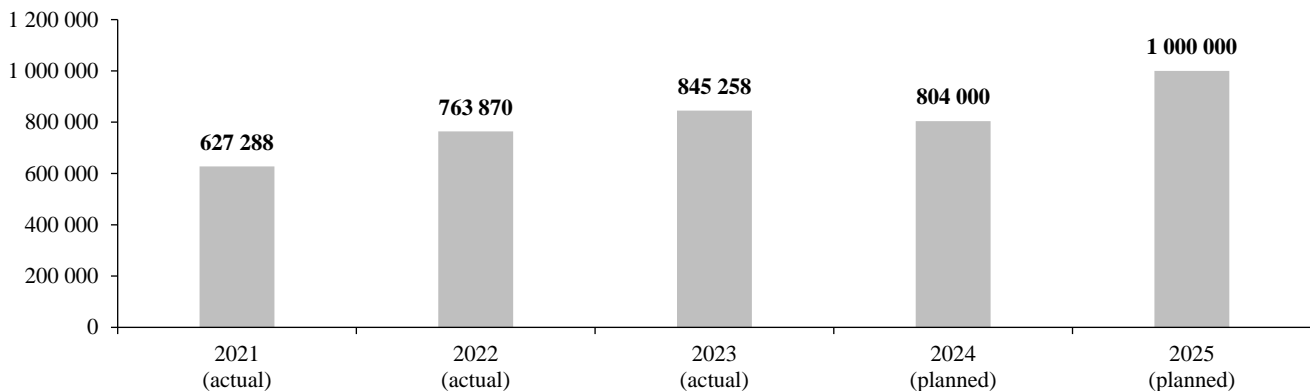
Programme performance in 2023 and target for 2025

16.98 The subprogramme's work contributed to attracting a total number of 845,258 followers on UNODC corporate social media channels, which exceeded the planned target of 731,000 annual followers.

16.99 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XVIII).

Figure 16.XVIII

Performance measure: number of followers on UNODC social media channels (annual)



Result 2: victims of trafficking in persons receive critical assistance for their social, physical and psychological recovery

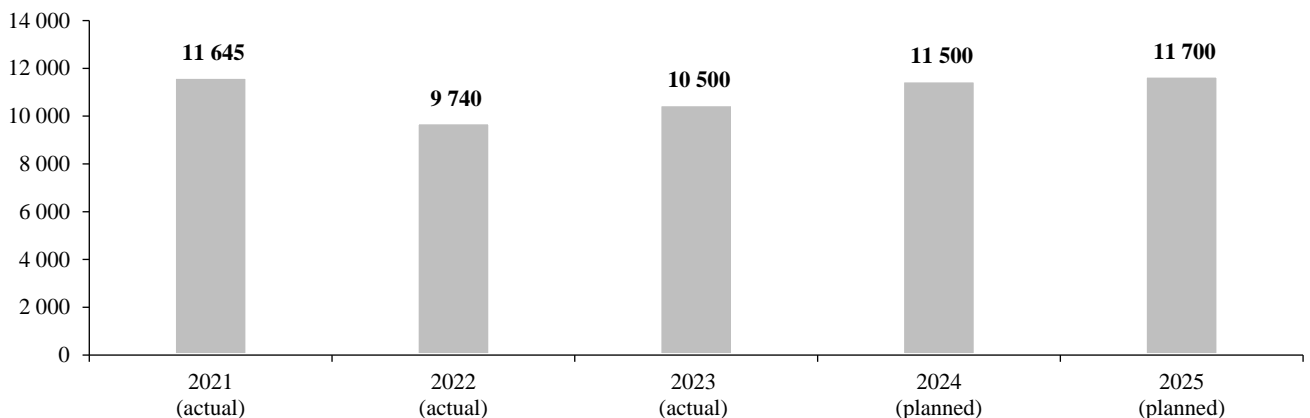
Programme performance in 2023 and target for 2025

16.100 The subprogramme's work contributed to 10,500 direct beneficiaries receiving humanitarian, legal and psychological support and vocational training through specialized organizations, which met the planned target.

16.101 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XIX).

Figure 16.XIX

Performance measure: number of direct beneficiaries that have received legal and financial assistance through specialized organizations (annual)



Result 3: young people engage meaningfully in decision-making processes on drugs, crime and corruption

Proposed programme plan for 2025

16.102 In 2022, the UNODC Youth Empowerment Accelerator (YEA!) Framework was launched, to ensure the meaningful engagement of young people across the programmatic work of UNODC. The subprogramme supports the implementation of the Framework through a community of practice, engaging young people through different networks and supporting actions to accelerate youth empowerment.

Lessons learned and planned change

16.103 The lesson for the subprogramme was that tokenistic involvement can hinder meaningful youth engagement and opportunities for young people. Meaningful youth engagement seeks to involve young people in all parts of the programme cycle, underscoring the notion of “nothing about us without us”. In applying the lesson, the subprogramme will ensure that young people are engaged in active partnership and open dialogue with the Office and will foster their inclusion in intergovernmental and decision-making forums.

16.104 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.16).

Table 16.16
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
First virtual Youth Forum alongside the Commission on Narcotic Drugs	First Youth Consultation alongside the eleventh Conference of the Parties to the Convention against Transnational Organized Crime	“Youth changemakers” held at the twentieth Conference of the States Parties to the United Nations Convention against Corruption	Youth engagement at the Commission on Crime Prevention and Criminal Justice	Regional Youth Consultations to support the fifteenth United Nations Congress on Crime Prevention and Criminal Justice

Deliverables

16.105 Table 16.17 lists all deliverables of the subprogramme.

Table 16.17
Subprogramme 7: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	5	6	6
1. On advocacy and global communications	1	1	1	1
2. On civil society partnerships	4	2	3	3
3. On urban safety governance and youth empowerment	1	1	1	1
4. United Nations voluntary trust fund for victims of trafficking in persons, especially women and children	1	1	1	1

Section 16 International drug control, crime and terrorism prevention and criminal justice

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Seminars, workshops and training events (number of days)	20	29	30	20
5. Training events, workshops and seminars on effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	20	29	30	20
Publications (number of publications)	2	6	3	5
6. On effective participation of civil society organizations in issues under the UNODC mandate, including combating drugs, crime and corruption	1	2	2	2
7. On results-based management and mainstreaming the 2030 Agenda	1	4	1	3
D. Communication deliverables				
Outreach programmes, special events and information materials: global campaigns to observe the International Day against Drug Abuse and Illicit Trafficking, World Day against Trafficking in Persons and International Anti-Corruption Day; promotional materials on UNODC mandate areas; fundraising outreach and strategic partnerships with international financial institutions, international organizations and the private sector.				
External and media relations: press releases and events.				
Digital platforms and multimedia content: UNODC website and social media channels.				

**Subprogramme 8
Technical cooperation and field support**

Objective

- 16.106 The objective, to which this subprogramme contributes, is to strengthen Member State-owned programmes countering drugs, crime and terrorism.

Strategy

- 16.107 To contribute to the objective, the subprogramme will:
- (a) Provide policy advice, strategic guidance and coordination to all UNODC field offices for the development and implementation of integrated operational programmes and ensure their full implementation;
 - (b) Ensure operational accountability and programmatic efficiency, including by engaging in the development of business operational strategies and common back offices, monitoring risks and ensuring the inclusion of results-based management in the planning, monitoring and reporting of all UNODC field presences;
 - (c) Provide substantive, technical and policy advice through its field offices, according to their mandates and at the request of Member States, and ensure the inclusion of governance, security, and preventing and countering drugs, crime and terrorism with full respect for human rights in the implementation of joint United Nations programmes through technical assistance;
 - (d) Support the development of regional strategies and operational programmes promoting the joint pursuit of justice, public security and development that build on the normative and technical assistance of the Office, through policy dialogue and coordination, and by serving as a common platform for joint efforts with United Nations partners, international financial institutions, other multilateral bodies and civil society;
 - (e) Provide technical and legislative assistance among partner countries designed to foster full ownership by regional entities to support the establishment of South-South cooperation and interregional cooperation;

- (f) Provide targeted capacity-building to Member States to support the achievement of the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

16.108 This work is expected to result in:

- (a) Improved legal and policy responses and strengthened capacity of Member States to address the world drug problem, prevent and counter transnational organized crime, corruption and terrorism and promote justice and the rule of law and participate more effectively in joint initiatives, and cross-border and transnational cooperation;
- (b) Member States advancing in evidence-based and tailored programmes in priority areas of UNODC mandates, to support relevant Sustainable Development Goals based on contextual needs assessments;
- (c) Renewed cooperation and coherence with offices of the United Nations resident coordinators, other United Nations entities and regional Development Coordination Office desks under both development system and business operations reforms, thus enhancing the efficiency of support to Member States.

Programme performance in 2023

Enhanced fuel controls in the Galapagos, Ecuador, to disrupt maritime crime

16.109 In the Galapagos, Ecuador, effective maritime law enforcement to counter drug trafficking by sea and other maritime crimes is hindered by various challenges related to administrative controls and is compounded by limited analysis and exchange of information among law enforcers and the private sector. Furthermore, the ability of a variety of actors to stock fuel in the middle of the Pacific Ocean facilitates the expansion of criminal networks’ operations to Central America to deliver drugs or engage in illegal fishing. Following the delivery of technical assistance sessions on inter-institutional coordination against maritime crime in the Galapagos, held in 2022 and 2023, the Consejo de la Judicatura endorsed guidelines that contributed to strengthening administrative controls on fuel supply in the Galapagos as a tool to combat drug trafficking, other maritime crimes and criminal networks associated with it.

16.110 Progress towards the objective is presented in the performance measure below (see table 16.18).

Table 16.18
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Law enforcement agencies in the Galapagos establish mechanisms to improve inter-institutional coordination in their response against fuel trafficking and maritime crime	Strengthened administrative controls on fuel supply through endorsement of inter-institutional guidelines for maritime law enforcement in the Galapagos

Planned results for 2025

Result 1: strengthened rule of law and protection of those who are vulnerable in small island developing States in the Pacific

Programme performance in 2023 and target for 2025

- 16.111 The subprogramme's work contributed to the enhanced capacity of and cooperation among small island developing States in the Pacific in the fight against corruption and transnational organized crime, through improved legal and policy frameworks and their active participation in the review mechanisms of the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Corruption, which met the planned target.
- 16.112 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.19).

Table 16.19

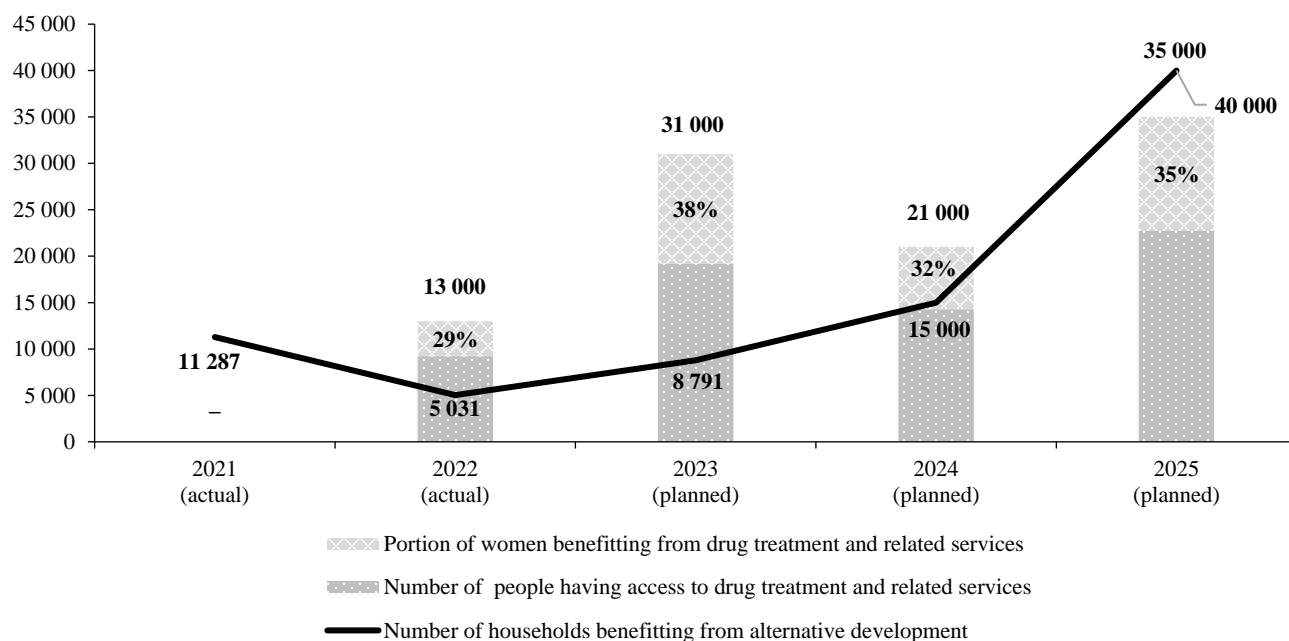
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Common country analysis and cooperation frameworks of Fiji, Papua New Guinea and Samoa reflect UNODC mandates under Sustainable Development Goals 3, 16 and 17	Improved data collection systems on human trafficking in six small island developing States in the Pacific Enhanced South-South cooperation between 14 small island developing States in the Pacific	Small island developing States in the Pacific concluded the United Nations Convention against Corruption first and second cycles, started the first United Nations Convention against Transnational Organized Crime review, and began implementation of the action plan (Pacific road map for anti-corruption, or Teieniwa Vision)	Small island developing States in the Pacific have an increased evidence base on the threat of transnational organized crime and are better prepared to combat transnational organized crime (including crimes facilitated by the misuse of information and communications technologies) 14 small island developing States in the Pacific promote and strengthen the prevention of and fight against corruption, in line with the United Nations Convention against Corruption, and support implementation of the Pacific road map to address corruption in the region (the Teieniwa Vision)	The Teieniwa Vision becomes a standing item in the Pacific Island Leaders' Forum Summit agenda

Result 2: drug production and use are addressed through alternative livelihood and health services
Programme performance in 2023 and target for 2025

- 16.113 The subprogramme’s work contributed to 31,000 people (38 per cent women) receiving access to drug treatment and rehabilitation services, which exceeded the planned target of 20,000 people. The subprogramme’s work also contributed to 8,791 households benefiting from alternative development support, which did not meet the planned target of 15,000 households. The target was not met owing to the ban on female workers, which hindered the delivery of activities to women beneficiaries. To reach beneficiaries, the subprogramme provided women trainers with a *mahram*, a male relative accompanying them, and secured local exemptions for women workers where possible.
- 16.114 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XX).

Figure 16.XX
Performance measure: beneficiaries in Afghanistan of United Nations Office on Drugs and Crime programmes on alternative development and prevention and treatment of drug use and drug use disorders (cumulative)



Result 3: navigating challenges to safety at sea through strengthened maritime safety management systems

Proposed programme plan for 2025

- 16.115 Maritime trade routes in the South Atlantic and Indian Oceans are linked by port facilities that face challenges with maritime enforcement, compliance with international standards for safety and security, and regional cooperation. The subprogramme’s work strengthened the safety of navigation in nine countries in the region and ensured the development and implementation of port security legislations and related compliance frameworks.

Lessons learned and planned change

- 16.116 The lesson for the subprogramme was the need to strengthen port security and maritime safety management systems, given that gaps in such systems can be exploited by transnational criminal organizations engaging in illicit trafficking, thus threatening safety of life at sea, coastal livelihoods and maritime environments. In applying the lesson, the subprogramme will work with competent national authorities in conducting daily patrolling, strengthening International Ship and Port Facility code compliance in additional ports and facilitating inter-institutional security meetings.
- 16.117 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.20).

Table 16.20
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Nine countries review/establish mechanisms to apply international regulations on maritime crime in domestic legislation	Enhanced regional coordination in the prosecution of maritime crime	Ports in nine countries start to conduct daily patrols and review their port facility security plans Protected radiata tortoises seized in Madagascar A new port control unit established in Maputo	Five ports become International Ship and Port Facility code compliant	At least one port in each of the nine countries assisted is International Ship and Port Facility code compliant

Deliverables

- 16.118 Table 16.21 lists all deliverables of the subprogramme.

Table 16.21
Subprogramme 8: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	13	13	13	13
1. Regional and country programmes on UNODC mandate areas	13	13	13	13
Technical materials (number of materials)	2	2	2	2
2. On Business Continuity, United Nations reform and the efficiency agenda	2	2	2	2
Seminars, workshops and training events (number of days)	13	13	13	13
3. Seminars on programme development and 2030 Agenda	13	13	13	13

C. Substantive deliverables

Consultation, advice and advocacy: advisory services through field office network for approximately 150 Member States and stakeholders on policies, strategies and cooperation frameworks, consultations with Member States and partners on strategic priorities and new programmes; and strategic and operational field support and substantive oversight services in UNODC mandate areas.

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: national campaigns to observe the International Day against Drug Abuse and Illicit Trafficking, World Day against Trafficking in Persons, and the International Anti-Corruption Day; and fundraising outreach and partnerships with international financial institutions, international organizations and the private sector specifically focused on country or regional contexts.

Digital platforms and multimedia content: UNODC field offices websites.

E. Enabling deliverables

Safety and security: safety and security services to approximately 125 physical field office locations in 97 countries.

Subprogramme 9

Component 1: Provision of secretariat services and substantive support to the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the United Nations Congress on Crime Prevention and Criminal Justice

Objective

- 16.119 The objective, to which component 1 of this subprogramme contributes, is to ensure the effective and efficient functioning of the United Nations intergovernmental bodies dealing with issues relating to drugs, crime and terrorism, as well as the effective and efficient functioning of the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC and of the United Nations Congress on Crime Prevention and Criminal Justice in fulfilling their advisory roles.

Strategy

- 16.120 To contribute to the objective, the component will:
- (a) Provide substantive, technical and organizational services to the Commission on Narcotic Drugs and its five subsidiary bodies, to the Commission on Crime Prevention and Criminal Justice and to the United Nations congresses on crime prevention and criminal justice, including the follow-up to the Fourteenth Congress and the implementation of the provisions of its outcome document;
 - (b) Provide support to the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC by facilitating the preparations for and the organization of the formal and informal meetings of the working group.
- 16.121 The above-mentioned work is expected to result in:
- (a) Enhanced cooperation among Member States in accelerating the implementation of international drug policy commitments as well as comprehensive strategies for crime prevention towards social and economic development and integrated approaches to challenges faced by criminal justice systems;
 - (b) Enhanced understanding of Member States of governance and financial matters relating to UNODC;
 - (c) Increased participation by a broad and inclusive group of representatives.

Programme performance in 2023

Successful stocktaking of the progress made in implementing the international drug policy commitments

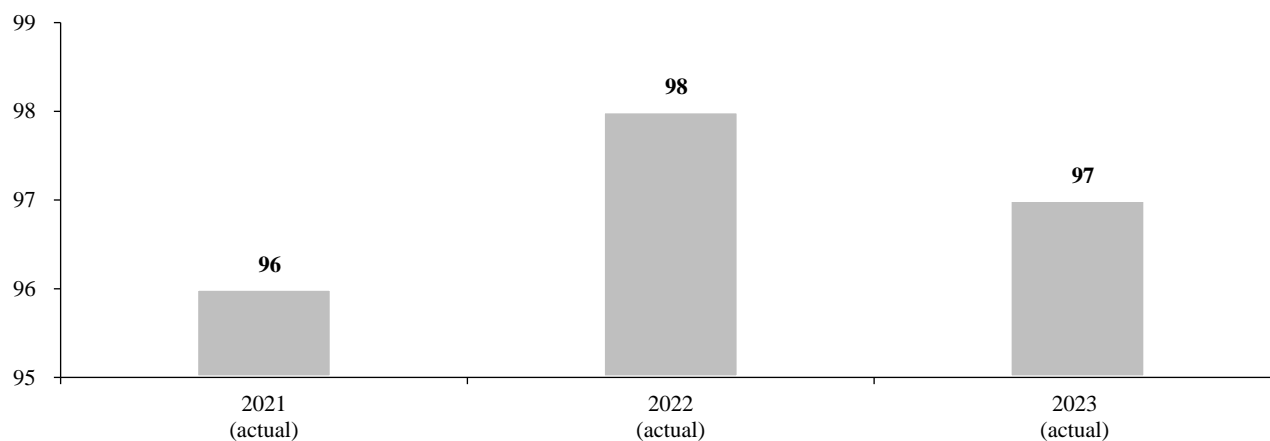
16.122 In the 2019 Ministerial Declaration on Strengthening Our Actions at the National, Regional and International Levels to Accelerate the Implementation of Our Joint Commitments to Address and Counter the World Drug Problem, Member States resolved to review the progress in implementing all international drug policy commitments in the Commission on Narcotic Drugs in 2029, with a midterm review in 2024. The component supported the preparations for the 2024 high-level review process. In particular, support was provided to the negotiations of the Commission at its sixty-sixth session, in March 2023, on the organizational arrangements of the high-level segment, resulting in the adoption of a modalities resolution by consensus. The component also led the organization of two rounds of intersessional thematic discussions – in October and December 2023 – which enabled the Commission to undertake a comprehensive stocktaking of the progress made in implementing the international drug policy commitments since 2019 and to better prepare for the 2024 midterm review.

16.123 Progress towards the objective is presented in the performance measure below (see figure 16.XXI).

Figure 16.XXI

Performance measure: Member States participating in the meetings of the Commission on Narcotic Drugs expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies

(Percentage)



Planned results for 2025

Result 1: strengthened crime prevention, criminal justice and rule of law towards the achievement of the 2030 Agenda through the effective follow-up to the Kyoto Declaration

Programme performance in 2023 and target for 2025

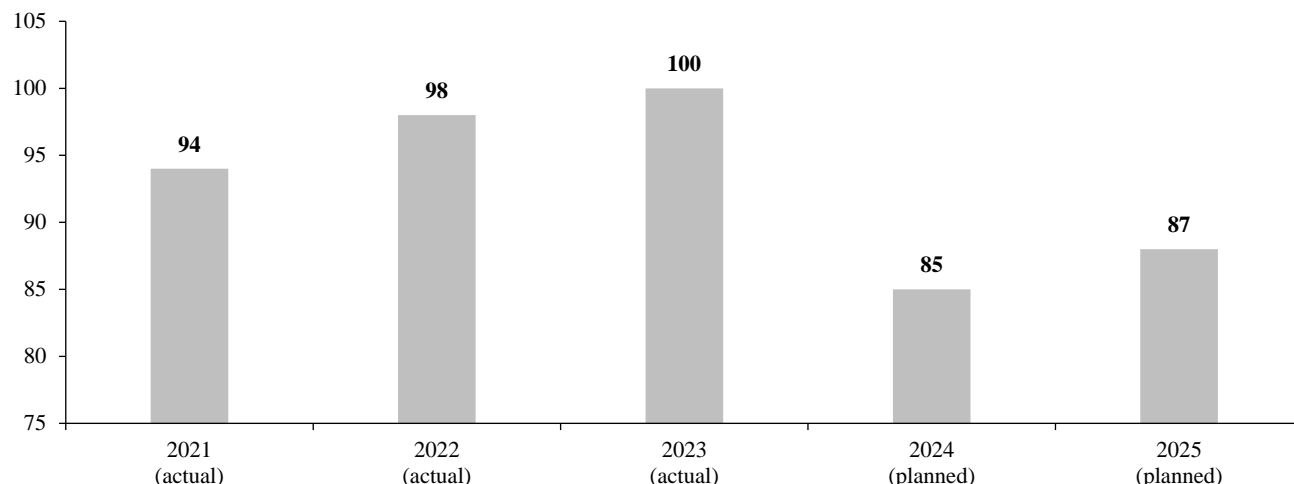
16.124 The component's work contributed to 100 per cent of Member States participating in the meetings of the Commission on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies, which exceeded the planned target of 80 per cent.

16.125 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XXII).

Figure 16.XXII

Performance measure: Member States participating in the meetings of the Commission on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies

(Percentage)



Result 2: accelerated implementation of international drug policy commitments to effectively address and counter the world drug problem

Programme performance in 2023 and target for 2025

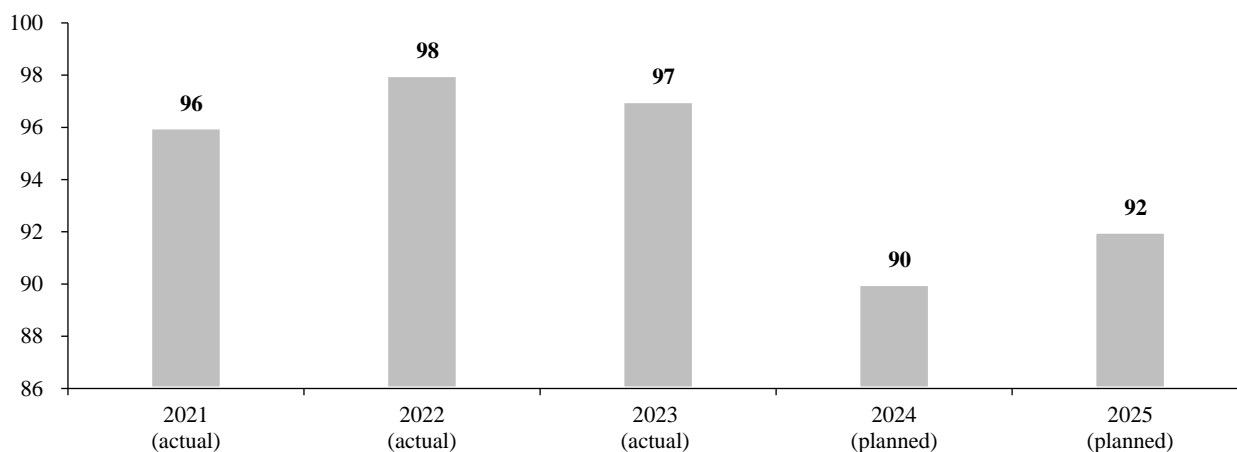
16.126 The subprogramme’s work contributed to 97 per cent of Member States participating in the meetings of the Commission on Narcotic Drugs expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies, which exceeded the planned targets of 85 per cent.

16.127 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XXIII).

Figure 16.XXIII

Performance measure: Member States participating in the meetings of the Commission on Narcotic Drugs expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies

(Percentage)



Result 3: strengthened implementation of international crime prevention and criminal justice policy commitments

Proposed programme plan for 2025

- 16.128 The Fifteenth United Nations Congress on Crime Prevention and Criminal Justice will be held in 2026, under the overarching theme “Accelerating crime prevention, criminal justice and the rule of law: Protecting people and planet and achieving the 2030 Agenda for Sustainable Development in the digital age”. The component supported the Commission on Crime Prevention and Criminal Justice, being the preparatory and follow-up body for the crime congresses, in negotiating a resolution on the organizational arrangements and the substantive agenda of the Fifteenth Congress. The component also supports the Commission on Crime Prevention and Criminal Justice in preparing relevant documentation for the 2026 Congress, and for the regional preparatory meetings to be held in 2025.

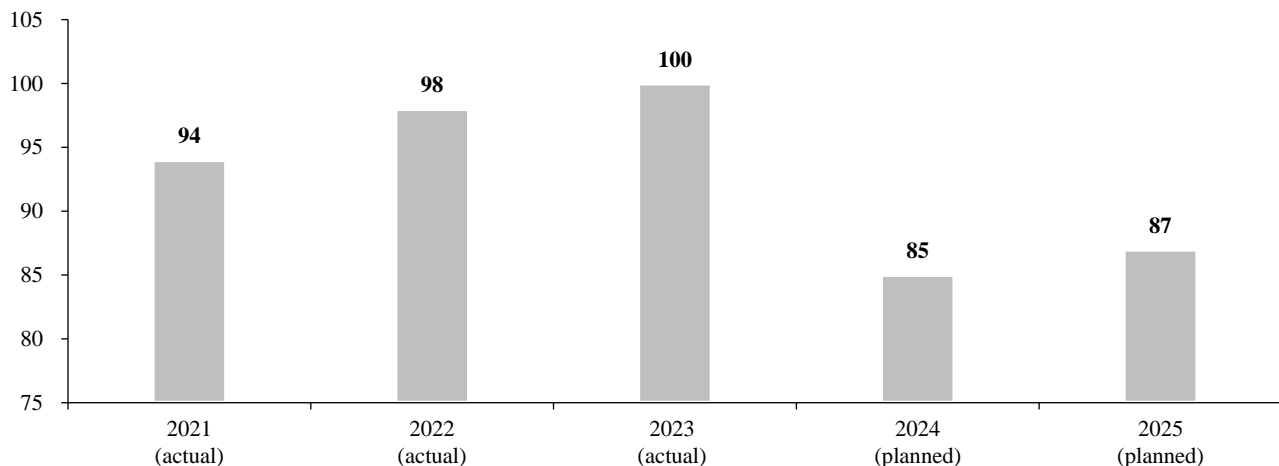
Lessons learned and planned change

- 16.129 The lesson for the subprogramme was that effective implementation of international policy commitments on crime prevention and criminal justice requires comprehensive and inclusive participation in the meetings by all Member States and other relevant stakeholders. In applying the lesson, the subprogramme will work to provide formats enabling comprehensive participation and meeting the needs of delegations.
- 16.130 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XXIV).

Figure 16.XXIV

Performance measure: Member States participating in the meetings of the Commission on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat to the Governing Bodies

(Percentage)



Deliverables

- 16.131 Table 16.22 lists all deliverables of the component.

Table 16.22

Subprogramme 9, component 1: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	66	72	69	92
1. Reports to the General Assembly on international cooperation to counter the world drug problem and on crime prevention and criminal justice, including reports on the United Nations congresses on crime prevention and criminal justice	5	4	5	4
2. Notes to the Economic and Social Council on the contribution of the Commission on Narcotic Drugs and of the Commission on Crime Prevention and Criminal Justice to the annual high-level political forum on sustainable development	2	2	2	2
3. Annual reports to the Economic and Social Council (ECOSOC) on the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice	4	4	4	4
4. Annual reports to the Commission on Crime Prevention and Criminal Justice	13	17	14	17
5. Reports to the Commission on Narcotic Drugs	14	13	14	13
6. Reports and notes by the Secretariat to subsidiary bodies of the Commission on Narcotic Drugs	24	30	28	30
7. Notes by the Secretariat to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice	2	2	2	2
8. Documentation for ad hoc expert group meetings related to the Commission on Narcotic Drugs	2	–	–	–
9. Reports to the regional preparatory meetings of the 15th United Nations Congress on Crime Prevention and Criminal Justice	–	–	–	20
Substantive services for meetings (number of three-hour meetings)	158	138	154	195
Meetings of:				
10. ECOSOC	6	6	6	6
11. Commission on Crime Prevention and Criminal Justice	46	37	46	46
12. Commission on Narcotic Drugs	46	42	46	46
13. The subsidiary bodies of the Commission on Narcotic Drugs	40	36	40	50
14. The standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC	16	17	16	17
15. Ad hoc expert groups related to the Commission on Narcotic Drugs	4	–	–	–
16. Regional preparatory meetings of the Fifteenth Crime Congress	–	–	–	30
B. Generation and transfer of knowledge				
Publications (number of publications)	5	4	5	5
17. On the manufacture of narcotic drugs and psychotropic substances and their precursors	1	1	1	1
18. Directory of competent national authorities under the international drug control treaties	1	1	1	1
19. Schedules and tables of the international drug control conventions	3	2	3	3
C. Substantive deliverables				
Consultation, advice and advocacy: substantive and technical advice to the Vienna-based Commissions, representatives of Member States, permanent missions in Vienna and other relevant stakeholders relating to the work of the Commissions; notes verbales as notifications under the international drug control treaties; advice on the follow-up to the mandates contained in the relevant resolutions and decisions adopted by the Commissions.				
Databases and substantive digital materials: database on the manufacture of narcotic drugs and psychotropic substances and their precursors; database on resolutions and decisions by the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: special events of the Commissions, including the launch of the annual World Drug Report.

Digital platforms and multimedia content: websites for the Commissions, the United Nations congresses on crime prevention and criminal justice, and the follow-up to the 2019 ministerial segment of the Commission on Narcotic Drugs; secure webpages for use by the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the standing open-ended intergovernmental working group on improving the governance and financial situation of UNODC; web stories and social media accounts highlighting key developments in the work of the Commissions.

Component 2: Provision of secretariat services and substantive support to the International Narcotics Control Board

Objective

- 16.132 The objective, to which component 2 of this subprogramme contributes, is to ensure the effective and efficient functioning of the International Narcotics Control Board in fulfilling its treaty-based mandate, through such measures as monitoring and promoting the full implementation of and full compliance with the three international drug control treaties and supporting Member States in implementing their treaty obligations.

Strategy

- 16.133 To contribute to the objective, the component will:
- (a) Provide independent secretariat services and substantive support to the International Narcotics Control Board, including ensuring that the Board is provided with advice on treaty implementation;
 - (b) Raise awareness of Governments and the international community about the implementation of the international drug control conventions, through the publication and dissemination of the treaty-mandated reports of the Board and on the need to develop and implement national drug control policies and regulatory control systems for narcotic drugs, psychotropic substances and precursor chemicals, helping Member States to make progress towards Sustainable Development Goals 3, 10, 11, and 16;
 - (c) Support Governments in meeting their treaty-based obligations for reporting to the Board, in monitoring the international movement of precursors and the illicit use of internationally controlled and non-scheduled precursors as well as equipment, and in promoting cooperation and the exchange of import and export authorizations, including through the International Narcotics Control Board learning programme and the International Import and Export Authorization System (I2ES), as well as information on licit and illicit activity, through electronic means such as the Pre-Export Notification Online system, the Pre-Export Notification Online Light system and the Precursors Incident Communication System, projects Prism and Cohesion and task force efforts; and support Governments in enhancing cooperation with relevant private sector entities, helping Member States to make progress towards Goals 3, 11, 16 and 17;
 - (d) Provide technical advice to the Board in assessing substances for scheduling recommendations under the 1988 Convention;
 - (e) Build the capacity of and enhance cooperation among law enforcement, customs, postal and other national agencies to ensure the availability of controlled substances for licit purposes and to safely detect and interdict controlled substances, new psychoactive substances and non-medical

synthetic opioids, through the Global Rapid Interdiction of Dangerous Substances programme, helping Member States to make progress towards Sustainable Development Goals 3, 16, and 17;

- (f) Raise awareness and provide training to relevant national authorities on:
 - (i) The implementation of the international drug control conventions;
 - (ii) Identifying and responding to changing patterns in trafficking in and abuse of controlled substances, new psychoactive substances and non-medical synthetic opioids;
 - (iii) The implementation of the simplified control measures for international trade in controlled substances during emergency situations.

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

- (a) Advancement of the Board's dialogue with Governments to promote implementation of the drug control conventions and the Board's recommendations and engagement on treaty-related matters;
- (b) Effective functioning of the international system for licit trade in controlled substances;
- (c) More accurate identification and reporting by Governments on their needs for and consumption of narcotic drugs and psychotropic substances for medical and scientific purposes;
- (d) Increased availability of controlled substances, with improved cooperation among Member States to ensure a balance between the supply of and demand for controlled substances;
- (e) Decreased availability of precursor chemicals and essential equipment for the illicit manufacture of drugs;
- (f) Reduction in trafficking in and misuse of internationally controlled substances and new psychoactive substances;
- (g) Improved response of Member States to emergency situations, and their impacts on the demand for and trafficking of new psychoactive substances and non-medical synthetic opioids;
- (h) Improved measures by Member States to respond to emergency situations requiring expedited trade in and humanitarian supply of controlled substances for medical purposes.

Programme performance in 2023

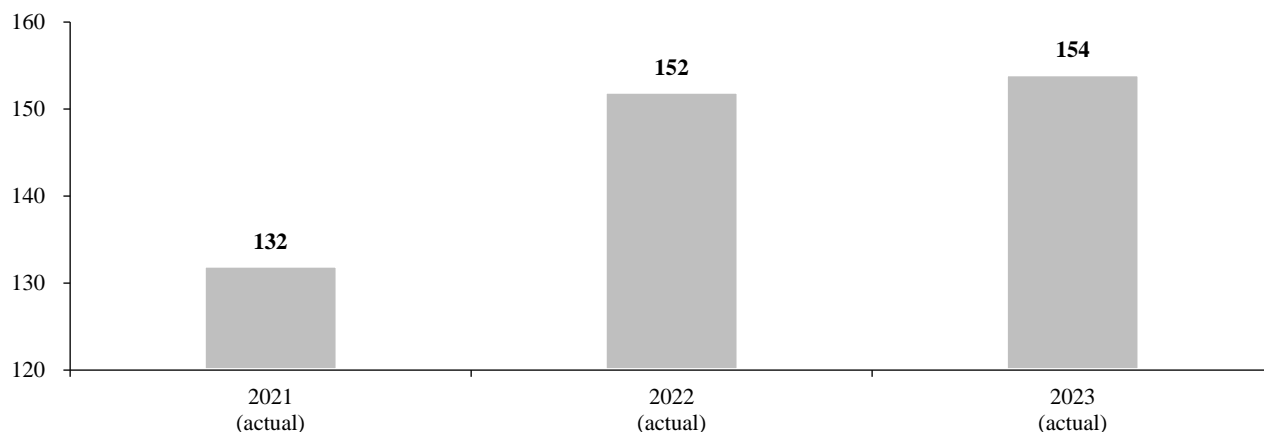
Member States acquire the knowledge to ensure adequate use of narcotic drugs and psychotropic substances for medical and scientific purposes, while preventing their diversion

16.135 The International Narcotics Control Board learning programme builds the capacity of Member States to ensure adequate access to internationally controlled substances and to further strengthen treaty implementation and treaty-mandated reporting. The capacity of Member States to implement the treaties has improved through the technical expertise and training tools provided by the component, including e-modules, regional training seminars, bilateral consultations and workshops on ensuring adequate availability of internationally controlled substances for medical and scientific purposes. In 2023, the component's work contributed to 154 countries and territories using the e-modules, and to the participation of Government officials in Latin America and the Caribbean, Eastern Europe and Central Asia in training events. Given the encouraging results yielded by the learning programme so far, the component aims to expand its coverage and involve more countries in the future.

16.136 Progress towards the objective is presented in the performance measure below (see figure 16.XXV).

Figure 16.XXV

Performance measure: number of countries and territories enrolled in International Narcotics Control Board e-learning modules (cumulative)



Planned results for 2025

Result 1: reduced availability of non-scheduled chemicals, designer precursors, materials and equipment used in illicit drug manufacture

Programme performance in 2023 and target for 2025

- 16.137 The component’s work contributed to the assessment of 18 substances for possible international scheduling, and to increased exchange of information by voluntary notifications of international shipments of non-scheduled chemicals through the new International Narcotics Control Board Pre-Export Notification Online Light platform, which met the planned target.
- 16.138 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.23).

Table 16.23
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Two global consultative meetings and side event of the Commission on Narcotic Drugs on non-scheduled chemicals	Catalogue of measures addressing non-scheduled chemicals available to Member States	18 chemicals assessed for possible international control	Member States make progress in engaging industry in preventing the proliferation of non-scheduled chemicals and the use of equipment for illicit drug manufacture	Member States engage with a wider range of industries identified through mapping exercises
Guidelines to Prevent and Investigate the Diversion of Materials and Equipment Essential for Illicit Drug Manufacture in the context of article 13 of the United Nations	International Narcotics Control Board guidance document on article 13 and equipment available to policymakers at the Commission on Narcotic Drugs	Increased exchange, through Pre-Export Notification Online Light, of information on non-scheduled chemicals, obtained by Member States through cooperation with industry		

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988 available in all official languages of the United Nations	Member States have increased awareness of various options and approaches to prevent equipment from being used in illicit drug manufacture and to increase operational use of article 13			

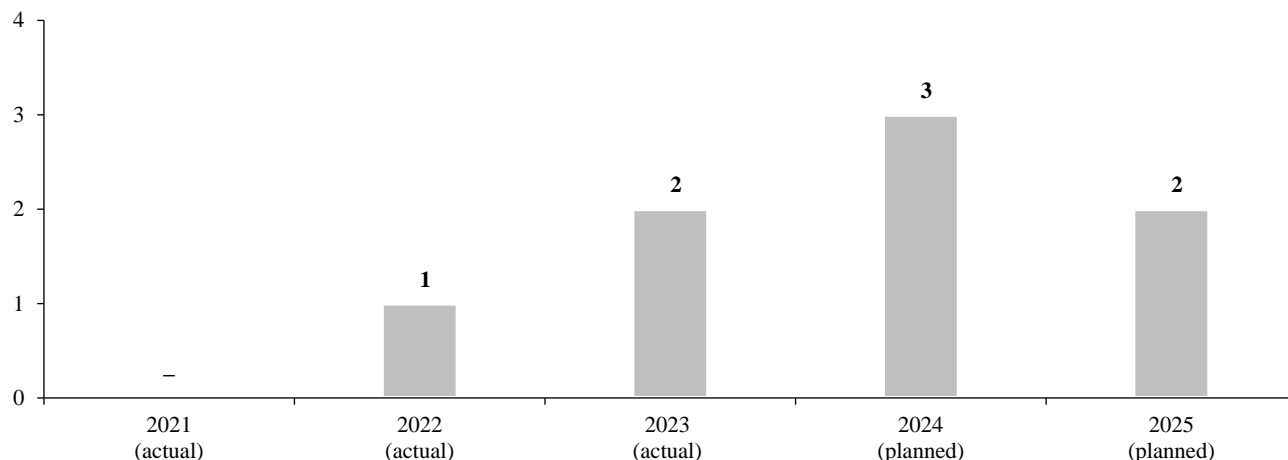
Result 2: relevant national industrial sectors proactively cooperate with competent national authorities in reducing the risk of exploitation by drug traffickers

Programme performance in 2023 and target for 2025

- 16.139 The component’s work contributed to two countries conducting national mapping exercises on the structure of industry sectors manufacturing and trading chemicals possibly used in illicit drug manufacture, which did not meet the planned target of three countries. The target was not met owing to challenges in securing the services of specialized experts to support the mapping exercises.
- 16.140 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 16.XXVI).

Figure 16.XXVI

Performance measure: number of countries that have conducted national industry mapping exercises (annual)



Result 3: reduced availability of highly potent new psychoactive substances and non-medical synthetic opioids

Proposed programme plan for 2025

- 16.141 Under the Global Rapid Interdiction of Dangerous Substances programme of the International Narcotics Control Board, the component assists Governments in addressing trafficking of highly potent and potentially fatal non-scheduled non-medical synthetic opioids and new psychoactive substances, as well as related chemicals. Through the Global Rapid Interdiction of Dangerous Substances programme, the component promotes secure real-time exchange of information and

operational cooperation, which has led to voluntary cooperation between Governments and the private sector to assist those industries vulnerable to exploitation by traffickers.

Lessons learned and planned change

- 16.142 The lesson for the component was realizing the importance of operational responses to identify best practices on addressing the trafficking of non-medical synthetic opioids, new psychoactive substances and related chemicals without hindering legitimate trade. In applying the lesson, the component will support Governments and private sector partners in generating information and intelligence related to emerging trends.
- 16.143 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 16.24).

Table 16.24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Network of regional technical officers established	Law enforcement and regulatory officers use updated incident communication (Project Ion Incident Communication System) and analysis (Global Rapid Interdiction of Dangerous Substances Intelligence) tools	Member States have access to guidance for voluntary cooperation with e-commerce, express courier industry, freight forwarding industry and Internet-related services	25 Member States engage in voluntary cooperation with the private sector to prevent trafficking and marketing of new psychoactive substances and non-medical synthetic opioids	Member States increase the number of seizures of new psychoactive substances and non-medical synthetic opioids

Deliverables

- 16.144 Table 16.25 lists all deliverables of the component.

Table 16.25
Subprogramme 9, component 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	52	42	52	52
1. Annual report of the International Narcotics Control Board	1	2	1	1
2. Report of the International Narcotics Control Board on the implementation of article 12 of the 1988 Convention, on narcotic drugs and on psychotropic substances	3	3	3	3
3. Reports on the supervision of the movement of narcotic drugs, psychotropic substances and precursor chemicals for licit purposes and on the supply of opiate raw materials and demand for opiates for medical and scientific purposes	8	8	8	8

Part IV International cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
4. Reports of the Committee on Finance and Administration and the Standing Committee on Estimates, and reports on intersessional developments, the implementation of decisions, and matters examined and decisions taken by the International Narcotics Control Board	11	12	11	11
5. Estimated requirements for narcotic drugs, assessments of requirements for psychotropic substances, and assessments of licit requirements for amphetamine-type stimulant precursors	6	6	6	6
6. Evaluation of overall treaty compliance by Governments, report on measures to ensure the execution of the international drug control treaties, reports on missions conducted by the International Narcotics Control Board, and specific studies on and evaluation of implementation by Member States of recommendations made by the Board	23	11	23	23
Substantive services for meetings (number of three-hour meetings)	98	124	98	98
Meetings of:				
7. The International Narcotics Control Board and its Standing Committee on Estimates	60	58	60	60
8. Ad hoc expert groups to advise the International Narcotics Control Board	18	6	18	18
9. The International Narcotics Control Board with Member States, international and regional organizations, the private sector and academia, as appropriate	20	60	20	20
Conference and secretariat services for meetings (number of three-hour meetings)	98	124	98	98
Meetings of:				
10. The International Narcotics Control Board and its Standing Committee on Estimates	60	58	60	60
11. Ad hoc expert groups to advise the International Narcotics Control Board	18	6	18	18
12. The International Narcotics Control Board with Member States, international and regional organizations, the private sector and academia, as appropriate	20	60	20	20
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	3
13. To support Government compliance with the international drug control conventions	3	3	3	3
Seminars, workshops and training events (number of days)	4	7	4	4
14. Training courses on compliance with drug control treaties and availability of internationally controlled substances for licit purposes while preventing diversion and abuse	4	7	4	4
Technical materials (number of materials)	96	96	96	96
15. Estimates and assessments of medical and scientific requirements for narcotic drugs and psychotropic substances	64	64	64	64
16. Forms for treaty-mandated reporting by Member States on narcotic drugs, psychotropic substances and precursor chemicals under the 1961, 1971 and 1988 Conventions and related Economic and Social Council resolutions, and annual update of the lists of narcotic drugs, psychotropic substances and precursor chemicals controlled under the three conventions	12	12	12	12
17. Tables of countries that require authorizations for the import of substances listed in Schedules III and IV of the 1971 Convention, and the special international surveillance list of non-scheduled chemicals	5	5	5	5
18. Training materials for national authorities on implementing the provisions of the three drug-control conventions	15	15	15	15
C. Substantive deliverables				
Consultation, advice and advocacy: substantive support to country missions of the International Narcotics Control Board to review implementation of the conventions and to make recommendations to Governments aimed at improving treaty adherence and implementation with a view to ensuring the availability of internationally controlled substances while preventing diversion, trafficking and abuse; consultations with Member States on the control of narcotic drugs, psychotropic substances and precursor chemicals, as well as on issues relating to non-scheduled chemicals, including designer precursors, equipment and materials used in illicit drug manufacture, and new psychoactive substances and synthetic opioids.				

Section 16 International drug control, crime and terrorism prevention and criminal justice

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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Databases and substantive digital materials: International Drug Control System Database used by the International Narcotics Control Board secretariat; International Import and Export Authorization System (I2ES), with 70 registered countries and territories; Pre-Export Notification Online and Pre-Export Notification Online Light systems, with 169 registered countries and territories; Precursors Incident Communication System, used by approximately 130 Governments; and Project Ion Incident Communication System and Global Rapid Interdiction of Dangerous Substances Intelligence, used by around 170 Governments.

D. Communication deliverables

Outreach programmes, special events and information materials: side events during intergovernmental meetings and meetings of the International Narcotics Control Board with Member States and civil society.

External and media relations: press releases and press conferences on activities of the International Narcotics Control Board; responses to media requests; statements by members of the Board at intergovernmental meetings; newsletters for Governments; and dissemination of recommendations and positions of the Board to decision-makers and the general public.

Digital platforms and multimedia content: website of the International Narcotics Control Board and institutional social media accounts; secure web pages for Board members and competent national authorities.

B. Proposed post and non-post resource requirements for 2025

Overview

16.145 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 16.26 to 16.27.

Table 16.26

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Posts	19 455.4	20 831.2	–	–	–	–	–	20 831.2
Other staff costs	914.9	997.3	(770.1)	80.7	27.4	(662.0)	(66.4)	335.3
Hospitality	2.4	1.3	–	–	–	–	–	1.3
Consultants	168.7	220.3	–	47.3	8.7	56.0	25.4	276.3
Experts	116.1	173.1	–	–	–	–	–	173.1
Travel of representatives	622.4	838.9	–	199.3	–	199.3	23.7	1 038.2
Travel of staff	277.8	331.8	(126.5)	82.3	(0.5)	(44.7)	(13.5)	287.1
Contractual services	654.2	594.4	(12.0)	34.8	(27.9)	(5.1)	(0.1)	589.3
General operating expenses	146.6	116.2	–	–	4.9	4.9	4.2	121.1
Supplies and materials	78.5	84.0	–	–	–	–	–	84.0
Furniture and equipment	168.2	143.8	–	–	(12.6)	(12.6)	(8.8)	131.2
Fellowships, grants and contributions	6.6	–	–	–	–	–	–	–
Other	7.7	–	–	–	–	–	–	–
Total	22 619.6	24 332.3	(908.6)	444.4	–	(464.2)	(1.9)	23 868.1

Table 16.27

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	125	1 USG, 3 D-2, 8 D-1, 14 P-5, 32 P-4, 27 P-3, 13 P-2/1, 3 GS (PL), 24 GS (OL)
Redeployment	–	Redeployment of 1 P-4 Crime Prevention and Criminal Justice Officer under subprogramme 1
Reassignment	–	Reassignment of 1 GS (OL) Finance and Budget Assistant to Programme Management Assistant under subprogramme 1 and 1 GS (OL) from Programme Management Assistant to Administrative Assistant under subprogramme 8
Proposed for 2025	125	1 USG, 3 D-2, 8 D-1, 14 P-5, 32 P-4, 27 P-3, 13 P-2/1, 3 GS (PL), 24 GS (OL)

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General

Table 16.28
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	8	–	–	–	–	8
P-5	14	–	–	–	–	14
P-4	32	–	–	–	–	32
P-3	27	–	–	–	–	27
P-2/1	13	–	–	–	–	13
Subtotal	98	–	–	–	–	98
General Service and related						
GS (PL)	3	–	–	–	–	3
GS (OL)	24	–	–	–	–	24
Subtotal	27	–	–	–	–	27
Total	125	–	–	–	–	125

16.146 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 16.29 to 16.31 and figure 16.XXVII.

16.147 As reflected in tables 16.29 (1) and 16.30 (1), the overall resources proposed for 2025 amount to \$23,868,100 before recosting, reflecting a net decrease of \$464,200 (or 1.9 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 16.29
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2023 expenditure	2024 approved	Technical adjustments	Changes			2025 estimate (before recosting)
				New/ expanded mandates	Other	Total Percentage	
A. Policymaking organs	644.1	838.9	–	444.4	–	444.4 52.9	1 283.3
B. Executive direction and management	722.5	894.1	–	–	–	–	894.1
C. Programme of work							
1. Countering transnational organized crime	3 987.6	4 159.1	(908.6)	–	–	(908.6) (21.8)	3 250.5
2. A comprehensive and balanced approach to counter the world drug problem	741.6	823.0	–	–	–	–	823.0
3. Countering corruption	2 495.7	3 099.0	–	–	–	–	3 099.0

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Component/subprogramme	2023 expenditure	2024 approved	Technical adjustments	Changes				2025 estimate (before recosting)
				New/ expanded mandates	Other	Total	Percentage	
4. Terrorism prevention	1 374.0	1 451.4	–	–	–	–	–	1 451.4
5. Justice	1 567.1	1 476.6	–	–	–	–	–	1 476.6
6. Research, trend analysis and forensics	3 255.8	3 337.6	–	–	–	–	–	3 337.6
7. Policy support	1 348.1	1 154.3	–	–	–	–	–	1 154.3
8. Technical cooperation and field support	586.2	639.6	–	–	–	–	–	639.6
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	5 430.1	5 997.2	–	–	–	–	–	5 997.2
Subtotal, C	20 786.2	22 137.8	(908.6)	–	–	(908.6)	(4.1)	21 229.2
D. Programme support	466.8	461.5	–	–	–	–	–	461.5
Subtotal, 1	22 619.6	24 332.3	(908.6)	444.4	–	(464.2)	(1.9)	23 868.1

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	3 756.2	4 663.8	119.9	2.6	4 783.7
C. Programme of work					
1. Countering transnational organized crime	153 271.2	160 335.7	(926.8)	(0.6)	159 408.9
2. A comprehensive and balanced approach to counter the world drug problem	61 819.3	52 280.1	588.0	1.1	52 868.1
3. Countering corruption	28 125.9	28 495.2	(127.2)	(0.4)	28 368.0
4. Terrorism prevention	21 772.0	19 832.7	(735.8)	(3.7)	19 096.9
5. Justice	71 485.6	79 321.2	(208.1)	(0.3)	79 113.1
6. Research, trend analysis and forensics	30 673.9	28 229.8	1 393.5	4.9	29 623.3
7. Policy support	6 427.1	8 257.2	119.3	1.4	8 376.5
8. Technical cooperation and field support	14 907.5	13 724.3	525.3	3.8	14 249.6
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	6 697.9	8 249.0	101.2	1.2	8 350.2
Subtotal, C	395 180.4	398 725.2	729.4	0.2	399 454.6
D. Programme support	6 505.7	4 684.7	0.8	–	4 685.5
Subtotal, 2	405 442.3	408 073.7	850.1	0.2	408 923.8
Total	428 061.8	432 406.0	1 314.3	0.3	432 791.9

Table 16.30

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	4	–	–	–	–	4
C. Programme of work						
1. Countering transnational organized crime	18	–	–	–	–	18
2. A comprehensive and balanced approach to counter the world drug problem	4	–	–	–	–	4
3. Countering corruption	18	–	–	–	–	18
4. Terrorism prevention	8	–	–	–	–	8
5. Justice	8	–	–	–	–	8
6. Research, trend analysis and forensics	17	–	–	–	–	17
7. Policy support	6	–	–	–	–	6
8. Technical cooperation and field support	4	–	–	–	–	4
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	38	–	–	–	–	38
Subtotal, C	121	–	–	–	–	121
D. Programme support	–	–	–	–	–	–
Subtotal, 1	125	–	–	–	–	125

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	20	–	20
C. Programme of work			
1. Countering transnational organized crime	207	–	207
2. A comprehensive and balanced approach to counter the world drug problem	28	–	28
3. Countering corruption	41	–	41
4. Terrorism prevention	29	–	29
5. Justice	95	–	95
6. Research, trend analysis and forensics	98	–	98
7. Policy support	36	–	36
8. Technical cooperation and field support	214	–	214

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Component/subprogramme	2024 estimate	Change	2025 estimate
9. Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice	23	–	23
Subtotal, C	771	–	771
D. Programme support	35	–	35
Subtotal, 2	826	–	826
Total	951	–	951

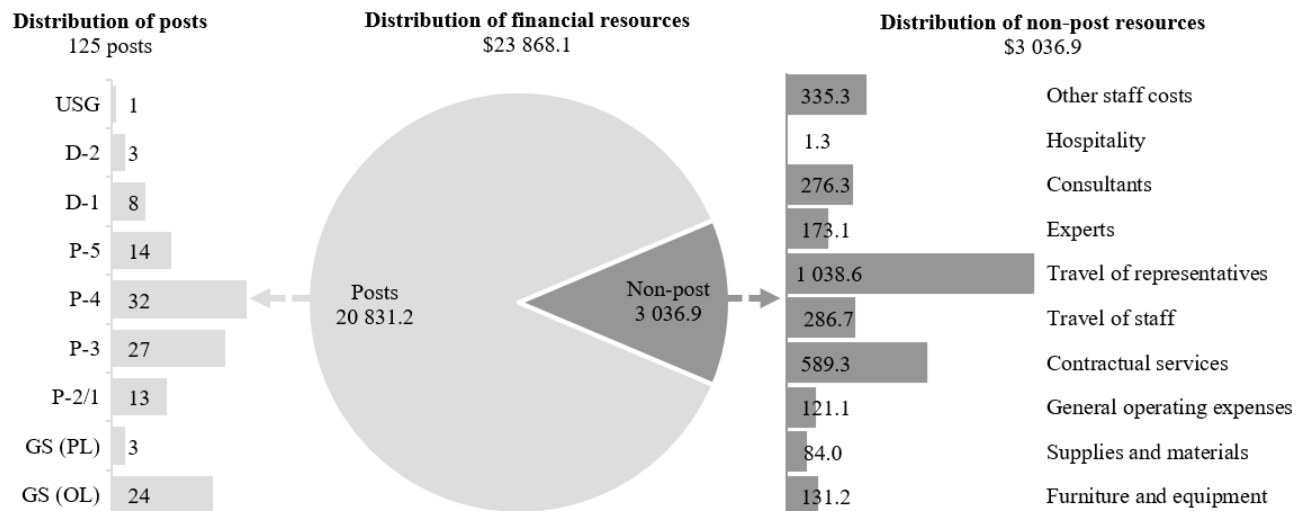
Table 16.31
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	19 455.4	20 831.2	–	–	–	–	–	20 831.2	
Non-post	3 164.2	3 501.1	(908.6)	444.4	–	(464.2)	(13.25)	3 036.9	
Total	22 619.56	24 332.3	(908.6)	444.4	–	(464.2)	(1.90)	23 868.1	
Post resources by category									
Professional and higher		98	–	–	–	–	–	98	
General Service and related		27	–	–	–	–	–	27	
Total		125	–	–	–	–	–	125	

Figure 16.XXVII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

- 16.148 As reflected in tables 16.26 and 16.29 (1), resource changes reflect a net decrease of \$908,600 under subprogramme 1, related to the removal of one-time provisions under other staff costs (\$770,100), travel of staff (\$126,500) and contractual services (\$12,000) related to the non-recurrent resource requirements for the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of Information and Communications Technologies for Criminal Purposes, approved pursuant to General Assembly resolution [75/282](#) and decision 78/549.

New and expanded mandates

- 16.149 The increase of \$444,400 under Policymaking organs, relates to the provisions under other staff costs (\$80,700), consultants (\$47,300), travel of representatives (\$199,300), travel of staff (\$82,300) and contractual services (\$34,800) with respect to new mandates relating to the support to the preparatory meetings in 2025 for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice, scheduled to be held in the United Arab Emirates in 2026, pursuant to Economic and Social Council resolution 155 C (VII) and General Assembly resolutions [415 \(V\)](#), [46/152](#), [56/119](#) and [78/223](#).

Other changes

- 16.150 As reflected in tables 16.26 and 16.29, the proposed changes are cost-neutral and reflect mainly an increase under other staff costs relating to normative, policy and inter-agency work to support the mechanisms of countering trafficking in persons and the smuggling of migrants. In addition, consultancy will be required to provide legislative support to States parties on the implementation of the three drug control conventions. The increase is offset in large part by a reduction in contractual services resulting from the lower number of copies of mandated publications being printed. Furthermore, as reflected in table 16.27, the redeployment of 1 P-4 Crime Prevention and Criminal Justice Officer under subprogramme 1 as well as the two reassignments, i.e. reassignment of 1 GS (OL) Finance and Budget Assistant to Programme Management Assistant under subprogramme 1 and 1 GS (OL) from Programme Management Assistant to Administrative Assistant under subprogramme 8, are cost neutral.

Extrabudgetary resources

- 16.151 As reflected in tables 16.29 (2) and 16.30 (2), extrabudgetary resources amount to \$408,923,800. The resources would complement regular budget resources and would be used mainly to provide for 826 posts (1 D-2, 11 D-1, 35 P-5, 176 P-4, 187 P-3, 39 P-2/1, 192 GS (OL), 10 GS (PL), 89 NPO, 86 LL). The resources, including non-post component, will be used mainly to carry out technical cooperation projects, at the request of Member States.
- 16.152 The extrabudgetary resources under the present section are subject to the oversight of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice, pursuant to General Assembly resolutions [46/185 C](#) and [61/252](#), section XI.

Policymaking organs

- 16.153 The resources proposed under this component would provide for the policymaking organs as shown in table 16.32 below.

Table 16.32
Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
United Nations congresses on crime prevention and criminal justice	Mandate: General Assembly resolutions 46/152 , 56/119 and 78/223 Membership: 193 government officials Number of sessions in 2025: 5	–	444.4
Commission on Crime Prevention and Criminal Justice	Mandate: Economic and Social Council resolution 1992/1 Membership: 40 government officials Number of sessions in 2025: 2	64.2	64.2
Commission on Narcotic Drugs and its subsidiary bodies	Mandate: Economic and Social Council resolution 1999/30 Membership: 53 government officials Number of sessions in 2025: 2	185.3	185.3
Standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime	Mandate: Economic and Social Council decisions 2009/251 and 2022/316 Membership: N/A (open-ended) Number of sessions in 2025: 1	–	–
International Narcotics Control Board	Mandate: General Assembly resolution 1774 (XVII) ; Economic and Social Council resolutions 1966/1106 (XL) and 1967/1196 (XLII); and the 1961 Convention as amended by the 1972 Protocol, article 9 Membership: 13 members Number of sessions in 2025: 3	589.4	589.4
Conference of the Parties to the United Nations Convention against Transnational Organized Crime	Mandate: General Assembly resolutions 55/25 and 55/255 ; the United Nations Convention against Transnational Organized Crime, article 32, and rule 3 of the rules of procedure for the Conference Membership: 192 parties Number of sessions in 2025: 0	–	–
Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies	Mandate: General Assembly resolution 58/4 , the United Nations Convention against Corruption, article 63, and rule 3 of the rules of procedure for the Conference Membership: 190 parties Number of sessions in 2025: 1	–	–
Total		838.9	1 283.3

16.154 The proposed regular budget resources for 2025 amount to \$1,283,300 and reflect an increase of \$444,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 16.149. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.33.

Table 16.33
Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Non-post								
Other staff costs	(0.1)	–	–	80.7	–	80.7	9.6	80.7
Consultants	–	–	–	47.3	–	47.3	–	47.3
Travel of representatives	622.4	838.9	–	199.3	–	199.3	23.7	1 038.2
Travel of staff	(9.0)	–	–	82.3	–	82.3	–	82.3
Contractual services	27.0	–	–	34.8	–	34.8	–	34.8
General operating expenses	1.5	–	–	–	–	–	–	–
Fellowships, grants and contributions	1.8	–	–	–	–	–	–	–
Other	0.5	–	–	–	–	–	–	–
Total	644.1	838.9	–	444.4	–	444.4	53.0	1 283.3

Executive direction and management

- 16.155 The executive direction and management component comprises the Office of the Executive Director and the Independent Evaluation Section.
- 16.156 The Executive Director is responsible for coordinating and providing leadership for all United Nations drug control and crime prevention activities to ensure the coherence of actions within the programme and the coordination, complementarities and non-duplication of such activities across the United Nations system. In that capacity, the Executive Director participates in the work of the United Nations System Chief Executives Board for Coordination. The Executive Director acts on behalf of the Secretary-General in fulfilling the responsibility that devolves upon the Executive Director under the terms of international treaties and resolutions of United Nations organs relating to international drug control or crime prevention. The responsibilities are combined with those of the Director-General of the United Nations Office at Vienna. The Office of the Executive Director is integrated with that of the Director-General and is supported with resources from the regular budget under section 1, Overall policymaking, direction and coordination.
- 16.157 The functions of the Office of the Executive Director include: (a) to assist the Executive Director in the overall executive direction and management of UNODC; (b) to facilitate inter-office cooperation in the implementation of workplans and administrative matters; (c) to ensure the timely implementation of decisions and the coordination of inputs from all organizational units to the activities of the Office; and (d) to support the Executive Director in the overall leadership and coordination of the activities of UNODC with extensive research and substantive information to advise on issues of policy, resources and results management.
- 16.158 The Office of the Executive Director also coordinates cross-cutting institutional issues, such as the systematic inclusion of gender equality aspects in all areas of UNODC work and reaching gender parity in staff. The Gender Team in the Office of the Executive Director coordinates the implementation of the United Nations Office at Vienna/UNODC Strategy and Action Plan for Gender Equality and Empowerment of Women (2022–2026) to ensure delivery of United Nations commitments on gender equality and the empowerment of women, including Sustainable Development Goal 5, through activities, such as supporting field offices to contextualize gender

commitments to their setting, ensuring the institutional mechanisms on gender mainstreaming are efficient, raising awareness and providing capacity-building for personnel to further strengthen capacity on gender issues across the UNODC programme of work. The United Nations Office at Vienna and UNODC continue to recognize high-impact policies and programmes on gender issues through an annual Gender Award and have strengthened their efforts on male engagement to promote gender equality and women’s empowerment.

- 16.159 The Independent Evaluation Section provides evaluation-based knowledge for decision-making to the Executive Director and Member States. The Section delivers human rights-responsive and gender-sensitive independent evaluations, syntheses of evaluations and other oversight results, evaluation capacity development for internal and external stakeholders, as well as innovative information technology solutions for evaluation and knowledge management to foster accountability and learning. These are based on strong partnerships within and outside of the United Nations, and efficiencies and higher-level results are achieved by conducting joint and contributing to system-wide evaluations.
- 16.160 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the United Nations Office at Vienna and UNODC are integrating environmental management practices into their operations.
- 16.161 Information on the timely submission of documentation and advance booking for air travel is reflected in table 16.34. The low travel compliance rate in 2023 (30 per cent) was largely due to the late nomination of travellers, as well as late event planning, which resulted in the late booking of travel. Compliance rates continue to be monitored with the introduction of the new mission travel request application as well as awareness raising sessions with staff. Compliance with documentation deadlines remained at nearly 100 per cent.

Table 16.34
Compliance rate
(Percentage)

	Actual 2021	Actual 2022	Actual 2023	Planned 2024	Planned 2025
Timely submission of documentation	97	94	99	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	18	25	30	100	100

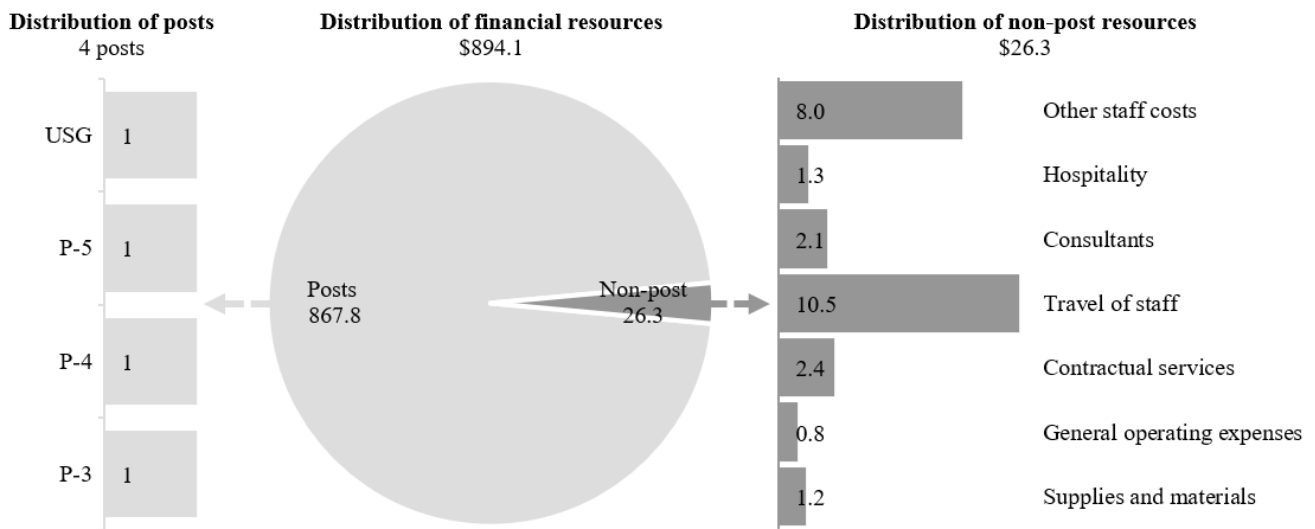
- 16.162 The proposed regular budget resources for 2025 amount to \$894,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.35 and figure 16.XXVIII.

Table 16.35
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	697.6	867.8	–	–	–	–	–	867.8	
Non-post	24.8	26.3	–	–	–	–	–	26.3	
Total	722.5	894.1	–	–	–	–	–	894.1	

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		4	–	–	–	–	4
Total		4	–	–	–	–	4

Figure 16.XXVIII
Executive direction and management: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Countering transnational organized crime

16.163 The proposed regular budget resources for 2025 amount to \$3,250,500 and reflect a decrease of \$908,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 16.148. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.36 and figure 16.XXIX.

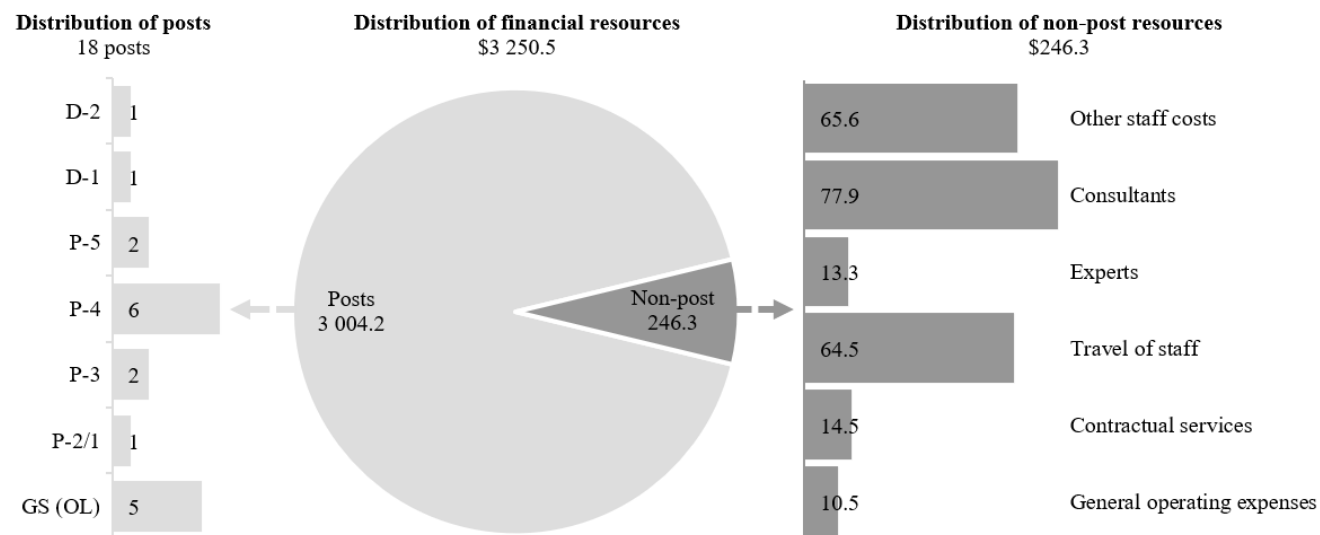
Table 16.36
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	2 849.8	3 004.2	–	–	–	–	3 004.2
Non-post	1 137.8	1 154.9	(908.6)	–	–	(908.6)	(78.7)
Total	3 987.6	4 159.1	(908.6)	–	–	(908.6)	(21.8)
Post resources by category							
Professional and higher		13	–	–	–	–	13
General Service and related		5	–	–	–	–	5
Total		18	–	–	–	–	18

Figure 16.XXIX
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



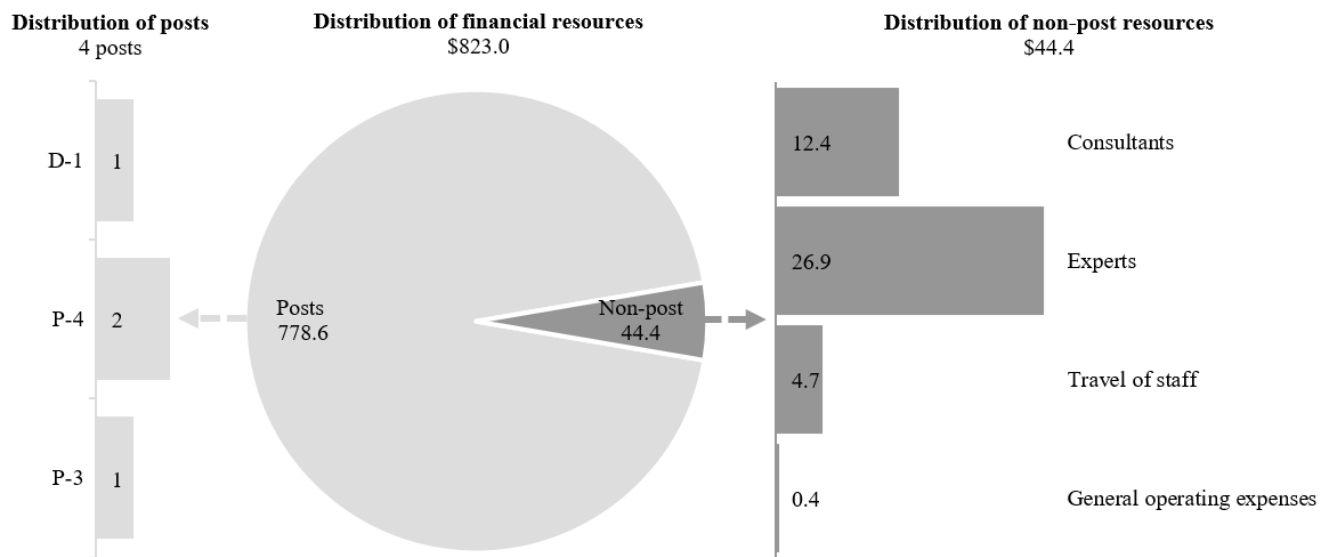
Subprogramme 2
A comprehensive and balanced approach to counter the world drug problem

16.164 The proposed regular budget resources for 2025 amount to \$823,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.37 and figure 16.XXX.

Table 16.37
Subprogramme 2: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	712.7	778.6	–	–	–	–	778.6
Non-post	28.9	44.4	–	–	–	–	44.4
Total	741.6	823.0	–	–	–	–	823.0
Post resources by category							
Professional and higher		4	–	–	–	–	4
Total		4	–	–	–	–	4

Figure 16.XXX
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



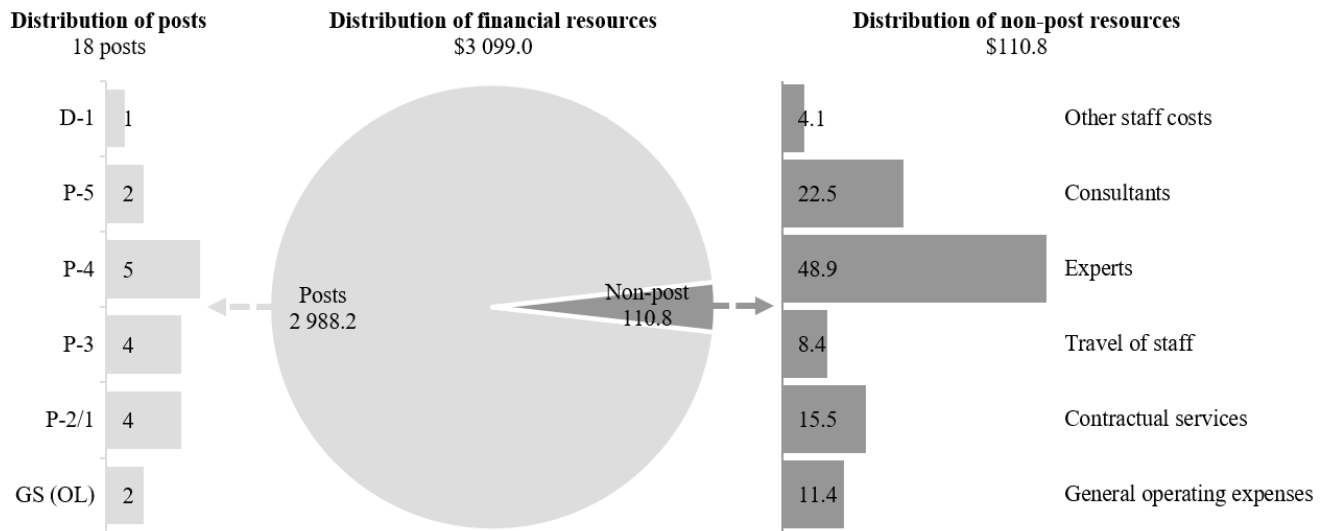
Subprogramme 3 Countering corruption

16.165 The proposed regular budget resources for 2025 amount to \$3,099,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.38 and figure 16.XXXI.

Table 16.38
Subprogramme 3: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 387.8	2 988.2	–	–	–	–	2 988.2
Non-post	107.9	110.8	–	–	–	–	110.8
Total	2 495.7	3 099.0	–	–	–	–	3 099.0
Post resources by category							
Professional and higher		16	–	–	–	–	16
General Service and related		2	–	–	–	–	2
Total		18	–	–	–	–	18

Figure 16.XXXI
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



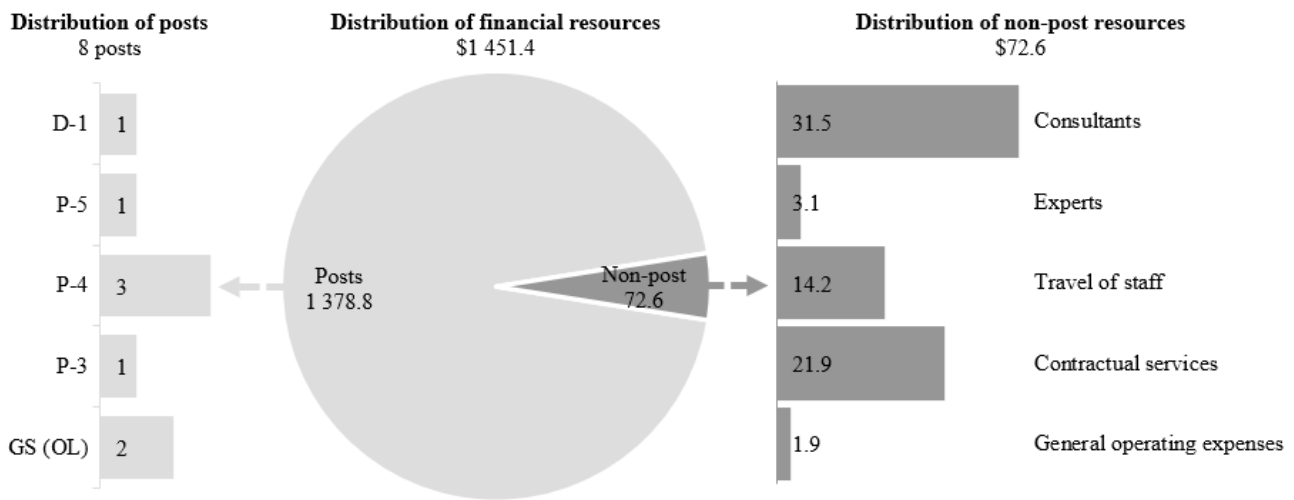
**Subprogramme 4
 Terrorism prevention**

16.166 The proposed regular budget resources for 2025 amount to \$1,451,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.39 and figure 16.XXXII.

Table 16.39
Subprogramme 4: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 350.5	1 378.8	–	–	–	–	–	1 378.8	
Non-post	23.5	72.6	–	–	–	–	–	72.6	
Total	1 374.0	1 451.4	–	–	–	–	–	1 451.4	
Post resources by category									
Professional and higher		6	–	–	–	–	–	6	
General Service and related		2	–	–	–	–	–	2	
Total		8	–	–	–	–	–	8	

Figure 16.XXXII
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



**Subprogramme 5
 Justice**

16.167 The proposed regular budget resources for 2025 amount to \$1,476,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.40 and figure 16.XXXIII.

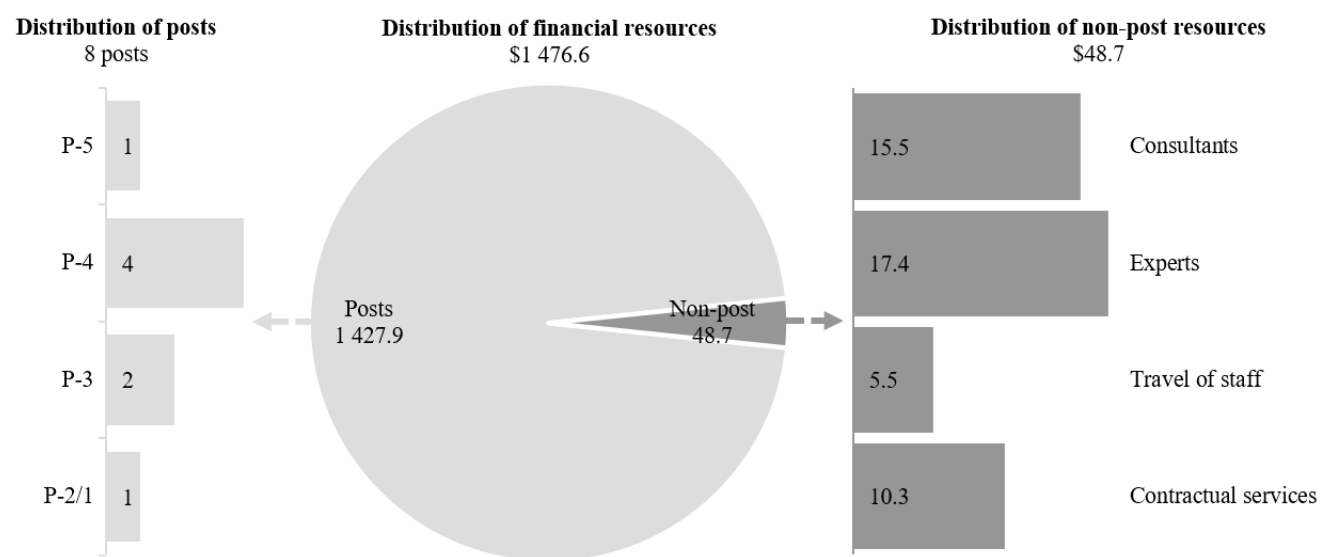
Table 16.40
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 521.4	1 427.9	–	–	–	–	1 427.9
Non-post	45.7	48.7	–	–	–	–	48.7
Total	1 567.1	1 476.6	–	–	–	–	1 476.6
Post resources by category							
Professional and higher		8	–	–	–	–	8
Total		8	–	–	–	–	8

Figure 16.XXXIII
Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



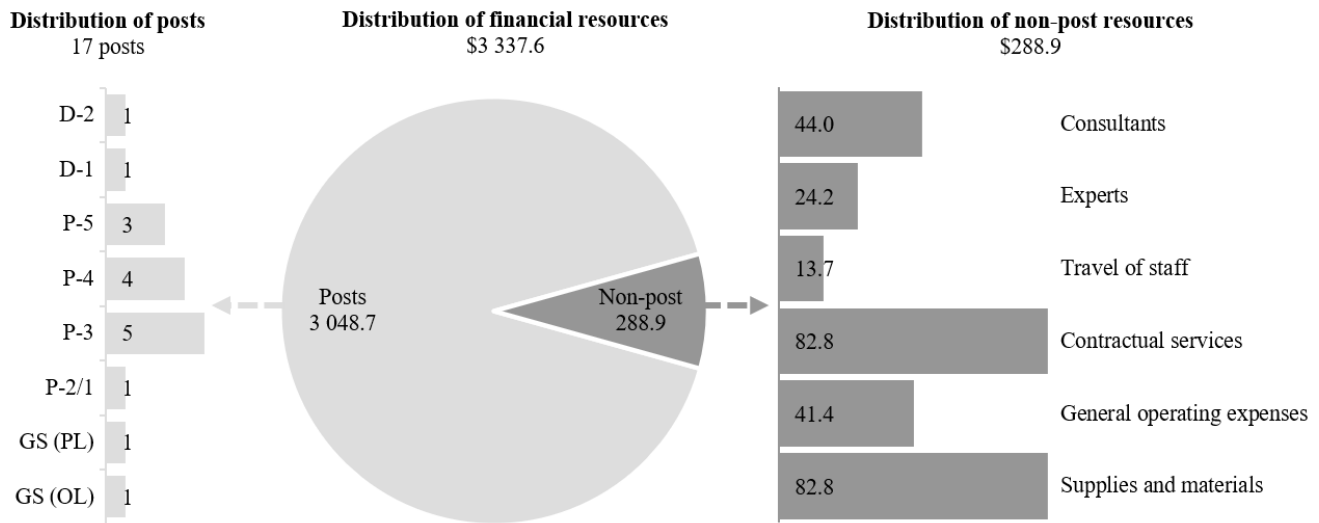
Subprogramme 6
Research, trend analysis and forensics

16.168 The proposed regular budget resources for 2025 amount to \$3,337,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.41 and figure 16.XXXIV.

Table 16.41
Subprogramme 6: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 978.0	3 048.7	–	–	–	–	3 048.7
Non-post	277.8	288.9	–	–	–	–	288.9
Total	3 255.8	3 337.6	–	–	–	–	3 337.6
Post resources by category							
Professional and higher		15	–	–	–	–	15
General Service and related		2	–	–	–	–	2
Total		17	–	–	–	–	17

Figure 16.XXXIV
Subprogramme 6: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Subprogramme 7
Policy support

16.169 The proposed regular budget resources for 2025 amount to \$1,154,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the resources for 2025 are reflected in table 16.42 and figure 16.XXXV.

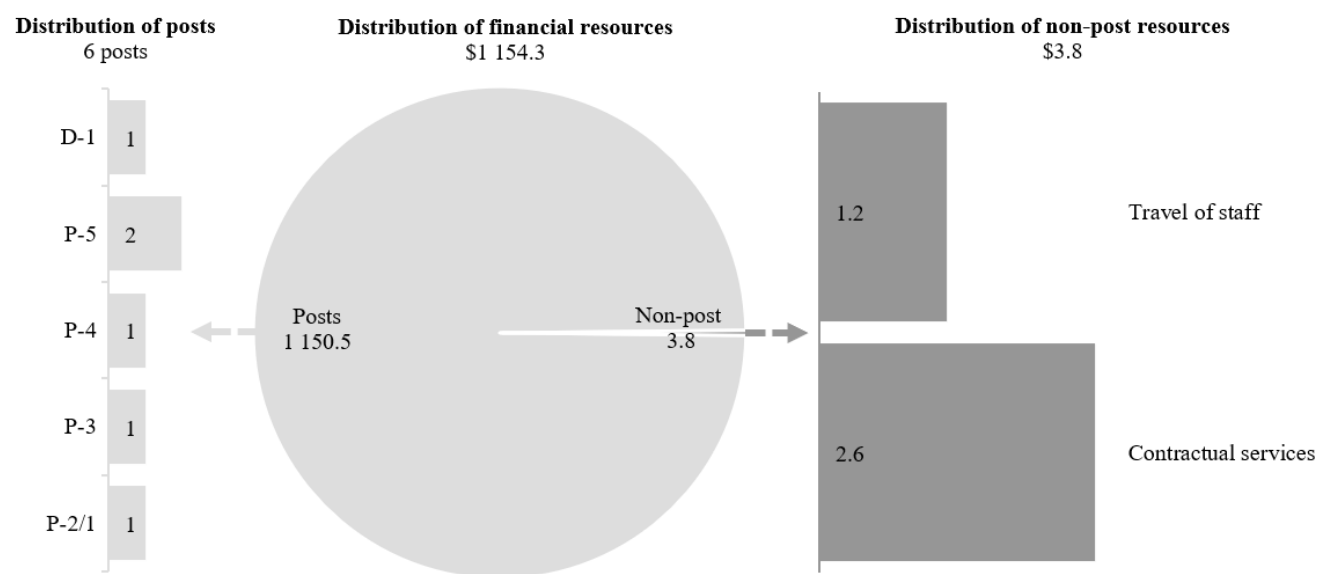
Table 16.42
Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	1 343.7	1 150.5	–	–	–	–	–	1 150.5
Non-post	4.4	3.8	–	–	–	–	–	3.8
Total	1 348.1	1 154.3	–	–	–	–	–	1 154.3
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
Total		6	–	–	–	–	–	6

Figure 16.XXXV
Subprogramme 7: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 8
 Technical cooperation and field support**

16.170 The proposed regular budget resources for 2025 amount to \$639,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.43 and figure 16.XXXVI.

Table 16.43
Subprogramme 8: evolution of financial and post resources

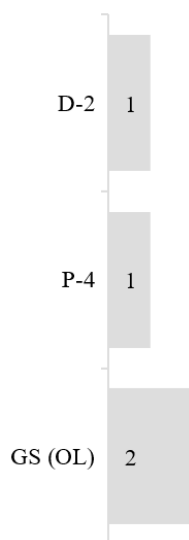
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Post	586.2	639.6	–	–	–	–	639.6
Total	586.2	639.6	–	–	–	–	639.6
Post resources by category							
Professional and higher		2	–	–	–	–	2
General Service and related		2	–	–	–	–	2
Total		4	–	–	–	–	4

Figure 16.XXXVI
Subprogramme 8: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

Distribution of posts
 4 posts



Subprogramme 9
Provision of secretariat services and substantive support to the United Nations intergovernmental bodies, the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice

16.171 The proposed regular budget resources for 2025 amount to \$5,997,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.44 and figure 16.XXXVII.

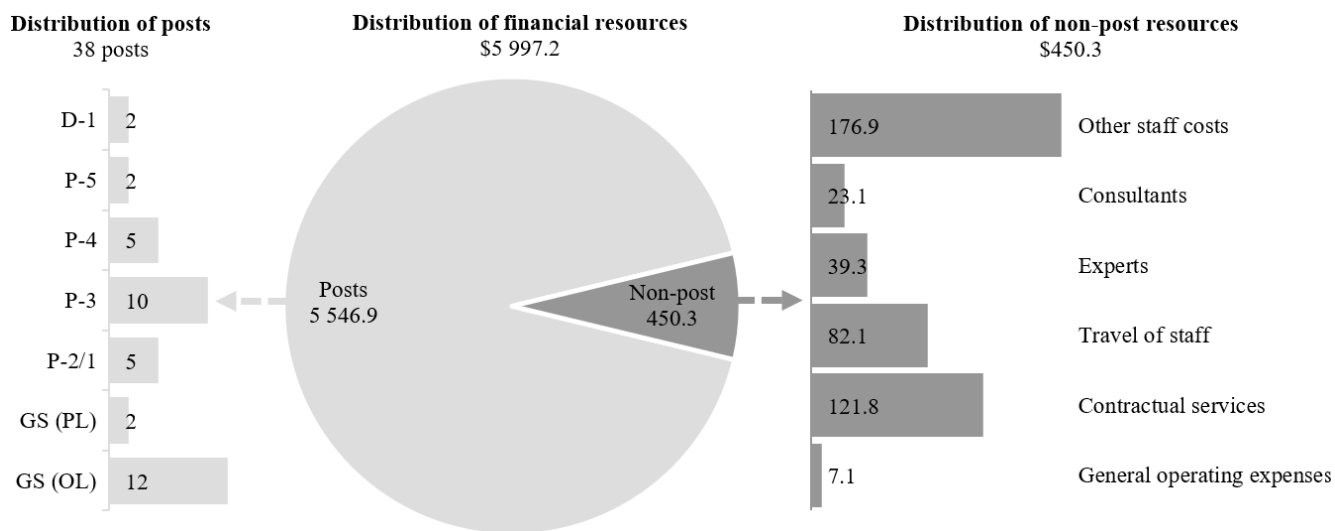
Table 16.44
Subprogramme 9: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	5 027.7	5 546.9	–	–	–	–	–	5 546.9	
Non-post	402.4	450.3	–	–	–	–	–	450.3	
Total	5 430.1	5 997.2	–	–	–	–	–	5 997.2	
Post resources by category									
Professional and higher		24	–	–	–	–	–	24	
General Service and related		14	–	–	–	–	–	14	
Total		38	–	–	–	–	–	38	

Figure 16.XXXVII
Subprogramme 9: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

16.172 The proposed regular budget resources for 2025 amount to \$461,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 16.45 and figure 16.XXXVIII.

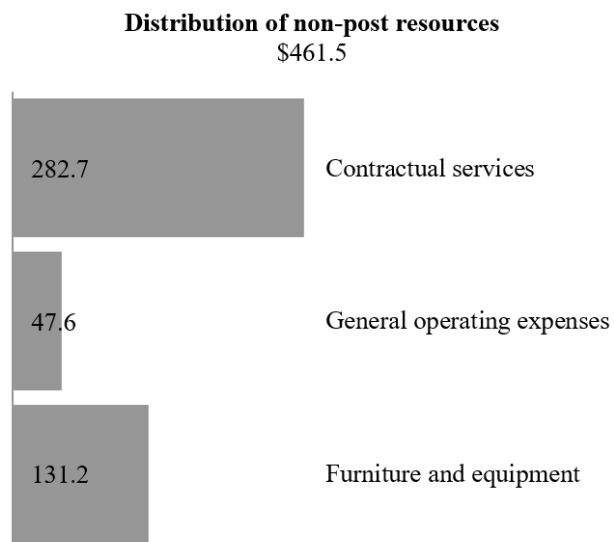
Table 16.45
Programme support: evolution of financial resources by main category of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Non-post	466.8	461.5	–	–	–	–	461.5	
Total	466.8	461.5	–	–	–	–	461.5	

Figure 16.XXXVIII
Programme support: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025

Charts showing the organizational structure of the United Nations Office on Drugs and Crime (UNODC) are presented below. Section A of the present annex reproduces the approved organizational structure for 2024. Section B presents the proposed organizational structure for 2025.

Justification for the proposed changes

In line with UNODC Strategy 2021–2025, UNODC is proposing an internal realignment of the Research and Trend Analysis Branch to respond in a more agile and timely manner to research demands by internal and external stakeholders; to improve the uptake of UNODC research to increase its impact in strategic and policy discussions and decision-making within the UNODC remit and beyond, that is, with Member States, in the United Nations system and in other regional and international decision-making bodies. The new proposed structure is as follows:

(a) It is proposed that the Programme Development and Management Unit be converted to the Geospatial Analysis and Programme Delivery Section. The responsibilities of the Programme Development and Management Unit would include the development of new and/or joint research projects and the provision of programme management, publication and dissemination services. The Geospatial Analysis and Programme Delivery Section would have a broader scope of managing the human and financial resources of the Branch and covering the thematic research areas of crimes that affect the environment and illicit crop monitoring;

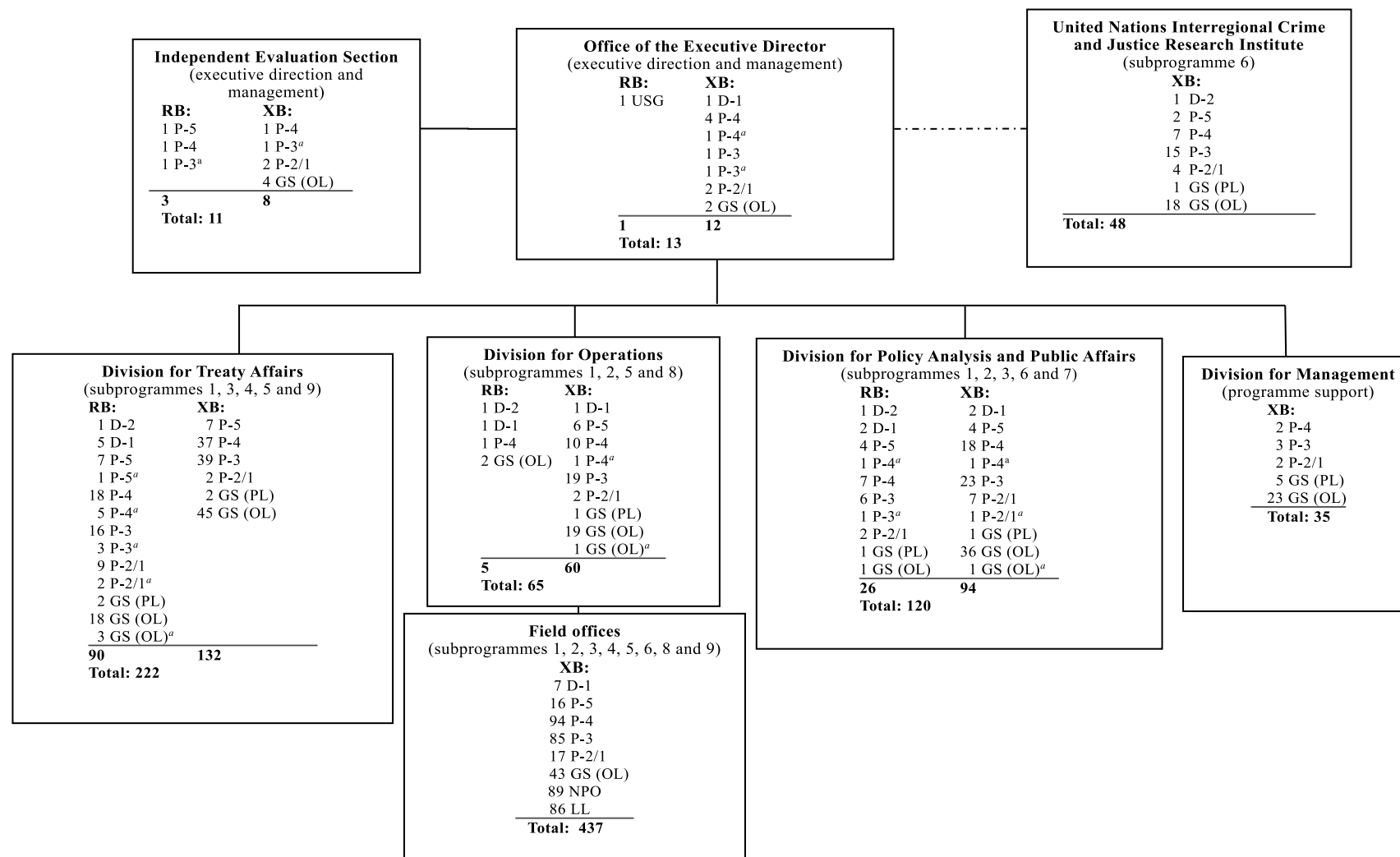
(b) It is proposed that the Data Development and Dissemination Section be renamed the Data, Analytics and Statistics Section to better reflect the analytical work of the Section. Its main function – of ensuring the availability, accessibility and quality of drugs and crime data and statistics and covering Sustainable Development Goal 16 in terms of homicide, access to justice and corruption measurement – would not change;

(c) It is proposed that the Drug Research Section be changed to the Research and Knowledge Production Section. The Drug Research Section's main focus has been conducting research on topics related to the drug phenomenon and to produce the best available knowledge on drug situation and trends; the focus of the Research and Knowledge Production Section would be wider and would include the coordination and provision of cross-thematic and cross-sectional guidance to concur consistent, impartial and quality research products across the Branch, and to cover the thematic areas of drugs and prisons;

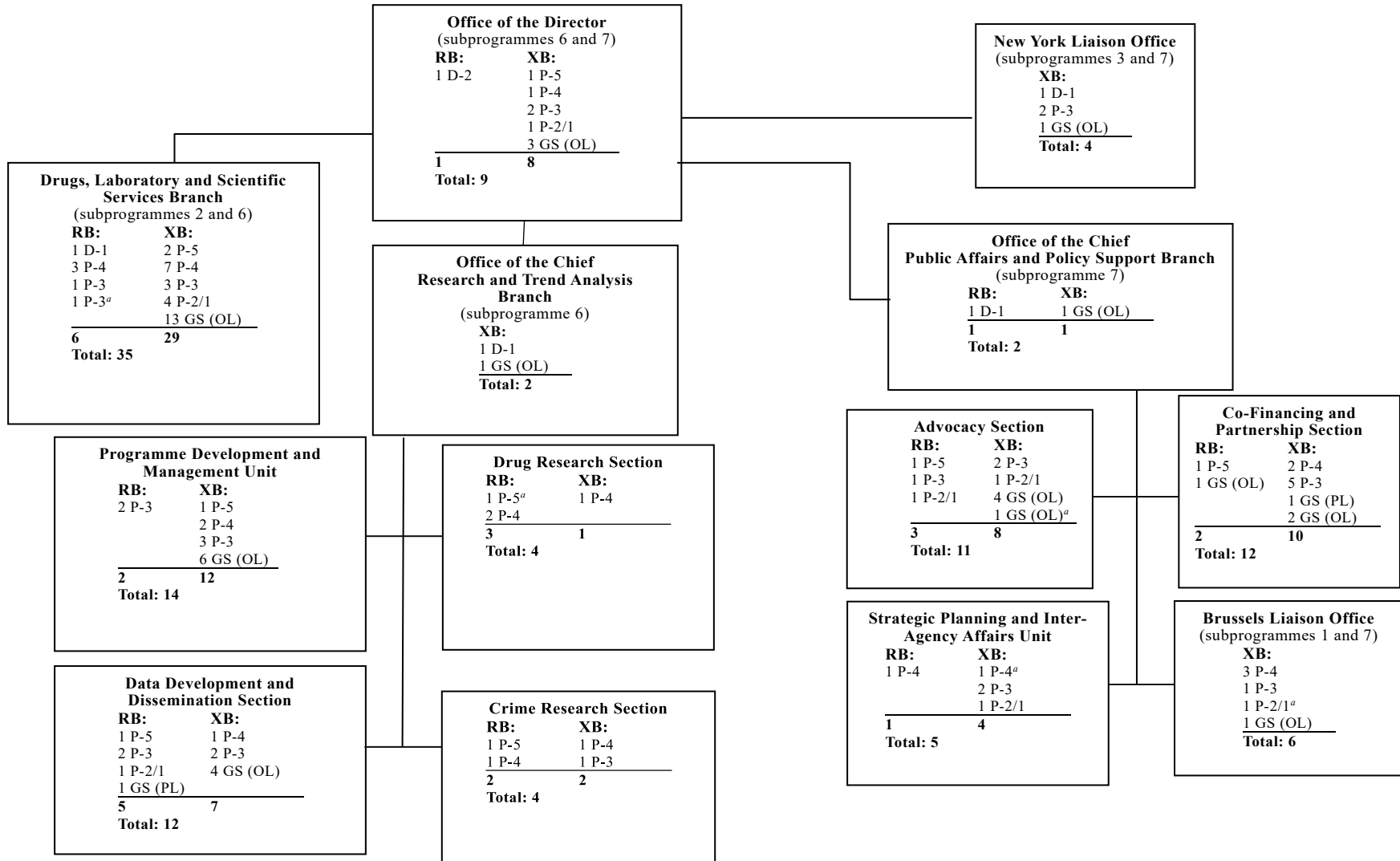
(d) It is proposed that the Crime Research Section be changed to the Research Innovation and Partnership Section. The Crime Research Section has been focusing on conducting research on topics related to different aspects of crime and criminal justice. The Research Innovation and Partnership Section would manage the Branch partnerships and connectivity to maximize impact and innovation and would cover the thematic areas of organized crime and cybercrime.

A. Approved organizational structure and post distribution for 2024

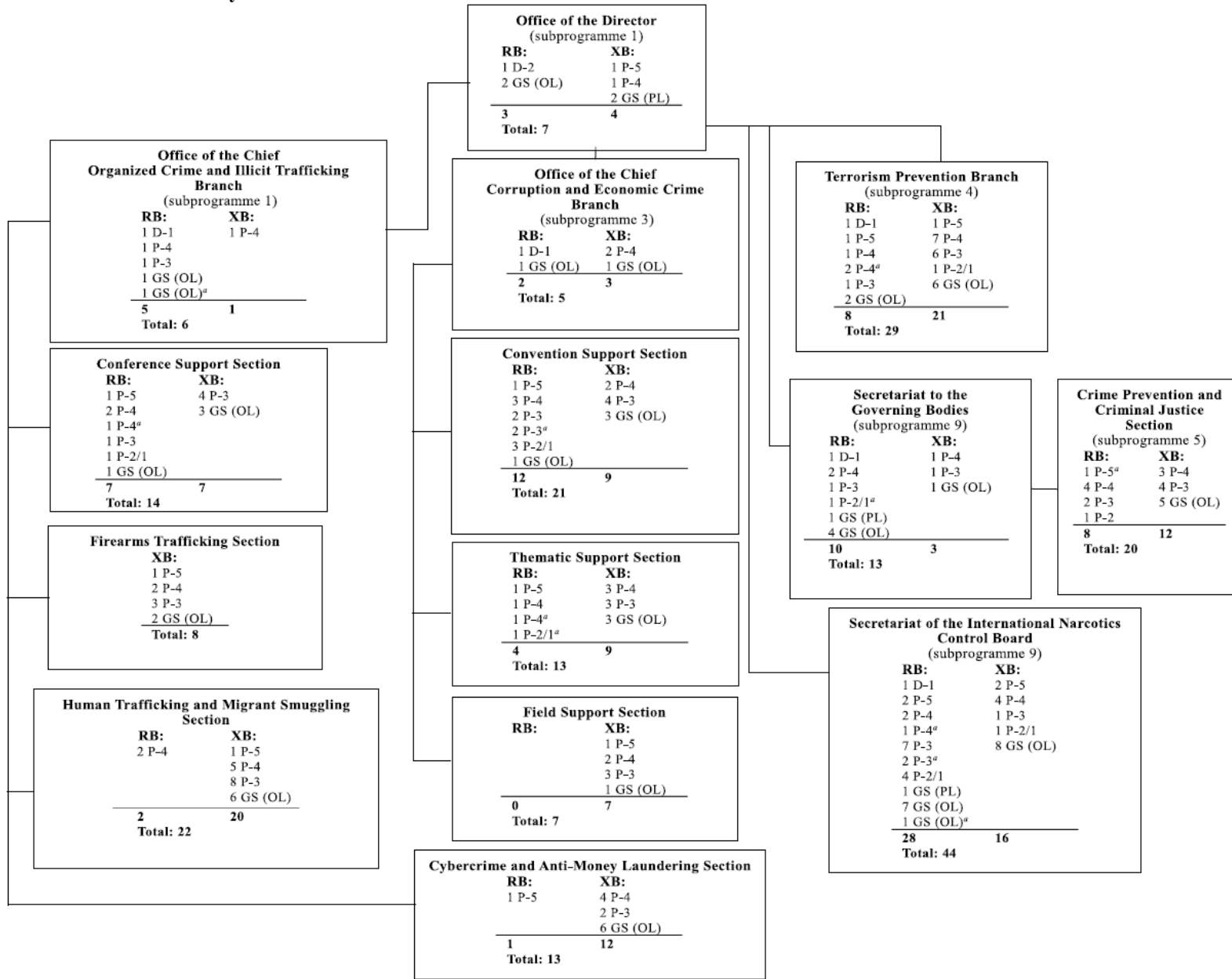
1. United Nations Office on Drugs and Crime



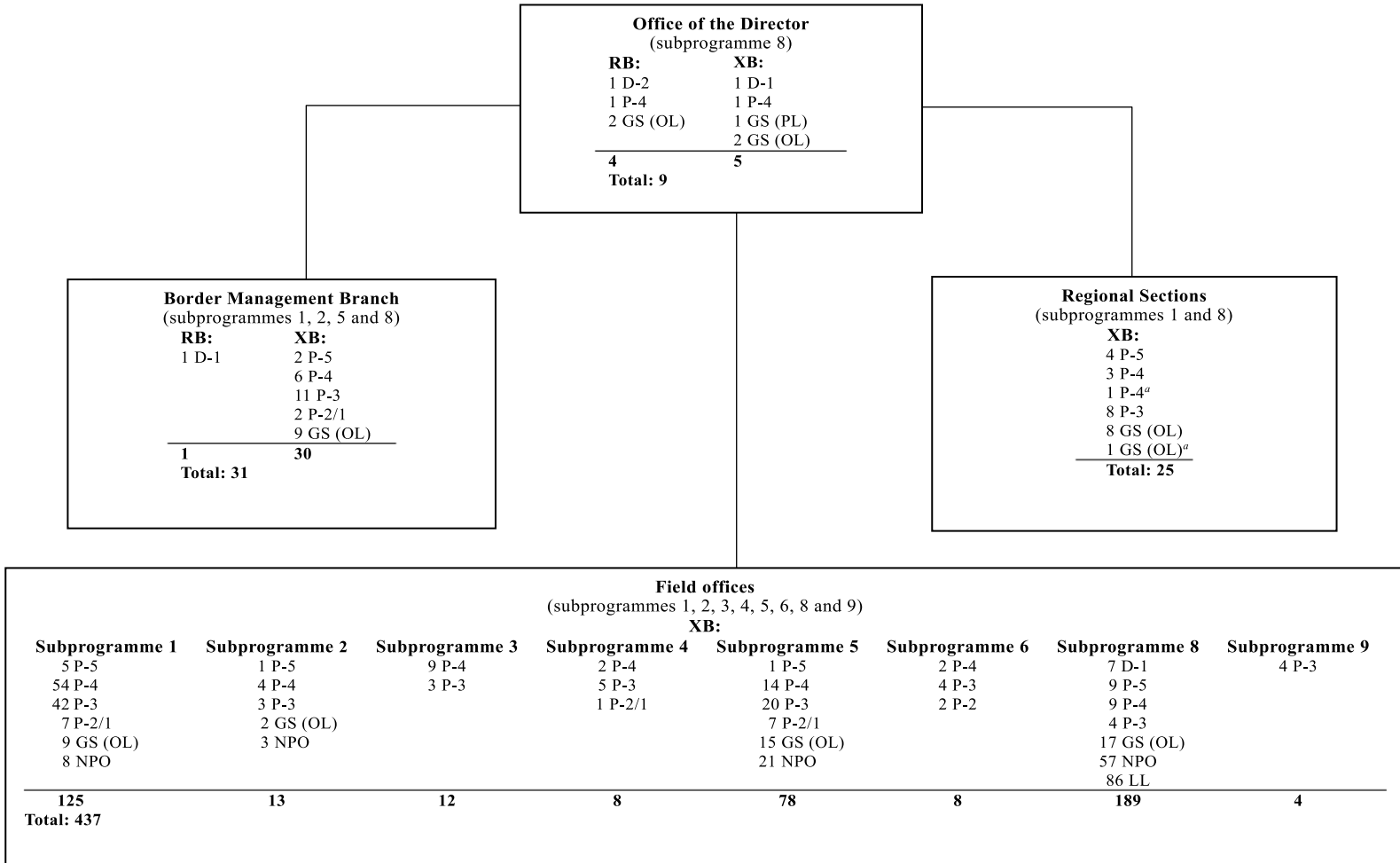
2. Division for Policy Analysis and Public Affairs



3. Division for Treaty Affairs



4. Division for Operations

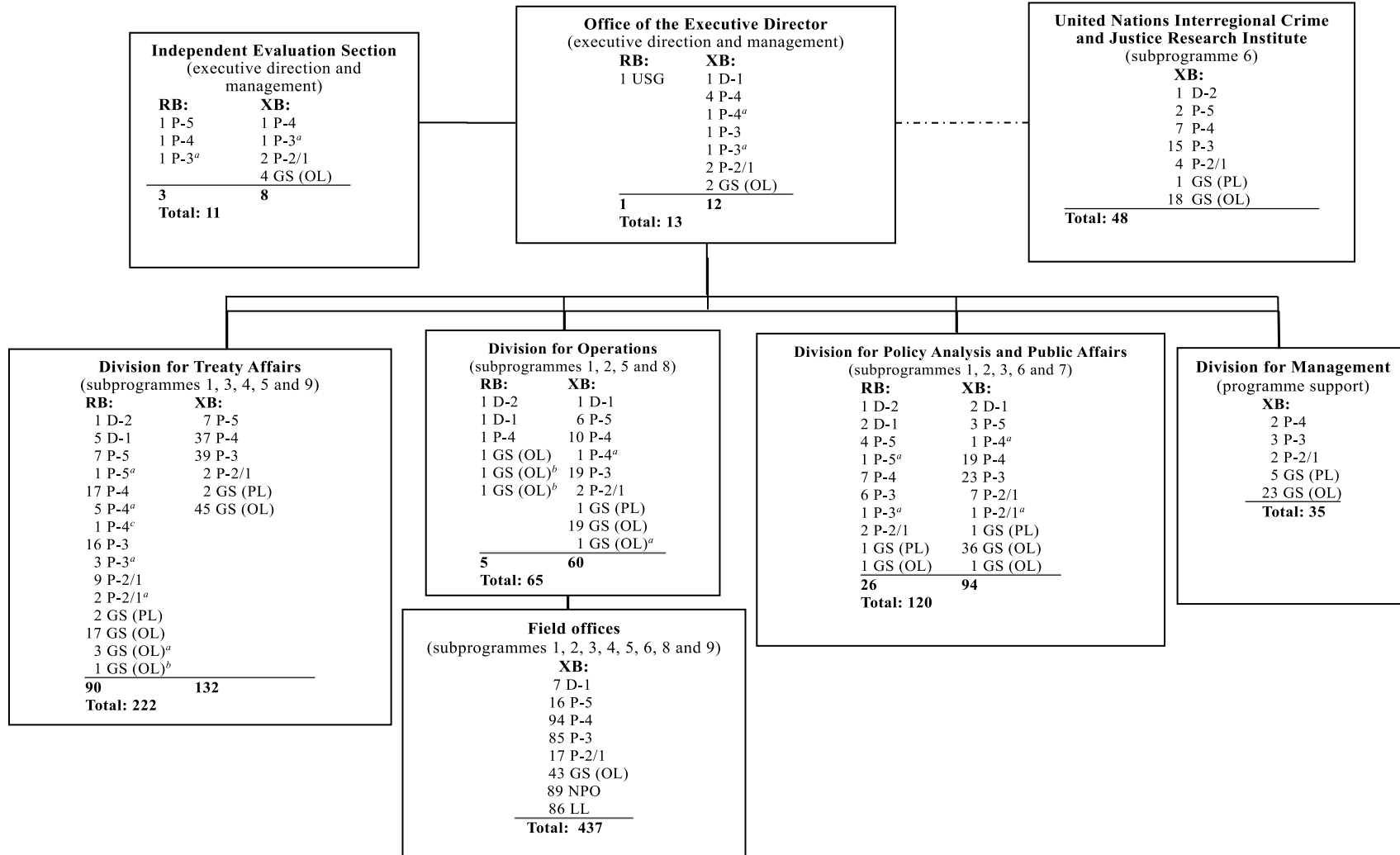


5. Division for Management

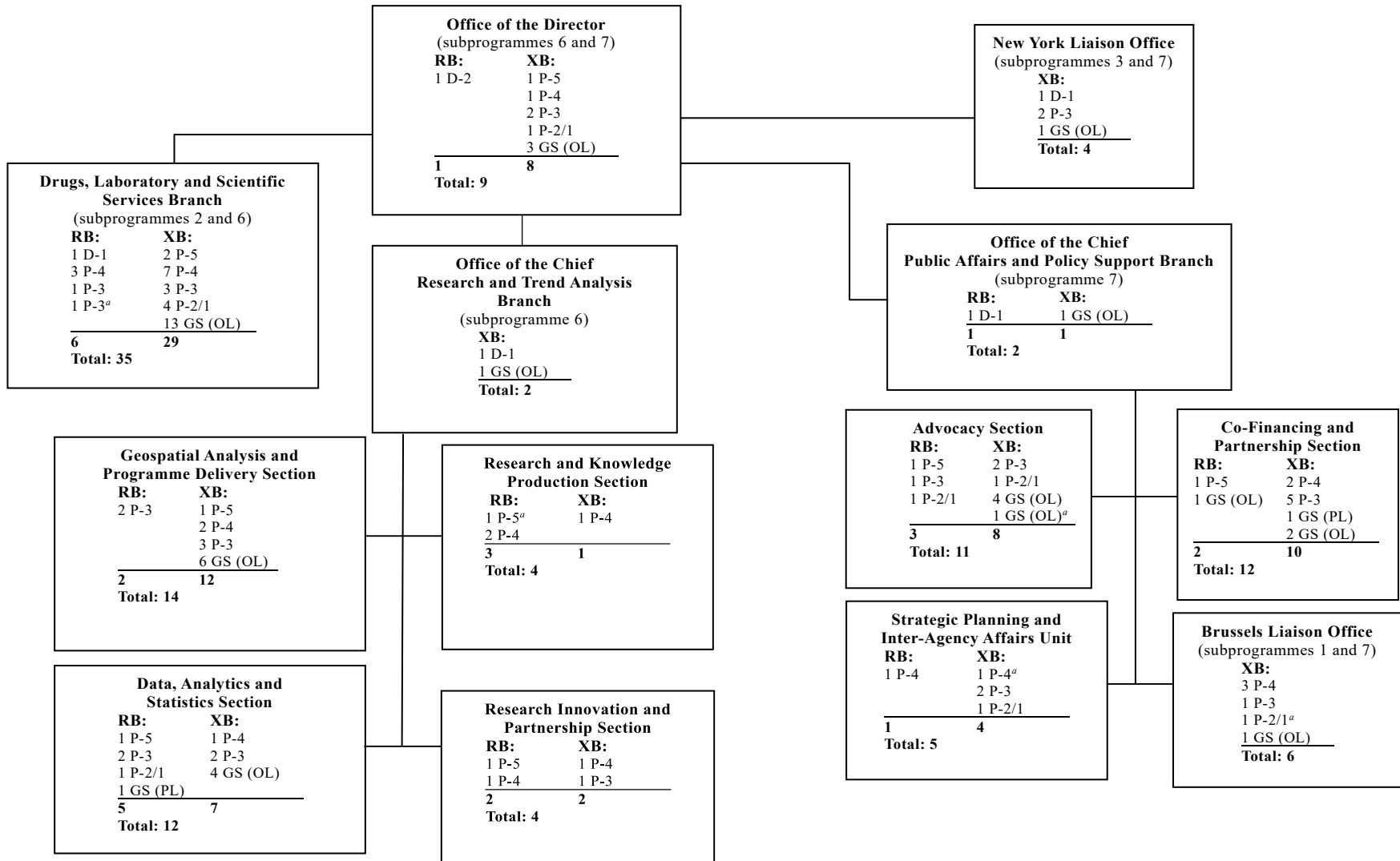
<p>Information Technology Service (programme support)</p> <p>XB: 2 P-4 3 P-3 2 P-2/1 5 GS (PL) <u>23 GS (OL)</u></p> <p>Total: 35</p>
--

B. Proposed organizational structure and post distribution for 2025

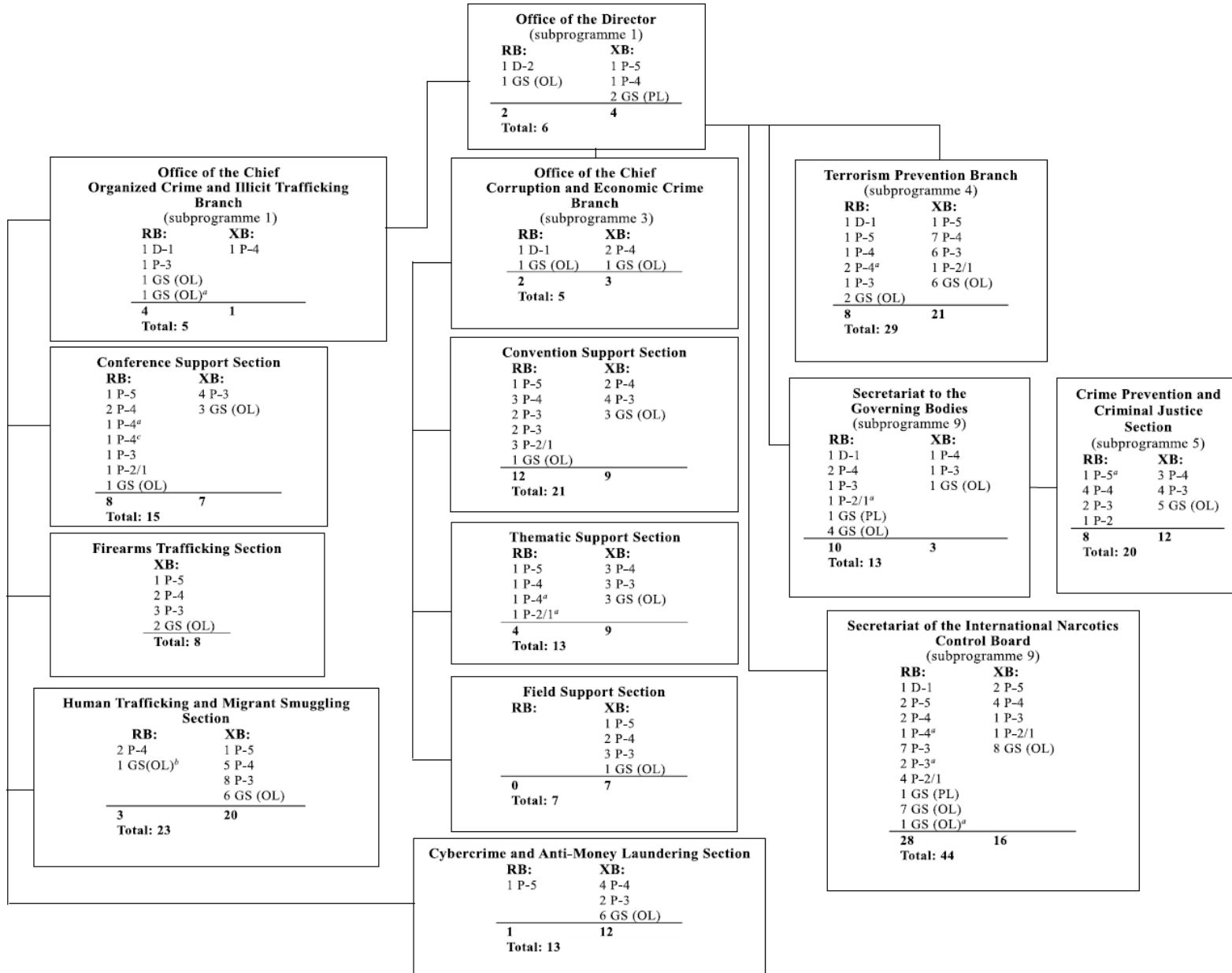
1. United Nations Office on Drugs and Crime



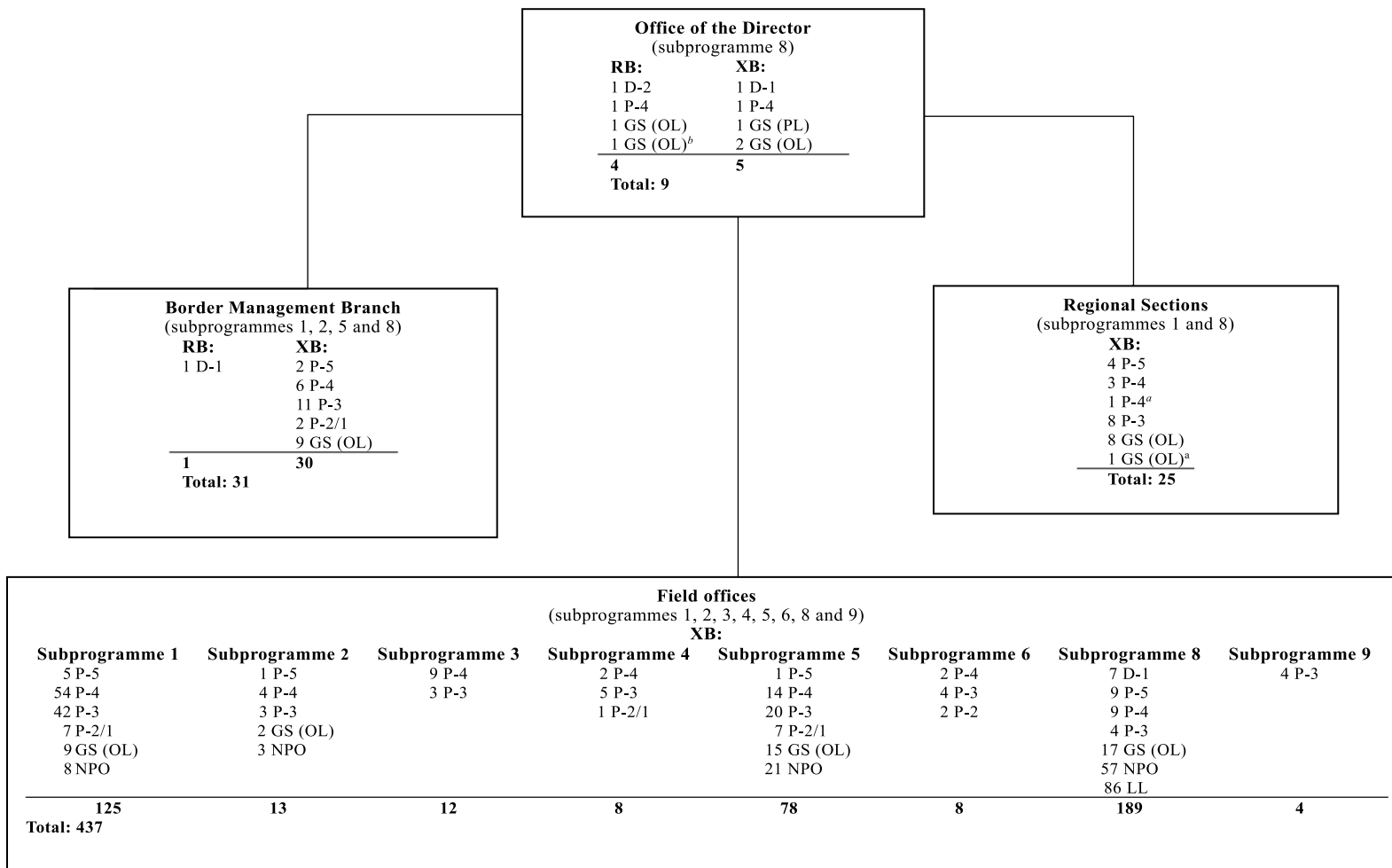
2. Division for Policy Analysis and Public Affairs



3. Division for Treaty Affairs



4. Division for Operations



5. Division for Management

<p style="text-align: center;">Information Technology Service (programme support) XB: 2 P-4 3 P-3 2 P-2/1 5 GS (PL) <u>23 GS (OL)</u> Total: 35</p>
--

Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Vacant.

^b Reassignment.

^c Redeployment.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 1, Countering transnational organized crime	1	P-4	Redeployment of one Crime Prevention and Criminal Justice Officer	The proposed redeployment within the Organized Crime and Illicit Trafficking Branch from the Office of the Chief of the Organized Crime and Illicit Trafficking Branch to the Conference Support Section is related to the increased need to support strategic programming, policymaking by intergovernmental bodies, legal and technical assistance on enhancing the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto, including substantive support to the Treaty review mechanism. The redeployment would also enable the provision of increased substantive services to the Commission on Narcotic Drugs and its subsidiary bodies (Heads of National Drug Law Enforcement Agencies), as well as other strategic and programmatic tasks on the implementation of the Treaty. The cross-cutting nature of functions across sections within the Branch emphasizes the importance of aligning resources to best support key strategic objectives of the Branch.
Subprogramme 1, Countering transnational organized crime	1	GS (OL)	Reassignment of one Finance and Budget Assistant as Programme Management Assistant	The proposed reassignment from the Office of the Director of the Division for Treaty Affairs to the Human Trafficking and Migrant Smuggling Section is required to strengthen the finance management, budget, coordination and review of the work related to the intergovernmental process and normative aspects of the two Protocols supported by the Section, namely, the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime and the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime.
Subprogramme 8, Technical cooperation	1	GS (OL)	Reassignment of one Programme Management Assistant to Administrative Assistant	The proposed reassignment is related to the need to strengthen capacity in the Office of the Director of the Division for Operation in the areas of divisional financial management, human resources management and support functions related to strengthening compliance with established human resources rules and procedures. The change of job network from programme management to administration is related to the evolution of the functions of the post over time. Although the post is being proposed for reassignment across job networks, it will continue to assist in the programme administration, however with a stronger focus on financial management, budgeting, human resources management and programme implementation.



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Items 139 and 140 of the preliminary list*

Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part IV

International cooperation for development

Section 17

UN-Women

Programme 14

Gender equality and the empowerment of women

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 17.1 The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) is responsible for supporting the achievement of gender equality and the empowerment of all women and girls as actors and beneficiaries of sustainable development, human rights, humanitarian action and peace and security. The mandate derives from the priorities established in relevant General Assembly, Economic and Social Council and Security Council resolutions, including General Assembly resolutions [64/289](#), in which the Assembly established UN-Women as a composite entity that functions as a secretariat, carries out operational activities at the country and regional levels, and leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and the empowerment of women; [70/1](#) on the 2030 Agenda for Sustainable Development, pursuant to which UN-Women supports systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda; [72/279](#) on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; and [75/233](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in which the Assembly called on the United Nations development system to enhance and accelerate gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, developed under the leadership of UN-Women.
- 17.2 The mandate of UN-Women endows it with a unique role and capacity to: (a) support the strengthening and development of global norms and standards, including with country-level experiences; (b) promote more effective coordination, coherence and gender mainstreaming across the United Nations system in support of commitments for gender equality and the empowerment of women; and (c) support Member States, upon request, to translate global norms and standards into legislation, policies and development plans as part of its operational activities. UN-Women also has a critical role in supporting the mobilization of civil society, the private sector and other relevant stakeholders, at all levels, in support of the implementation of the Beijing Declaration and Platform for Action and the gender-responsive implementation of the 2030 Agenda.

Strategy and external factors for 2025

- 17.3 The UN-Women strategic plan 2022–2025 guides the Entity’s activities and its strategic direction, objectives and approaches to support the efforts of Member States to accelerate the realization of gender equality and the empowerment of all women and girls, as well as the enjoyment of all human rights by women and girls (General Assembly resolution [76/142](#)).
- 17.4 The strategic plan is based on an extensive consultative process and draws from analysis of progress and persistent challenges, including recommendations from the 25-year review and appraisal of the implementation of the Beijing Declaration and Platform for Action, as well as lessons learned from the Entity’s first decade.
- 17.5 In 2025, UN-Women will continue its work on its established thematic impact areas: (a) governance and participation in public life; (b) women’s economic empowerment; (c) ending violence against women and girls; and (d) women and peace and security, humanitarian action and disaster risk reduction. UN-Women will continue to focus on integrated approaches to address the root causes of gender inequality and effect broader systems change by advancing seven systemic outcomes across the four thematic impact areas, given the interconnected nature of global challenges: (a) the strengthening of global normative frameworks and gender-responsive laws, policies and institutions; (b) financing for gender equality; (c) positive social norms, including by engaging men and boys;

(d) equitable access by women to services, goods and resources; (e) women's voices, leadership and agency; (f) the production, analysis and use of gender statistics, sex-disaggregated data, and knowledge; and (g) United Nations system coordination for gender equality and the empowerment of women.

- 17.6 UN-Women will continue to implement its programme by leveraging its normative support function, United Nations system coordination and operational activities, as mandated by its founding resolution, in an integrated and mutually reinforcing manner for transformative results.
- 17.7 UN-Women will continue to act as a knowledge hub to support gender mainstreaming and provide research and data analysis to inform policies, strategies and other interventions, and substantive and technical support and expertise to Member States upon request. It will continue to facilitate the mainstreaming of a gender perspective into intergovernmental norms and standards. It will also provide support to Member States, upon request, in implementing commitments to gender equality and the empowerment of women and girls through operational activities. UN-Women will continue to work in partnership with a range of actors and support, at the request of Member States, civil society, the private sector and other relevant stakeholders, for accelerated action for gender equality and the empowerment of women and girls.
- 17.8 UN-Women will continue to engage closely as a key partner in a repositioned United Nations development system, as it is a strong priority of the Under-Secretary-General/Executive Director to enhance the engagement of the Entity in that area. Thus, UN-Women will take full advantage of the repositioned United Nations development system opportunities for integrated, cost-effective support to partners. Furthermore, the Entity has placed and will continue to place business transformation at the heart of its organizational effectiveness and efficiency framework, creating a stronger culture of accountability and strengthening organizational performance management through a cascading internal management system to ensure that the organizational effectiveness and efficiency is a comprehensive management and leadership process to drive the implementation of the strategic plan.
- 17.9 With regard to inter-agency coordination and liaison, UN-Women will continue to comprehensively leverage its coordination mandate for gender equality and the empowerment of women. UN-Women will continue to enhance support for gender mainstreaming, including through inter-agency mechanisms, and the implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations country team System-wide Action Plan gender equality scorecard. With a view to working better together, UN-Women will continue to build strategic partnerships with United Nations entities, including through inter-agency mechanisms such as the Inter-Agency Standing Committee, which it joined as a full member in 2022, to deliver results for women and girls in a coordinated and coherent way. Further, the Entity will collaborate with other United Nations entities, including through the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, providing a gender perspective on methodology development, monitoring and follow-up, as well as capacity development. UN-Women will also collaborate specifically with departments and offices of the Secretariat, including on issues related to women and peace and security, sexual violence in conflict, gender mainstreaming in peacekeeping operations and gender parity. UN-Women will continue its cooperation with and support to the Security Council, the Peacebuilding Commission and the Human Rights Council, as requested. UN-Women will continue to brief the Security Council, upon request, as well as provide secretariat services to the Security Council's Informal Expert Group on Women and Peace and Security.
- 17.10 Where it has a country presence, UN-Women will support the integration of a gender perspective in United Nations country team programming processes, including the United Nations Sustainable Development Cooperation Framework roll-out process, joint initiatives, collective advocacy and coordination to ensure a coherent system-wide approach in operational activities. UN-Women will continue to chair or co-chair the gender theme groups¹ of United Nations country teams and provide

¹ See <https://unsdg.un.org/resources/gender-theme-groups-standards-and-procedures>.

technical leadership for the implementation of the United Nations country team System-wide Action Plan gender equality scorecard and the United Nations country team gender equality marker.

- 17.11 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The continued availability of voluntary contributions, which account for approximately 98 per cent of UN-Women resources;
 - (b) The commitment of Member States to advance gender equality and the empowerment of all women and girls, including by achieving consensus in relevant intergovernmental meetings;
 - (c) The commitment of Member States to adopt and implement laws, policies and strategies and create and maintain an enabling environment for civil society and women's organizations in their work for the promotion of gender equality and the empowerment of women and girls.
- 17.12 In line with the United Nations Disability Inclusion Strategy and the UN-Women global strategy on disability inclusion, the Entity will continue to contribute to accelerating the effective mainstreaming of disability inclusion in its institutional processes and programming, including mitigating measures to overcome any operational challenges. At the corporate level, UN-Women will continue to chair the United Nations Inter-agency Group on Gender Equality and Disability Inclusion. Where it has a country presence, UN-Women will support an intersectional approach to disability inclusion in United Nations country team programming processes, including joint initiatives, projects, collective advocacy and coordination to ensure a coherent system-wide approach in operational activities. Together with United Nations partners, including organizations of persons with disabilities, the Entity, within its mandate, will promote gender and disability inclusion work with persons with disabilities.

Legislative mandates

- 17.13 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to UN-Women.

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women	72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
50/42	Fourth World Conference on Women		
50/203	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action	75/161	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women	75/233	
54/134	International Day for the Elimination of Violence against Women	76/142; 78/182	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
S-23/2	Political declaration		
S-23/3	Further actions and initiatives to implement the Beijing Declaration and Platform for Action		Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/289	System-wide coherence	77/181	
66/130	Women and political participation	77/193	Women in development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development		
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	77/194	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: gender stereotypes and negative social norms
			Trafficking in women and girls

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[77/195](#) Intensifying global efforts for the elimination of female genital mutilation [78/181](#) Improvement of the situation of women and girls in rural areas

[78/180](#) Violence against women migrant workers

Economic and Social Council resolutions and decisions

[76 \(V\)](#) Communications concerning the status of women 2009/16 Working Group on Communications on the Status of Women of the Commission on the Status of Women

[304 \(XI\)](#) Report of the Commission on the Status of Women (fourth session) [2020/15](#) Multi-year programme of work of the Commission on the Status of Women

1992/19 Communications on the status of women [2022/4](#) Future organization and methods of work of the Commission on the Status of Women

1996/6 Follow-up to the Fourth World Conference on Women

1996/31 Consultative relationship between the United Nations and non-governmental organizations [2022/5](#) Thirtieth anniversary of the Fourth World Conference on Women

1999/257 Enabling the Commission on the Status of Women to continue to carry out its mandate [2023/11](#) Mainstreaming a gender perspective into all policies and programmes in the United Nations system

2005/232 Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women

Security Council resolutions

[1325 \(2000\)](#), [1820 \(2008\)](#), [1888 \(2009\)](#), [1889 \(2009\)](#), [1960 \(2010\)](#), [2106 \(2013\)](#), [2122 \(2013\)](#), [2242 \(2015\)](#), [2467 \(2019\)](#), [2493 \(2019\)](#)

Agreed conclusions of the Commission on the Status of Women

1996 Implementation of strategic objectives and action in the critical area of concern: poverty 2002 Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world

1996 Women and the media 2002 Environmental management and the mitigation of natural disasters

1996 Child and dependent care, including sharing of work and family responsibilities 2003 Participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women

1997 Women and the environment

1997 Women in power and decision-making

1997 Women and the economy

1997 Education and training of women 2004 The role of men and boys in achieving gender equality

1998 Violence against women 2004 Women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding

1998 Women and armed conflict

1998 Human rights of women

1998 The girl child 2005 Political declaration on the occasion of the tenth anniversary of the Fourth World Conference on Women

1999 Women and health

1999 Institutional mechanisms for the advancement of women 2006 Enhanced participation of women in development: an enabling environment for achieving gender equality and the advancement of women, taking into account, inter alia, the fields of education, health and work

2001 Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome

2001 Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance 2006 Equal participation of women and men in decision-making processes at all levels

Section 17 UN-Women

2007	Elimination of all forms of discrimination and violence against the girl child	2018	Challenges and opportunities in achieving gender equality and the empowerment of rural women and girls
2008	Financing for gender equality and the empowerment of women	2019	Social protection systems, access to public services and sustainable infrastructure for gender equality and the empowerment of women and girls
2009	The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS	2020	Political declaration on the occasion of the twenty-fifth anniversary of the Fourth World Conference on Women
2011	Access and participation of women and girls in education, training and science and technology, including for the promotion of women's equal access to full employment and decent work	2021	Women's full and effective participation and decision-making in public life, as well as the elimination of violence, for achieving gender equality and the empowerment of all women and girls
2013	Elimination and prevention of all forms of violence against women and girls	2022	Achieving gender equality and the empowerment of all women and girls in the context of climate change, environmental and disaster risk reduction policies and programmes
2014	Challenges and achievements in the implementation of the Millennium Development Goals for women and girls	2023	Innovation and technological change, and education in the digital age for achieving gender equality and the empowerment of all women and girls
2015	Political declaration on the occasion of the twentieth anniversary of the Fourth World Conference on Women		
2016	Women's empowerment and the link to sustainable development		
2017	Women's empowerment in the changing world of work		

Deliverables

17.14 Table 17.1 lists all cross-cutting deliverables of the programme.

Table 17.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	1	2
1. Annual report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women	1	1	1	1
2. Biennial integrated budget estimates for UN-Women	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meeting of:				
3. The Fifth Committee	1	1	1	1
4. The Committee for Programme and Coordination	1	1	1	1
5. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Evaluation activities

17.15 The following evaluations completed by UN-Women in 2023 have guided the proposed programme plan for 2025:

- (a) Evaluation on contribution to women's economic empowerment;
- (b) Evaluation on work on climate change;

- (c) Evaluation on support to civil society;
 - (d) Evaluation on support to gender statistics 2018–2022.
- 17.16 In response to the results of the evaluations referenced above, UN-Women refined its strategy to reflect a progressive global framework with a cross-sectoral approach and include a provision to review internal capacities to ensure adequacy of resources. For instance, the evaluation on women’s economic empowerment found that it would be helpful for UN-Women to continue supporting the global discourse and normative frameworks on women’s economic empowerment across sub-thematic areas. The evaluation of the Entity’s work on climate change examined future opportunities and potential partnerships to strengthen its work in this area. The recommendations of the evaluations inform strategic focus in these two areas and enhance internal organizational climate-related work.
- 17.17 The following evaluations are planned for 2025:
- (a) Evaluation of the gender equality accelerators of the UN-Women strategic plan 2022–2025;
 - (b) Synthesis of performance of UN-Women against the strategic plan.

Programme of work

Subprogramme 1

Intergovernmental support, coordination and strategic partnerships

Objective

- 17.18 The objective, to which this subprogramme contributes, is to strengthen the achievement of gender equality and the empowerment of all women and girls, including full enjoyment of their human rights.

Strategy

- 17.19 To contribute to the objective, the subprogramme will:
- (a) Support the normative processes of intergovernmental bodies, including the Commission on the Status of Women, by facilitating the exchange of good practices and lessons learned among Governments and other relevant stakeholders, including through meetings, the issuance of reports and the presentation of analyses and policy options that enable discussion on key gender equality issues;
 - (b) Lead, coordinate and promote the accountability of the United Nations system for gender equality and the empowerment of women, and gender mainstreaming. This includes providing expertise, advocacy, monitoring of the development of relevant tools and guidance and capacity-building within the United Nations system. Actions towards system-wide improvement of the status of women will also be undertaken;
 - (c) Develop strategic partnerships by enabling civil society actors and other stakeholders to contribute to relevant intergovernmental processes, including through information dissemination, the convening of stakeholders to share lessons learned and recommendations for actions and the provision of funding for attending capacity- and alliance-building opportunities.
- 17.20 In doing so, the subprogramme will assist Member States in their efforts to accelerate the implementation of the Beijing Declaration and Platform for Action, achieve Sustainable Development Goal 5 and systematically mainstream a gender perspective into the implementation of the 2030 Agenda.

- 17.21 The above-mentioned work is expected to result in:
- (a) A strengthened global normative framework and increased reflection of a gender perspective in the outcomes of intergovernmental processes;
 - (b) An enabling working environment to accelerate gender mainstreaming and gender parity goals in the United Nations system, leading to greater achievement of results towards gender equality;
 - (c) Enhanced cooperation among stakeholders and Governments on gender equality and the empowerment of women, as well as enhanced opportunities for stakeholders to present lessons learned and good practices in conjunction with intergovernmental processes, and the availability of a growing resource base.

Programme performance in 2023

Gender equality outcomes reflected in United Nations Sustainable Development Cooperation Frameworks

17.22 Gender mainstreaming, among other issues in common country analyses and United Nations Sustainable Development Cooperation Frameworks, can help align development efforts with national priorities and normative commitments and enable a focus on accelerated action to achieve the Sustainable Development Goals. The subprogramme helps build the capacity of the United Nations system, including by providing substantive technical input into the development of the Frameworks. In 2023, UN-Women, together with the United Nations System Staff College and other inter-agency partners, rolled out capacity development tools for United Nations country teams to ensure the effective integration of gender equality, among other issues, into the development of common country analyses and United Nations Sustainable Development Cooperation Frameworks. A free self-paced course was launched and a six-week online moderated course for United Nations staff was conducted, in which 77 participants from 40 countries participated.

17.23 Progress towards the objective is presented in the performance measure below (see table 17.2).

Table 17.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	50 per cent of all new United Nations Sustainable Development Cooperation Frameworks had a dedicated gender equality outcome	53 per cent of all new United Nations Sustainable Development Cooperation Frameworks had a dedicated gender equality outcome

Planned results for 2025

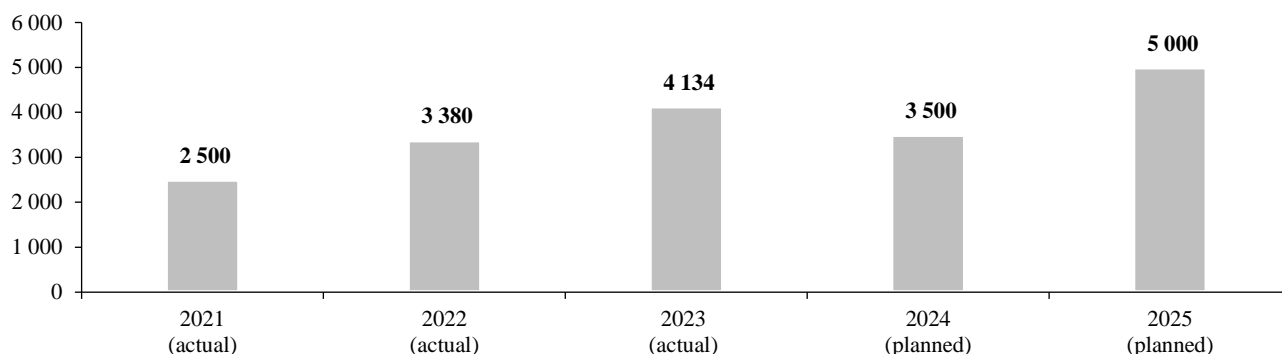
Result 1: youth as agents of change in the achievement of the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 17.24 The subprogramme’s work contributed to 4,134 young women and girls with strengthened capacities to contribute to relevant intergovernmental policy discussions and forums, which exceeded the planned target of 3,500 young women and girls.
- 17.25 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 17.1).

Figure 17.I

Performance measure: number of young women and girls with strengthened capacities to contribute to relevant intergovernmental policy discussions and forums (annual)



Result 2: leaving no women or girls with disabilities behind

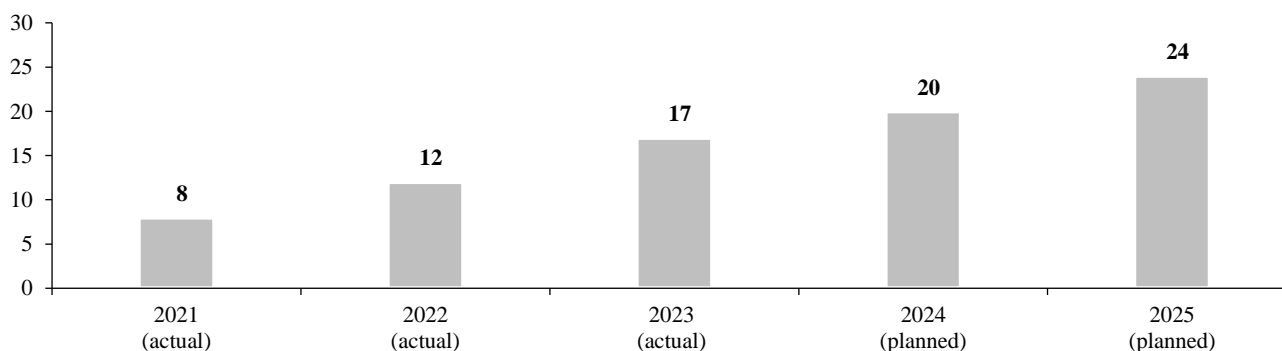
Programme performance in 2023 and target for 2025

17.26 The subprogramme’s work contributed to 17 organizations of persons with disabilities collaborating and partnering with United Nations country offices to address the specific needs and demands of women and girls with disabilities, which exceeded the planned target of 16 organizations.

17.27 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 17.II).

Figure 17.II

Performance measure: number of organizations of persons with disabilities partnering with United Nations country offices to address the specific needs and demands of women and girls with disabilities (cumulative)



Result 3: strengthened global norms and standards on gender equality and the empowerment of all women and girls

Proposed programme plan for 2025

17.28 The subprogramme provides technical and substantive support to the Commission on the Status of Women, including leading the preparation of the reports of the Secretary-General on agreed priority themes, which inform the agreed conclusions adopted by the Commission.

Lessons learned and planned change

17.29 The lesson for the subprogramme was that there was increased demand among Member States to generate data and evidence to assess global progress on gender equality and the empowerment of women and girls in order to inform normative and policy outcomes by intergovernmental bodies. In applying the lesson, the subprogramme plans to expand the use of available data resources, which will help to strengthen the available evidence base, and will convene expert group meetings to review existing research and analyse policies and practices on agreed priority themes, particularly at the country level.

17.30 Expected progress towards the objective is presented in the performance measure below (see table 17.3).

Table 17.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
87 per cent ^a	91 per cent ^a	97 per cent ^a	90 per cent ^a	Member States adopt a political declaration on the occasion of the thirtieth anniversary of the Fourth World Conference on Women

^a Percentage of recommendations in the report of the Secretary-General on the priority theme of the Commission on the Status of Women that are reflected in the agreed conclusions of the Commission.

Deliverables

17.31 Table 17.4 lists all deliverables of the subprogramme.

Table 17.4
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	2	4
Reports for:				
1. The General Assembly, including on the improvement of the status of women	2	2	–	2
2. The Economic and Social Council, including on mainstreaming a gender perspective in the United Nations system	1	1	1	1
3. The Commission on the Status of Women on the normative aspects of the work of UN-Women	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	46	46	46	48
Meetings of:				
4. The General Assembly, including formal and informal meetings of the Second and Third Committees	10	10	10	10
5. The Security Council on women and peace and security	3	3	3	3
6. The Economic and Social Council	1	1	1	3

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
7. The Commission on the Status of Women, including consultations by the Bureau and meetings by the Commission to implement its organization of work	32	32	32	32
B. Generation and transfer of knowledge				
Publications (number of publications)	3	–	3	3
8. <i>Network</i> (Gender equality and the empowerment of women)	3	–	3	3
Technical materials (number of materials)	4	4	4	4
9. On gender parity in the United Nations system and on the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, the United Nations country team System-wide Action Plan gender equality scorecard and the United Nations country team gender equality marker	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: cross-sectoral dialogues and ministerial round tables, with broad regional representation and participation; multi-stakeholder side events on gender equality and the empowerment of women in meetings, conferences and summits for an average of 100 participants per event; consultations on gender mainstreaming in an area in which gender considerations are absent or need strengthening, with at least 4 experts and representatives of Governments (per consultation).				
D. Communication deliverables				
Digital platforms and multimedia content: UN-Women website.				

**Subprogramme 2
Policy and programme activities**

Objective

- 17.32 The objective, to which this subprogramme contributes, is to enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, among other things, the fields of sustainable development, human rights and peace and security, including through enhanced accountability of the United Nations system.

Strategy

- 17.33 To contribute to the objective, the subprogramme will:
- (a) Serve as a global knowledge centre on gender equality and the empowerment of women, including in the areas of women and peace and security, ending violence against women, the economic empowerment of women, and gender-responsive governance, by undertaking and disseminating research, analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women;
 - (b) Provide advisory, technical and advocacy support, training and capacity development, including through field offices, to Member States, upon request, to advance the implementation of their commitments on gender equality and the empowerment of women, in line with their national priorities;
 - (c) Ensure the accountability of the United Nations system, including the United Nations country and regional teams and their gender theme groups, by offering guidance and through engagement in their work on gender equality and the empowerment of women.
- 17.34 In doing so, the subprogramme will assist Member States in their efforts to achieve Sustainable Development Goal 5 and in the systematic mainstreaming of a gender perspective in the implementation of the 2030 Agenda.

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

- (a) Policies and actions taken by national and regional bodies to implement United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women, focusing on the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly and the Convention on the Elimination of All Forms of Discrimination against Women;
- (b) Increased capacity of Member States to implement, monitor and evaluate laws, policies and strategies that contribute to the achievement of gender equality and the empowerment of women and girls and the realization of their human rights (General Assembly resolution [76/142](#));
- (c) Improved ability of United Nations programmes to support more effectively Member States, at their request, in the implementation of commitments to eliminate discrimination against women and girls.

Programme performance in 2023

Strengthened global advocacy for political participation of women through an information portal on temporary special measures

17.36 Building on the Organization’s coordinated advocacy on temporary special measures, in 2023, UN-Women launched the United Nations Gender Quota Portal, the Organization’s first global information hub featuring information on electoral gender quotas worldwide, including the type of quota, electoral systems and targets. The compilation of global comparative information on temporary special measures and coordinated policy advice has informed country-level interventions.

17.37 Progress towards the objective is presented in the performance measure below (see table 17.5).

Table 17.5
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	<p>Access to the United Nations Gender Quota Portal with evidence-based information to strengthen policy and programmatic responses on women’s political participation</p> <p>In Kenya and Sierra Leone, advice and advocacy, including the support of UN-Women, were used to promote gender equality in government, including:</p> <ul style="list-style-type: none"> • The implementation in Kenya of the constitutional provision establishing that no more than two thirds of the members of an elected or appointed body could be of the same gender

2021 (actual)

2022 (actual)

2023 (actual)

- Sierra Leone passed the “Gender Equality and Women’s Empowerment Act”, which established a 30 per cent quota for women’s participation in government at all levels

Planned results for 2025

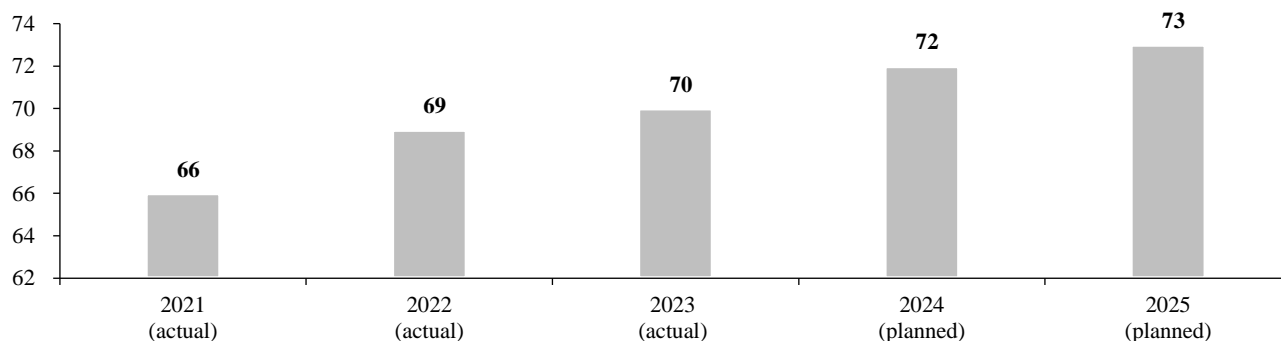
Result 1: towards women’s full and equal participation in political life

Programme performance in 2023 and target for 2025

- 17.38 The subprogramme’s work contributed to 70 legislative frameworks that promote gender balance in elections and decision-making institutions, which did not meet the planned target of 71 legislative frameworks. The target was not met because some legislative processes were protracted.
- 17.39 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 17.III).

Figure 17.III

Performance measure: number of legislative frameworks that promote gender balance in elections and decision-making institutions (cumulative)



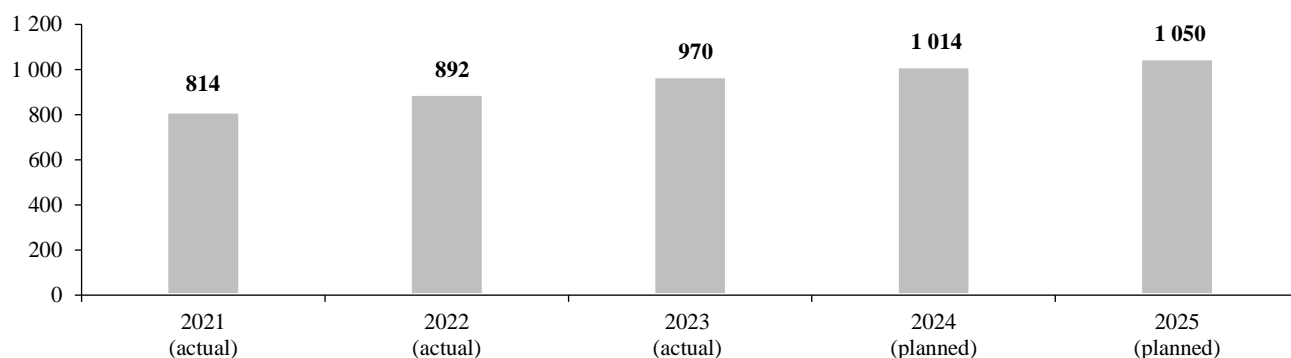
Result 2: governments adopt policies and make investments to transform the care economy

Programme performance in 2023 and target for 2025

- 17.40 The subprogramme’s work contributed to 970 institutions benefiting from the support of UN-Women to improve the provision of essential services, goods and/or resources for women, which exceeded the planned target of 958 institutions.
- 17.41 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 17.IV).

Figure 17.IV

Performance measure: number of institutions benefiting from the support of the Entity to improve the provision of essential services, goods and/or resources for women (cumulative)



Result 3: governments implement fiscal policies and gender-responsive budgeting to promote gender equality²

Proposed programme plan for 2025

17.42 In line with intergovernmental outcomes and commitments, the subprogramme has provided policy guidance, technical support and capacity strengthening for countries to design and implement fiscal policies and gender-responsive budgeting in order to enable governments to strengthen the tracking, allocation and expenditure of public resources for gender equality.

Lessons learned and planned change

17.43 The lesson learned for the subprogramme was that knowledge and technical guidance could be further enhanced, particularly with regard to assessing gaps in financing and analysing direct and indirect taxes from a gender perspective to better support governments. In applying the lesson, the subprogramme will develop financing assessment methodologies for gender equality and provide technical support and capacity-building, upon request, to ministries of finance and other partners, on fiscal policies and gender-responsive budgeting.

17.44 Expected progress towards the objective is presented in the performance measure below (see table 17.6).

Table 17.6
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	853 partners have strengthened capacities for fiscal policies and gender-responsive budgeting to promote gender equality	An additional 950 partners have strengthened capacities for fiscal policies and gender-responsive budgeting to promote gender equality	An additional 1,050 partners have strengthened capacities for fiscal policies and gender-responsive budgeting to promote gender equality	An additional 1,200 partners have strengthened capacities for fiscal policies and gender-responsive budgeting to promote gender equality

² General Assembly resolution 69/313, annex.

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2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	Central and local governments prioritized and allocated budgets for services, including vocational activities and sustainable infrastructure	Sectoral ministries strengthened gender analysis ^a in sectoral plans and budgets	Civil society organizations, parliaments and audit institutions use gender analysis in their functions	Local governments strengthen links between women's needs at the grass-roots level and local budget priorities

^a See General Assembly resolution [77/181](#).

Deliverables

17.45 Table 17.7 lists all deliverables of the subprogramme.

Table 17.7

Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	8	11	9
Reports for:				
1. The General Assembly, including on violence against women, trafficking in women, the world survey on the role of women in development, women in development, improvement in the situation of women and girls in rural areas and violence against women migrant workers	2	2	5	3
2. The Security Council on women and peace and security	1	1	1	1
3. The Commission on the Status of Women, including on priority themes and the confidential list	5	5	5	5
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	70	68	73	75
4. On the Safe Cities Free of Violence Against Women and Girls and Safe Cities and Safe Public Spaces initiatives	70	68	73	75
Seminars, workshops and training events (number of days)	34	87	37	91
5. Courses on gender equality and macroeconomics	3	4	6	6
Workshops on:				
6. Women and peace and security	1	30	1	30
7. Gender-responsive budgeting	5	4	5	5
8. Gender statistics	25	49	25	50
Publications (number of publications)	2	2	1	2
9. Inventory of United Nations activities to end violence against women	1	1	1	1
10. <i>Progress of the World's Women</i>	1	1	–	1
Technical materials (number of materials)	5	6	8	8
11. On the priority themes/issues decided by the Commission on the Status of Women	1	1	1	1
12. On essential services to respond to violence against women and on integrating gender equality into macroeconomic policies	3	4	6	6
13. On the implementation of Security Council resolution 1325 (2000) on women and peace and security and its agenda	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: technical advice to Member States, at their request, and non-governmental organizations on access to financial markets and services for women, gender-responsive budgeting, gender-responsive development plans at the national and local levels, gender equality policies, strategies and action plans; technical advice to strengthen the role of national women’s machinery in the development, implementation and monitoring of gender equality policies, strategies and action plans; country-level advice and assistance on the implementation of the women and peace and security agenda to develop and implement national action plans; consultation on priority themes and issues in preparation for the session of the Commission on the Status of Women; technical advice to ministries of finance, planning and women’s affairs, at their request, on integrating a gender perspective into policies on macroeconomics, social protection systems, decent work and the care economy, environmental degradation and climate change to achieve the Sustainable Development Goals.

Databases and substantive digital materials: Global Database on Violence against Women.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures and pamphlets on gender equality and for the promotion of the Commission on the Status of Women.

External and media relations: press releases on various topics related to women, including UN-Women publications.

Digital platforms and multimedia content: web platforms on financing for gender equality, the political participation of women, gender equality and HIV/AIDS and gender-responsive climate policies.^a

Library services: documentation of the institutional memory related to UN-Women.

^a See General Assembly resolution [76/300](#).

B. Proposed post and non-post resource requirements for 2025

Overview

17.46 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 17.8 to 17.10.

Table 17.8

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	9 862.2	10 168.9	–	–	–	–	–	10 168.9	
Other staff costs	25.7	57.6	–	–	29.4	29.4	51.0	87.0	
Hospitality	–	0.5	–	–	–	–	–	0.5	
Consultants	28.6	41.4	–	29.5	25.0	54.5	131.6	95.9	
Experts	159.6	125.3	–	–	–	–	–	125.3	
Travel of representatives	69.5	127.3	–	–	–	–	–	127.3	
Travel of staff	11.2	25.7	–	–	–	–	–	25.7	
Contractual services	198.6	76.2	–	–	104.2	104.2	136.7	180.4	
General operating expenses	118.3	158.9	–	–	–	–	–	158.9	
Supplies and materials	–	6.2	–	–	–	–	–	6.2	
Total	10 473.7	10 788.0	–	29.5	158.6	188.1	1.7	10 976.1	

^a At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 17.9

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	49	1 USG, 1 ASG, 3 D-2, 4 D-1, 7 P-5, 9 P-4, 7 P-3, 5 P-2/1, 12 GS (OL)
Proposed for 2025	49	1 USG, 1 ASG, 3 D-2, 4 D-1, 7 P-5, 9 P-4, 7 P-3, 5 P-2/1, 12 GS (OL)

Note: The following abbreviations are used in the tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); USG, Under-Secretary-General.

Table 17.10
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	–	1
ASG	1	–	–	–	–	–	1
D-2	3	–	–	–	–	–	3
D-1	4	–	–	–	–	–	4
P-5	7	–	–	–	–	–	7
P-4	9	–	–	–	–	–	9
P-3	7	–	–	–	–	–	7
P-2/1	5	–	–	–	–	–	5
Subtotal	37	–	–	–	–	–	37
General Service and related							
GS (OL)	12	–	–	–	–	–	12
Subtotal	12	–	–	–	–	–	12
Total	49	–	–	–	–	–	49

17.47 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 17.11 to 17.13 and figure 17.V.

17.48 As shown in tables 17.11 (1) and 17.12 (1), the overall resources proposed for 2025 amount to \$10,976,100 before recosting, reflecting an increase of \$188,100 (or 1.7 per cent) compared with the approved budget for 2024. Resource changes result from new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 17.11
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Policymaking organs	69.5	127.3	–	–	–	–	–	127.3	
B. Executive direction and management	1 414.3	1 050.1	–	–	–	–	–	1 050.1	
C. Programme of work									
1. Intergovernmental support, coordination and strategic partnerships	4 400.9	5 065.2	–	–	158.6	158.6	3.1	5 223.8	
2. Policy and programme activities	3 860.9	3 810.8	–	29.5	–	29.5	0.8	3 840.3	
Subtotal, C	8 261.8	8 876.0	–	29.5	158.6	188.1	2.1	9 064.1	
D. Programme support	728.1	734.6	–	–	–	–	–	734.6	
Subtotal, 1	10 473.7	10 788.0	–	29.5	158.6	188.1	1.7	10 976.1	

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(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Policymaking organs	567.8	527.8	–	–	527.8
B. Executive direction and management	19 575.3	18 195.7	–	–	18 195.7
C. Programme of work					
1. Intergovernmental support, coordination and strategic partnerships	28 206.8	26 218.9	–	–	26 218.9
2. Policy and programme activities	467 672.8	434 712.7	–	–	434 712.7
Subtotal, C	495 879.7	460 931.6	–	–	460 931.6
D. Programme support	38 024.8	35 344.9	–	–	35 344.9
Subtotal, 2	554 047.6	515 000.0	–	–	515 000.0
Total (1+2)	564 521.3	525 788.0	188.1	0.0	525 976.1

Table 17.12

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	4	–	–	–	–	4
C. Programme of work						
1. Intergovernmental support, coordination and strategic partnerships	24	–	–	–	–	24
2. Policy and programme activities	18	–	–	–	–	18
Subtotal, C	42	–	–	–	–	42
D. Programme support	3	–	–	–	–	3
Subtotal, 1	49	–	–	–	–	49

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Policymaking organs	–	–	–
B. Executive direction and management	26	–	26
C. Programme of work			
1. Intergovernmental support, coordination and strategic partnerships	33	–	33
2. Policy and programme activities	361	–	361
Subtotal, C	394	–	394

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Component/subprogramme	2024 estimate	Change	2025 estimate
D. Programme support	51	–	51
Subtotal, 2	471	–	471
Total (1+2)	520	–	520

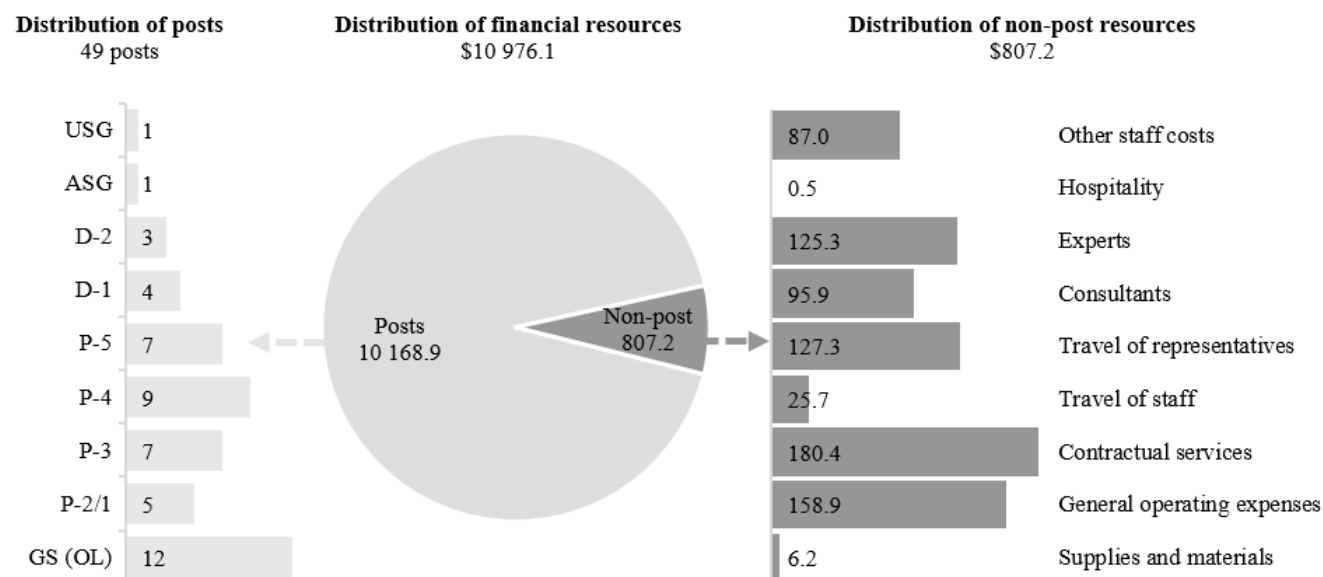
Table 17.13
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	9 862.2	10 168.9	–	–	–	–	10 168.9
Non-post	611.5	619.1	–	29.5	158.6	188.1	807.2
Total	10 473.7	10 788.0	–	29.5	158.6	188.1	10 976.1
Post resources by category							
Professional and higher		37	–	–	–	–	37
General Service and related		12	–	–	–	–	12
Total		49	–	–	–	–	49

Figure 17.V
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

New and expanded mandates

17.49 As shown in table 17.11 (1), resource changes reflect an increase of \$29,500, as follows:

Subprogramme 2, Policy and programme activities. The increase of \$29,500 relates to the non-recurrent provision under consultants associated with the oral statement by the Secretariat in connection with the request, contained in General Assembly resolution 78/150, to submit a new report to the Assembly at its eightieth session on mainstreaming a gender perspective in the implementation of the 2030 Agenda for Sustainable Development.

Other changes

17.50 As shown in table 17.11 (1), resource changes reflect a net increase of \$158,600, as follows:

Subprogramme 1, Intergovernmental support, coordination and strategic partnerships. The increase of \$158,600 relates to higher provisions under contractual services (\$104,200), other staff costs (\$29,400) and consultants (\$25,000) to effectively support the servicing of the annual sessions of the Commission on the Status of Women. Other staff costs relate to overtime for security officers to support the growing number of participants at the sessions; and contractual services and consultants would support enhanced accessibility, including sign interpretation services and accessible documents for the Commission's website, to respond to the growing requests from participants with disabilities.

Extrabudgetary resources

17.51 As reflected in tables 17.11 (2) and 17.12 (2), extrabudgetary resources amount to \$515,000,000. The resources would complement regular budget resources and would be used mainly to provide support for overall executive direction and management, including the planning, coordination, management and assessment of the programme of work and the strategic plan of UN-Women and the production of the programme's deliverables.

17.52 The extrabudgetary resources under the present section are subject to the oversight of the Executive Board of UN-Women.

Policymaking organs

17.53 The resources proposed under this component would provide for the policymaking organs as shown in table 17.14.

Table 17.14

Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Commission on the Status of Women	Mandate: Economic and Social Council resolutions 11 (II), 76 (V), 304 (XI), 1983/27 and 1989/45 Membership: 45 government officials Number of sessions in 2025: 1 (sixty-ninth session)	127.3	127.3
Total		127.3	127.3

- 17.54 The proposed regular budget resources for 2025 amount to \$127,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 17.15.

Table 17.15

Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Non-post									
Travel of representatives	69.5	127.3	–	–	–	–	–	127.3	
Total	69.5	127.3	–	–	–	–	–	127.3	

Executive direction and management

- 17.55 The executive direction and management component comprises the Office of the Under-Secretary-General/Executive Director and the Independent Evaluation and Audit Services.
- 17.56 The overall responsibilities of the executive direction and management component are to assist and support the Under-Secretary-General/Executive Director in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work of UN-Women; facilitation of inter-office cooperation; implementation of decisions; strategic policy support; and independent assurance and advice on UN-Women programmes, controls, business systems and processes.
- 17.57 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), UN-Women continues to integrate environmental management practices into its operations. In 2023, UN-Women continued to use its e-filing system and its PaperSmart tool, which enables delegations to download documents electronically and substantially reduces the printing of documents, while still allowing for printing at the request of delegations. In 2025, UN-Women will further enhance its use of videoconferencing and other online collaboration tools for meetings involving remote offices to help reduce travel.
- 17.58 Information on the timely submission of documentation and advance booking for air travel is reflected in table 17.16. Senior management is committed to the implementation of the advance purchasing and travel policy. In 2023, UN-Women observed a major decline in the reported travel compliance rate resulting from a surge in requests from Governments, civil society and other partners for UN-Women representatives to travel to participate in external events. Despite this, compliance rates reached a 31 per cent average by the fourth quarter. Management is committed to reinforcing the importance of adequate planning and advance purchasing of tickets to enhance compliance with the advance booking policy in 2024 and beyond.

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**Table 17.16
Compliance rate**

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	19	70	31	100	100
Air tickets purchased at least two weeks before the commencement of travel	19	70	31	100	100

17.59 The proposed regular budget resources for 2025 amount to \$1,050,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 17.17 and figure 17.VI.

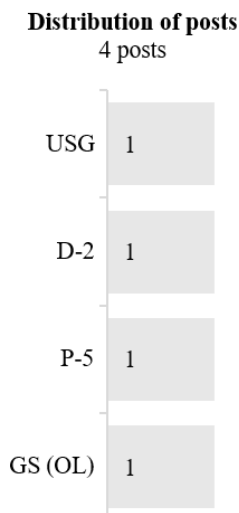
**Table 17.17
Executive direction and management: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 412.1	1 050.1	–	–	–	–	1 050.1
Non-post	2.2	–	–	–	–	–	–
Total	1 414.3	1 050.1	–	–	–	–	1 050.1
Post resources by category							
Professional and higher		3	–	–	–	–	3
General Service and related		1	–	–	–	–	1
Total		4	–	–	–	–	4

**Figure 17.VI
Executive direction and management: distribution of proposed resources for 2025 (before recosting)**

(Number of posts)



Programme of work

Subprogramme 1

Intergovernmental support, coordination and strategic partnerships

17.60 The proposed regular budget resources for 2025 amount to \$5,223,800 and reflect a net increase of \$158,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 17.50. Additional details on the distribution of the proposed resources for 2025 are reflected in table 17.18 and figure 17.VII.

Table 17.18

Subprogramme 1: evolution of financial and post resources

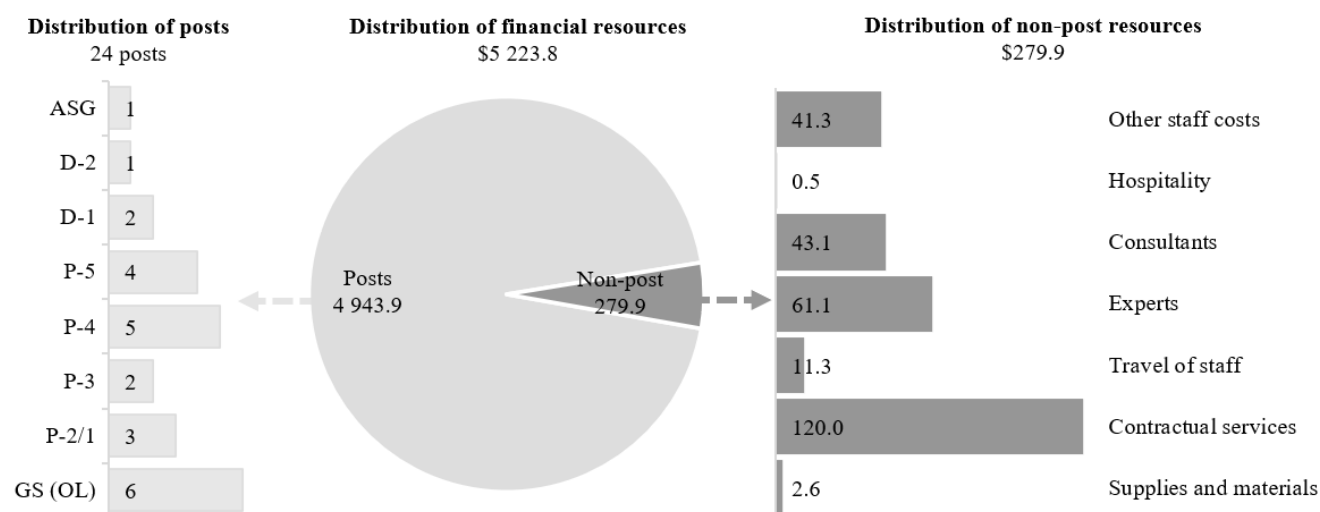
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	4 202.2	4 943.9	–	–	–	–	–	4 943.9	
Non-post	198.7	121.3	–	–	158.6	158.6	130.8	279.9	
Total	4 400.9	5 065.2	–	–	158.6	158.6	3.1	5 223.8	
Post resources by category									
Professional and higher		18	–	–	–	–	–	18	
General Service and related		6	–	–	–	–	–	6	
Total		24	–	–	–	–	–	24	

Figure 17.VII

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 2 Policy and programme activities

17.61 The proposed regular budget resources for 2025 amount to \$3,840,300 and reflect an increase of \$29,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 17.49. Additional details on the distribution of the proposed resources for 2025 are reflected in table 17.19 and figure 17.VIII.

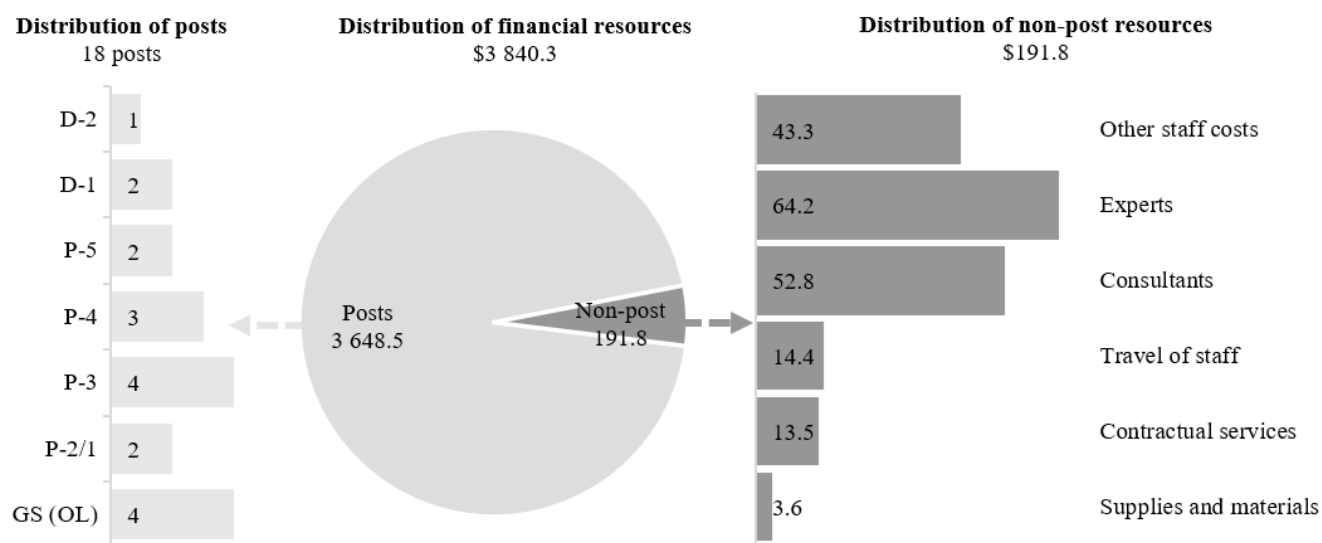
Table 17.19
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	3 728.6	3 648.5	–	–	–	–	3 648.5
Non-post	132.2	162.3	–	29.5	–	29.5	191.8
Total	3 860.9	3 810.8	–	29.5	–	29.5	3 840.3
Post resources by category							
Professional and higher		14	–	–	–	–	14
General Service and related		4	–	–	–	–	4
Total		18	–	–	–	–	18

Figure 17.VIII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

17.62 Responsibility for this area is vested in the Management and Administration Division, the Human Resources Division and, partially, the Strategy, Planning, Resources and Effectiveness Division of

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UN-Women. The Divisions assist the Under-Secretary-General/Executive Director in discharging responsibilities in the areas of finance and budget, administrative services, procurement and facilities management, information technology services, security, operational oversight and accountability, audit coordination and human resources. In addition, the Divisions provide administrative and operational support for the implementation of the programme activities of UN-Women.

17.63 The proposed regular budget resources for 2025 amount to \$734,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 17.20 and figure 17.IX.

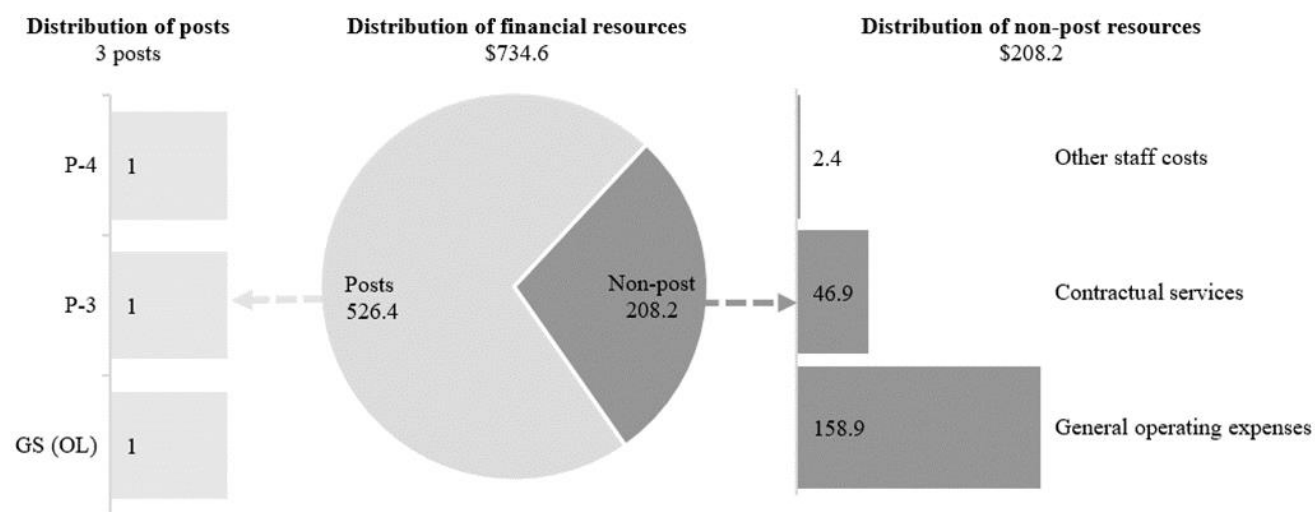
Table 17.20
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

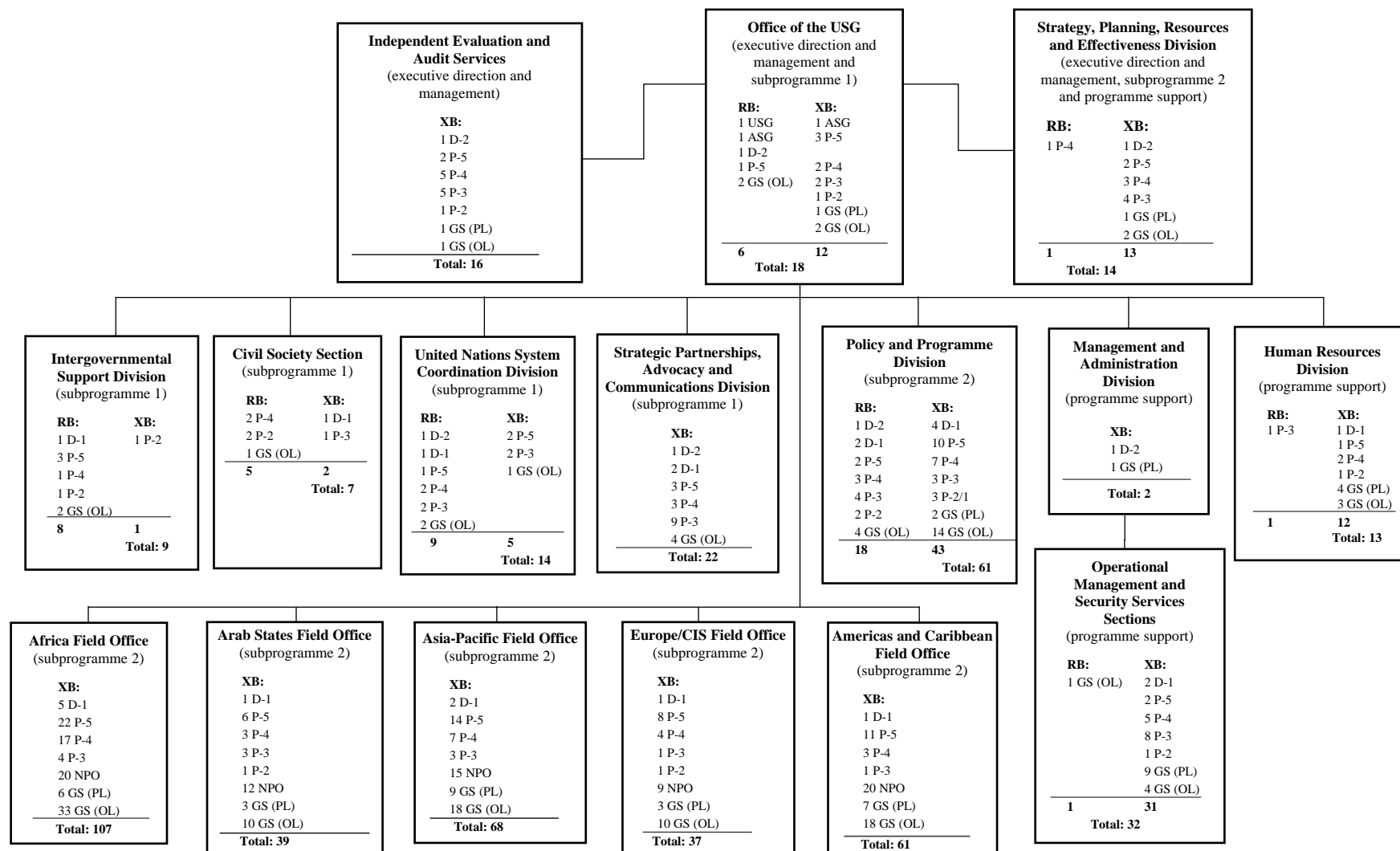
	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	519.3	526.4	–	–	–	–	526.4
Non-post	208.9	208.2	–	–	–	–	208.2
Total	728.1	734.6	–	–	–	–	734.6
Post resources by category							
Professional and higher		2	–	–	–	–	2
General Service and related		1	–	–	–	–	1
Total		3	–	–	–	–	3

Figure 17.IX
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Organizational structure and post distribution for 2025



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); NPO, National Professional Officer; RB, regular budget; USG, Under Secretary-General; XB, extrabudgetary.



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Items 139 and 140 of the preliminary list*

Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part V

Regional cooperation for development

Section 18

Economic and social development in Africa

Programme 15

Economic and social development in Africa

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

I. Economic Commission for Africa

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 18.1 The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its members, fostering intraregional integration and promoting international cooperation for the development of Africa. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, and Economic and Social Council resolution 671 A (XXV).
- 18.2 ECA provides innovative solutions, together with demand-driven and tailor-made policy and technical advice, grounded in evidence, to its members and regional economic communities to strengthen their social and economic resilience and achieve the goals of the 2030 Agenda for Sustainable Development and Agenda 2063: The Africa We Want, of the African Union. ECA also works to build the capacity of its members to formulate and implement policies for sustainable development, including through the implementation of the regular programme for technical cooperation and United Nations Development Account projects.

Strategy and external factors for 2025

- 18.3 In 2025, ECA will concentrate on five strategic directions:
- (a) Deploying knowledge to support policymaking to drive the development agenda of Africa and foster infrastructure development, including in the areas of energy; technology, innovation and connectivity; and climate action and food security;
 - (b) Formulating policy options, including macroeconomic policies, to accelerate sustainable industrialization, economic diversification and job creation;
 - (c) Enhancing the mainstreaming of data and statistics and designing and implementing financing models and leveraging them for the development of human, physical and social infrastructure assets;
 - (d) Supporting deeper regional integration and the development of regional public goods, with a focus on social inclusion and considering synergies between the economic and social development programmes of Africa;
 - (e) Advocating a common position for Africa at the global level and developing regional responses as a contribution to global governance issues.
- 18.4 In pursuing these strategic directions, ECA will employ its convening function, through the provision of multilateral and multi-stakeholder platforms; its think-tank function, by conducting interdisciplinary research and the analysis of key challenges facing its members and Africa as a whole, while promoting peer learning and development; and its operational function, through the provision of direct policy advice and support to its members, including in cooperation with other entities of the United Nations system.
- 18.5 Following the launch of the second 10-year implementation plan of Agenda 2063 by the African Union, the Conference of African Ministers of Finance, Planning and Economic Development, at the fifty-sixth session of ECA, adopted resolutions 2024/2 and 2024/3, endorsing a realignment of the programme of work of ECA within its existing mandate to enable a greater focus on emerging

priorities for the continent. Accordingly, the updated structure is reflected in the proposed programme budget for 2025. Specifically, the changes are as follows:

- (a) Subprogramme 1: the renaming of the subprogramme from “Macroeconomic policy and governance” to “Macroeconomic policy, finance and governance”;
 - (b) Subprogramme 3: the discontinuation of current subprogramme 3, Private sector development and finance, and its activities integrated into subprogramme 1 and a new subprogramme 5, and the establishment in its place of a new subprogramme 3, Technology, innovation, connectivity and infrastructure development;
 - (c) Subprogramme 5: the discontinuation of current subprogramme 5, Technology, climate change and natural resources management, and its activities integrated into the new subprogramme 3 and a new subprogramme 5, and the establishment in its place of a new subprogramme 5, Climate, food security and natural resources, green and blue economy.
- 18.6 This realignment will enable ECA to provide more effective support to enable its members to address both current and emerging opportunities and challenges for inclusive and sustainable development.
- 18.7 With regard to cooperation with other entities, ECA will continue its close cooperation with the African Union Commission and will build upon its existing strategic partnerships with regional and subregional organizations, central banks, universities, think tanks and civil society and private sector organizations and forge new partnerships towards the fulfilment of the 2030 Agenda and Agenda 2063. Regarding South-South and triangular cooperation, ECA will leverage partnerships premised on the principle of enhancing complementarity and impact.
- 18.8 With regard to inter-agency coordination and liaison, ECA will work through the Regional Collaborative Platform for Africa and its opportunity and issue-based coalitions, and will enhance collaboration with regional United Nations entities, the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development, resident coordinators and country teams.
- 18.9 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Members of ECA and regional economic communities continue to cooperate among and between themselves for harmonized action, focusing on implementation of the 2030 Agenda and Agenda 2063 and operationalization of the African Continental Free Trade Area;
 - (b) The Africa Regional Forum for Sustainable Development, the Conference of African Ministers of Finance, Planning and Economic Development, and the subregional intergovernmental committees of experts and senior officials continue to provide policy advice to ECA on emerging priorities.
- 18.10 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate, by promoting further alignment and coherence between global, regional and national frameworks on gender equality and the empowerment of women and girls. Moreover, subprogramme 6 will provide technical support to the Commission’s other subprogrammes to integrate a gender perspective in their work.
- 18.11 In line with the United Nations Disability Inclusion Strategy, ECA will pursue the implementation of measures to ensure the inclusion of persons with disabilities, through its programme design, implementation and evaluation, including the provision of reasonable accommodation for conference and workshop participants.

Legislative mandates

- 18.12 The list below, which was reviewed in preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

57/2	United Nations Declaration on the New Partnership for Africa's Development	77/178	Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection
58/220	Economic and technical cooperation among developing countries	77/180	Industrial development cooperation
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa	77/181	Women in development
64/215	Legal empowerment of the poor and eradication of poverty	77/189	Inclusive development for and with persons with disabilities
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	77/223	Human rights and extreme poverty
66/130	Women and political participation	77/235	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
67/107	People's empowerment and development		
67/302	Cooperation between the United Nations and the African Union	77/270	New Partnership for Africa's Development: progress in implementation and international support
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	77/331	Cooperation between the United Nations and the International Organization of la Francophonie
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028
71/1	New York Declaration for Refugees and Migrants	78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
71/212	Information and communications technologies for development	78/132	Information and communications technologies for sustainable development
73/195	Global Compact for Safe, Orderly and Regular Migration	78/134	International trade and development
75/228	Follow-up to the second United Nations Conference on Landlocked Developing Countries	78/136	International financial system and development
75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	78/137	External debt sustainability and development
76/218	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)	78/139	Financial inclusion for sustainable development
76/224	Towards global partnerships: a principle-based approach to enhance cooperation between the United Nations and all relevant partners	78/140	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
76/258	Doha Programme of Action for the Least Developed Countries	78/141	Promoting investments for sustainable development
76/298	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	78/151	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
77/160	Entrepreneurship for sustainable development	78/155	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
77/169	Harmony with Nature	78/162	Development cooperation with middle-income countries
77/174	Towards a New International Economic Order	78/165	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
77/175	Role of the United Nations in promoting development in the context of globalization and interdependence	78/167	South-South cooperation
77/176	International migration and development		

Part V Regional cooperation for development

78/174	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	78/232	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
78/203	The right to development		
78/231	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development		

Economic and Social Council resolutions

671 A (XXV)	Establishment of an Economic Commission for Africa	2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all
2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2023/3	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development	941 (XLIX)	Organization of an annual African regional review of progress in the implementation of the outcomes of the World Summit on Information Society
819 (XXXI)	Promotion of energy resources development and utilization in Africa		
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities	960 (LI)	Harnessing the potential of the African Continental Free Trade Area and creating fiscal space for jobs and economic diversification
		965 (LII)	Luxembourg Protocol to the Convention on International Interests in Mobile Equipment on Matters Specific to Railway Rolling Stock
862 (XLII)	Enhancing domestic resource mobilization	966 (LII)	Review of the intergovernmental structure of the Economic Commission for Africa pursuant to its resolution 943 (XLIX) and resolution 957 (LI)
874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa		
907 (XLVI)	Industrialization for an emerging Africa	967 (LII)	Progress in the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011–2020 and preparation for the Fifth United Nations Conference on the Least Developed Countries
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa		
914 (XLVII)	African regional integration index	968 (LII)	Fiscal policy, trade and the private sector in a digital era: a strategy for Africa
922 (XLVII)	Industrialization for inclusive and transformative development in Africa	969 (LII)	Digitization and the digital economy initiative
928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development	972 (LIII)	African Continental Free Trade Area
931 (XLVIII)	Data revolution and statistical development	973 (LIII)	Data and statistics
934 (XLVIII)	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	974 (LIII)	Civil registration and vital statistics
935 (XLVII)	Least developed countries in Africa	975 (LIII)	Sustainable industrialization and diversification of Africa in the digital era in the context of the coronavirus disease pandemic
937 (XLIX)	Mainstreaming the 2030 Agenda for Sustainable Development and Agenda 2063 into national strategic frameworks, action plans and programmes	977 (LIII)	Economic Commission for Africa support for least developed countries in the context of the Fifth United Nations Conference on the Least Developed Countries
938 (XLIX)	Integrated reporting and follow-up on sustainable development	978 (LIII)	Midterm review of the Vienna Programme of Action for the Landlocked Developing Countries for the Decade 2014–2024
939 (XLIX)	Africa Regional Forum on Sustainable Development	979 (LIII)	African Institute for Economic Development and Planning
		2023/9	2024 programme plan and budget

**Subprogramme 1
Macroeconomic policy, finance and governance**

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development	65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions	65/146	Innovative mechanisms of financing for development
54/128	Action against corruption	65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries	66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
58/4	United Nations Convention against Corruption		
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)	66/256 78/230	The United Nations in global governance Promotion of inclusive and effective international tax cooperation at the United Nations

Economic and Social Council resolutions

2005/3 Public administration and development

Economic Commission for Africa resolutions

879 (XLIV) Governing development in Africa: the role of the State in economic transformation 916 (XLVII) Illicit financial flows

**Subprogramme 2
Regional integration and trade**

General Assembly resolutions

70/293 Third industrial development decade for Africa (2016–2025) 78/138 Commodities

Economic and Social Council resolutions

2023/13 Social dimensions of the New Partnership for Africa's Development

Economic Commission for Africa resolutions

847 (XL) Aid for trade 891 (XLV) Accelerating regional integration and boosting intra-African trade
867 (XLIII) Assessment of progress on regional integration in Africa

**Subprogramme 3
Technology, innovation, connectivity and infrastructure development**

General Assembly resolutions

70/125 Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society 76/294 Political declaration of the high-level meeting on improving global road safety
78/157 Ensuring access to affordable, reliable, sustainable and modern energy for all
78/160 Science, technology and innovation for sustainable development

Economic and Social Council resolutions

2023/4 Science, technology and innovation for development

Economic Commission for Africa resolutions

887 (XLIV)	Enhancing science and technology for development in Africa	2023/1	Enhancing energy security and ensuring a just energy transition in Africa
968 (LII)	Fiscal policy, trade and the private sector in a digital era: a strategy for Africa	2023/3	Digital transformation for a secure, inclusive and sustainable common future
969 (LII)	Digitization and the digital economy initiative		

**Subprogramme 4
Data and statistics**

General Assembly resolutions

64/267	World Statistics Day	68/261	Fundamental Principles of Official Statistics
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Economic and Social Council resolutions

131 (VI)	Coordination of cartographic services of specialized agencies and international organizations	2015/10	2020 World Population and Housing Census Programme
476 (XV)	International cooperation on cartography	2016/27	Strengthening institutional arrangements on geospatial information management
2011/24	Committee of Experts on Global Geospatial Information Management	2022/24	Enhancing global geospatial information management arrangements
2013/21	Fundamental Principles of Official Statistics		

Economic Commission for Africa resolutions

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems (GIS) in sustainable development	882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa
849 (XL)	Statistics and statistical capacity-building in Africa	911 (XLVI) 2023/2	Statistics and statistical development Data and statistics

**Subprogramme 5
Climate, food security and natural resources, green and blue economy**

General Assembly resolutions

76/300	The human right to a clean, healthy and sustainable environment	78/153	Protection of global climate for present and future generations of humankind
78/69	Oceans and the law of the sea	78/168	Agriculture development, food security and nutrition
78/144	Agricultural technology for sustainable development		

Economic Commission for Africa resolutions

818 (XXXI)	Promotion of mineral resources development and utilization in Africa	989 (LIV) 2023/4	Carbon certification Accelerating sustainable development through regional integration and trade
877 (XLIII)	Towards realizing a food-secure Africa		
884 (XLIV)	Climate change and sustainable development in Africa	2023/5	Accelerating food systems transformation in Africa
919 (XLVII)	Green economy and structural transformation in Africa	2023/6	Climate finance mobilization to accelerate a green recovery
975 (LIII)	Sustainable industrialization and diversification of Africa in the digital era in the context of the coronavirus disease pandemic	2023/7	Advancing the sustainable debt coalition initiative in Africa and beyond
982 (LIV)	Financing the recovery of Africa and beyond	2023/8	Great Blue Wall Initiative

**Subprogramme 6
Gender equality and women's empowerment**

General Assembly resolutions

68/138	Convention on the Elimination of All Forms of Discrimination against Women	76/142	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/147	Intensification of efforts to eliminate all forms of violence against women and girls		
69/236	World Survey on the Role of Women in Development	77/194	Trafficking in women and girls
70/176	Taking action against gender-related killing of women and girls	77/195	Intensifying global efforts for the elimination of female genital mutilation
75/157	Women and girls and the response to the coronavirus disease (COVID-19)	78/180	Violence against women migrant workers
		78/181	Improvement of the situation of women and girls in rural areas
		78/188	The girl child

Economic and Social Council resolutions

2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women	2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
		2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system		

**Subprogramme 7
Subregional activities for development**

**Component 2
Subregional activities in West Africa**

Economic Commission for Africa resolutions

830 (MFC 1 A)	Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa	909 (XLVI)	Realizing and harnessing the demographic dividend in Africa
		931 (XLVIII)	Data revolution and statistical development

**Component 4
Subregional activities in East Africa**

Economic and Social Council resolutions

2011/43	Support to the Republic of South Sudan
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**Component 5
Subregional activities in Southern Africa**

General Assembly resolutions

61/51	Cooperation between the United Nations and the Southern African Development Community
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**Subprogramme 8
Economic development and planning**

Economic and Social Council resolutions

2013/2	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation	2023/17	Reinforcing the role of the African Institute for Economic Development and Planning in assisting members of the Economic Commission for Africa in strengthening development planning and improving their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development
2018/22	African Institute for Economic Development and Planning		

Economic Commission for Africa resolutions

58 (IV)	Establishment of the African Institute for Economic Development and Planning	956 (LI)	African Institute for Economic Development and Planning
858 (XLI)	Special Meeting of the Governing Council of the African Institute for Economic Development and Planning		

**Subprogramme 9
Poverty, inequality and social policy**

General Assembly resolutions

65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding	71/256 78/177	New Urban Agenda Follow-up to the Second World Assembly on Ageing
66/290	Follow-up to paragraph 143 on human security of the 2005 World Summit Outcome	78/179	Policies and programmes involving youth

Deliverables

18.13 Table 18.1 lists all cross-cutting deliverables of the programme.

Table 18.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	8	8	7	7
1. Coordination meetings on the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development	2	2	1	1
2. Annual Africa Business Forum	1	1	1	1
3. Meetings of the Regional Coordination Platform for Africa	2	2	2	2
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Committee for Programme and Coordination	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	2	2	2	2
7. Overview of economic and social conditions in Africa for the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
8. On the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advocacy and advisory services on the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information materials on regional integration and emerging socioeconomic issues for awareness-raising with members of ECA.				

Evaluation activities

- 18.14 The following evaluations conducted by ECA and completed in 2023 have guided the proposed programme plan for 2025:
- (a) Evaluation of the African Institute for Economic Development and Planning strategic framework for the period 2019–2023;
 - (b) Evaluation of the project on the Africa Climate Resilient Investment Facility;
 - (c) Evaluation of the project entitled “Ten-step plan for safer road infrastructure”;
 - (d) Evaluation of the African Economic Conference series.
- 18.15 In response to the results of the evaluations referenced above, the Commission will strengthen internal communication on and outreach for its capacity-building and advocacy projects. Moreover, the recommendations from the evaluation of the African Institute for Economic Development and Planning will inform the design of the next strategic framework.
- 18.16 The following evaluations to be conducted by ECA are planned for 2025:
- (a) Evaluation of ECA subprogramme 7, component 3;
 - (b) Evaluation of ECA support towards integrated national financing frameworks and development planning;
 - (c) Evaluation of ECA support for infrastructure development through innovative financing, public-private partnerships and regional integration;
 - (d) Evaluation of ECA support in building the resilience of its members to climate change;
 - (e) Evaluation of ECA subregional joint sessions of the intergovernmental committees of senior officials and experts.

Programme of work

Subprogramme 1

Macroeconomic policy, finance and governance

Objective

- 18.17 The objective, to which this subprogramme contributes, is to achieve structural transformation and inclusive growth in Africa through strengthened and effective development planning, macroeconomic policy analysis, enhanced economic governance and management, and innovative public and private sector financing.

Strategy

- 18.18 To contribute to the objective, the subprogramme will:
- (a) Provide technical assistance, capacity-building and policy advice to members of ECA on:
 - (i) Tracking progress in the implementation of the 2030 Agenda, Agenda 2063 and the Doha Programme of Action for the Least Developed Countries, and designing, implementing and monitoring their national development plans;
 - (ii) Designing and implementing policy frameworks that promote transparency and accountability in public financial management, including debt management, and resource mobilization and allocation to build resilience to shocks;
 - (iii) Identifying priority growth sectors and promoting the development and implementation of initiatives to improve their competitiveness, attract investment and stimulate entrepreneurship;
 - (iv) Developing and deepening their domestic capital markets and developing innovative and sustainable financing solutions for mobilizing additional resources to meet development financing needs and increase financial resilience;
 - (b) Convene platforms for policy dialogue on matters related to macroeconomic policy, economic governance, financing and development planning, including the annual session of the Conference of African Ministers of Finance, Planning and Economic Development;
 - (c) Publish policy-relevant knowledge products underpinned by research and macroeconomic modelling tools and produce, upon request, forecasts with recommendations for responding to the impacts of external shocks.
- 18.19 The above-mentioned work is expected to result in:
- (a) More coordinated and integrated policy design and implementation by members of ECA;
 - (b) Accelerated and sustainable graduation of African countries from the least developed country category;
 - (c) Increased mobilization of resources and capital for development and investment in priority areas;
 - (d) Improved debt management and reduced debt vulnerabilities among members of ECA;
 - (e) A business climate that allows for improved access to markets and a diversified investor base with an increased appetite for domestic currency debt markets.

Programme performance in 2023

Improved tax policy and administration for the mobilization of public resources

- 18.20 Cooperation is indispensable for an equitable global tax system, and the framework convention requested by the General Assembly in its resolution [78/230](#) would provide for greater equity in the global tax system. This outcome came about as a result of support from the subprogramme pursuant to resolution 990 (LIV) of the Conference of African Ministers of Finance, Planning and Economic Development, in which the Conference requested the secretariat of ECA to work on tax-related matters. The subprogramme led negotiations to include the United Nations tax convention as a topic of discussion at the meeting of the African Union subcommittee on tax and illicit financial flows of the Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration in June 2023, leading to the inclusion of the topic in the meeting of the Specialized Technical Committee in July 2023, with a view to preparing the Africa Group in New York to participate effectively in the discussions that led to the adoption of Assembly resolution [78/230](#). The subprogramme also drafted a technical paper and shared it with all members of ECA for their

consideration before the start of the Assembly. The subprogramme continues to conduct policy awareness and capacity-building work on the basis of the resolution.

18.21 Progress towards the objective is presented in the performance measure below (see table 18.2).

Table 18.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Members of ECA began negotiations for an international tax convention	Members of ECA drafted a United Nations resolution on international tax cooperation	General Assembly adopted resolution 78/230 on inclusive tax cooperation

Planned results for 2025

Result 1: strengthened debt management for resilient recovery

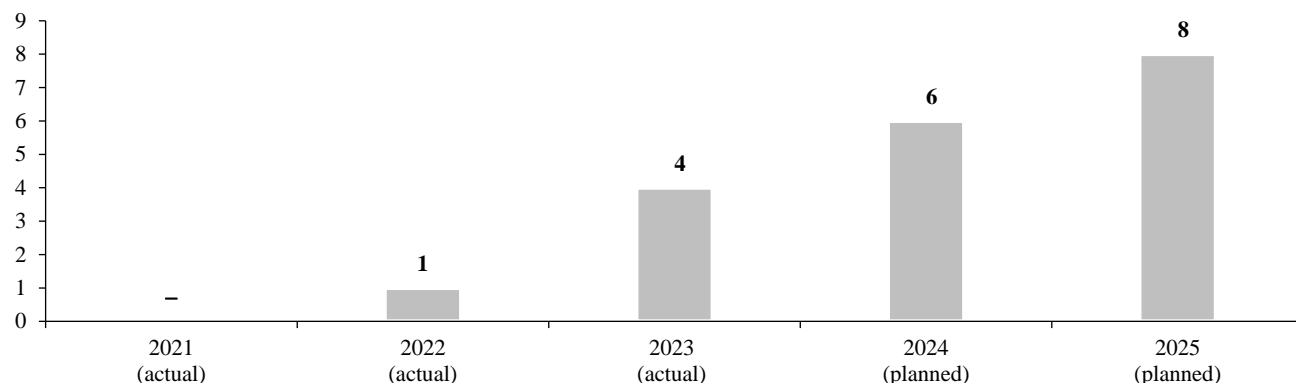
Programme performance in 2023 and target for 2025

18.22 The subprogramme’s work contributed to the formulation and implementation of policies related to financial and debt management in three additional members of ECA (Ethiopia, Sierra Leone and Zambia), for a cumulative total of four members of ECA, which met the planned target.

18.23 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.I).

Figure 18.I

Performance measure: number of policy interventions related to financial and debt management developed or implemented (cumulative)



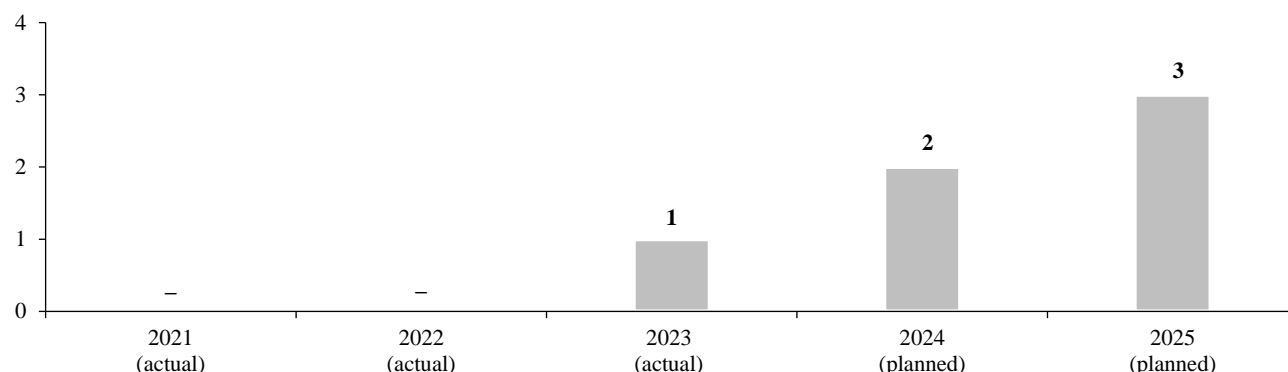
Result 2: enhanced economic governance and improved tax policy and administration for the mobilization of public resources

Programme performance in 2023 and target for 2025

18.24 The subprogramme’s work contributed to the implementation of recommendations on improved tax policy and administration by policymakers in Benin, which met the planned target.

18.25 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.II).

Figure 18.II
Performance measure: number of members of ECA implementing recommendations on improved tax policy and administration (cumulative)



Result 3: members of ECA apply innovative approaches to mobilize domestic resources and external private capital

18.26 Increasing transformative and sustainable growth requires innovative and affordable financing solutions. The prospects for mobilizing additional resources from domestic markets and exploiting untapped pockets of finance by better channelling domestic savings through appropriate financial products offer enormous potential. The subprogramme supports members of ECA in reducing financing risk, establishing a more effective policy and regulatory environment and building more sophisticated domestic capital markets.

Lessons learned and planned change

18.27 The lesson for the subprogramme was that capital market development requires a collaborative approach and long-term support for lasting impact. In applying the lesson, the subprogramme will foster close and direct working relationships with regulators and ministries of finance to develop innovative solutions for financing sustainable development and build new business models and modalities of financial services in the digital age.

18.28 Expected progress towards the objective is presented in the performance measure below (see table 18.3).

Table 18.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Improved understanding of capital markets and innovative financing among policymakers in four countries	First issuance of 8- and 10-year bonds in local currency in Angola	Uganda designed strategic plan and road map for the development of its local currency bond market Development of the first securities exchange in Ethiopia Strengthened governance and improved sovereign risk management in Guinea and Mauritania	Two members of ECA review the legal and regulatory framework of the money market to increase liquidity in their financial systems	Two members of ECA design a programme to develop their financial systems with a view to mobilizing additional resources

Deliverables

18.29 Table 18.4 lists all deliverables of the subprogramme.

Table 18.4

Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	2	2	2
1. Overview of economic and social conditions in Africa to the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
2. Progress report on the implementation of the priority areas of the Doha Programme of Action for the Least Developed Countries for the decade 2011–2020 to the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	–	1	1	1
Substantive services for meetings (number of three-hour meetings)	–	–	4	–
3. Meetings of the Committee on Economic Governance	–	–	4	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	14	19	12	13
4. On countering illicit financial flows from Africa	–	1	1	1
5. On the use of the ECA macroeconomic model for selected countries	3	4	2	1
6. On the integrated planning and reporting toolkit	3	3	3	3
7. Internship and fellowship programme for young African economists to build their capacity to formulate, implement and monitor development policies and programmes	1	1	1	1
8. On strengthening the capacity of members of ECA in public finance	1	3	3	3
9. On market access and private sector financing, investment and partnerships	6	6	2	2
10. On capital market development	–	1	–	2
Seminars, workshops and training events (number of days)	11	13	7	8
11. Workshop on macroeconomic modelling for African policymakers and experts	2	1	1	1
12. Training event on public finance and development planning in Africa (policy dialogue)	1	1	–	2
13. Training events on market access and private sector financing, investment and partnerships	8	11	6	5
Publications (number of publications)	2	3	2	3
14. Africa Sustainable Development Report	1	1	1	1
15. Economic Report on Africa	1	1	1	1
16. Economic Governance Report	–	1	–	1
Technical materials (number of materials)	9	10	14	14
17. On emerging economic issues and challenges to growth and development in Africa	2	1	3	3
18. Policy briefs on emerging issues related to macroeconomic analysis, economic governance and public finance	2	3	3	3
19. Africa quarterly economic performance and outlook report	4	3	4	4
20. Sovereign credit rating outlook	–	2	–	2
21. On market access and private sector financing, investment and partnerships	1	–	2	1
22. On purchase-agreement markets among African regulators and market stakeholders	–	1	2	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advisory services to six members of ECA and regional bodies on emerging macroeconomic issues, development planning and economic governance issues.

D. Communication deliverables

Outreach programmes, special events and information materials: annual African Economic Conference (some 200 in-person participants, including policymakers, experts, researchers, private sector representatives and young people); Pan-African Conference on Illicit Financial Flows and Taxation (some 100 in-person participants).

Subprogramme 2 Regional integration and trade

Objective

- 18.30 The objective, to which this subprogramme contributes, is to strengthen regional cooperation and integration among members of ECA through increased trade flows, improved industrialization and increased investment.

Strategy

- 18.31 To contribute to the objective, the subprogramme will:
- (a) Provide advisory services and technical assistance to members of ECA on market access and business opportunities arising from the African Continental Free Trade Area to minimize potential adverse effects (such as import surges, dumping and customs revenue loss risks) in the context of the implementation of their national strategies, and multilateral and bilateral trade issues;
 - (b) Develop and disseminate knowledge products and provide technical assistance to identify opportunities for diversification, value addition and the development of manufacturing and industrial clusters for members of ECA in support of the Action Plan for the Accelerated Industrial Development of Africa, contributing to the achievement of Sustainable Development Goals 9 and 17;
 - (c) Provide training, with a particular focus on least developed countries, landlocked developing countries and regional economic communities, on the implementation of existing regional cooperation frameworks;
 - (d) Provide advisory services and technical assistance to members of ECA and regional economic communities on regional integration, national, regional and continental competition policies, intellectual property policies and measures for investment facilitation.
- 18.32 The above-mentioned work is expected to result in:
- (a) Countries implementing their respective strategies for the operationalization of the African Continental Free Trade Area;
 - (b) More coherent, coordinated and responsive interfaces between the African Continental Free Trade Area and the free trade areas and customs unions of the regional economic communities;
 - (c) More coherent trade and industrialization policies aligned with the 2030 Agenda and Agenda 2063;
 - (d) Accelerated industrialization and increased diversification of productive capacities and production patterns;

- (e) Reduced transaction risks and intermediation costs for members of ECA;
- (f) An improved business environment characterized by enhanced opportunities for private sector operators to leverage transboundary opportunities and improved market access conditions for African trade of goods and services, as well as the free movement of capital and people.

Programme performance in 2023

Finalization of a protocol on digital trade to leverage the benefits of an optimal business environment under the African Continental Free Trade Area

- 18.33 The protocol on digital trade to the Agreement Establishing the African Continental Free Trade Area will create an optimal business environment for digital trade and minimize barriers within and between countries. To address the challenges related to data governance and digital trade facilitation that emerged during the negotiations on the protocol, the subprogramme launched a training and research initiative on digital trade regulatory integration. Furthermore, 13 members of ECA received assistance to collect crucial data on digital trade integration and trade restrictions to digital services. The subprogramme also supported African Continental Free Trade Area negotiators and senior trade officials through a series of capacity-building activities. These interventions contributed to the finalization of the protocol.
- 18.34 Progress towards the objective is presented in the performance measure below (see table 18.5).

Table 18.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
15 members of ECA collected data on digital trade integration and trade restrictions to digital services to be able to design and negotiate a protocol on digital trade	An additional 26 members of ECA collected data on digital trade integration and trade restrictions to digital services	An additional 13 members of ECA collected data on digital trade integration and trade restrictions to digital services Members of ECA finalized a protocol on digital trade to establish common positions on digital trade, harmonize digital economy regulations and leverage the benefits of e-commerce

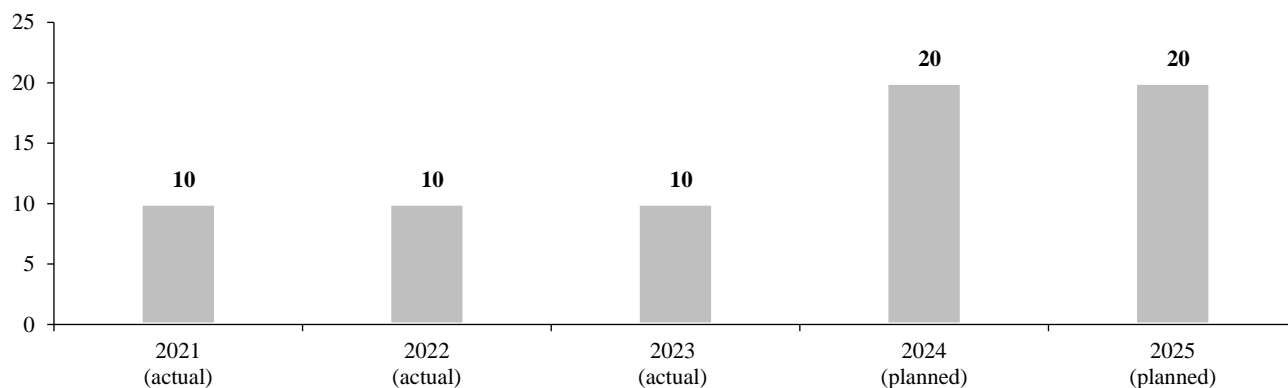
Planned results for 2025

Result 1: more inclusive and equitable development in the pharmaceutical sector

Programme performance in 2023 and target for 2025

- 18.35 The subprogramme’s work contributed to the implementation by 10 members of ECA of recommendations on inclusive and equitable development in the pharmaceutical sector, which did not meet the planned target of 20 members of ECA. The target was not met owing to the concentrated technical focus on the 10 pilot countries.
- 18.36 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.III).

Figure 18.III
Performance measure: number of members of ECA implementing recommendations on inclusive and equitable development in the pharmaceutical sector (cumulative)



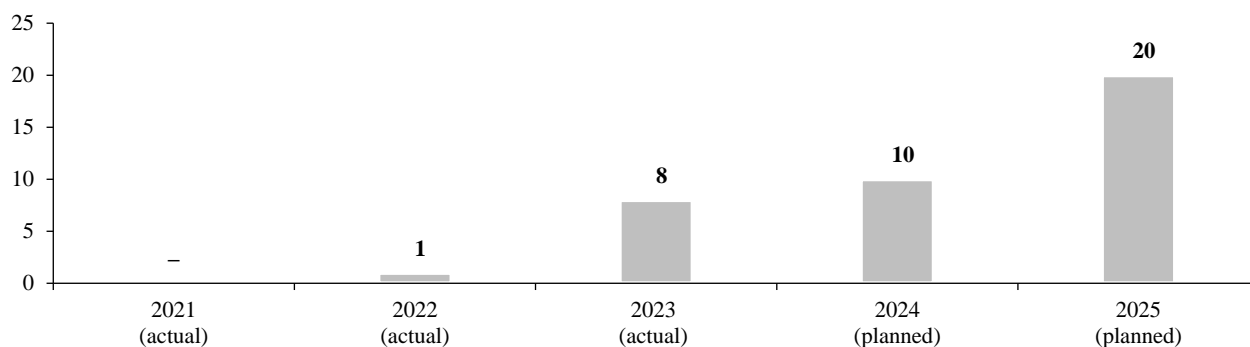
Result 2: members of ECA implement priority areas of their strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area related to industrialization

Programme performance in 2023 and target for 2025

18.37 The subprogramme’s work contributed to the implementation by seven additional members of ECA of the priority areas of their national strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area, for a cumulative total of eight members (Burkina Faso, Côte d’Ivoire, Guinea, Mozambique, Namibia, Niger, Senegal and Togo), which exceeded the planned target of five members of ECA.

18.38 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.IV).

Figure 18.IV
Performance measure: number of members of ECA implementing the priority areas of their national strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area related to industrialization (cumulative)



Result 3: sustainable trade strategies to mitigate the impact of climate change

Proposed programme plan for 2025

18.39 African countries need to balance efforts to achieve the goals of the African Continental Free Trade Area with the urgency of adapting to the effects of climate change. In response to limited studies on the potential environmental impacts of the Area, the subprogramme supported 20 countries in developing trade strategies to identify sustainable value chain opportunities and climate change

adaptation needs. In addition, the subprogramme proposed actions to promote competitive intra-African exports, value-added trade, regional value chain integration and climate resilience.

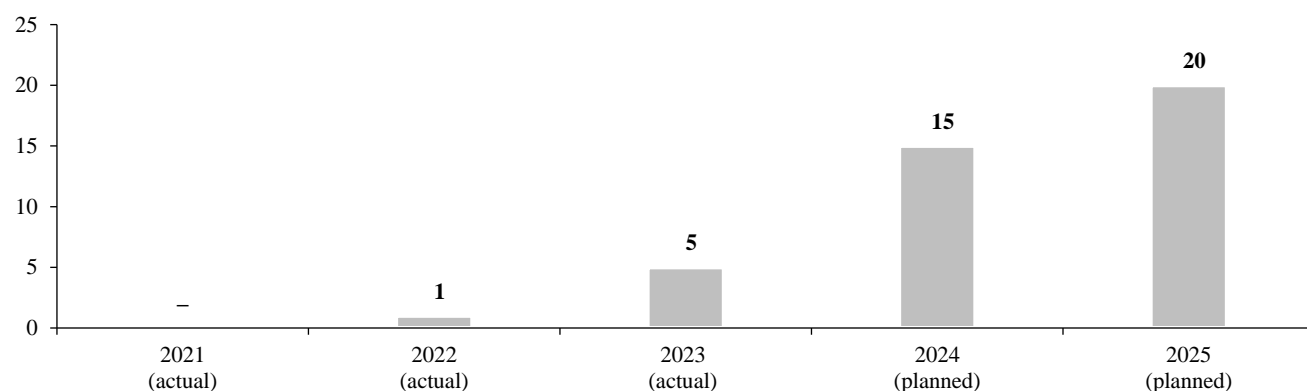
Lessons learned and planned change

18.40 The lesson for the subprogramme was to continuously engage with and increase assistance to stakeholders on the expected impacts of adopting climate policies in Africa and how this relates to the operationalization of the African Continental Free Trade Area. In applying the lesson, the subprogramme will support negotiations on and the finalization and adoption of a protocol on climate change and trade and provide evidence-based recommendations on enhancing regional trade while mitigating and adapting to the impacts of climate change.

18.41 Expected progress towards the objective is presented in the performance measure below (see figure 18.V).

Figure 18.V

Performance measure: number of members of ECA adopting sustainable trade strategies that include considerations related to climate change (cumulative)



Deliverables

18.42 Table 18.6 lists all deliverables of the subprogramme.

Table 18.6

Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	2	3	2
1. Report for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	1	1	1
2. Report on the status of implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 for the Conference of African Ministers of Finance, Planning and Economic Development and updates on the status of international and intra-African trade for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	1	2	1
Substantive services for meetings (number of three-hour meetings)	–	3	3	3
3. Meetings of the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	3	3	3

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	6	7	4
4. On boosting intra-African trade by enhancing the capacity of members of ECA and regional economic communities to increase the African share of international trade	1	1	1	1
5. On inclusive and equitable African trade arrangements	1	–	1	–
6. On deepening African trade integration through effective implementation of the Agreement Establishing the African Continental Free Trade Area	–	1	1	–
7. Fellowship programme for enhancing the capacity of young African scholars in the areas of industrialization, investment, regional integration, trade and markets	1	1	1	1
8. On the trade model	1	1	1	1
9. On operationalization of the Agreement Establishing the African Continental Free Trade Area: strategic interventions in investment, services competition policy, digitalization, regional trade and integration	1	1	1	1
10. On the opportunities created by the African Continental Free Trade Area for the pooled procurement of essential drugs and products and local pharmaceutical production for the continent	–	1	1	–
Seminars, workshops and training events (number of days)	10	10	10	10
11. Training events on trade economics, regional integration and capacity-building for trade policy and structural transformation, aid for trade, basic and intermediate trade modelling and advanced trade modelling	10	10	10	10
Publications (number of publications)	3	3	3	2
12. Topical issue report on the second phase of the African Continental Free Trade Area negotiations	1	1	1	1
13. On assessing regional integration in Africa	1	1	1	–
14. On revisiting policy, legislation and institutions for industrial development in Africa	1	1	1	1
Technical materials (number of materials)	4	4	11	11
15. On investments	1	1	3	3
16. On topical international and intraregional trade issues	1	1	5	5
17. On the African Union integration agenda	1	1	1	1
18. On industrialization in Africa	1	1	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to members of ECA and regional or subregional cooperation groups in the context of the New Partnership for Africa's Development and the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027; analytical advice for the implementation of the Vienna Programme of Action.				
Databases and substantive digital materials: observatory on regional integration in Africa; Africa Regional Integration Index; regional digital trade integration database; digital services trade restrictiveness database.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information materials on regional integration and trade; information kits; high-level policy dialogue on trade.				
Digital platforms and multimedia content: content for the subprogramme's social media accounts on regional integration and trade.				

Subprogramme 3

Technology, innovation, connectivity and infrastructure development

Objective

- 18.43 The objective, to which this subprogramme contributes, is to advance inclusive growth, sustainable development and economic transformation in Africa through science, technology and innovation, improved connectivity and logistics, and infrastructure development.

Strategy

- 18.44 To contribute to the objective, the subprogramme will:
- (a) Conduct policy research and analysis on:
 - (i) Digital trends on the continent, the economic impacts of new and emerging technologies, and technology-driven solutions for sustainable development;
 - (ii) The state of energy, transport and information and communications technology infrastructure at the national and regional levels and the impact of logistics and connectivity on economic development;
 - (b) Provide technical assistance and advisory services to members of ECA, the African Union and its bodies, and subregional organizations on:
 - (i) The design and implementation of regulatory frameworks that promote digital systems and of policies related to technology and innovation, including principles for good digital identification;
 - (ii) The design and implementation of policies and strategies to bridge technological gaps and promote digital inclusivity and digital connectivity across the continent;
 - (iii) The implementation of the Programme for Infrastructure Development in Africa and design of regulatory frameworks to enhance private sector investment in infrastructure, while managing risk;
 - (iv) The development of transport infrastructure and services, including transport facilitation, norms and standards, regulations, road safety, and asset management, with a particular focus on the liberalization of intra-African air transport in the context of the Single African Air Transport Market and the digitalization of transport infrastructure;
 - (v) The development of infrastructure to improve energy access, advance market development and foster the transition to renewable sources of energy;
 - (c) Organize policy dialogues and foster collaboration between the public and private sector in the above-mentioned areas.
- 18.45 The above-mentioned work is expected to result in:
- (a) Improved research and development across the continent to identify local solutions to sustainable development challenges that leverage technology and innovation;
 - (b) Strengthened implementation of the principles for good digital identification, including security of information, to enable digital transformation, inclusive growth and development;
 - (c) Increased efficiency and safety of the African transport sector;
 - (d) Increased energy access and innovative financing for energy infrastructure;
 - (e) Increased private sector investment in new and emerging technologies and public infrastructure.

- 18.46 In doing so, the subprogramme will support members of ECA in making progress towards Sustainable Development Goals 1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 13 and 17.

Planned result for 2025

Result 1: increased use of new technologies by members of ECA, reinforced by robust regulatory frameworks

Proposed programme plan for 2025

- 18.47 New and emerging technologies, such as artificial intelligence, have the potential to accelerate efforts to achieve the 2030 Agenda and Agenda 2063, provided that appropriate governance, regulation and safety standards are in place. ECA has received an increasing number of requests from members for support in harnessing emerging technologies for sustainable development. In 2022, in response to a request from the Congo, the subprogramme provided technical assistance for the establishment and operationalization of the African Research Centre for Artificial Intelligence. In 2023, upon request from transport corridor management authorities, ECA developed a methodology to monitor regional transport corridors in East Africa using geographic information systems and artificial intelligence, to enable informed decisions about infrastructure investments, capacity expansion and transport policy priorities.

Lessons learned and planned change

- 18.48 The lesson for the subprogramme was that targeted support, focused on critical sectors for the socioeconomic development of Africa, such as transport, can serve as a strategic lever for more widespread adoption of such emerging technologies as artificial intelligence. In applying the lesson, the subprogramme will, upon request, provide technical assistance to members of ECA and regional organizations in establishing appropriate regulatory and governance frameworks on the use of artificial intelligence, while also providing targeted support to national and regional authorities on using artificial intelligence to manage regional transport corridors.
- 18.49 Expected progress towards the objective is presented in the performance measure below (see table 18.7).

Table 18.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	African Research Centre for Artificial Intelligence established by the Congo	–	African Union Commission adopts the communication and information and communications technology component of the continental strategy on artificial intelligence	Two regional transport corridor authorities use data generated through artificial intelligence to manage their infrastructure assets

Deliverables

- 18.50 Table 18.8 lists all deliverables of the subprogramme.

Table 18.8

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	3	1	3
1. Report for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	1	–	1
2. Report on new technologies and innovative solutions for the transformation of Africa and implementation of the Sustainable Development Goals for the Africa Regional Forum on Sustainable Development and the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
3. Report on the implementation of the outcomes of the World Summit on the Information Society in Africa	–	1	–	1
Substantive services for meetings (number of three-hour meetings)	1	9	–	12
4. Meetings of the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	1	–	4
5. African Regional Science, Technology and Innovation Forum, in preparation for the high-level political forum on sustainable development	–	4	–	4
6. Africa World Summit on the Information Society review meeting	–	4	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	2	–	4
7. Public-private partnerships for financing the energy transition in Africa	–	–	–	1
8. On regulatory improvement to de-risk investment in the electricity market	–	–	–	1
9. On the establishment and operationalization of a digital technology centre	1	1	–	1
10. Fellowship programme for young African scholars on policy research, analysis and advocacy	–	1	–	1
Seminars, workshops and training events (number of days)	–	10	5	20
11. On regulatory analysis using the regulatory openness, attractiveness and readiness methodology and reform planning	–	10	5	3
12. Workshops on technology adoption	–	–	–	9
13. Workshop on a continental regulatory framework for private sector investment in the energy sector	–	–	–	4
14. Seminar on low-emission hydrogen	–	–	–	1
15. On digitalization and use of artificial intelligence in regional transport corridors in Africa	–	–	–	1
16. Regional training on the scaled adoption of electricity vehicles	–	–	–	2
Publications (number of publications)	3	3	4	3
17. On emerging issues and trends in new technologies and innovation in the context of sustainable development and poverty	2	2	3	2
18. On African science, technology and innovation	1	1	1	1
Technical materials (number of materials)	5	6	10	18
19. On energy access, for the high-level political forum on sustainable development	1	1	2	1
20. On the African transport policy programme	–	–	1	1
21. On road safety policies, strategies and action plans	–	2	3	2
22. On supporting regional railway infrastructure development in Africa	–	–	1	1
23. Methodology approach for the assessment of road corridors through the geographic information system and other digitalized tools	–	–	1	1

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
24. Infographics on the African Continental Free Trade Area and demand for transport infrastructure and services	–	–	1	1
25. Infographics on the African strategic directions for the post-2020 Decade of Action for Road Safety	–	–	–	1
26. Documentation for meetings of the African Union and the African Union Development Agency in the areas of new technologies and innovation	1	–	1	1
27. On the continental framework for enhancing energy security in Africa	–	–	–	1
28. On the implementation of principles for good digital identification	3	3	–	2
29. Policy brief on low-emission hydrogen technology and application in Africa	–	–	–	2
30. Performance assessment of the Single African Air Transport Market	–	–	–	1
31. Regulatory readiness assessment for the electric vehicle market	–	–	–	3

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to members of ECA on issues related to technology, innovation, connectivity and infrastructure development, including road safety, corridor management and use of digital tools, and digital identification.

D. Communication deliverables

Outreach programmes, special events and information materials: booklet on digital transformation and emerging technologies; booklet on energy infrastructure finance and development; brochures, newsletters, flyers, briefs and information kits on technology-related issues for members of ECA and implementing partners.

External and media relations: press releases, podcasts and videos on relevant issues.

Digital platforms and multimedia content: websites, social media and platforms on technology and infrastructure.

Subprogramme 4 Data and statistics

Objective

- 18.51 The objective, to which this subprogramme contributes, is to strengthen the production, dissemination and use of credible data, statistics and geospatial information at the national, regional and global levels for evidence-based policy and decision-making.

Strategy

- 18.52 To contribute to the objective, the subprogramme will:
- Support African national statistical systems in transforming their data governance and management methods by digitalizing the data collection, compilation and dissemination process for statistical areas, including censuses and civil registration systems, and provide technical assistance and training in the design and implementation of national strategies for the development of statistics and national spatial data infrastructure with related integrated geospatial information frameworks;
 - Maintain and regularly update databases that are accessible for public use, with available harmonized data, statistics and geospatial information disaggregated by location on such topics as African economies, demographics, social indicators, the environment and other statistics needed for monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063;
 - Provide training and make platforms available for the exchange of best practices among members of ECA and their respective statistical agencies;

- (d) Integrate policy advice and sustained capacity-building activities on data, statistics and geospatial information to support members of ECA in enhancing monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063;
- (e) Enhance communication and advocacy to members of ECA on the use of statistics and geospatial information.

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

- (a) Improved capacity, resilience and efficiency of national statistical systems, including the uptake of innovative tools and technologies to collect comparable statistics at various levels of disaggregation, and improved statistical operations, including the conduct of censuses and surveys and administrative data processing and analysis, and dissemination of timely data;
- (b) Improved uptake of geospatial information management, closer collaboration between components and stakeholders of the national spatial data infrastructures, and better integrated geospatial information frameworks;
- (c) Enhanced monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063.

Programme performance in 2023

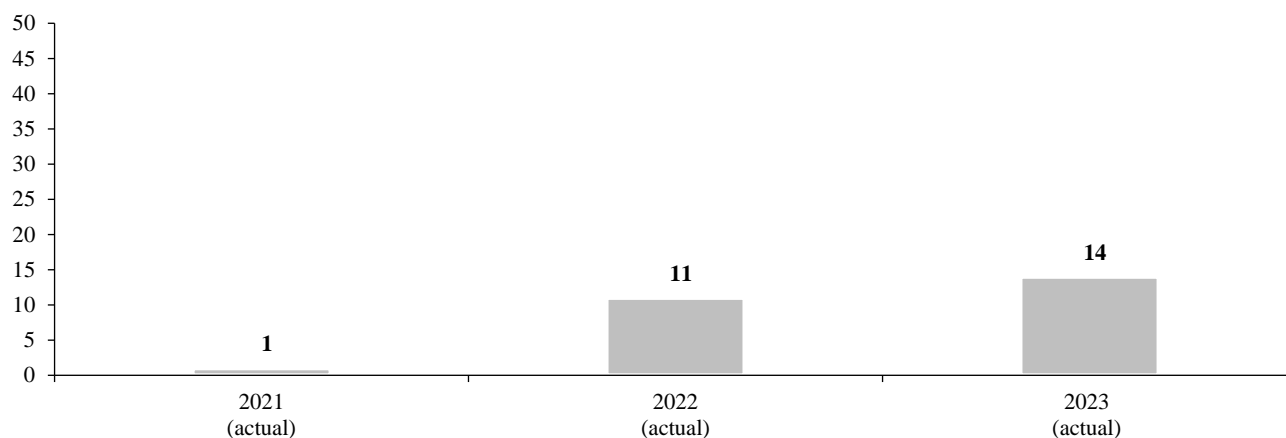
Improvement in census undertakings as a result of digital applications

18.54 The implementation of digital censuses helped to mitigate challenges faced by African countries, including the impacts of the coronavirus disease (COVID-19), budgetary constraints and insecurities in some parts of the continent. The subprogramme developed digital applications that increased the operational efficiency of census undertakings and shortened the window for making the data available to about three months after the completion of fieldwork. These applications have improved the quality of census data and enhanced the potential for geospatial analysis. The tools deployed included electronic devices, digital field monitoring systems and systems for tracking issues in the field, digital census project management toolkits, and technologies for the dissemination of results. In 2023, the subprogramme supported three members of ECA (Namibia, Senegal and Zambia) in conducting digital censuses.

18.55 Progress towards the objective is presented in the performance measure below (see figure 18.VI).

Figure 18.VI

Performance measure: number of members of ECA improving the quality and timeliness of census undertakings through technological applications (cumulative)



Planned results for 2025

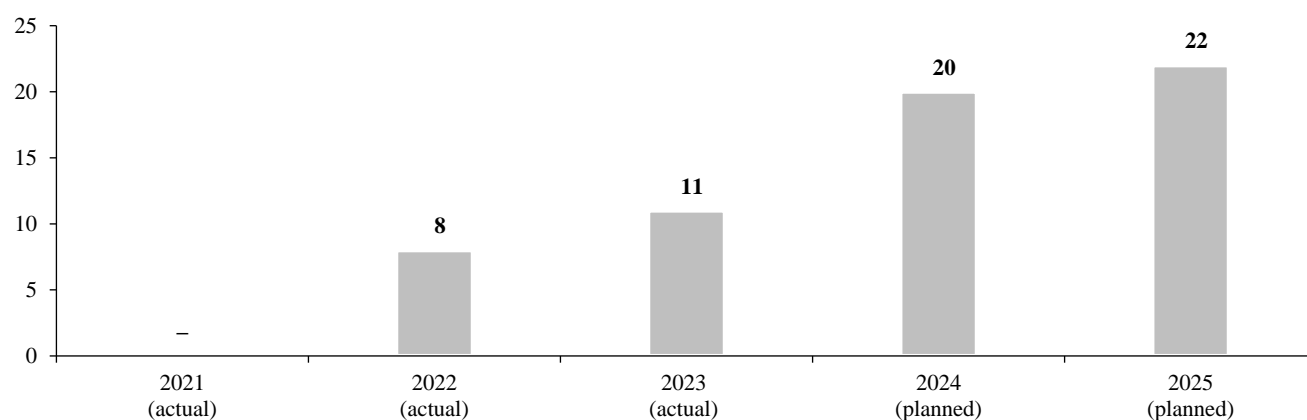
Result 1: towards digital transformation and modernization of statistical systems

Programme performance in 2023 and target for 2025

- 18.56 The subprogramme’s work contributed to the implementation by 3 additional members of ECA (Madagascar, Mozambique and Uganda) of the road map on digital transformation and modernized official statistics, for a cumulative total of 11, which exceeded the planned target of 5 members of ECA.
- 18.57 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.VII).

Figure 18.VII

Performance measure: number of members of ECA implementing the road map on digital transformation and modernized official statistics (cumulative)



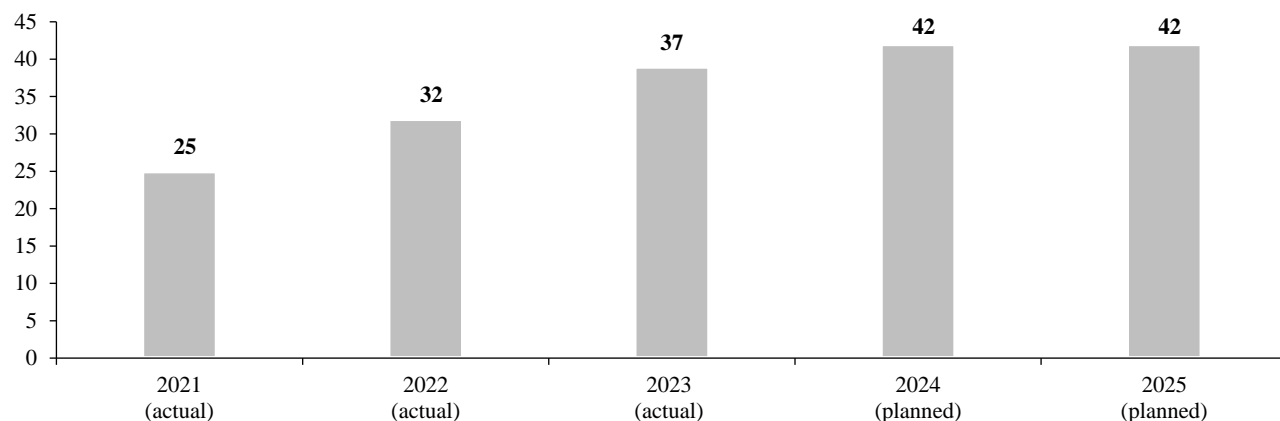
Result 2: members of ECA produce and disseminate comparable economic statistics

Programme performance in 2023 and target for 2025

- 18.58 The subprogramme’s work contributed to the adoption and application by 5 additional members of ECA (Cameroon, Côte d’Ivoire, Egypt, Nigeria and Senegal) of the recommended international standards and methodology in economic statistics, for a cumulative total of 37, which did not meet the planned target of 39 members of ECA. The target was not met because the adoption and technical implementation of the 2008 System of National Accounts in the five members of ECA took considerable time owing to the prolonged research and global consultation phases, which prevented the subprogramme from supporting additional members.
- 18.59 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.VIII).

Figure 18.VIII

Performance measure: number of members of ECA having adopted and applied the recommended international standards and methodology (2008 System of National Accounts and extensions) in economic statistics (cumulative)



Result 3: progress towards integrated statistical and geospatial information frameworks

Proposed programme plan for 2025

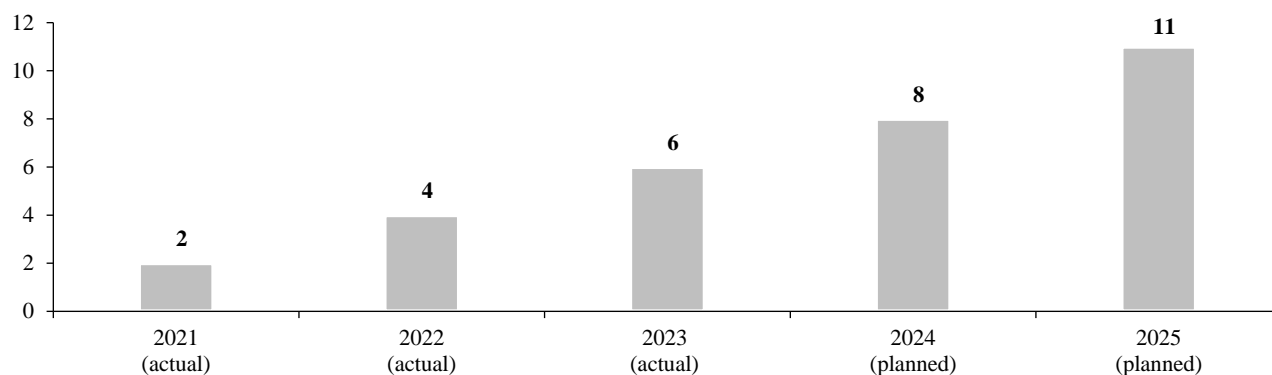
- 18.60 The Global Statistical Geospatial Framework provides a standardized approach for integrating statistical and geospatial information, enabling a more comprehensive understanding of social, economic and environmental phenomena. The Global Statistical Geospatial Framework is anchored in the overarching United Nations Integrated Geospatial Information Framework, which provides the coordination and standards necessary to deliver integrated geospatial information. The subprogramme has been supporting members of ECA in applying the strategic pathways of the United Nations Integrated Geospatial Information Framework to improve their national statistical frameworks and address challenges in the collection, processing, analysis and dissemination of data.

Lessons learned and planned change

- 18.61 The lesson for the subprogramme was that countries need support in collecting data at the level of granularity required to conduct analyses for evidence-based policymaking and that methodologies for the integration of the United Nations Integrated Geospatial Information Framework need to be harmonized across countries. In applying the lesson, the subprogramme will support members of ECA in using emerging technologies to collect and map geospatial data at the subnational level, improving workflows for the collection of data, including by using volunteered geographic information on utilities and infrastructure in urban areas, and establishing a mechanism to standardize geographic reference coordinate systems to enable comparability within and between countries. These efforts will foster the integration of statistical and geospatial data and the universal availability of all data.
- 18.62 Expected progress towards the objective is presented in the performance measure below (see figure 18.IX).

Figure 18.IX

Performance measure: number of members of ECA applying at least one of the strategic pathways of the United Nations Integrated Geospatial Information Framework (cumulative)



Deliverables

18.63 Table 18.9 lists all deliverables of the subprogramme.

Table 18.9

Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	7	2
Reports on:				
1. Statistical capacity development, to the Statistical Commission for Africa	–	–	1	–
2. Progress in population and housing censuses, to the Statistical Commission for Africa	–	–	1	–
3. State of a gender perspective and social development statistics, to the Statistical Commission for Africa	–	–	1	–
4. Integration of geospatial and statistical data, to the Statistical Commission for Africa	1	1	1	–
5. Implementation of the 2008 System of National Accounts, to the Statistical Commission for Africa	–	–	1	–
6. Implementation of civil registration and vital statistics, to the Conference of African Ministers Responsible for Civil Registration	1	1	1	1
7. Geospatial information management, to the Regional Committee of United Nations Global Geospatial Information Management for Africa at its ninth, tenth and eleventh meetings	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	16	8	14	13
8. Statistical Commission for Africa	–	–	1	–
9. Conference of African Ministers Responsible for Civil Registration	8	–	4	4
10. Regional Committee of United Nations Global Geospatial Information Management for Africa	8	8	8	8
11. Advisory Expert Group on National Accounts	–	–	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	15	12	16	16
12. On sectoral statistics, including agricultural, health, energy and employment statistics	3	1	2	1
13. On the data warehouse	–	–	1	1

Section 18 Economic and social development in Africa

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
14. On the environmental-economic accounting initiative	–	–	1	1
15. On the development of supply-use tables, intraregional input-output tables and trade-in-value-added model	1	1	1	1
16. On technical assistance on gross domestic product updating and rebasing in members of ECA	1	1	1	1
17. On leading African countries to participate in the global updating and related testing of the 2008 System of National Accounts programme	1	1	1	1
18. On consumer price index data collection, compilation and application	1	1	1	1
19. African programme on a gender perspective and statistics	–	–	1	1
20. African programme on population and housing censuses	–	–	–	1
21. On the establishment of a digital identity platform for Africa	–	–	1	–
22. On mainstreaming and implementing the United Nations Integrated Geospatial Information Framework and harmonizing with the African Geodetic Reference Frame	3	2	3	2
23. On the Global Strategy to Improve Agricultural and Rural Statistics (second phase)	1	1	–	1
24. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems	1	1	–	1
25. On the development of a data science campus	1	1	1	1
26. On support for African countries in the implementation of the 2030 Agenda and Agenda 2063	1	1	1	1
27. Fellowship programme for young African scholars to build their capacity in data and statistics	1	1	1	1
Seminars, workshops and training events (number of days)	77	62	98	92
28. Workshop on a statistical data exchange system for national statistical offices	5	5	5	5
29. Training events on statistical leadership for heads and senior experts of national statistical offices and line ministries responsible for the production of statistics	5	5	5	5
30. Workshop on modernizing statistical systems in Africa for the leaders and managers of national statistical offices	5	5	5	5
31. Workshop on population and housing censuses and progress on related population and housing censuses for experts and managers of national statistical offices and planning commissions	5	4	2	2
32. Regional workshops on gender statistics for experts in national statistical offices and line ministries	5	2	2	2
33. Workshops on civil registration and vital statistics for experts of national ministries responsible for the production of civil registration and vital statistics data	5	4	4	4
34. Workshop on measuring and monitoring Sustainable Development Goal indicators related to demographic and social statistics for experts in national statistical offices	1	1	–	3
35. Training events on national accounts, environmental and economic statistics and accounting for national statistical offices and ministries of finance	–	–	15	15
36. Regional seminars on the consumer price index, agricultural statistics and energy statistics	20	15	20	20
37. Training workshop on geospatial knowledge infrastructure and fundamental geospatial datasets for monitoring the Sustainable Development Goals	10	10	10	5
38. Workshop on the strategy for the integration of statistical and geospatial information for national mapping agencies and statistical offices	5	5	5	5
39. Training events on the development of national action plans on the United Nations Integrated Geospatial Information Framework for national mapping agencies	5	–	5	5
40. Training events on geospatial knowledge infrastructure with innovative geospatial responses and solutions for a post-pandemic recovery	5	5	5	–
41. Training events on big data and data science for the modernization of the production of economic statistics	–	–	5	5
42. Advisory Expert Group on National Accounts meeting	1	1	–	1
43. Technical workshop on environmental statistics	–	–	5	5
44. Technical workshop on environmental-economic accounting	–	–	5	5

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Publications (number of publications)	3	2	3	3
45. Africa Sustainable Development Report	1	1	1	1
46. African Development Bank Statistics Pocketbook	1	–	1	1
47. Africa Statistics Flash	1	1	1	1
Technical materials (number of materials)	3	–	4	3
48. African regional geospatial databases, online services and geoportals	1	–	1	1
49. African atlas of spatial statistics	1	–	1	–
50. African Statistical Yearbook	1	–	1	1
51. Compendium of Intra-African and Related Foreign Trade Statistics	–	–	1	1

C. Substantive deliverables

Consultation, advice and advocacy: technical advice on civil registration and vital statistics, on the 2025 planned population and housing censuses for members of ECA and on Sustainable Development Goal indicators.

Advisory services to regional bodies on statistical coordination.

Technical advice to members of ECA on matters related to digitalization, statistical management and data science.

Technical advice to five members of ECA on geospatial-related matters.

Databases and substantive digital materials: ECA statistical data portal (ECAStats), providing data for members of ECA; geospatial databases (2), online applications, services and platforms (2); Africa GeoPortal.

D. Communication deliverables

Outreach programmes, special events and information materials: African Statistics Day; annual Africa Symposium on Statistical Development; dissemination of information through outreach programmes and mobile applications.

Subprogramme 5 Climate, food security and natural resources, green and blue economy

Objective

- 18.64 The objective, to which this subprogramme contributes, is to enhance climate resilience, achieve food security and advance inclusive and sustainable development by harnessing land, natural resources and the green and blue economies.

Strategy

- 18.65 To contribute to the objective, the subprogramme will:
- (a) Conduct policy research and analysis, and provide technical assistance and advisory services to members of ECA on:
 - (i) Extractives-led production linkages and the design and implementation of mineral policies, strategies and plans that consider health, environmental and social aspects and matters related to gender equality, in line with the principles of the Africa Mining Vision;
 - (ii) The circular economy,¹ the green economy in the context of sustainable development and poverty eradication, including the conduct of voluntary national and local reviews, and the blue economy, in line with the Africa Blue Economy Strategy of the African Union;
 - (iii) Climate resilience and disaster vulnerability of African economies, societies, ecosystems and agrifood systems and the integrated implementation of climate action;

¹ United Nations Environment Assembly resolution 5/11.

- (iv) Modelling of the economic impacts of climate change and private sector investments for the implementation of nationally determined contributions;
 - (v) Land governance, including policy and regulatory reforms for land tenure security, in particular for women and young people, and the use of the Framework and Guidelines on Land Policy in Africa and geographic information system-based tools to support decision-making regarding responsible land-based investments by the private sector;
 - (vi) Agriculture and food systems transformation, through financing, insurance and de-risking investment, youth and women entrepreneurship in agriculture, regional value chains, common agro-parks and agro-industrialization;
- (b) Provide technical advice to the African Union Commission, regional economic communities and intergovernmental organizations on sustainable development planning and policy formulation in the context of the second 10-year implementation plan of Agenda 2063;
 - (c) Convene peer-learning policy dialogues and regional consensus-building platforms and support African universities and research institutions in knowledge generation in the above-mentioned areas.

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

- (a) Sustainable diversified economies in African countries rich in natural resources;
- (b) Development of policies, strategies and plans in agriculture and natural resource sectors to enable the transition to environmentally sustainable and climate-resilient economies;
- (c) Improved competitiveness, productivity, value addition and trade in agricultural goods and services;
- (d) Resilient, inclusive and nutrition-oriented food systems;
- (e) Inclusive land-based investments in agriculture and other natural resource sectors, in accordance with the African Union guiding principles for large-scale land-based investments in Africa;
- (f) Improved land tenure security, in accordance with the African Union framework and guidelines on land policy in Africa.

Planned result for 2025

Result 1: members of ECA develop and implement national and regional policy and cooperation frameworks for the sustainable use of natural resources

Proposed programme plan for 2025

18.67 Africa has vast natural resources, including land, forests, fresh water and marine and mineral resources. The subprogramme supports members of ECA in the sustainable use of natural resources, including through technical assistance for food systems transformation and for value addition of minerals critical to the energy transition. The subprogramme is also supporting members in the development of carbon credit markets, and it produced the first regional carbon registry for the Congo Basin Climate Commission.

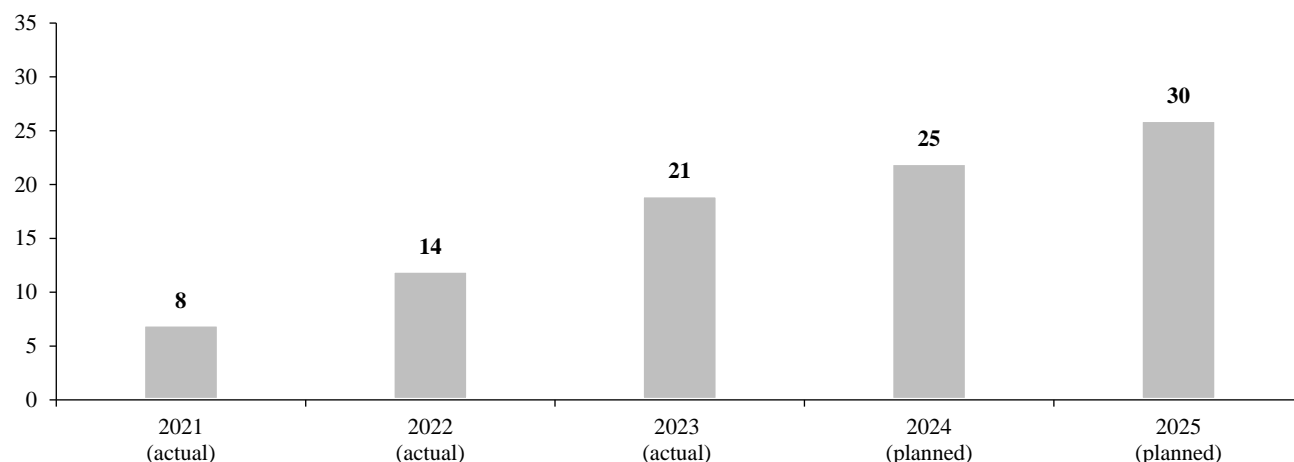
Lessons learned and planned change

18.68 The lesson for the subprogramme was that there is a need to meet the growing demand from members of ECA for policy support in carrying out national priorities in the use of natural resources for job creation, food security, economic growth and climate resilience. In applying the lesson, the subprogramme will expand its technical and substantive support and foster cooperation among requesting members and subregional organizations on the efficient use and value addition of natural resources for economic diversification and sustainable development.

18.69 Expected progress towards the objective is presented in the performance measure below (see figure 18.X).

Figure 18.X

Performance measure: number of policy frameworks adopted by members of ECA for the sustainable use of natural resources (cumulative)



Deliverables

18.70 Table 18.10 lists all deliverables of the subprogramme.

Table 18.10

Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
1. Report on the Africa Regional Forum on Sustainable Development to inform the high-level political forum on sustainable development	1	1	1	1
2. Report to the Africa Regional Forum on Sustainable Development on the implementation of the Sustainable Development Goals	1	1	1	1
3. Report to the Africa Regional Forum on Sustainable Development on inclusive green economy policies in the context of structural transformation and sustainable development in the region	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
4. Africa Regional Forum on Sustainable Development, in preparation for the high-level political forum on sustainable development	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	6	7	12
5. Technical support for selected members of ECA to review and improve their mineral-led local content, policies and legal and regulatory frameworks	1	1	1	1
6. On strengthening the capacity of members of ECA in the development of regional carbon and biodiversity credit markets and green, circular and blue economies to advance inclusive and resource-efficient economic diversification and sustainable development	2	2	2	2

Section 18 Economic and social development in Africa

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
7. Technical support for the Africa Regional Forum on Sustainable Development in the area of the green economy in the context of sustainable development and poverty eradication and the blue economy in preparation for the high-level political forum on sustainable development	1	1	1	1
8. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy in relevant areas	2	–	2	2
9. On climate, land, energy and water strategies	1	1	1	2
10. On regional agricultural value chains and the development of agro-poles in accordance with African Union guidelines	–	–	–	1
11. Conference on land policy in Africa	–	–	–	1
12. On supporting women's land tenure security and entrepreneurship through policy, legal and institutional reforms and integrating a gender perspective in land and agriculture	–	1	–	1
13. On regional organizations and institutions of higher learning to enhance skills and knowledge on land, agriculture and food systems	–	–	–	1
Seminars, workshops and training events (number of days)	41	11	24	57
14. On building resilient, inclusive and sustainable food systems in Africa	–	–	–	1
15. Training event on an inclusive, green and sustainable economy in the context of sustainable development and poverty eradication and structural transformation for experts and policymakers	1	1	1	1
16. Training event on climate change and development for decision makers, legislators, parliamentarians, planners, the media, civil society organizations and other communities of practice	5	5	5	2
17. Training event on global climate negotiations to strengthen the capacity of young African climate professionals	20	–	10	5
18. Workshops on climate change, the green and blue economies, land and natural resources in the context of sustainable development and poverty eradication	5	5	8	9
19. Training event on value chains, land, agribusiness, land-based investment and infrastructure	10	–	–	4
20. Training event on promoting regional value chains and agro-parks in Africa	–	–	–	6
21. Training event on building resilient, inclusive and sustainable food systems in Africa	–	–	–	3
22. Capacity-building on decision-support and mapping tools for investing in agrifood systems	–	–	–	9
23. Convening of agribusiness stakeholders to promote investment in agrifood systems	–	–	–	3
24. Training event on developing agriculture-related insurance schemes	–	–	–	3
25. Training event on strengthening land tenure security and entrepreneurship through policy, legal and institutional reforms	–	–	–	6
26. Training event on the political economy of land governance in Africa	–	–	–	5
Publications (number of publications)	7	3	7	12
27. On an inclusive green economy and structural transformation	1	1	1	1
28. On climate change and development in Africa	2	1	2	1
29. On the state of the climate in Africa	–	–	–	1
30. On emerging issues and trends in climate change, the green economy in the context of sustainable development and poverty eradication, the blue economy and natural resources	2	1	2	3
31. Path to 2030–2063: outlook on resources for the transformation of Africa	1	–	1	1
32. On land, agribusiness, land-based investment and infrastructure	1	–	1	1
33. 2024 Africa regional overview of food security and nutrition	–	–	–	1
34. On assessing the potential for policy and legislative reforms to enhance index-based insurance schemes for agriculture in Africa	–	–	–	1
35. On strengthening the case for increased public spending on agrifood systems	–	–	–	1
36. Macroeconomic analysis in support of accelerating agrifood systems transformation	–	–	–	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Technical materials (number of materials)	24	15	14	21
37. Guidelines related to local policies and strategies aligned with the Africa Mining Vision, including on mineral supply chain development for small and medium-sized enterprises, value addition, empowerment of women and entrepreneurship	1	1	–	1
38. Compendium of climate change experts in Africa	1	1	1	1
39. Mapping of institutions along the climate information services value chain	1	1	1	1
40. On climate change and development in Africa	8	8	5	5
41. On the implementation of climate research for development platforms in Africa	1	–	1	1
42. Quality analysis of climate information for a development policy, decision support and management practice programme	1	–	1	1
43. On infrastructure and capacity for climate information services projects	1	–	1	1
44. On strengthening climate governance and policy implementation	1	1	1	1
45. Africa climate resource platform and information service	1	1	1	1
46. Documentation for meetings of the African Union and the African Union Development Agency in the areas of new technologies and innovation, the environment and natural resources, the green economy in the context of sustainable development and poverty eradication and climate change in the context of the 2030 Agenda and Agenda 2063	1	1	1	1
47. Tools and methods for country natural capital accounts and managing investments in the blue economy	1	1	1	1
48. On land, agribusiness, land-based investment and infrastructure	6	–	–	2
49. Toolkit for participatory mapping of land tenure systems for inclusive land-based investment opportunities for agriculture and agribusiness in Africa	–	–	–	1
50. On national action plans for the development of agro-poles	–	–	–	1
51. Guidelines for developing viable agricultural insurance programmes	–	–	–	1
52. Guidelines for strengthening women land tenure security in Africa	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to three members of ECA and two regional and subregional cooperation groups on the green and blue economies, climate resilience, land governance and agricultural transformation, on promoting agriculture-related insurance schemes to build resilience against climatic shocks and on developing frameworks for viable land taxation for enhanced domestic resource mobilization by members of ECA.				
D. Communication deliverables				
External and media relations: press releases, podcasts and videos related to the issuance of major publications and events.				
Digital platforms and multimedia content: websites, social media and platforms on the environment; social media posts for each major event, workshop, publication and policy brief; interactive map on large-scale land-based investments.				

Subprogramme 6 Gender equality and women’s empowerment

Objective

- 18.71 The objective, to which this subprogramme contributes, is to achieve gender equality and women’s empowerment in Africa, by accelerating the pace of implementation by members of ECA and their reporting on their global and regional commitments related to gender equality and the empowerment of women and girls and to enhance their implementation of policies and programmes for the empowerment of women and girls.

Strategy

- 18.72 To contribute to the objective, the subprogramme will:
- (a) Undertake policy research, provide technical advice and build capacity on issues relating to gender equality and women's empowerment;
 - (b) Promote women's economic empowerment, placing particular emphasis on digital transformation in the context of the African Union strategy on digital transformation and the preparatory process for the global digital compact;
 - (c) Provide technical support to members of ECA, including national machineries for gender equality and line ministries, on integrating a gender perspective into their sectoral development policies and programmes;
 - (d) Roll out the African Gender and Development Index and the Africa Gender Index, in collaboration with partners, in the remaining countries that have not yet implemented them, and provide technical support to members of ECA in measuring progress and reporting on the status of implementation of global and regional commitments on gender equality.
- 18.73 The above-mentioned work is expected to result in:
- (a) Strengthened integration of a gender perspective into planning, budgeting, financing and implementation of national policies and programmes;
 - (b) Improved understanding of and response by policymakers to global and regional frameworks on gender equality and women's empowerment, for the alignment of national development outcomes and the fulfilment of national commitments;
 - (c) Increased opportunities, greater economic empowerment and improved livelihoods for women and girls across Africa, through smart policies and tools designed to address existing and emerging discrepancies in gender equality.

Programme performance in 2023

Women and youth entrepreneurs benefited from the African Continental Free Trade Area

- 18.74 The largest free trade area in the world by membership, the African Continental Free Trade Area, creates a single market connecting 1.3 billion people across 54 countries with a gross domestic product of \$2.5 trillion by eliminating tariffs on 90 per cent of goods and removing non-tariff barriers to trade. Furthermore, the protocol on women and youth in trade to the Agreement Establishing the African Continental Free Trade Area is aimed at ensuring that the Area contributes to gender equality and youth empowerment.
- 18.75 The subprogramme has enabled women and young people from 15 members of ECA to benefit from increased exports and investments under the African Continental Free Trade Area by boosting the capacity of ECA members through masterclass programmes on investment and export readiness and by profiling women entrepreneurs for key stakeholders. The masterclass programmes provided essential knowledge and tools to enhance competitiveness and enable women entrepreneurs to seize opportunities in the continental market. In addition, the subprogramme created business linkages between interested buyers, continental business associations and networks of export- and investment-ready businesses led by women.
- 18.76 Progress towards the objective is presented in the performance measure below (see table 18.11).

Table 18.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Taking advantage of the African Continental Free Trade Area, women and youth entrepreneurs from 15 members of ECA increased their exports and investments

Planned results for 2025

Result 1: members of ECA integrate a gender perspective into their sectoral policies

Programme performance in 2023 and target for 2025

- 18.77 The subprogramme’s work contributed to the integration by five members of ECA (Burundi, Lesotho, Mozambique, South Sudan and Zimbabwe) of a gender perspective into their sectoral policies and national development plans, which met the planned target.
- 18.78 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 18.12).

Table 18.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased capacity of three members of ECA to design gender-sensitive policies focused on the artisanal and small-scale mining sector and to inform policy and finance for nationally determined contribution plans	Increased capacity of five members of ECA (Ghana, Namibia, Nigeria, South Africa and Tunisia) to design gender-sensitive sectoral policies, including on women’s leadership Adoption of a common African position by members of ECA to integrate gender equality into the climate action agenda	Five members of ECA (Burundi, Lesotho, Mozambique, South Sudan and Zimbabwe) integrated a gender perspective into sectoral policies and national development plans	Five additional members of ECA integrate a gender perspective into their relevant sectoral policies, national development plans, legislation, public finance policies, fiscal plans and other policy tools and instruments	Three additional members of ECA integrate a gender perspective into their national development plans

Result 2: members of ECA measure, monitor and report on implementation of global and regional commitments on gender equality

Programme performance in 2023 and target for 2025

- 18.79 The subprogramme’s work contributed to the use by five members of ECA (Burundi, Lesotho, Mozambique, South Sudan and Zimbabwe) of the African Gender and Development Index to design,

report and monitor programmes and progress made in achieving selected targets for Sustainable Development Goal 5, which met the planned target.

18.80 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 18.13).

Table 18.13
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Availability of revised methodology to align the African Gender and Development Index with the 2030 Agenda	Two members of ECA employed the revised African Gender and Development Index to monitor and review their commitments to gender equality	Five members of ECA (Burundi, Lesotho, Mozambique, South Sudan and Zimbabwe) employed the African Gender and Development Index to design, report and monitor programmes and progress made in achieving selected targets for Sustainable Development Goal 5	Three members of ECA institutionalize the African Gender and Development Index into national statistical systems to enable them to monitor and report on progress made in achieving selected targets for Sustainable Development Goal 5	Three members of ECA incorporate the African Gender and Development Index into their monitoring and reporting systems for strengthened commitments to gender equality

Result 3: members of ECA integrate a gender perspective into fiscal policy

Proposed programme plan for 2025

18.81 A significant challenge facing African countries in making progress towards global and regional commitments related to gender equality and women’s empowerment is limited financing. The subprogramme, through its knowledge products, including its flagship African Women’s Reports, highlighted the investment needs to achieve gender equality and women’s empowerment and demonstrated the benefits of integrating a gender perspective into fiscal policies.

Lessons learned and planned change

18.82 The lesson for the subprogramme was that the strategic engagement of ministries of finance and planning is crucial for developing gender-sensitive fiscal policies. In applying the lesson, the subprogramme will convene high-level policy dialogues with ministries of finance and planning on integrating a gender perspective into fiscal policies and relevant frameworks and strengthen coordination between national machineries for gender equality and ministries of finance and planning to develop institutional mechanisms to more systematically integrate a gender perspective into policymaking processes.

18.83 Expected progress towards the objective is presented in the performance measure below (see table 18.14).

Table 18.14
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Increased knowledge of members of ECA on the investment needs for achieving Sustainable Development Goal 5	Five members of ECA take stock of the institutional mechanisms required for strengthening gender-sensitive fiscal policy	Five members of ECA establish a mechanism to better integrate a gender perspective into fiscal policies

Deliverables

18.84 Table 18.15 lists all deliverables of the subprogramme.

Table 18.15
Subprogramme 6: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	–	3
1. Report to the Committee on Social Policy, Poverty and Gender on the work of the subprogramme	2	2	–	2
2. Final outcome report of the Committee on Social Policy, Poverty and Gender	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	1	1	–	1
3. Biennial session of the Committee on Social Policy, Poverty and Gender	1	1	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	3
4. On mainstreaming a gender perspective in national plans, policies and programmes in countries that request technical advisory services	2	2	2	1
5. On supporting members of ECA in using the subprogramme’s measurement tools to report on their gender equality commitments	1	1	1	1
6. On supporting members of ECA in integrating a gender perspective into fiscal policy	–	–	–	1
7. On enhancing the capacity of members of ECA to address the gender digital divide and positively reimagine a gender perspective in the economic and digital transformation of African countries	1	1	1	–
Seminars, workshops and training events (number of days)	8	8	16	10
8. Workshop on the African Women’s Report	2	2	2	2
9. Training event on the African Gender and Development Index	4	4	4	4
10. Workshop on integrating a gender perspective into fiscal policy	–	–	–	2
11. Workshop on policies and programmes to address the gender digital divide	2	2	10	–
12. Customized capacity-building event for members of ECA on sectoral policies	–	–	–	2
Publications (number of publications)	1	1	–	2
13. African Women’s Report based on thematic and topical issues	1	1	–	1
14. Synthesis report on the 30-year review of the implementation of the Beijing Declaration and Platform for Action in Africa	–	–	–	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Technical materials (number of materials)	2	2	3	2
15. Technical notes on the Africa Gender Index and the African Gender and Development Index	1	1	1	–
16. On climate change and gender equality and women’s empowerment in Africa	–	–	1	–
17. Briefing note on gaps and opportunities in integrating a gender perspective into fiscal policy	–	–	–	1
18. Policy brief on gender equality in the economic and digital transformation of African countries	1	1	1	–
19. Policy brief on integrating a gender perspective into relevant sectoral policies	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: one special event on International Women’s Day (2025) and the 16 Days of Activism against Gender-based Violence campaign.				
D. Communication deliverables				
Digital platforms and multimedia content: the subprogramme’s knowledge platform accessed by at least 200 experts.				
External and media relations: two press releases on the subprogramme’s website after the hosting and organization of each event.				

Subprogramme 7 Subregional activities for development

Component 1 Subregional activities in North Africa

Objective

18.85 The objective, to which the component contributes, is to enhance the employment creation environment in North Africa through strengthened economic diversification, fiscal management, regional integration and a better recognition of migrant workers’ economic contributions.

Strategy

18.86 To contribute to the objective, the component will:

- (a) Develop evidence-based policies, strategies and reforms and provide technical assistance related to economic diversification, fiscal management and resilient and inclusive economies;
- (b) Provide advisory services and hold subregional consultations on the mobilization of domestic resources and the implementation of the Agreement Establishing the African Continental Free Trade Area, in partnership with ministries of trade and the African Union;
- (c) Provide technical assistance and training for selected African countries on migration data collection and analysis and evidence-based policy formulation to mainstream and leverage migrants’ economic contributions, through data collection and analysis;
- (d) Conduct research on challenges facing middle income countries in North Africa, in particular those relating to development and climate finance, human capital and employment creation in North Africa, with a focus on strategic areas such as digitalization and the green economy in the context of sustainable development and poverty eradication.

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

- (a) Adoption of evidence-based macroeconomic policies and structural reforms by members of ECA to improve fiscal space and enhance productive employment, redirecting resource allocations towards sectors that have a high potential for inclusive and sustainable development;

- (b) Policies and strategies that foster regional integration, enhance productivity and create new jobs in higher-skilled and sustainable sectors;
- (c) Development of evidence-based policies and actions by members of ECA that leverage the contributions of migrants to sustainable development.

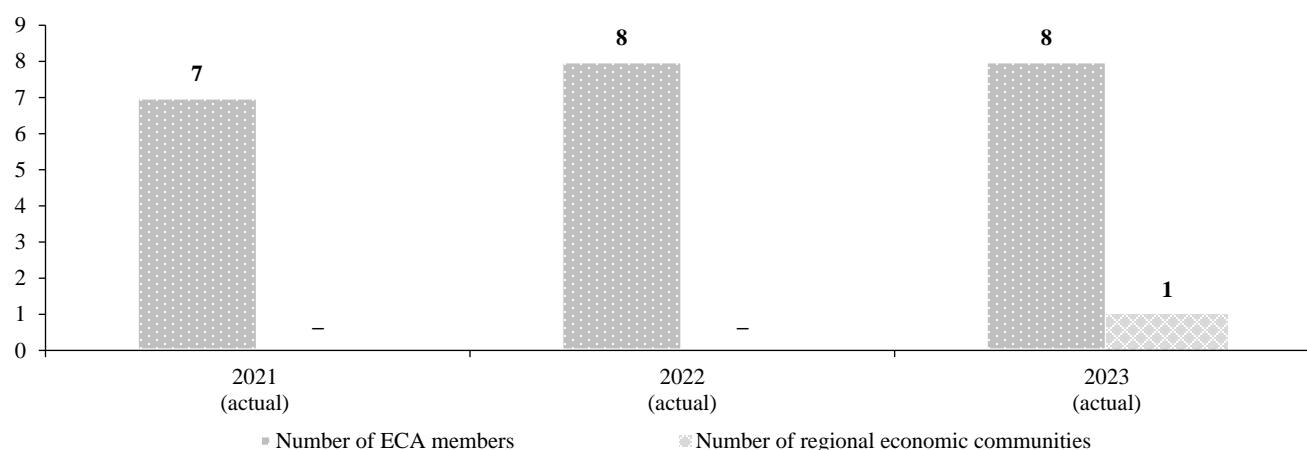
Programme performance in 2023

North African countries and regional economic communities designing policies that foster regional integration and inclusive growth

- 18.88 In response to requests for technical and advisory support in order to implement the Agreement Establishing the African Continental Free Trade Area and realize its benefits, the component’s work contributed to the implementation by Mauritania in 2023 of a national strategy for the African Continental Free Trade Area by enhancing the country’s policy implementation capacity through workshops and training for government officials, experts and private sector representatives. The subprogramme also supported Algeria, Egypt, Libya, the Sudan and Tunisia in developing and implementing their African Continental Free Trade Area plans and the Arab Maghreb Union to develop its African Continental Free Trade Area strategy.
- 18.89 Expected progress towards the objective is presented in the performance measure below (see figure 18.XI).

Figure 18.XI

Performance measure: number of ECA members and regional economic communities designing policies to foster regional integration and inclusive growth (cumulative)



Planned results for 2025

Result 1: small and medium-sized enterprises as engines of sustainable development in North Africa

Programme performance in 2023 and target for 2025

- 18.90 The component’s work contributed to the design and implementation by the Agency for Investment and Export Development of Morocco of a programme to enhance the competitiveness of women-owned small and medium-sized enterprises, which met the planned target.
- 18.91 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 18.16).

Table 18.16
Performance measure

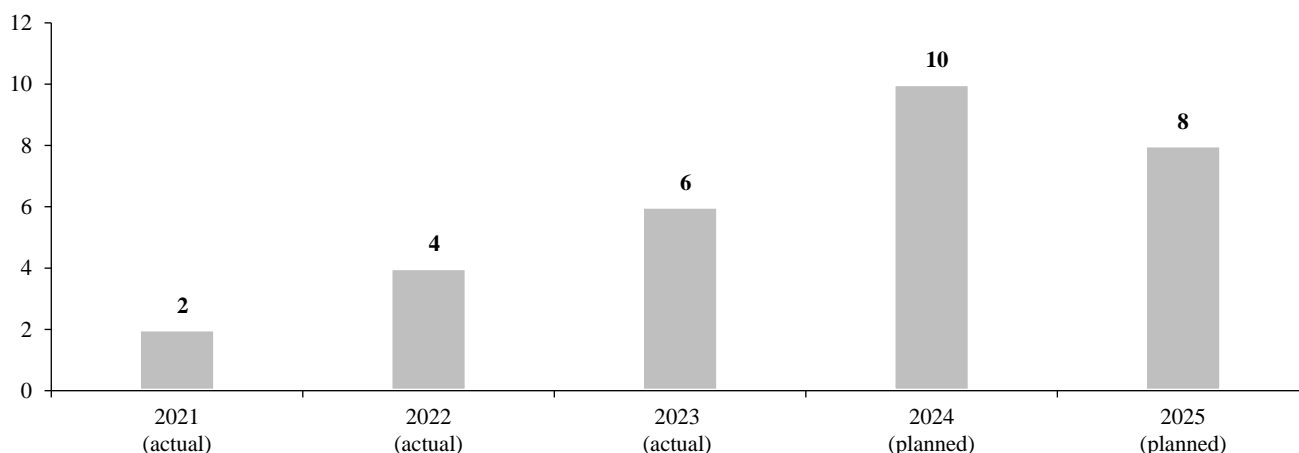
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
One country (Tunisia) received analysis and policy advice for strengthening the capacity of small and medium-sized enterprises, including through innovative sources of finance and environmentally sound practices	Strengthened job creation and export capabilities of policymakers from the Ministry of Trade and small and medium-sized enterprise owners in one country (Sudan)	The Agency for Investment and Export Development of Morocco designed and implemented a programme to enhance competitiveness of women-owned small and medium-sized enterprises	One additional country adopts innovative and sustainable policies and strategies for enhancing the competitiveness of small and medium-sized enterprises	One additional country adopts innovative and sustainable programmes or policies for enhancing the capacity of small and medium-sized enterprises

Result 2: developing evidence-based policies and actions that leverage migrants’ economic contributions

Programme performance in 2023 and target for 2025

- 18.92 The component’s work contributed to the development by two additional ECA members (Côte d’Ivoire and Zimbabwe) of evidence-based policies to leverage migrants’ economic contributions, which met the cumulative planned target of six members of ECA.
- 18.93 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XII).

Figure 18.XII
Performance measure: number of countries developing evidence-based policies to leverage migrants’ economic contributions (cumulative)



Result 3: members of ECA mobilize finance for sustainable development

Proposed programme plan for 2025

- 18.94 High levels of public debt combined with increasing debt costs pose a key challenge in the North African subregion, as this not only constrains the fiscal space for governments but also impedes access to credit by private stakeholders, in particular small and medium-sized enterprises. To achieve

the 2030 Agenda and Agenda 2063, North African countries need to strengthen regulatory, policy and operational frameworks to mobilize domestic resources.

Lessons learned and planned change

18.95 The lesson for the component, based on its achievements in countries that had previously been supported, was that its tailored policy support and targeted capacity-building have been effective in enabling members of ECA to mobilize domestic resources. In applying the lesson, the component will build on its support thus far and provide technical advice and capacity-building to members of ECA focused on the use of digital solutions to broaden their tax base, reduce tax evasion and curb illicit financial flows, with a view to mobilizing resources for sustainable development.

18.96 Expected progress towards the objective is presented in the performance measure below (see table 18.17).

**Table 18.17
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	The Sudan Taxation Chamber conducted training to strengthen the capacity of its institutions to collect revenues	Libya adopted tax collection principles and practices that led to a 60 per cent increase in revenues from stamp duties	One country implements measures to reduce tax evasion and illicit financial outflows	One country introduces an electronic taxation system

Deliverables

18.97 Table 18.18 lists all deliverables of the component.

**Table 18.18
Subprogramme 7, component 1: deliverables for the period 2023–2025, by category and subcategory**

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Report to the Intergovernmental Committee of Senior Officials and Experts for North Africa	1	1	1	1
2. Subregional profile on socioeconomic development in the members of ECA	1	1	1	1
3. Regional and international agendas and other special initiatives in the members of ECA	1	1	1	1
4. Annual report on the work of ECA in North Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	11	11	11	11
5. Session of the Intergovernmental Committee of Senior Officials and Experts for North Africa	11	11	11	11
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	3	6	5
6. On the implementation of the Agreement Establishing the African Continental Free Trade Area	1	1	1	1

Section 18 Economic and social development in Africa

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
7. On boosting employment for young people and women targeted at senior policymakers from North Africa	1	–	–	–
8. Enhancing the performance of women-led small and medium-sized enterprises by building capabilities in digitalization, export, access to finance and sustainability practices in three countries	–	–	–	1
9. Building a database on migration in selected members of ECA	–	1	–	–
10. Enhancing tax resource mobilization in the Sudan	–	1	1	–
11. Enhancing tax revenues in Libya and Mauritania	–	–	1	–
12. Enhancing tax resource mobilization in three countries	–	–	–	1
13. Strengthening migration development links in Africa	–	–	1	1
14. Enhancing food security in Tunisia	–	–	1	–
15. Improving debt management in North Africa	–	–	1	1
Seminars, workshops and training events (number of days)	2	4	5	6
16. Taxation capacity-building training course for one additional North African country	–	–	–	1
17. North Africa Development Forum	1	1	1	1
18. Employment forum	1	1	–	–
19. Workshops on leveraging migrants' economic contributions	–	1	3	2
20. Workshop on food security	–	1	–	–
21. Workshop on the e-mobility regional value chain	–	–	–	1
22. Workshop on climate finance and employment	–	–	1	1
Publications (number of publications)	4	2	3	3
23. Labour market and demographic trends, employment and entrepreneurship	1	1	1	–
24. Structural transformation and distortions in North Africa	1	–	–	–
25. Impact of COVID-19 on firms in North Africa	–	1	–	–
26. Trade, regional integration and inclusive growth	1	–	–	1
27. How small and medium-sized enterprises in North Africa can improve their sustainable governance	1	–	–	–
28. Impacts of armed conflict on food security and mitigation plan for Tunisia	–	–	1	–
29. Climate change and employment challenges in North Africa	–	–	1	–
30. Developing financial markets and enhancing the fiscal space	–	–	–	1
31. Challenges facing middle income countries in North Africa	–	–	–	1
Technical materials (number of materials)	1	1	5	1
32. On employment	1	1	1	–
33. On migration	–	–	2	1
34. On private sector development in North Africa	–	–	1	–
35. Report on challenges facing middle income countries in North Africa	–	–	1	–

C. Substantive deliverables

Consultations, advice and advocacy: advisory services to North African members of ECA or regional economic communities on regional integration for small and medium-sized enterprises, migration issues and finance.

D. Communication deliverables

Digital platforms and multimedia content: one knowledge management hub; three maintained platforms: content management system, collaborative space and customer relationship management of communities of practice.

External and media relations: press releases, newsletters, briefings and social media.

Component 2

Subregional activities in West Africa

Objective

- 18.98 The objective, to which this component contributes, is to advance inclusive development in West Africa through strengthening countries' capacity to integrate challenges related to demographic dynamics into their policies and planning processes and achieve regional integration.

Strategy

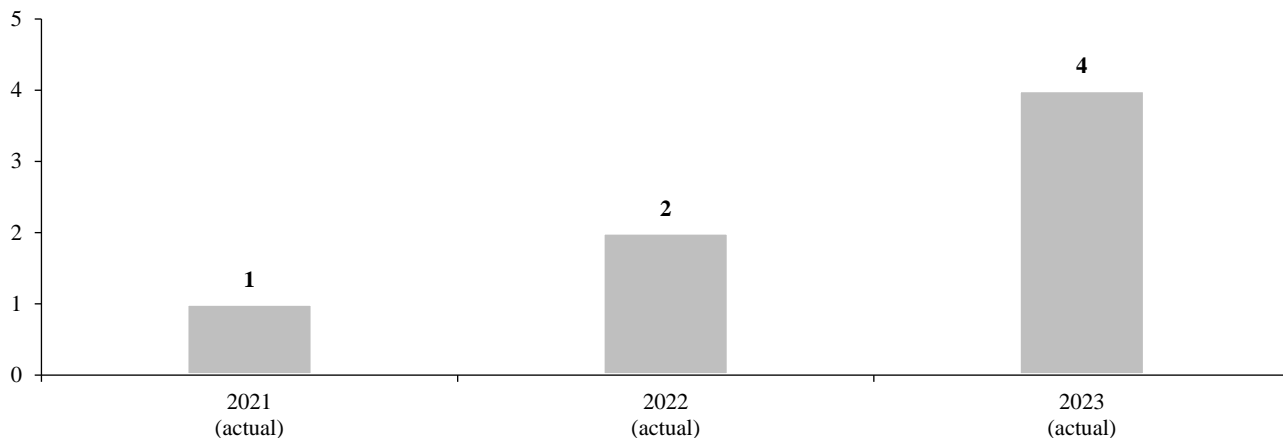
- 18.99 To contribute to the objective, the component will:
- (a) Provide knowledge, tools and policy recommendations on the acceleration of a demographic transition and related implications for sustainable development, including family dynamics, migration, health and mortality, ageing and living conditions, gender equality and the empowerment of women and girls, youth and sustainable peace and resilience in West Africa, among others;
 - (b) Engage in high-level policy dialogues and provide technical support and capacity-building to countries on regional integration issues, including the implementation of the Agreement Establishing the African Continental Free Trade Area, and also the development of budgeting frameworks that are sensitive to a demographic dividend with special emphasis on the empowerment of women and young people.
- 18.100 The above-mentioned work is expected to result in:
- (a) Demographic dividend dimensions mainstreamed in national planning and programming and budgeting systems and processes;
 - (b) Deepened regional economic and monetary integration through the operationalization of Vision 2050 of the Economic Community of West African States;
 - (c) Accelerated implementation of the 2030 Agenda and Agenda 2063 by members of ECA and regional organizations;
 - (d) Accelerated implementation of the Agreement Establishing the African Continental Free Trade Area in Africa, with women and young people empowered to seize the opportunities of the Agreement.

Programme performance in 2023

Strengthened national budgeting framework sensitive to the demographic dividend

- 18.101 The component strengthened national capacities in budgeting sensitive to the demographic dividend by working with Benin, Burkina Faso, the Niger, Senegal and Togo to estimate their demographic dividend monitoring index for the period 2001–2020 and aligning those countries with the restructured functional budget with a focus on the pillars of the demographic dividend. The component also worked with those countries to estimate and analyse budget elasticities that would inform the formulation of budget structures conducive to harnessing the demographic dividend. The component engaged with Senegal to integrate demographic dividend issues into its public investments programme for the period 2024–2026, which was presented to the national parliament.
- 18.102 Progress towards the objective is presented in the performance measure below (see figure 18.XIII).

Figure 18.XIII
Performance measure: number of members of ECA estimating the demographic dividend monitoring index and performing budget restructuring with a view to making effective use of a budgeting framework sensitive to the demographic dividend



Planned results for 2025

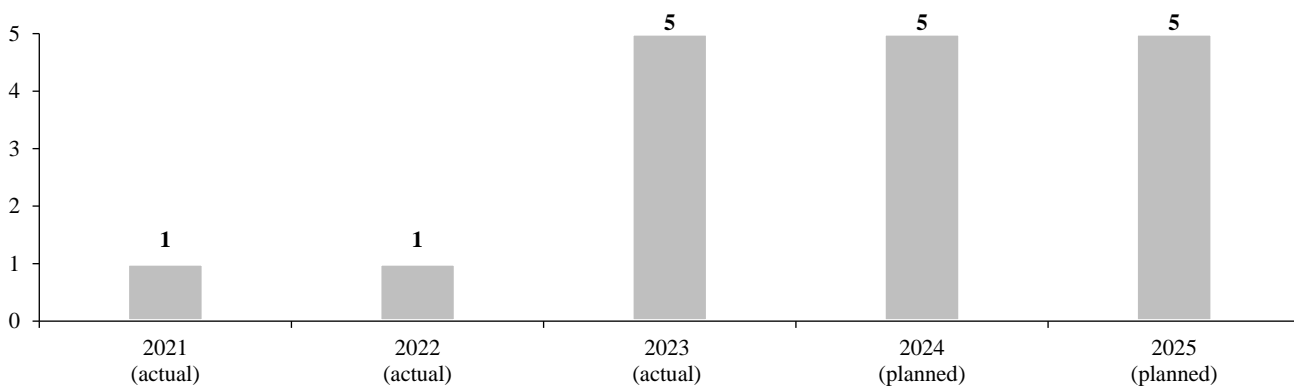
Result 1: developing and implementing a planning, programming and budgeting system that integrates the demographic dividend

Programme performance in 2023 and target for 2025

18.103 The subprogramme’s component’s work contributed to the adoption by an additional four members of ECA of planning, programming and budgeting systems that integrate a demographic dividend, making a cumulative total of five, which exceeded the planned target of four.

18.104 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XIV).

Figure 18.XIV
Performance measure: number of members of ECA adopting a planning, programming and budgeting system that integrates a demographic dividend (cumulative)



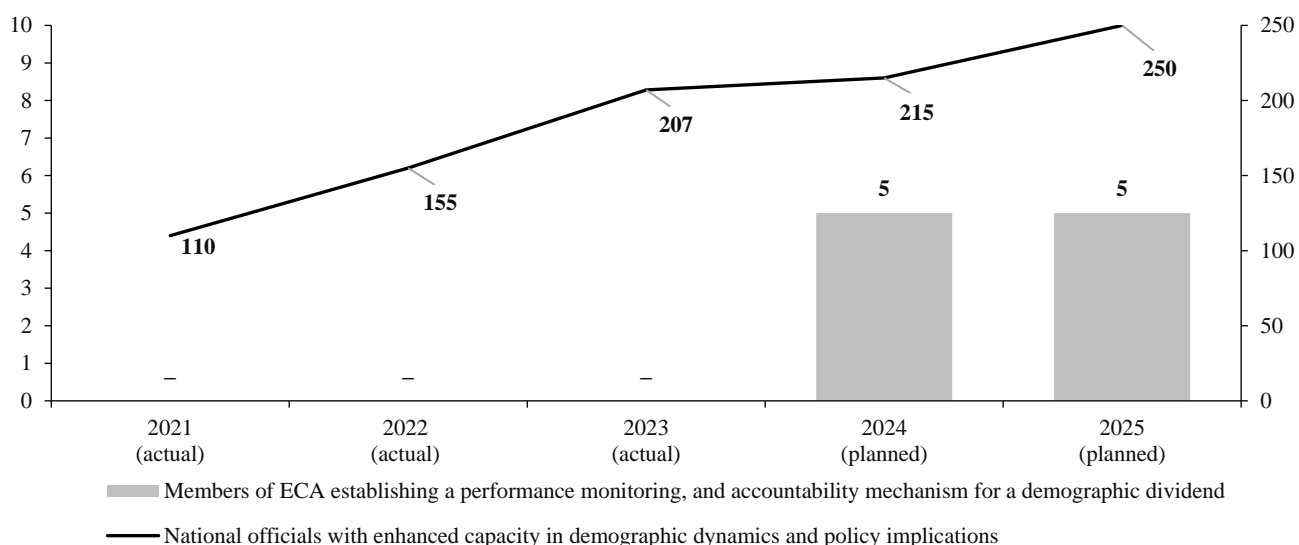
Result 2: regional performance monitoring and accountability mechanism to monitor and report on progress in the implementation of the African Union road map on harnessing the demographic dividend through investments in youth

Programme performance in 2023 and target for 2025

- 18.105 The component's work contributed to the enhanced capacity of an additional 52 national officials in the use of demo-economics and planning tools, bringing the cumulative total to 207 national officials, which exceeded the cumulative planned target of 185 national officials.
- 18.106 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XV).

Figure 18.XV

Performance measure: number of national officials acquiring enhanced capacity in demographic dynamics and policy implications and number of members of ECA establishing a performance monitoring and accountability mechanism for a demographic dividend (cumulative)



Result 3: members of ECA assess debt sustainability and develop longer-term fiscal strategies

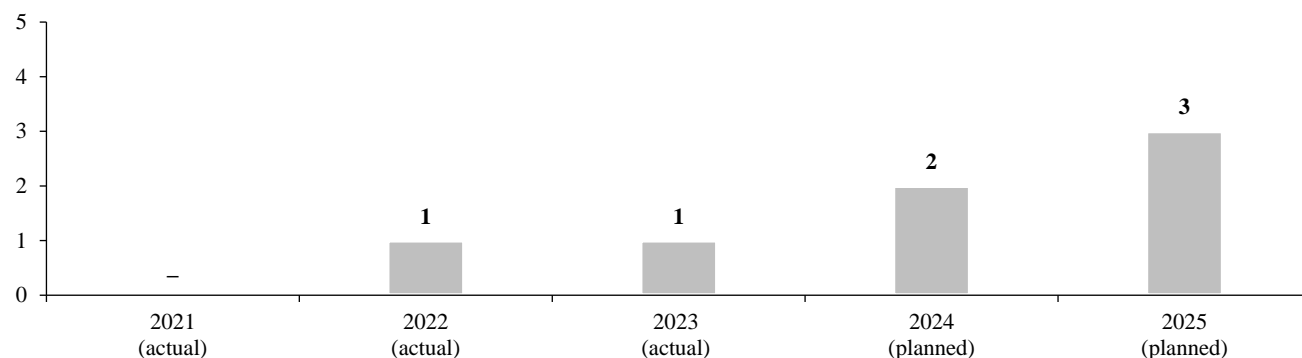
Proposed programme plan for 2025

- 18.107 Dealing with external financing constraints has become a significant policy challenge for West African countries as all the economies of the subregion are, to varying extents, facing debt distress. The average inflation rate is estimated at 10–12 per cent, whereas the ratio of debt to gross domestic product is estimated at 55–60 per cent, with some countries running the risk of debt default.

Lessons learned and planned change.

- 18.108 The lesson for the component was the need to support countries in developing sound macroeconomic policies anchored in medium-term and long-term development planning to address structural macroeconomic challenges and minimize dependency on borrowing. In applying the lesson, the component will support members of ECA in assessing their debt sustainability and will design a macroeconomic model and framework to inform the formulation and implementation by members of ECA of longer-term strategies to address debt.
- 18.109 Expected progress towards the objective is presented in the performance measure below (see figure 18.XVI).

Figure 18.XVI
Performance measure: number of members of ECA developing longer-term fiscal strategies to address debt (cumulative)



Deliverables

18.110 Table 18.19 lists all deliverables of the component.

Table 18.19

Subprogramme 7, component 2: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report to the Intergovernmental Committee of Senior Officials and Experts for West Africa on the implementation of the work of ECA in West Africa	1	1	1	1
2. Annual report on progress in the implementation of agreed-upon regional and international development agendas in West Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	16	16	16	16
3. Annual session of the Intergovernmental Committee of Senior Officials and Experts for West Africa	8	8	8	8
4. Annual meeting of West African intergovernmental organizations	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
5. Strengthening the institutional capacity of regional economic communities, intergovernmental organizations, national Governments, national observatories of the demographic dividend and parliaments to capitalize on demographic dynamics for development in West Africa	1	1	1	1
Seminars, workshops, and training events (number of days)	14	14	14	14
6. Workshops for think tanks on opportunities and challenges of demographic dynamics in West Africa	9	9	9	9
7. Training events on strengthening the capacities of members of ECA in demographic economic dynamics for development	5	5	5	5
Publications (number of publications)	3	3	3	3
8. On country and subregional socioeconomic and demographic profiles	2	2	2	2
9. On economic and social structural transformation in West Africa	1	1	1	1
Technical materials (number of materials)	2	2	2	1
10. On sustainable economic and social transformation in West Africa	1	1	1	–

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
11. On demographic dynamics for development	1	1	1	1
C. Substantive deliverables				
Consultation, advice, and advocacy: advisory support to members of the Economic Community of West African States.				
D. Communication deliverables				
Outreach programmes, special events and information materials: events for parliamentary networks and events for the launch of flagship reports and related publications.				
External and media relations: press releases; quarterly newsletter (<i>Kakaki News</i>) and other communication materials to the media.				
Digital platforms and multimedia content: West African subregion-specific content for the ECA website.				
Library services: exhibition of ECA knowledge products through various channels and information on the ECA main repository.				

Component 3 Subregional activities in Central Africa

Objective

- 18.111 The objective, to which this component contributes, is to expand the manufacturing and high-value service sectors and increase the share of tradeable and manufactured goods in total exports, deepen regional value chains and improve the competitiveness and productivity of local economies in order to accelerate economic diversification and structural transformation in Central Africa.

Strategy

- 18.112 To contribute to the objective, the component will:
- (a) Provide technical assistance and advisory services to members of ECA in Central Africa on:
 - (i) Formulating and implementing national development plans and economic diversification strategies with a focus on intra-Central African trade and creating a business climate conducive to employment creation and resilient to external shocks;
 - (ii) Translating their national strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area into specific and bankable projects, using market access information and trade opportunity data, with a particular focus on the agricultural, energy and pharmaceutical sectors;
 - (iii) Transforming transport corridors into development corridors, in line with the Central Africa consensual transport plan;
 - (iv) Developing information and communications technology infrastructure and regulatory frameworks required for the digital transition, including support for the establishment of technology innovation centres, in collaboration with the African Centre of Excellence on Digital Identity, Trade and Economy and subprogramme 4;
 - (v) Harmonizing trade instruments of the Economic Community of Central African States and the Central African Economic and Monetary Community and formulating a consolidated industrial development and economic diversification master plan for Central Africa;
 - (vi) Developing an ECA macro model in Central Africa, complemented by training in its use for national officials in relevant units, in collaboration with the Debt Management Facility of the World Bank and subprogramme 8;
 - (b) Collaborate with the private sector, subregional think tanks and regional economic communities in the above-mentioned areas;

- (c) Train members of ECA and United Nations country teams in the use of the ECA integrated planning and reporting toolkit.

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

- (a) Strengthened regional value chains and industrial clusters, integrated with local economies, and expanded manufacturing and high-value service sectors;
- (b) Increased share of intra-Central African trade in the subregion’s total trade;
- (c) Integration of the relevant economic diversification-related goals and targets of the 2030 Agenda and Agenda 2063 into national development strategies and plans, common country assessments and United Nations sustainable development cooperation frameworks;
- (d) Increased productivity of local firms, including adoption of new technologies;
- (e) Strengthened role of the private sector in economic diversification in Central Africa.

Programme performance in 2023

Validation by Cameroon of its National Plan for the Development of Economic and Environmental Accounting

18.114 The component supported the development of environmental-economic statistics in the subregion by actively raising stakeholders’ awareness and building their capacities in this field, including through its work with the United Nations country team. In Cameroon, the component worked in close collaboration with the National Statistics Office and provided technical assistance for the development of the National Plan for the Development of Economic and Environmental Accounting. The plan was validated following three workshops that brought together officials from the National Statistics Office, policymakers, other key stakeholders and members of the United Nations country team in Cameroon. The plan will soon be adopted at a national level. Countries in Central Africa are richly endowed with natural resources, which play a crucial role in their economic development. It is imperative to integrate these natural assets into their national economic accounts to accurately reflect their economic values and impacts. This is essential for informed decision-making, sustainable growth and effective governance.

18.115 Progress towards the objective is presented in the performance measure below (see table 18.20).

Table 18.20
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Awareness-raising conducted in Cameroon and other central Africa countries on environmental-economic statistics and environmental accounting	Stakeholders in Central Africa made aware of environmental-economic statistics and environmental accounting	Cameroon validated its National Plan for the Development of Economic and Environmental Accounting, following three workshops attended by several sectoral administrations and key stakeholders, including members of the United Nations country team. This work raised interest among stakeholders and the Resident Coordinator Office and United Nations country team in Cameroon. Heads of United Nations agencies in Cameroon are now mobilized for joint implementation of the National Plan for the Development of Economic and Environmental Accounting

Planned results for 2025

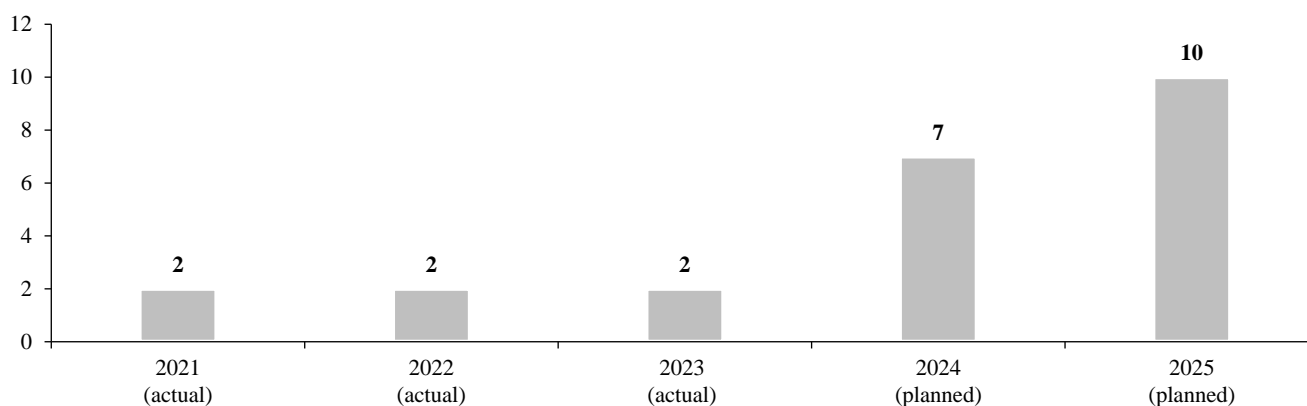
Result 1: sustainable financing mobilized by mainstreaming natural capital in the national accounts

Programme performance in 2023 and target for 2025

- 18.116 The component's work contributed to the application by two countries (Cameroon and Gabon) of natural capital accounting methods in rebasing their national accounts, which did not meet the planned target of six countries. The target was not met because of the unexpected time required to undertake background technical work.
- 18.117 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XVII).

Figure 18.XVII

Performance measure: number of countries applying natural capital accounting methods in rebasing their national accounts (cumulative)

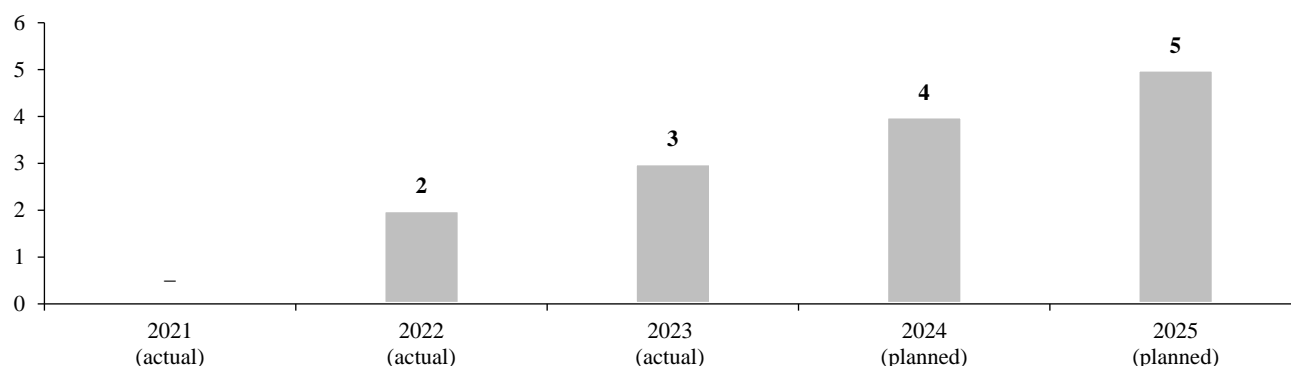


Result 2: bankable projects implemented in support of inclusive and sustainable industrialization and economic diversification

Programme performance in 2023 and target for 2025

- 18.118 The subprogramme's work contributed to the development of three bankable projects on timber products in Cameroon; on batteries and electric vehicles in the Democratic Republic of the Congo and Zambia, and on nitrogen, phosphorous and potassium fertilizer in Republic of Congo, which met the planned target.
- 18.119 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XVIII).

Figure 18.XVIII
Performance measure: number of bankable projects implemented in the Central African subregion (cumulative)



Result 3: members of ECA develop special economic zones for sustainable and inclusive economic diversification

Proposed programme plan for 2025

18.120 The establishment of special economic zones in Central Africa is a strategic initiative aimed at fostering economic growth and diversification, creating jobs and promoting regional integration. The component provides guidance, technical assistance and policy advocacy to support the development of new-generation special economic zones in Central Africa that focus on regional value chains and the fostering of good environmental and social practices.

Lessons learned and planned change.

18.121 The lesson for the component was that partnership with United Nations country teams is highly effective in promoting the industrialization and economic diversification agenda at the highest decision-making levels. In applying the lesson, the component will strengthen its collaboration with United Nations country teams and regional coordinator offices to support members of ECA in adding value to natural resources through the development of new-generation special economic zones. This will be achieved through joint projects on industrial clustering, technical workshops and advocacy of policies conducive to natural resource-based industrialization and economic diversification.

18.122 Expected progress towards the objective is presented in the performance measure below (see table 18.21).

Table 18.21
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Three members of ECA (Cameroon, Congo and Democratic Republic of the Congo) added value to their natural resources through the establishment of new-generation special economic zones	Three members of ECA assess their value chains for the development of new-generation special economic zones and foster the related partnerships	Two members of ECA conclude pre-feasibility studies for the development of new-generation special economic zones

Deliverables

18.123 Table 18.22 lists all deliverables of the component.

Table 18.22

Subprogramme 7, component 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Annual report on the work of the ECA Subregional Office for Central Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
2. Annual session of the Intergovernmental Committee of Senior Officials and Experts for Central Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	2	1	1
3. Support programme for trade and economic integration	1	2	1	1
Seminars, workshops and training events (number of days)	36	60	36	36
4. Workshop on models and forecasting tools for economic diversification and the achievement of the Sustainable Development Goals	12	8	12	12
5. Workshop on natural capital accounting	12	12	12	12
6. Training event on trade and market access instruments	–	13	–	–
7. Workshop on incorporation in national frameworks of the integrated planning and reporting toolkit and the macro and trade model in selected countries	12	27	12	12
Publications (number of publications)	4	6	2	6
8. Series of reports on benchmarking special economic zones in support of economic diversification, structural transformation, employment, production and society	–	2	–	1
9. Background study on the theme for the annual session of the Intergovernmental Committee of Senior Officials and Experts for Central Africa	1	1	1	1
10. On the state of economic diversification in Central Africa	1	1	1	1
11. On the economic diversification process in Central Africa: harnessing opportunities for sustainable consumption and production and greenhouse gas emission reduction and economic diversification strategies	1	1	–	–
12. On accelerating the effective implementation of national strategies on the Agreement Establishing the African Continental Free Trade Area: strengthening sustainability and inclusiveness	1	1	–	1
13. On enhancing digital economy integration in central Africa, emphasizing the role of the fourth industrial revolution and the African Continental Free Trade Area	–	–	–	1
14. On a comprehensive needs assessment of national statistical systems in Central Africa	–	–	–	1
Technical materials (number of materials)	1	3	1	3
15. Policy briefs on emerging issues in Central Africa	1	3	1	3
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to and policy dialogues with members of ECA on the African Continental Free Trade Area.				
D. Communication deliverables				
Outreach programmes, special events and information materials: dissemination of information on economic diversification and change leadership in the subregion.				
Digital platforms and multimedia content: maintenance of at least seven websites, digital platforms and two communities of practice on economic diversification, industrialization and the Sustainable Development Goals.				

Component 4

Subregional activities in East Africa

Objective

- 18.124 The objective, to which this component contributes, is to achieve deeper regional integration in East Africa by advancing the operationalization of the African Continental Free Trade Area, increasing intraregional investments, harnessing the blue economy, and enhancing regional tourism.

Strategy

- 18.125 To contribute to the objective, the component will:
- (a) Provide support to countries and regional economic communities through knowledge production, technical assistance, capacity-building, and policy dialogues, on the development and effective implementation of their national and regional strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area African Continental Free Trade Area, and the negotiation and arrangements concerning outstanding protocols and instruments on the Area;
 - (b) Foster the development of regional value chains in food and agriculture through value chain analyses and the dissemination of information to public and private sector stakeholders about investment opportunities;
 - (c) Build the capacity of the private sector, notably small and medium-sized enterprises, to take part in operationalizing the African Continental Free Trade Area, through information and awareness-raising workshops on the functionalities of the instruments and protocols of the Area and also on innovative sources of financing;
 - (d) Engage in policy dialogue and provide training to promote transboundary investments and cost-effective trade logistics, including the creation and use of digital platforms and commodity exchanges to reduce asymmetries of information;
 - (e) Convene a subregional forum on issues related to the blue economy, including its potential to diversify goods and services and to operationalize the African Continental Free Trade Area, assess the socioeconomic potential of the blue economy and conduct market analyses for small and medium-sized enterprises, while keeping in mind the need to protect natural resources;
 - (f) Support members of ECA in the development of national tourism strategies, in line with the recommendations set out in the African tourism strategy, and provide training on the production of high-quality tourism statistics in the subregion.
- 18.126 The above-mentioned work will help members of ECA to make progress towards the achievement of Sustainable Development Goals 5, 7, 8, 11, 12, 13, 14 and 17.
- 18.127 The above-mentioned work is expected to result in:
- (a) National development planning frameworks incorporating and amplifying blue economy policies and strategies;
 - (b) Standardized methodologies for tourism data collection and analysis in the subregion;
 - (c) Increased market diversification and economic resilience to external shocks, related in particular to the blue economy, the tourism sector and food-related value chains;
 - (d) Deeper regional integration and improved connectivity of landlocked countries;
 - (e) Higher levels of intraregional trade in goods and services;
 - (f) Harmonization of investment regimes and investment promotion strategies, and improved regulatory frameworks governing investment.

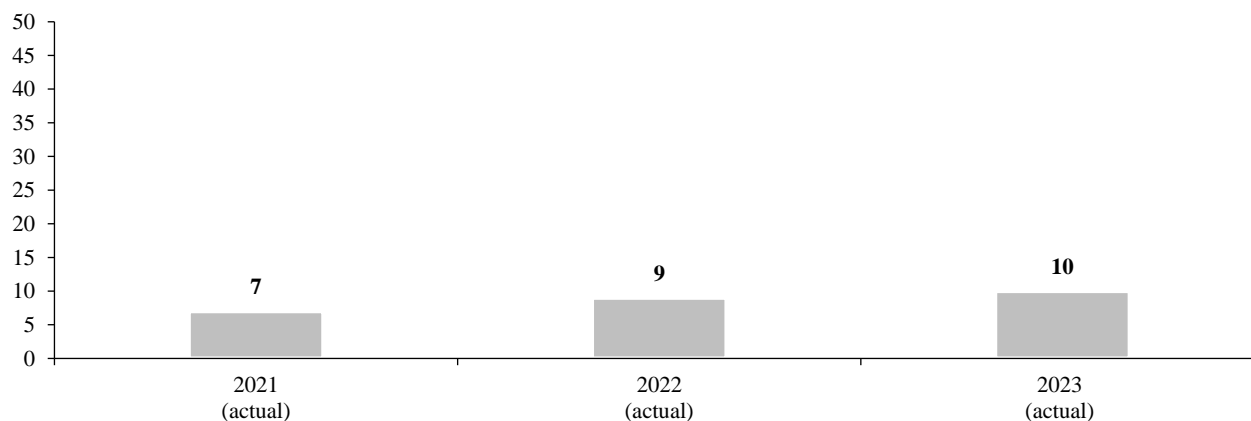
Programme performance in 2023

Opportunities unlocked by the Comoros for increased trade and export diversification through the ratification of the Agreement Establishing the African Continental Free Trade Area

- 18.128 Like many other African countries, the Comoros has huge untapped investment and export potential which can be leveraged through implementation of the Agreement Establishing the African Continental Free Trade Area. The full benefits of the African Continental Free Trade Area can only be realized, however, if it is ratified and implemented by all the countries of Africa. While nine States in East Africa ratified the agreement between 2018 and 2022, the Comoros required extra time to satisfy key stakeholders of the benefits to the country of the Area. In collaboration with the United Nations Development Programme, the component organized national consultations and awareness-raising workshops to discuss the benefits of the Area. The workshops held in the capital were attended by senior political leaders, including the President, the Speaker of Parliament, governors, cabinet ministers, members of parliament and representatives of the private sector. In addition, the component supported the Comoros in the formulation of the country's African Continental Free Trade Area strategy.
- 18.129 These interventions provided the required clarity and support, and the Comoros ratified the Agreement Establishing the African Continental Free Trade Area in February 2023. Following that ratification, the component also conducted an awareness-raising workshop and training on the protocols to the Agreement and policy tools such as the digital payment system, the African Trade Observatory and the non-tariff barriers reporting mechanism, which enhanced the capacity of the Comorian national technical committee on the African Continental Free Trade Area to coordinate implementation of the national strategy for the Area.
- 18.130 Progress towards the objective is presented in the performance measure below (see figure 18.XIX).

Figure 18.XIX

Performance measure: number of countries in East Africa ratifying the Agreement Establishing the African Continental Free Trade Area (cumulative)



Planned results for 2025

Result 1: designing and implementing policy frameworks on trade, the blue economy and tourism

Programme performance in 2023 and target for 2025

- 18.131 The component's work contributed to the design and implementation by three additional members of ECA (Burundi, Namibia, and Uganda) of policy and strategy frameworks in trade and tourism, which exceeded the planned target of two additional members of ECA implementing the frameworks.
- 18.132 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 18.23).

Table 18.23
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Two members of ECA with enhanced capacity to design policy frameworks in the areas of trade, the blue economy, and tourism	Enhanced capacity of one member of ECA (United Republic of Tanzania) to design a policy framework in trade and the blue economy Two members of ECA (Kenya and Rwanda) implemented policy and strategy frameworks in trade and tourism	Three additional members of ECA (Burundi, Namibia, and Uganda) implemented policy and strategy frameworks in trade, the blue economy, and tourism	One additional member of ECA implements policy and strategy frameworks in tourism	One additional member of ECA implements policy and strategy frameworks in tourism

Result 2: members of ECA shift from formulation to implementation of their African Continental Free Trade Area national strategies**Programme performance in 2023 and target for 2025**

- 18.133 The component's work contributed to the implementation by two additional members of ECA (Uganda and United Republic of Tanzania) of their national strategies on the Agreement Establishing the African Continental Free Trade Area, which exceeded the planned target of one additional country.
- 18.134 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 18.24).

Table 18.24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Four out of fourteen countries (Burundi, Democratic Republic of the Congo, Kenya and Rwanda) and one regional economic community (East African Community) formulated African Continental Free Trade Area strategies	An additional three countries (Comoros, Somalia and South Sudan) and one regional economic community (Intergovernmental Authority on Development) formulated strategies for the implementation of the Agreement Establishing the African Continental Free Trade Area	Two additional countries (Uganda and United Republic of Tanzania) implemented their national strategies on the Agreement Establishing the African Continental Free Trade Area	One additional country implements its national strategy on the Agreement Establishing the African Continental Free Trade Area	One additional country implements its national strategy on the Agreement Establishing the African Continental Free Trade Area

Part V Regional cooperation for development

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	Two out of fourteen countries (Kenya and Rwanda) started implementation of their national strategies on the Agreement Establishing the African Continental Free Trade Area			

Result 3: members of ECA and regional organizations develop investment promotion strategies

Proposed programme plan for 2025

18.135 To meet the demand for goods and services arising from operationalization of the African Continental Free Trade Area, East African countries need to increase their productive capacities and logistics facilities by scaling up investments. The component provides members of ECA with technical assistance and policy advice to develop national investment strategies focused on critical sectors, with a view to promoting trade and investment and enhancing competitiveness.

Lessons learned and planned change

18.136 The lesson for the component was that engagement with countries through policy dialogue backed by sound knowledge products can be effective in catalysing action to promote investments. In applying the lesson, the component will engage with national stakeholders using such means to develop strategies to foster investment in critical sectors, focused on creating an enabling environment through clear and transparent regulatory frameworks and investment incentives.

18.137 Expected progress towards the objective is presented in the performance measure below (see table 18.25).

Table 18.25
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
National development plan to guide investments developed by Djibouti	Northern Corridor Transit and Transport Coordination Authority developed	Tourism investment guide developed by Burundi	One regional economic community develops a strategic plan to promote investment	One member of ECA develops a national strategy for investment promotion
Economic diplomacy strategy to promote trade and investments developed by Rwanda	a strategic plan to guide investment			

Deliverables

18.138 Table 18.26 lists all deliverables of the component.

Table 18.26

Subprogramme 7, component 4: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Documentation for the Intergovernmental Committee of Senior Officials and Experts for East Africa	2	2	–	–
2. Annual report on progress in the implementation of the agreed-upon regional and international development agenda in East Africa	–	–	1	1
3. Report to the Intergovernmental Committee of Senior Officials and Experts for East Africa on the implementation of ECA work in East Africa	–	–	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
4. Session of the Intergovernmental Committee of Senior Officials and Experts for East Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	5	2	2
5. On trade in services and emergence of regional value chains	1	1	–	–
6. On e-commerce opportunities and challenges in East Africa	1	1	–	–
7. On urban tourism and the blue economy in East Africa	2	2	1	1
8. Fellowship programme for young African economists to build their capacity in the area of regional integration and trade	1	1	1	1
Seminars, workshops and training events (number of days)	33	25	21	22
9. Seminars on regional integration, trade and the African Continental Free Trade Area in East Africa	5	5	4	4
10. Workshops on trade, investment, competition, gender equality and women's empowerment and e-commerce in East Africa	1	1	4	2
11. Workshops on commodity exchanges, deepening of regional value chains and role of trade corridors to foster operationalization of the African Continental Free Trade Area in East Africa	2	2	2	2
12. Workshop on competition and intellectual property rights policies and regulatory advances in East Africa	3	–	–	–
13. Workshops on the African Continental Free Trade Area and its opportunities and challenges for women and youth in East Africa	2	2	–	–
14. Workshops on Islamic financing and sustainable financing	2	–	–	–
15. Workshops on access to financing investments: financial technology and the role of cryptocurrencies for regional investment	3	3	–	1
16. Workshops on social cohesion and linkages between development and humanitarian assistance	3	–	–	–
17. Workshop on e-commerce opportunities and challenges in East Africa	3	3	3	1
18. Workshops on ocean economy policy experiences from East Africa	4	4	–	–
19. Workshops on tourism satellite accounts in East Africa	4	4	–	–
20. Training event on strategies to enhance the services trade in East Africa	1	1	–	–
21. Workshop on blue economy policy and strategy in East Africa	–	–	4	6
22. Workshop on tourism policy and strategy in East Africa	–	–	4	6
Publications (number of publications)	5	5	4	5
23. Subregional profile	1	1	1	1
24. On regional integration and operationalization of the African Continental Free Trade Area in East Africa	1	1	1	1
25. On blue economy policy and strategy experiences from East Africa	1	1	1	2
26. On tourism policy and strategy experiences and tourism satellite accounts in East Africa	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
27. On strategies to enhance the trade in services and investment in East Africa	1	1	–	–
Technical materials (number of materials)	3	6	1	6
28. On priority socioeconomic development issues in East Africa	3	6	1	–
29. On the development of the blue economy in East Africa	–	–	–	2
30. On the development of trade and tourism in East Africa	–	–	–	2
31. On regional integration and implementation of the Agreement Establishing the African Continental Free Trade Area	–	–	–	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to all 14 members on the African Continental Free Trade Area.				
D. Communication deliverables				
Outreach programmes, special events and information materials: distribution of information publications.				
External and media relations: quarterly engagements with national and regional media outlets.				
Digital platforms and multimedia content: monthly web-based information bulletins on global outreach.				

Component 5 Subregional activities in Southern Africa

Objective

- 18.139 The objective, to which this component contributes, is to deepen regional integration and strengthen capacities to achieve inclusive industrialization for the reduction of poverty and inequality in Southern Africa.

Strategy

- 18.140 To contribute to the objective, the component will:
- (a) Undertake policy research and analysis on inclusive and sustainable industrialization, regional integration and trade, private sector development, and poverty and inequality, provide technical assistance to members of ECA, regional economic communities and intergovernmental organizations and disseminate best practices at the subregional and national levels in Southern Africa;
 - (b) Develop and disseminate policy tools and guidelines for the promotion of inclusive and sustainable industrialization, including value addition, manufacturing and value chain development, at the national and subregional levels in Southern Africa;
 - (c) Support members of ECA in the implementation of Vision 2050 of the Southern African Development Community (SADC) and its regional indicative strategic development plan for 2020–2030, thereby contributing to the achievement of Sustainable Development Goals 1, 8, 9 and 10 and related goals of Agenda 2063;
 - (d) Collaborate with partners, including the African Union Southern Africa Regional Office, SADC, the Common Market for Eastern and Southern Africa (COMESA), the African Development Bank, the African Export-Import Bank, private sector associations and research institutions:
 - (i) To strengthen the capacities of members of ECA to advance inclusive and sustainable industrialization and regional integration through implementation of the SADC industrialization strategy and road map (2015–2063), the SADC Regional Energy Access Strategy and Action Plan (2020–2030), the COMESA industrial policy (2015–2030), the

African Continental Free Trade Area and the free trade areas of the regional economic communities;

- (ii) To provide technical support for the development of strategies and guidelines for the integration of considerations related to climate change into industrialization and trade policies in Southern Africa;
- (e) Build the capacities of members of ECA and the private sector:
 - (i) To address the challenges and opportunities of the green economy in the context of sustainable development and poverty eradication, and to increase productive capacities, in particular, given the situation of energy resource deficiency in the region and the impact of climate change on key sectors;
 - (ii) To address the impact of external shocks, by rolling out initiatives aimed at supporting their recovery and strengthening their resilience to future shocks;
 - (iii) To leverage digitalization, science, technology and innovation to facilitate growth, business development and enhanced productivity and competitiveness.

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

- (a) Enhanced implementation of the SADC Vision 2050 and indicative strategic plan, the SADC Industrialization Strategy and Roadmap and the COMESA industrial policy;
- (b) Economic diversification and transformation through value addition and the development of sustainable regional value chains, accelerated by transboundary industrial clusters, hubs and special economic zones in selected members of ECA;
- (c) Harmonization of national industrial policies with regional industrial frameworks and integration of considerations related to the environment and sustainability;
- (d) Accelerated implementation of the Agreement Establishing the African Continental Free Trade Area and the free trade agreements of the regional economic communities, increased intraregional trade in goods and services and enhanced regional integration in Southern Africa;
- (e) Increased resilience and competitiveness of the private sector and micro, small and medium-sized enterprises and enhanced participation in industry and trade in Southern Africa;
- (f) Evidence-based policy responses related to poverty, inequality and vulnerability situations in Southern Africa through informed analyses of trends and causal factors.

Programme performance in 2023

Inclusive industrialization in Southern Africa achieved through local content policy frameworks

18.142 Local content policies proved to be key to enhancing industrialization as they resulted in the increased use of local inputs and products in the production and provision of goods and services within domestic economies. Furthermore, they fostered business linkages in growth sectors and ensured the integration and participation of local enterprises, including micro, small and medium-sized enterprises, in industrialization and other economic activities. The component provided technical support to the Government of Zimbabwe in the development and adoption of its local content thresholds for the pharmaceuticals, fertilizers and packaging subsectors, as one of the key strategies for promoting industrialization and industrial growth and development in line with the country's national industrial development policy. Application of the local content thresholds enhanced the capacity of local private sector players, including micro, small and medium-sized enterprises, to tap into inherent economic potential across sectors to boost investment, beneficiation, value addition and the development of value chains. The thresholds progressively increased the share of locally sourced labour, goods, services and capital in the value chains of the three sectors.

18.143 Progress towards the objective is presented in the performance measure below (see table 18.27).

Table 18.27
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	National stakeholder consultative process on developing local content thresholds for the pharmaceutical, fertilizers and packaging subsectors of Zimbabwe	Local content thresholds in pharmaceuticals, fertilizers and packaging subsectors developed, adopted and launched by the Government of Zimbabwe

Planned results for 2025

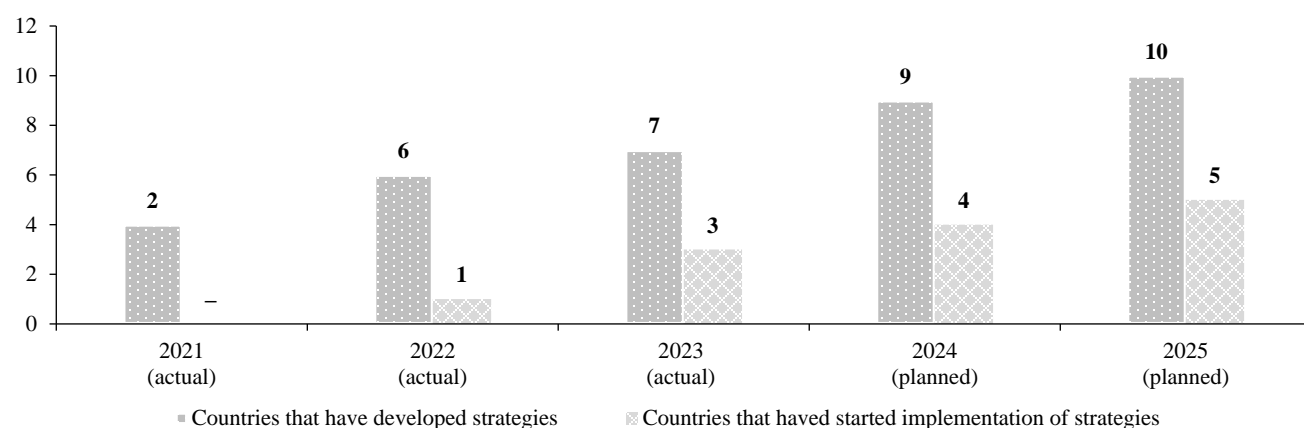
Result 1: accelerating intraregional trade through the African Continental Free Trade Area in Southern Africa

Programme performance in 2023 and target for 2025

- 18.144 The component’s work contributed to the development by one additional country (Eswatini) of a national African Continental Free Trade Area strategy, which did not meet the cumulative planned target of eight countries. The target was not met owing to the need for more consultations with national stakeholders. The component’s work also contributed to the initiation by two additional countries (Mauritius and Namibia) of the implementation of their national African Continental Free Trade Area strategies, which exceeded the cumulative planned target of two countries.
- 18.145 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XX).

Figure 18.XX

Performance measure: number of countries in Southern Africa developing and starting implementation of national strategies on the Agreement Establishing the African Continental Free Trade Area (cumulative)

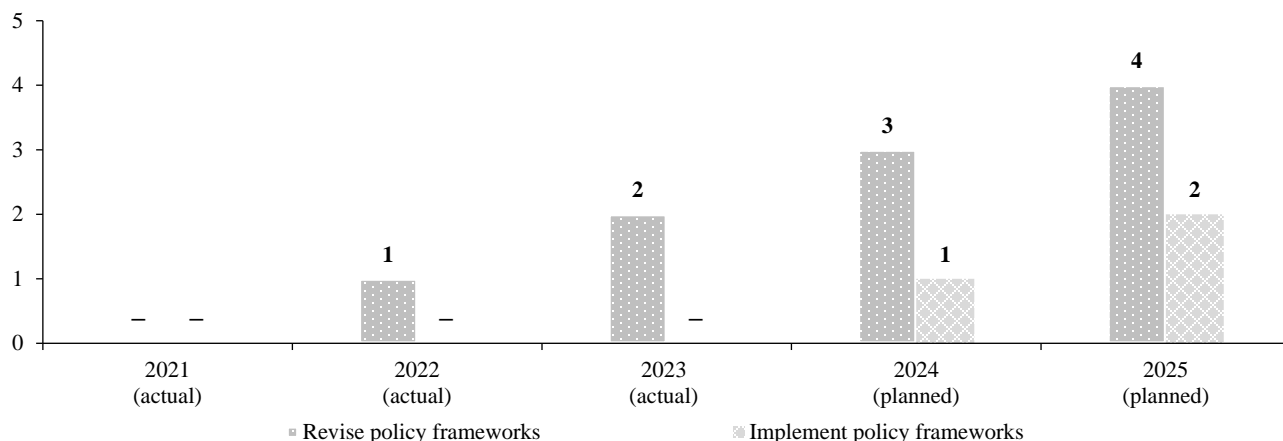


Result 2: Southern African members of ECA revise and implement their national industrial policy frameworks in line with regional industrialization strategies

Programme performance in 2023 and target for 2025

- 18.146 The component’s work contributed to the revision by one additional country (Zimbabwe) of its national industrial policy, which met the planned target.
- 18.147 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XXI).

Figure 18.XXI
Performance measure: number of Southern Africa members of ECA revising and implementing their national industrial policy frameworks in line with regional industrialization strategies (cumulative)



Result 3: accelerating the transition towards more sustainable economies in Southern Africa

Proposed programme plan for 2025

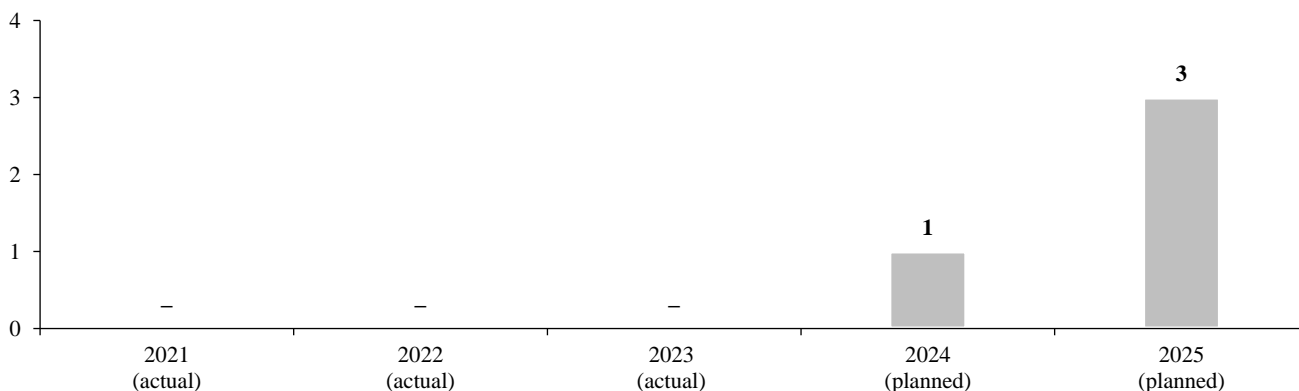
18.148 The component will support Southern African members of ECA in adapting to climate change and responding to its impacts on production, consumption and trade in goods and services.

Lessons learned and planned change

18.149 The lesson for the component was that sound analytical products, the adoption of multiple approaches to the technical delivery of programmes and continuous partnerships at all levels are critical to promoting the integration of considerations related to the environment and sustainability into national and regional trade and industrialization initiatives. In applying the lesson, the component will provide member States with analyses and technical assistance on identified areas of new priority development, such as sustainable industrialization and trade, resilient infrastructure, and renewable sources of energy to inform the formulation of policies for a transition to more sustainable economies.

18.150 Expected progress towards the objective is presented in the performance measure below (see figure 18.XXII).

Figure 18.XXII
Performance measure: number of policy interventions developed by countries and regional economic communities in Southern Africa to support the transition towards more sustainable economies (cumulative)



Deliverables

18.151 Table 18.28 lists all deliverables of the component.

Table 18.28

Subprogramme 7, component 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Annual report on the work of ECA in Southern Africa	1	1	1	1
2. Report to the Intergovernmental Committee of Senior Officials and Experts for Southern Africa	1	1	1	1
3. Report on recent economic and social conditions in Southern Africa	1	1	1	1
4. Progress report on regional and international agendas and other special initiatives in Southern Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
5. Annual session of the Intergovernmental Committee of Senior Officials and Experts for Southern Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
6. On industrialization and regional integration in Southern Africa	1	1	1	–
7. On the green economy in the context of sustainable development and poverty reduction in Southern Africa	–	–	–	1
8. Fellowship programme for young African economists on inclusive industrialization and regional integration	1	1	1	1
Seminars, workshops, and training events (number of days)	6	6	6	6
9. Training event on regional integration in Southern Africa	2	2	2	–
10. Workshop on economic and social development in Southern Africa	2	2	2	2
11. Training event on inclusive and sustainable industrialization	2	2	2	2
12. Seminar on energy transition in Southern Africa	–	–	–	2
Publications (number of publications)	2	3	3	3
13. On regional integration in Southern Africa	1	1	1	1
14. On inclusive and sustainable industrialization in Southern Africa	1	1	1	1
15. On poverty and inequality in Southern Africa	–	1	1	–
16. On the green economy in the context of sustainable development and poverty reduction in Southern Africa	–	–	–	1
Technical materials (number of materials)	2	2	2	2
17. On industrialization and economic transformation in Southern Africa	1	1	1	1
18. On economic and social development	1	1	1	1
C. Substantive deliverables				
Consultation, advice, and advocacy: advisory services, upon request by members of ECA and regional economic communities, on inclusive industrialization, development of regional value chains and special economic zones, development of the private sector and micro, small and medium-sized enterprises and implementation of the African Continental Free Trade Area Agreement.				
Databases and substantive digital materials: database of economic and social statistics on the 11 members of ECA in Southern Africa.				
D. Communication deliverables				
Outreach programmes, special events, and information material: production and distribution of publications.				
Digital platforms and multimedia content: subprogramme’s website; content for social media accounts and communities of practice.				

Subprogramme 8 Economic development and planning

Objective

- 18.152 The objective, to which this subprogramme contributes, is to strengthen the development planning of African countries and to improve their capacity to formulate and manage effective public sector policies for structural transformation and sustainable development.

Strategy

- 18.153 To contribute to the objective, the subprogramme will:
- (a) Deliver training on sectoral, national and regional development and medium to long term planning to address the socioeconomic impact of emerging crises, based on updated content on risk-informed economic and social policy formulation and management;
 - (b) Promote peer learning and collaboration among African development planners through communities of practice and broaden access to the digitized knowledge repository of the African Institute for Economic Development and Planning;
 - (c) Enhance countries' capacity to monitor and evaluate the implementation of the 2030 Agenda and Agenda 2063, and of national development agendas;
 - (d) Foster knowledge generation, cross-fertilization and knowledge-sharing through research products, fellowship programmes, development seminars and high-level policy dialogues, and also through research networks spanning multiple African countries and bringing together universities, think tanks, United Nations country teams and regional stakeholders;
 - (e) Support the integration of a gender perspective and youth-related issues in all relevant public policies through capacity-building programmes that also consider issues such as social inclusion, entrepreneurship, employment, green economy in the context of sustainable development and poverty eradication, innovation and digital transformation.
- 18.154 The above-mentioned work is expected to result in:
- (a) Increased engagement of development planners and policymakers in policy management and development planning processes which take into account global developments and emerging risks, in support of structural transformation and the increased resilience of national economies to ensure sustainable development;
 - (b) More effective formulation, management and influencing of public policies by officials and other stakeholders;
 - (c) More inclusive approaches to the formulation of development policies by members of ECA, including through the formulation of macroeconomic and social protection policies.

Programme performance in 2023

Digital transformation of technical and vocational education and training

- 18.155 Technical and vocational education and training is a central pillar of sustainable and viable economic development. It contributes to the achievement of all 17 Sustainable Development Goals and thus promotes a lifestyle that is economically, socially and environmentally sustainable. The subprogramme, in collaboration with the United Nations Educational, Scientific and Cultural Organization and other agencies, and under the Pan-African Initiative for the Digital Transformation of Technical and Vocational Education and Training and Skills Development Systems in Africa, provided training to 243 participants, including practitioners and leaders in the field of technical and vocational education and training. The training enhanced beneficiaries' understanding of the digitalization of national systems for technical and vocational education and training and for skills

development and has equipped them with the knowledge to design policies and develop strategies for the integration of information and communications technology-based teaching and learning into technical and vocational education and training. As of the current time, a total of eight policies and strategies are being developed and implemented in Benin, Egypt, the Gambia, Liberia, Mali, the Niger, Nigeria, Senegal and Togo. Three have been completed.

18.156 Progress towards the objective is presented in the performance measure below (see table 18.29).

Table 18.29
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Development of technical and vocational education and training digitalization strategies with dedicated national committees in the Gambia, Liberia, Mali and Senegal	Three technical and vocational education and training digitalization strategies and an implementation guide were prepared in the Gambia, Liberia and Mali Four members of ECA launched national technical and vocational education and training digitalization strategies (Benin, Egypt, Niger and Togo)

Planned results for 2025

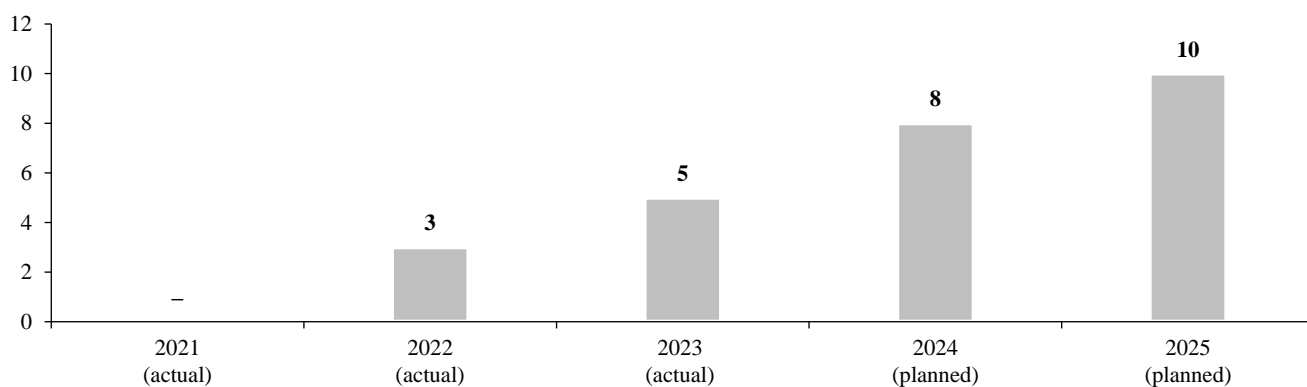
Result 1: mainstreaming risk management into policy planning and development

Programme performance in 2023 and target for 2025

18.157 The subprogramme’s work contributed to the development of two new policies by members of ECA, a risk policy on housing and a cropland flood protection programme in the Niger and integrated risk management in the strategic plan and the quality management system in Lesotho, which met the planned target of five policies.

18.158 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XXIII).

Figure 18.XXIII
Performance measure: number of policies developed by members of ECA that include integrated risk management (cumulative)



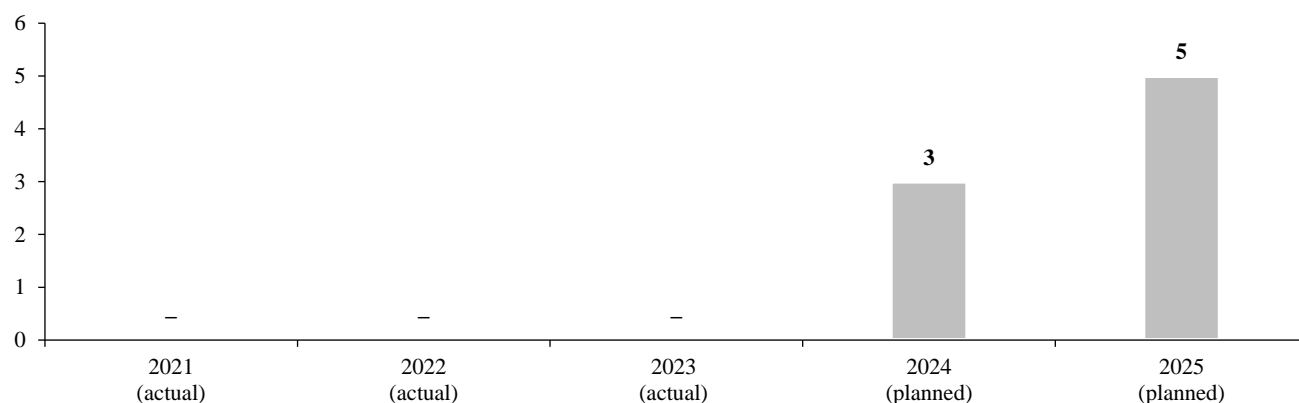
Result 2: members of ECA integrate social protection into development planning and economic analysis

Programme performance in 2023 and target for 2025

- 18.159 The subprogramme’s work contributed to progress towards the 2024 planned target, through the conduct of needs assessments to accelerate the integration of social protection into development planning and enhancement of the knowledge and practical skills of 287 officials in social policy.
- 18.160 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XXIV).

Figure 18.XXIV

Performance measure: number of members of ECA whose development policies integrate social protection (annual)



Result 3: members of ECA develop a future-ready workforce

Proposed programme plan for 2025

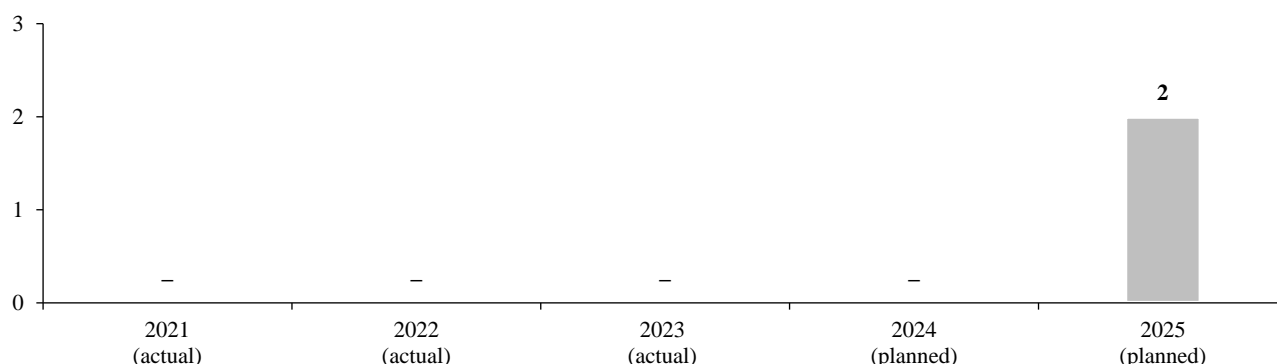
- 18.161 Through its training programmes the subprogramme has reinforced the capacity of officials to build more inclusive and resilient economies, highlighting the need to shift from ad hoc responses when crises occur to a more proactive, systematic and integrated risk management in development planning processes. In the complex landscape of African development, the adoption of a future-ready approach to development planning is crucial: in other words, a strategic approach to ensure that planned interventions are well suited to future changes.

Lessons learned and planned change

- 18.162 The lesson for the subprogramme was that adopting a future-ready approach to development planning, alongside increased capacity support, can help to empower African countries to proactively address the dynamic evolution of their respective workforces. In applying this lesson, the subprogramme will foster a systematic and forward-thinking approach to the workforce landscape that enables decision makers to anticipate and prepare for change. It will support members of ECA in identifying the critical sectors and skills needed for a future-ready workforce, to enable them to develop comprehensive reskilling and upskilling programmes that cater to diverse sectors and ensure decent work for all.
- 18.163 Expected progress towards the objective is presented in the performance measure below (see figure 18.XXV).

Figure 18.XXV

Performance measure: number of ECA members having established reskilling and upskilling programmes (cumulative)



Deliverables

18.164 Table 18.30 lists all deliverables of the subprogramme.

Table 18.30

Subprogramme 8: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report to the Conference of African Ministers of Finance, Planning and Economic Development and the Committee of Experts of the Economic Commission for Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	1	4	3
2. Statutory meetings of the Governing Council of the African Institute for Economic Development and Planning	2	1	2	2
3. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	2	–	2	1
Conference and secretariat services for meetings (number of three-hour meetings)	4	1	4	3
4. Meetings of the Governing Council of the African Institute for Economic Development and Planning	2	1	2	2
5. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	2	–	2	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	53	70	53	42
6. Projects to design and deliver a portfolio of training programmes (in English and French) on development planning and economic management, for senior and executive-level public officials from African countries	50	69	50	40
7. Projects to design and deliver master's degree programmes on industrial policy, development planning and natural resources governance for senior and executive-level public officials from African countries	1	–	1	1
8. Visiting research fellowships for policy researchers and African policy officials on development planning and economic management	2	1	2	1
Seminars, workshops and training events (number of days)	12	8	12	10
9. Seminars on development planning and economic management for African senior policymakers	12	8	12	10

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Publications (number of publications)	4	–	4	2
10. On economic management and development planning	4	–	4	2
Technical materials (number of materials)	12	20	20	20
11. On economic management and development planning	12	20	20	20

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to five members of ECA and three regional economic communities on economic management, development planning and capacity-building.

Databases and substantive digital materials: two communities of practice for African development planners.

D. Communication deliverables

Outreach programmes, special events and information materials: information kit for the African Institute for Economic Development and Planning high-level policy dialogues involving policymakers, the private sector and subject-matter experts on issues pertaining to African economic development and planning.

External outreach and media relations: strategic plan, training brochures, booklets, leaflets, kakemonos, banners and assorted accessories.

Library services: books, journals and other library materials on economic management and development planning in French and English.

Subprogramme 9 Poverty, inequality and social policy

Objective

- 18.165 The objective, to which this subprogramme contributes, is to eradicate extreme poverty and reduce inequality through ensuring that members of ECA have improved policies and strategies for social investment and productive urban job creation.

Strategy

- 18.166 To contribute to the objective, the subprogramme will:
- (a) Develop analytical knowledge, provide technical assistance, and promote regional dialogue and learning for members of ECA on designing national policies and strategies for the eradication of extreme poverty and provision of social protection to the most vulnerable;
 - (b) Generate knowledge, provide technical assistance to members of ECA and organize regional dialogue and learning on strategies to leverage migration for inclusive development in Africa;
 - (c) Develop analytical knowledge and provide technical assistance to members of ECA in the regional implementation and appraisal of global agreements, including the Global Compact for Safe, Orderly and Regular Migration, the Madrid International Plan of Action on Ageing, 2002, the Programme of Action of the International Conference on Population and Development, the Addis Ababa Declaration on Population and Development in Africa beyond 2014 and the New Urban Agenda;
 - (d) Enhance knowledge and skills of members of ECA through technical assistance and facilitating regional policy learning and dialogue to promote sustainable urbanization that enhances job creation, revenues and urban social protection.
- 18.167 The above-mentioned work is expected to result in:
- (a) Enhanced, evidence-based policy options for the provision of social protection for the economically vulnerable population;

- (b) Strengthened responses by members of ECA to address migration and population and development challenges and opportunities;
- (c) Increased prioritization of productive urban job creation in national development planning towards eradicating extreme poverty and reducing inequality;
- (d) Improved economic and financial recovery and resilience in African countries.

Programme performance in 2023

Namibia monitors the state of poverty, inequality and vulnerability to inform policies for social inclusion

- 18.168 For members of ECA to develop appropriate policies to effectively reduce poverty and inequality, up-to-date data are required. The most recent household income and expenditure survey was undertaken by Namibia in 2015. To assess poverty, inequality and vulnerability in the absence of recent household data in Namibia, the subprogramme conducted a study using the imputed elasticity methodology to generate fresh estimates in 2023. Findings of the study are informing the development of the forthcoming sixth national development plan of Namibia, which tackles poverty, inequality and unemployment. In addition, in response to requests from Ghana, Namibia, Uganda and the United Republic of Tanzania for capacity-building on the methodology for assessing and generating estimates on poverty, vulnerability and inequality in the absence of recent household data, the subprogramme conducted training on elasticity methodology and related tools for 14 policymakers from Namibia and 55 policymakers from the other three countries.
- 18.169 Progress towards the objective is presented in the performance measure below (see table 18.3 1).

Table 18.31

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Namibia undertook to use elasticity methodology to conduct an assessment of and generate estimates on poverty, inequality and vulnerability in the absence of recent household data	Policymakers from Namibia utilized tools and methodology to assess and generate estimates on poverty, inequality and vulnerability following participation in capacity-building training Estimates on poverty, inequality and vulnerability generated to inform the development of the forthcoming sixth national development plan in Namibia

Planned results for 2025

Result 1: leveraging continental initiatives for promoting youth policies

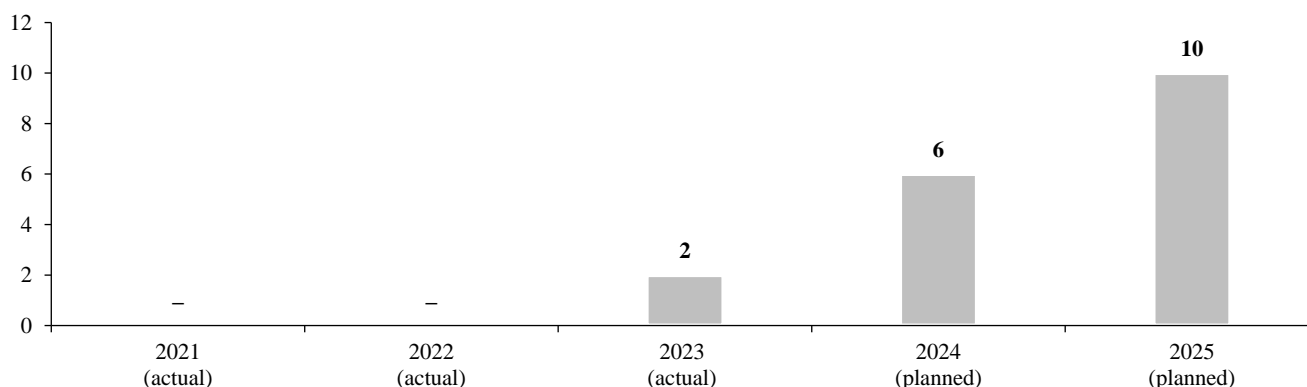
Programme performance in 2023 and target for 2025

- 18.170 The subprogramme's work contributed to the design by two countries (Uganda and Zambia) of youth policies that leverage continental initiatives, which did not meet the planned target of four countries. The target was not met owing to operational constraints which impeded the provision of advisory services.

18.171 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XXVI).

Figure 18.XXVI

Performance measure: number of countries engaged in designing youth policies that leverage continental initiatives (cumulative)



Result 2: local governments design resource mobilization policies for improved financial sustainability

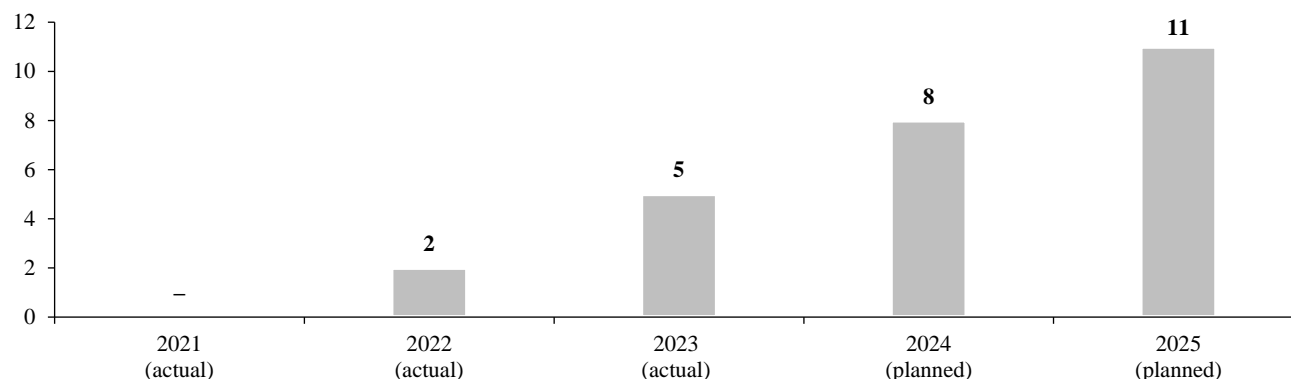
Programme performance in 2023 and target for 2025

18.172 The subprogramme’s work contributed to the use by three additional cities (Lusaka, Maseru and Yaoundé) of the gross domestic product assessment framework with methodologies, tools, dimensions and indicators to measure the size of gross domestic product and fiscal performance of cities for a cumulative total of five cities, which met the planned target.

18.173 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 18.XXVII).

Figure 18.XXVII

Performance measure: number of cities that have assessed their fiscal performance as the evidence base for designing improved fiscal policies and planning (cumulative)



Result 3: improved social protection systems for the most vulnerable

Proposed programme plan for 2025

18.174 Social protection systems have the potential to significantly reduce inequality and improve social development. As levels of individual economic vulnerability are rising because of the impacts of global crises and shocks, social protection is playing an increasingly important role in ensuring the resilience

of the most vulnerable. In 2023, the subprogramme developed a framework for countries to measure the performance of social protection systems and identify those most in need of assistance.

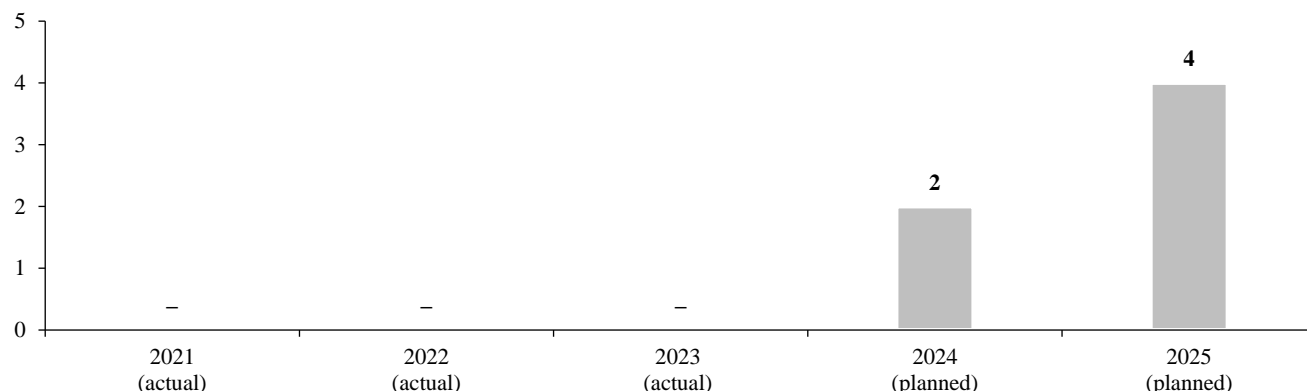
Lessons learned and planned change

18.175 The lesson for the subprogramme was that development of social protection policy and strategy requires sustained interaction with core stakeholders at local and national levels in identifying, understanding and responding to poverty and vulnerability. In applying the lesson, the subprogramme will provide technical assistance to members of ECA through a chain of interventions, ranging from generating evidence on the existing state of social protection to the design of actual interventions for improved social protection systems. As groundwork, the subprogramme will support local and national authorities in assessing their social protection programmes and policies, to determine the priority areas and target groups for interventions.

18.176 Expected progress towards the objective is presented in the performance measure below (see figure 18.XXVIII).

Figure 18.XXVIII

Performance measure: number of members of ECA that have assessed their social protection systems (cumulative)



Deliverables

18.177 Table 18.32 lists all deliverables of the subprogramme.

Table 18.32

Subprogramme 9: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	–	1
1. Report to the Committee on Social Policy, Poverty and Gender	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	4	4	–	4
2. Meetings of the Committee on Gender, Poverty and Social Policy	4	4	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	3
3. On urbanization and development to build the capacity of national policymakers	1	1	1	1
4. On social policy in Africa to enhance the capacities of policymakers in selected countries	1	1	1	1

Section 18 Economic and social development in Africa

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
5. Fellowship programme for young African scholars to build their capacity in the demographic dividend, employment, urbanization, and migration	1	1	1	1
Seminars, workshops, and training events (number of days)	11	14	10	11
6. Workshops on urbanization and development to build the policy capacity of members of ECA	4	5	4	5
7. Workshop on peace and security in Africa in the context of the concept of human security in accordance with General Assembly resolution 66/290	1	1	–	–
8. Workshops on social policies and policy dialogues for national policymakers in selected countries	6	8	6	6
Publications (number of publications)	6	7	3	4
9. African Social Development Report	1	1	1	1
10. On the state of urbanization in Africa for evidence-based policymaking	1	1	1	1
11. On strategies to reduce the poverty gap in Africa	–	1	–	–
12. On the African human security index (qualitative and quantitative)	1	1	–	–
13. On social protection strategies in Africa	–	–	–	1
14. Africa Migration Report	1	1	1	1
15. Regional report on the Madrid International Plan of Action on Ageing	1	1	–	–
16. Regional report on the International Conference on Population and Development	1	1	–	–
Technical materials (number of materials)	3	3	4	5
17. On urbanization to inform African policymakers	1	1	2	3
18. On security and development in Africa in the context of the concept of human security in accordance with General Assembly resolution 66/290	1	1	–	–
19. On poverty and inequality	1	1	–	–
20. On social development	–	–	1	–
21. On migration	–	–	1	1
22. On social protection	–	–	–	1

C. Substantive deliverables

Consultation, advice, and advocacy: advice to national policymakers in seven selected members of ECA; advice for improved capacities in policy formulation, implementation and monitoring; policy dialogues for enhanced policy learning and exchange at the national and regional levels.

D. Communication deliverables

Outreach programmes, special events and information materials: brochures pertaining to the subprogramme's workshops and training programmes in social policy, and urbanization and development in two languages.

External and media relations: press and media releases on the role of cities and social policy in the development of Africa made available to at least 250 experts.

Digital platforms and multimedia content: digital platform and visual materials on voluntary local reviews, poverty and vulnerability and youth employment, among other issues.

Annex

Programme performance in 2023¹

Subprogramme 3

Private sector development and finance

De-risking and crowding in private investment in the electricity markets of Africa

- A.1 Regulation is crucial to the de-risking of energy investments. To this end, ECA identified the need to address three categories of regulatory barriers to investments in the energy sector (openness, attractiveness and readiness for private sector investment). The subprogramme carried out assessments of the regulatory environment of the electricity markets in 16 African countries, using the rigorous regulatory and de-risking methodology that it had developed. A high-level public-private policy dialogue was conducted in 2023 with members of ECA, leading to the further prioritization of regulatory reform on the continent. Furthermore, in collaboration with partners, the subprogramme developed special software to enhance the analytical and planning capacity of 20 national electricity regulatory authorities. Collaboration with the African Union Commission led to the development of a continental regulatory framework for the de-risking and crowding in of private investment in the electricity markets of Africa, based on the assessments of the regulatory environment in the 16 countries.
- A.2 Progress towards the objective is presented in the performance measure below (see table A.1).

Table A.1

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Assessments concluded in 16 African countries on, first, their openness to the crowding in of scaled investment; second, the attractiveness of their national regulatory systems; and third, the readiness of their electricity markets	Regulatory analysis and planning software developed Continental regulatory framework to de-risk and crowd in private investment in the electricity markets of Africa developed and the Renewable Energy Solutions for Africa Foundation established	Continental framework adopted by the African ministers of transport and energy by way of the adoption of the Declaration of the Fourth Specialized Technical Committee on Transport, Transcontinental and Interregional Infrastructure, and Energy

Result 1: enhanced policies to improve the business environment

- A.3 The subprogramme's work contributed to the provision of support to two members of ECA in creating the continent's first common agro-park and developing its maize and dairy value chains, with a view to promoting economic diversification and industrialization, which did not meet the planned target of two members of ECA implementing policies in line with the outcomes of the meeting of the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment held in preparation for the United Nations Food Systems Summit. The target was not met owing to challenges in arranging joint validation by the participating countries.
- A.4 Progress towards the objective is presented in the performance measure below (see table A.2).

¹ As outlined in paragraph 18.5 above, the present annex reflects a realignment of the programme structure for 2025.

Table A.2
Performance measure

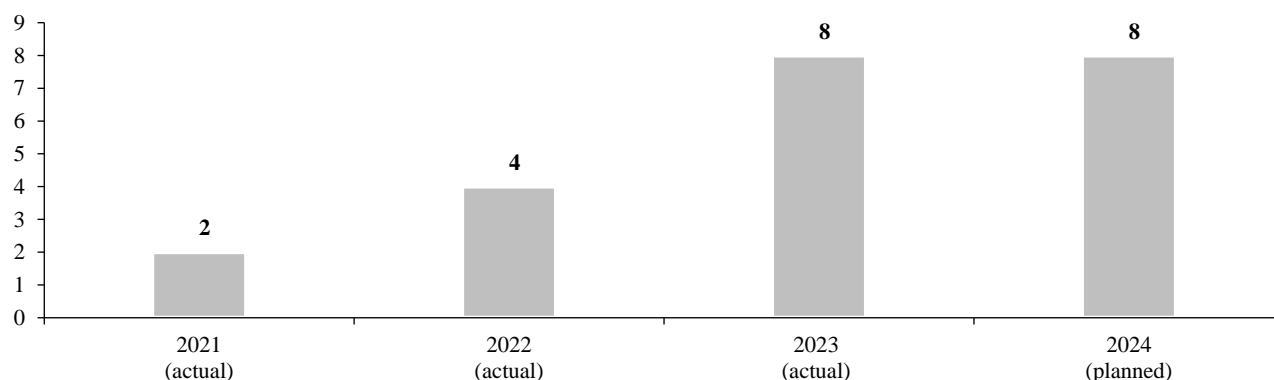
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)
African common position for the United Nations Food Systems Summit adopted by the African Union Commission	Twelve members of ECA (Cameroon, Democratic Republic of the Congo, Ghana, Guinea, Kenya, Malawi, Morocco, Namibia, Senegal, South Africa, Uganda and United Republic of Tanzania) designed policies or programmes to support land reforms	Two members of ECA developed reports to implement policies in line with the outcomes of the meeting of the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment held in preparation for the United Nations Food Systems Summit	Two additional members of ECA implement policies in line with the outcomes of the meeting of the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment held in preparation for the United Nations Food Systems Summit
Decision by the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment endorsing the position paper and outcome of the Summit	One member of ECA (Uganda) designed a programme to enhance policy reforms in food systems and agriculture value chains following technical assistance and consultations		
Regional dialogue organized on African food systems	One member of ECA (Uganda) designed a programme to enhance private sector investments in land and agriculture		
Global policy paper on the Food Systems Summit			

Result 2: increased commitment by members of ECA to liberalize air transport markets

A.5 The subprogramme’s work contributed to efforts by six countries (Cabo Verde, Cameroon, Ethiopia, Namibia, Rwanda and Senegal) to align their bilateral air transport agreement with the Yamoussoukro Decision on air transport liberalization, airport security and air safety in the regions of the Economic Community of West African States, which exceeded the planned target of three countries.

A.6 Progress towards the objective is presented in the performance measure below (see figure A.I).

Figure A.I
Number of countries aligning their bilateral air transport agreements with the Yamoussoukro Decision (cumulative)



Deliverables

A.7 Table A.3 lists all deliverables of the subprogramme.

Table A.3

Deliverables for the period 2023–2024, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>
A. Facilitation of the intergovernmental process and expert bodies			
Parliamentary documentation (number of documents)	1	–	–
1. Report for the Conference of African Ministers of Finance, Planning, and Economic Development on recent private sector developments in Africa	1	–	–
B. Generation and transfer of knowledge			
Field and technical cooperation projects (number of projects)	–	1	–
2. On strengthening the capacity of members of ECA, regional organizations and institutions of higher learning to implement the African Union Declaration on Land Issues and Challenges in Africa	–	1	–
Seminars, workshops and training events (number of days)	5	–	9
3. Capacity development training workshops on public-private partnership structuring and management in Africa	–	–	4
4. Workshop on infrastructure investment for investors from Africa and the United States of America (annual retreat)	5	–	5
Publications (number of publications)	2	1	6
5. On implications of the African Continental Free Trade Area for energy in Africa	1	–	1
6. On the regulatory framework for private sector investment in the energy sector	–	–	1
7. On financing special economic zones: lessons and challenges	–	–	1
8. On public-private partnership frameworks in Africa	–	–	2
9. On new technologies and innovative trends in Africa	1	1	1
Technical materials (number of materials)	2	4	11
10. Modules on public-private partnership structuring and management in Africa	–	–	6
11. On regulatory openness, attractiveness and readiness review methodology and tool for electricity investments	–	2	1
12. On emerging issues and trends in new technologies and innovation in Africa	2	2	2
13. On repurchase agreement markets among African regulators and market stakeholders	–	–	2

Subprogramme 5: technology, climate change and natural resources management

Programme performance in 2023

Digital identity systems transforming public services: automation of verification and payment of pensions using digital identity

A.8 In Kaduna State, Nigeria, the subprogramme has been working in close collaboration with the Kaduna State Government, through the Pension Bureau and the Residents Identity Management Agency, to implement a digital identity use case to simplify and digitalize the process of verification of pensioners. ECA developed an application for the Pension Bureau to replace the physical verification exercise that the state's pensioners – who number 14,894 – had to complete every 90 days. The application is currently undergoing beta testing. The new application will replace the

mandatory physical test, and can now be performed remotely on a mobile device using the national identity number and biometrics. Fingerprints are captured with the camera on the mobile device and then matched to the biometrics available at the state’s digital identity system, with the use of an application programming interface.

A.9 Progress towards the objective is presented in the performance measure below (see table A.4).

Table A.4
Performance measure

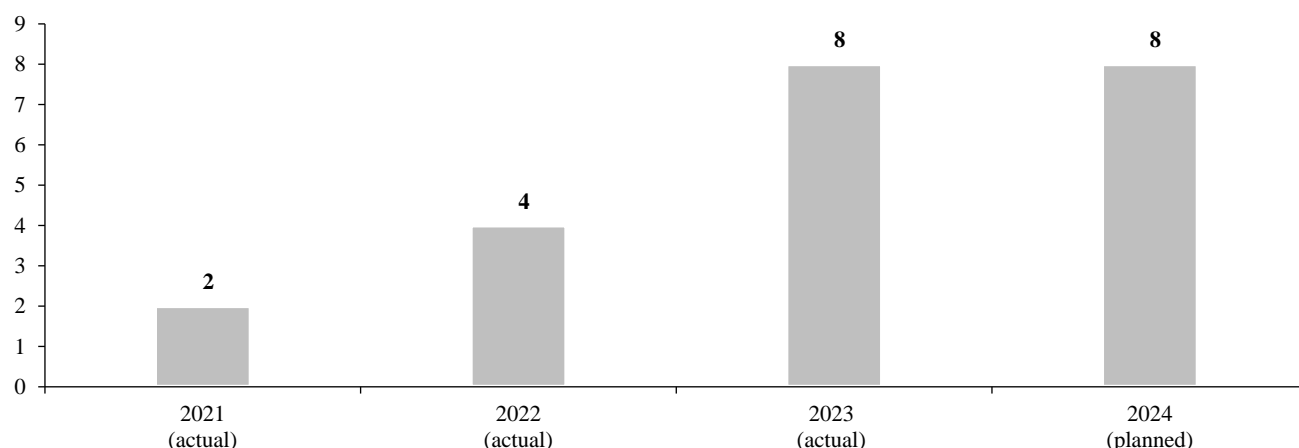
2021 (actual)	2022 (actual)	2023 (actual)
–	<p>Assessment and selection of feasible digital identity use cases to improve the public service</p> <p>The Ethiopian national identity agency generated 1.5 million digital identities with the support of ECA in the small-scale implementation of the Fayda platform</p>	<p>Fourteen use cases identified in seven government entities, and the Kaduna State Pension Bureau use case developed and operationalized</p>

Result 1: adoption of good digital identification framework principles for a sustainable and inclusive digital transformation

A.10 The subprogramme’s work contributed to the formulation by four additional members of ECA of policies to adopt new and emerging digital technologies, including good digital identification principles, for a cumulative total of eight members of ECA, which exceeded the planned target of six.

A.11 Progress towards the objective is presented in the performance measure below (see figure A.II).

Figure A.II
Performance measure: number of members of ECA formulating policies to adopt new and emerging digital technologies (cumulative)



Result 2: members of ECA develop inclusive, climate-resilient and sustainable economies

A.12 The subprogramme’s work contributed to the integration by one country (Niger) of climate resilience and the African Union Biodiversity Strategy and Action Plan into its national development policies and plans, which did not meet the planned target of two countries. The target was not met owing to logistical challenges which hindered implementation in the second country.

A.13 Progress towards the objective is presented in the performance measure below (see table A.5).

Table A.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)
Five countries revised their nationally determined contributions (Burkina Faso, Eswatini, Liberia, Namibia and Zimbabwe)	Three countries (Eswatini, Morocco and Zimbabwe) engaged with the private sector in the implementation of nationally determined contributions	One country (Niger) integrated climate resilience in its national development policies and plans	Four additional countries implement revised nationally determined contributions and promulgate low emissions development policies
Five national studies on private sector-led sustainable growth and job creation in Cameroon, Côte d'Ivoire, Kenya, South Africa and Zambia			

Deliverables

A.14 Table A.6 lists all deliverables of the subprogramme.

Table A.6
Subprogramme 5: deliverables for the period 2023–2024, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned
A. Facilitation of the intergovernmental process and expert bodies			
Parliamentary documentation (number of documents)	1	–	1
1. Report on climate change, the environment and natural resources management for sustainable development	1	–	1
Substantive services for meetings (number of three-hour meetings)	6	–	–
2. Committee on Climate Change, Blue Economy, Agriculture and Natural Resource Management	6	–	–
B. Generation and transfer of knowledge			
Field and technical cooperation projects (number of projects)	11	–	6
3. On strengthening capacity for climate research through the provision of grants to institutions, universities and other stakeholders to link climate research to development	1	–	–
4. On land, agribusiness, land-based investment and infrastructure	10	–	6
Seminars, workshops and training events (number of days)	5	5	1
5. Workshops on enhancing capacity in climate change, the green economy in the context of sustainable development and poverty eradication, natural resources and innovation and technology in Africa for scholars, fellows and interns	4	4	–
6. Workshop on understanding and harnessing blue economy-related sectors	1	1	1
Publications (number of publications)	1	–	4
7. Blue economy publications for each African subregion	–	–	1
8. Continental and subregional atlases on the blue economy and the great blue wall initiative	1	–	1
9. On promising practices on strengthening women's land tenure security and access to productive resources	–	–	1
10. On the assessment of risks to food system outcomes in Africa	–	–	1

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>
Technical materials (number of materials)	4	2	–
11. Climate change and development in Africa after the COVID-19 pandemic	1	1	–
12. Report on climate change and development in Africa, capturing the key messages and recommendations from the Conference on Climate Change and Development in Africa	1	1	–
13. Research paper on climate change and development in Africa	1	–	–
14. Methodological guidelines for assessments guiding investments to enhance resilience of ecosystems to climate change	1	–	–

B. Proposed post and non-post resource requirements for 2025

Overview

18.178 As reflected in paragraph 18.5 above, changes have been proposed to the programmatic structure of ECA in three subprogrammes, in line with resolutions 2024/2 and 2024/3 of the Conference of African Ministers of Finance, Planning and Economic Development. It was proposed in those resolutions that the current subprogramme 3, Private sector development and finance, and subprogramme 5, Technology, climate and natural resources management, no longer be stand-alone subprogrammes, but that components from there be realigned with subprogramme 1, Macroeconomic policy, finance and governance, and that a new subprogramme 3, Technology, innovation, connectivity and infrastructure development, and a new subprogramme 5, Climate, food security and natural resources, green and blue economy, be established.

18.179 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 18.33 to 18.38.

Table 18.33

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	56 662.0	62 106.5	–	–	–	–	–	62 106.5
Other staff costs	4 268.6	5 811.3	–	–	(79.1)	(79.1)	(1.4)	5 732.2
Hospitality	22.7	23.9	–	–	–	–	–	23.9
Consultants	1 867.0	1 289.5	–	–	(42.8)	(42.8)	(3.3)	1 246.7
Experts	1 364.6	2 626.6	–	–	54.7	54.7	2.1	2 681.3
Travel of staff	1 688.2	1 385.2	–	–	81.9	81.9	5.8	1 467.1
Contractual services	8 092.9	8 375.3	–	–	555.4	555.4	6.6	8 930.7
General operating expenses	7 395.7	7 052.3	–	–	(417.2)	(417.2)	(5.9)	6 635.1
Supplies and materials	569.7	981.4	–	–	(1.9)	(1.9)	(0.2)	979.5
Furniture and equipment	3 240.3	3 177.5	–	–	(66.7)	(66.7)	(2.1)	3 110.7
Improvement of premises	70.1	68.3	–	–	1.5	1.5	2.2	69.8
Grants and contributions	3 679.4	1 802.2	(1 127.6)	–	(85.7)	(1 213.3)	(67.3)	588.9
Other	11.1	–	–	–	–	–	–	–
Total	88 932.3	94 700.0	(1 127.6)	–	–	(1 127.6)	(1.2)	93 572.4

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Table 18.34

Overall: proposed posts and post changes for 2025

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2024	534	1 USG, 2 D-2, 15 D-1, 43 P-5, 69 P-4, 76 P-3, 27 P-2/1, 17 NPO, 284 LL
Redeployment	–	1 P-5, 1 P-4 and 1 P-3 from current subprogramme 3 to subprogramme 1 1 P-5, 1 P-4, 1 P-3 and 1 LL from current subprogramme 3 to new subprogramme 5 1 D-1, 2 P-5, 2 P-4, 1 P-3 and 5 LL from current subprogramme 3 to the new subprogramme 3 1 P-5, 2 P-4 and 3 LL from current subprogramme 5 to new subprogramme 3 1 D-1, 2 P-5, 3 P-4, 2 P-3, 1 P-2 and 5 LL from current subprogramme 5 to the new subprogramme 5
Proposed for 2025	534	1 USG, 2 D-2, 15 D-1, 43 P-5, 69 P-4, 76 P-3, 27 P-2/1, 17 NPO, 284 LL

Table 18.35

Overall: proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>Changes</i>					<i>Total</i>	<i>2025 proposed^a</i>
	<i>2024 approved^a</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
Professional and higher							
USG	1	–	–	–	–	–	1
D-2	2	–	–	–	–	–	2
D-1	15	–	–	–	–	–	15
P-5	43	–	–	–	–	–	43
P-4	69	–	–	–	–	–	69
P-3	76	–	–	–	–	–	76
P-2/1	27	–	–	–	–	–	27
Subtotal	233	–	–	–	–	–	233
General Service and related							
NPO	17	–	–	–	–	–	17
LL	284	–	–	–	–	–	284
Subtotal	301	–	–	–	–	–	301
Total	534	–	–	–	–	–	534

^a Includes two temporary posts (1 P-3 and 1 National Professional Officer).

18.180 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 18.36 and 18.37 and figure 18.XXIX.

18.181 As shown in tables 18.36 (1) and 18.37 (1), the overall resources proposed for 2025 amount to \$93,572,400 before recosting, reflecting a decrease of \$1,127,600 (or 1.2 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 18.36

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
A. Policymaking organs	470.8	569.4	–	–	–	–	569.4	
B. Executive direction and management	10 062.7	10 631.5	–	–	–	–	10 631.5	
C. Programme of work								
<i>2024 programmatic structure (discontinued, realigned with other subprogrammes)</i>								
3. Private sector development and finance	3 172.2	3 357.6	–	–	(3 357.6)	(3 357.6)	(100)	–
5. Technology, climate and natural resources management	3 319.4	3 834.8	–	–	(3 834.8)	(3 834.8)	(100)	–
<i>2025 programmatic structure</i>								
1. Macroeconomic policy, finance and governance	4 255.8	4 260.5	–	–	770.1	770.1	18.1	5 030.6
2. Regional integration and trade	3 594.5	3 904.1	–	–	–	–	–	3 904.1
3. Technology, innovation, connectivity and infrastructure development	–	–	–	–	2 745.8	2 745.8	–	2 745.8
4. Data and statistics	5 151.9	5 742.6	–	–	–	–	–	5 742.6
5. Climate, food security and natural resources, green and blue economy	–	–	–	–	3 676.5	3 676.5	–	3 676.5
6. Gender equality and women's empowerment	883.7	1 239.4	–	–	–	–	–	1 239.4
7. Subregional activities for development								
(a) Subregional activities in North Africa	3 353.5	3 265.3	–	–	–	–	–	3 265.3
(b) Subregional activities in West Africa	3 131.8	3 265.9	–	–	–	–	–	3 265.9
(c) Subregional activities in Central Africa	3 241.9	4 263.7	–	–	–	–	–	4 263.7
(d) Subregional activities in East Africa	2 974.5	3 331.8	–	–	–	–	–	3 331.8
(e) Subregional activities in Southern Africa	3 537.5	3 357.6	–	–	–	–	–	3 357.6
Subtotal, subprogramme 7	16 239.2	17 484.3	–	–	–	–	–	17 484.3
8. Economic development and planning	1 403.9	2 740.5	–	–	–	–	–	2 740.5
9. Poverty, inequality and social policy	2 533.2	3 771.4	–	–	–	–	–	3 771.4
Subtotal, C	40 553.8	46 335.2	–	–	–	–	–	46 335.2
D. Programme support	37 845.0	37 163.9	(1 127.6)	–	–	(1 127.6)	(3.0)	36 036.3
Subtotal, 1	88 932.3	94 700.0	(1 127.6)	–	–	(1 127.6)	(1.2)	93 572.4

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	541.9	964.4	(450.6)	(46.7)	513.8
C. Programme of work					
<i>2024 programmatic structure (discontinued, realigned with other subprogrammes)</i>					
3. Private sector development and finance	1 407.0	1 428.0	(1 428.0)	(100.0)	–

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Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
5. Technology, climate and natural resources management	2 830.6	4 675.0	(4 675.0)	(100.0)	–
<i>2025 programmatic structure</i>					
1. Macroeconomic policy, finance and governance	510.0	638.5	(373.0)	(58.4)	265.5
2. Regional integration and trade	6 350.7	4 441.8	(1 797.2)	(40.5)	2 644.6
3. Technology, innovation, connectivity and infrastructure development	–	–	265.5	100.0	265.5
4. Data and statistics	4 099.9	3 520.8	(2 553.2)	(72.5)	967.6
5. Climate, food security and natural resources, green and blue economy	–	–	6 455.7	100.0	6 455.7
6. Gender equality and women's empowerment	1.8	–	–	–	–
7. Subregional activities for development	–	–	–	–	–
(a) Subregional activities in North Africa	–	–	–	–	–
(b) Subregional activities in West Africa	379.4	650.0	–	–	650.0
(c) Subregional activities in Central Africa	–	–	258.0	100	258.0
(d) Subregional activities in East Africa	25.8	134.9	215.1	159.5	350.0
(e) Subregional activities in Southern Africa	8.8	5.0	343.0	6 860.0	348.0
Subtotal, subprogramme 7	414.0	789.9	816.1	103.3	1 606.0
8. Economic development and planning	1522.9	2 181.4	448.8	20.6	2 630.2
9. Poverty, inequality and social policy	819.9	1 501.6	(1 430.9)	(95.3)	70.7
Subtotal, C	17 956.6	19 177.0	(4 271.2)	(22.3)	14 905.8
D. Programme support	5 463.9	6 872.5	(58.6)	(0.9)	6 813.9
Subtotal, 2	23 962.4	27 013.9	(4 780.4)	(17.7)	22 233.5
Total	112 894.7	121 713.9	(5 908.0)	(4.9)	115 805.9

Table 18.37

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

 (1) *Regular budget*

Component/subprogramme	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	53	–	–	–	–	53
C. Programme of work						
<i>2024 programmatic structure (discontinued, realigned with other subprogrammes)</i>						
3. Private sector development and finance	18	–	–	(18)	(18)	–
5. Technology, climate and natural resources management	20	–	–	(20)	(20)	–
<i>2025 programmatic structure</i>						
1. Macroeconomic policy, finance and governance	25	–	–	3	3	28
2. Regional integration and trade	22	–	–	–	–	22
3. Technology, innovation, connectivity and infrastructure development	–	–	–	17	17	17

Part V Regional cooperation for development

Component/subprogramme	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
4. Data and statistics	36	–	–	–	–	36
5. Climate, food security and natural resources, green and blue economy	–	–	–	18	18	18
6. Gender equality and women's empowerment	6	–	–	–	–	6
7. Subregional activities for development						
(a) Subregional activities in North Africa	19	–	–	–	–	19
(b) Subregional activities in West Africa	18	–	–	–	–	18
(c) Subregional activities in Central Africa	23	–	–	–	–	23
(d) Subregional activities in East Africa	20	–	–	–	–	20
(e) Subregional activities in Southern Africa	20	–	–	–	–	20
Subtotal, subprogramme 7	100	–	–	–	–	100
8. Economic development and planning	–	–	–	–	–	–
9. Poverty, inequality and social policy	21	–	–	–	–	21
Subtotal, C	248	–	–	–	–	248
D. Programme support	233	–	–	–	–	233
Subtotal, I	534	–	–	–	–	534

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work	–	–	–
<i>2024 programmatic structure (discontinued, realigned with other subprogrammes)</i>			
3. Private sector development and finance	4	(4)	–
5. Technology, climate and natural resources management	4	(4)	–
<i>2025 programmatic structure</i>			
1. Macroeconomic policy, finance and governance	–	–	–
2. Regional integration and trade	4	–	4
3. Technology, innovation, connectivity and infrastructure development	–	–	–
4. Data and statistics	6	(2)	4
5. Climate food security and natural resources, green and blue economy	–	6	6
6. Gender equality and women's empowerment	–	–	–
7. Subregional activities for development	–	–	–
(a) Subregional activities in North Africa	–	–	–
(b) Subregional activities in West Africa	–	–	–
(c) Subregional activities in Central Africa	–	–	–
(d) Subregional activities in East Africa	–	–	–
(e) Subregional activities in Southern Africa	–	–	–

Section 18 Economic and social development in Africa

Component/subprogramme	2024 estimate	Change	2025 estimate
8. Economic development and planning	20	–	20
9. Poverty, inequality and social policy	–	1	1
Subtotal, C	38	(3)	35
D. Programme support	25	8	33
Subtotal, 2	63	5	68
Total	597	5	602

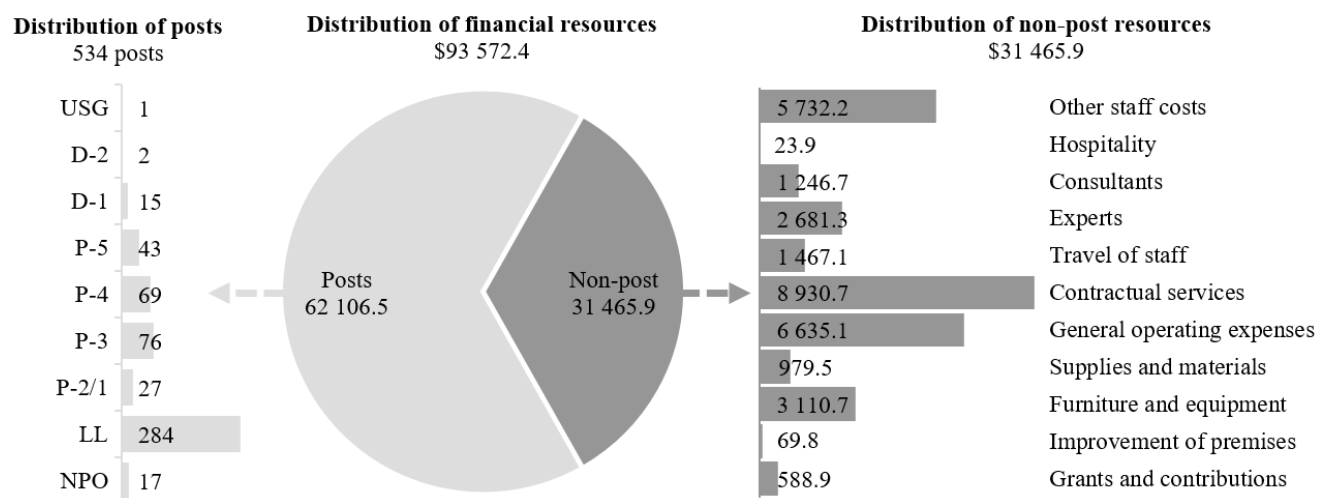
Table 18.38
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	56 662.0	62 106.5	–	–	–	–	–	62 106.5
Non-post	32 270.3	32 593.5	(1 127.6)	–	–	(1 127.6)	(3.5)	31 465.9
Total	88 932.3	94 700.0	(1 127.6)	–	–	(1 127.6)	(1.2)	93 572.4
Post resources by category								
Professional and higher		233	–	–	–	–	–	233
General Service and related		301	–	–	–	–	–	301
Total		534	–	–	–	–	–	534

Figure 18.XXIX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Technical adjustments

18.182 As shown in table 18.36 (1), resource changes reflect a decrease of \$1,127,600, as follows:

- (a) **Programme support.** The decrease of \$1,127,600 under grants and contributions reflects the removal of non-recurrent requirements approved by the General Assembly for 2024 in its resolution [78/253](#) relating to the Africa Hall project. Resource requirements relating to the Africa Hall project will be presented to the Assembly later in 2024, during the main part of its seventy-ninth session.

Other changes

18.183 As shown in table 18.36 (1), the proposed cost-neutral resource changes reflect the redeployment of post and non-post resources from the two subprogrammes to be discontinued. The proposed resource changes are reflected under the following subprogrammes:

2024 programmatic structure (discontinued, realigned with other subprogrammes)

- (a) **Subprogramme 3, Private sector development and finance.** The decrease of \$3,357,600 reflects the outward redeployment of resources to subprogramme 1, Macroeconomic policy and governance, the new subprogramme 3, Technology, innovation, connectivity and infrastructure development, and the new subprogramme 5, Climate, food security and natural resources, green and blue economy, as follows:
- (i) A total of 18 posts (\$2,995,400), as detailed in annex II to the present report;
 - (ii) Non-post resources, including other staff costs (\$13,300), consultants (\$89,300), experts (\$152,500), travel of staff (\$36,700), contractual services (\$52,800) and general operating expenses (\$17,600);
- (b) **Subprogramme 5, Technology, climate and natural resources management.** The decrease of \$3,834,800 reflects the proposed outward redeployment of resources to the new subprogramme 3, Technology, innovation, connectivity and infrastructure development, and the new subprogramme 5, Climate, food security and natural resources, green and blue economy, as follows:
- (i) A total of 20 posts (\$3,098,000), as detailed in annex II;
 - (ii) Non-post resources, including other staff costs (\$149,500), consultants (\$106,000), experts (\$341,700), travel of staff (\$44,100), contractual services (\$58,800) and general operating expenses (\$36,700);

2025 programmatic structure

- (c) **Subprogramme 1, Macroeconomic policy, finance and governance.** The increase of \$770,100 reflects the proposed inward redeployment of resources from subprogramme 3, Private sector development and finance, as follows:
- (i) A total of 3 posts (1 P-5, 1 P-4 and 1 P-3) (\$650,600), as detailed in annex II;
 - (ii) Non-post resources, including other staff costs (\$12,900), consultants (\$71,800), travel of staff (\$9,500), contractual services (\$75,200) and general operating expenses (\$5,900), offset by an outward redeployment in experts (\$55,800);
- (d) **Subprogramme 3, Technology, innovation, connectivity and infrastructure development.** The increase of \$2,745,800 reflects the inward redeployment of resources from subprogramme 3, Private sector development and finance, and subprogramme 5, Technology, climate and natural resources management, as follows:
- (i) A total of 17 posts (\$2,449,800), as detailed in annex II;

- (ii) Non-post resources, including other staff costs (\$13,300), consultants (\$35,000), experts (\$177,700), travel of staff (\$35,000), contractual services (\$20,000) and general operating expenses (\$15,000);
- (e) **Subprogramme 5, Climate, food security and natural resources, green and blue economy.** The increase of \$3,676,500 reflects the inward redeployment of resources from subprogramme 3, Private sector development and finance, and subprogramme 5, Technology, climate and natural resources management, as follows:
 - (i) A total of 18 posts (\$2,993,000), as detailed in annex II;
 - (ii) Non-post resources, including other staff costs (\$130,000), consultants (\$90,000), experts (\$380,000), travel of staff (\$35,000), contractual services (\$18,500) and general operating expenses (\$30,000).

Extrabudgetary resources

- 18.184 As reflected in table 18.36 (2), extrabudgetary resources amount to \$22,233,500. The resources would complement regular budget resources and be used mainly to provide for financing technical cooperation activities to build the capacities of Member States in areas such as enhancing regional cooperation and integration through increased trade flows, implementation of the African Union digital trade architecture and the promotion of regional value chains.
- 18.185 The extrabudgetary resources under this section are subject to the oversight of the Executive Secretary of ECA, who has delegated authority from the Secretary-General.

Policymaking organs

- 18.186 The resources proposed under this component would provide for the policymaking organs as shown in table 18.39.

Table 18.39
Policymaking organs
 (Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Conference of African Ministers of Finance, Planning and Economic Development	Mandate: Economic and Social Council resolution 671 A (XXV) of 29 April 1958 Membership: 54 government officials Number of sessions in 2024: 1 Number of sessions in 2025: 1	279.6	279.6
Intergovernmental Committee of Senior Officials and Experts	Mandate: Economic and Social Council resolution 671 A (XXV) of 29 April 1958 and subsequent amendments Membership: 54 government officials Number of sessions in 2024: 1 Number of sessions in 2025: 1	Included in the budget of the subregional offices	Included in the budget of the subregional offices
Committee on Economic Governance	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2024: 1 Number of sessions in 2025: 1	52.0	52.0

Part V Regional cooperation for development

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Committee on Statistics and Data	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2024: 1 Number of sessions in 2025: 1	81.8	81.8
Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2024: 1 Number of sessions in 2025: 1	52.0	52.0
Committee on Climate Change, Blue Economy, Agriculture and Natural Resources Management	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2024: 1 Number of sessions in 2025: 1	52.0	52.0
Committee on Social Development, Poverty and Gender	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2024: 1 Number of sessions in 2025: 1	52.0	52.0
Total		569.4	569.4

18.187 The proposed regular budget resources for 2025 amount to \$569,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.40 and figure 18.XXX.

Table 18.40
Policymaking organs: evolution of financial resources

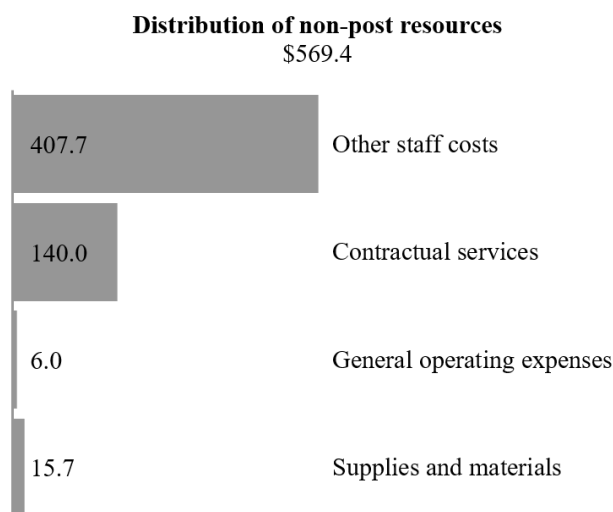
(Thousands of United States dollars)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Non-post	470.8	569.4	–	–	–	–	–	569.4	
Total	470.8	569.4	–	–	–	–	–	569.4	

Figure 18.XXX

Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)

**Executive direction and management**

- 18.188 The executive direction and management component comprises the Office of the Executive Secretary, the Office of the Deputy Executive Secretary (Programmes), the Office of the Deputy Executive Secretary (Programme Support), the Strategic Planning, Oversight and Results Division and Business Continuity.
- 18.189 The main responsibilities of the executive direction and management component are:
- (a) Maintaining and managing effective partnerships and collaborating with major African organizations;
 - (b) Ensuring that the development priorities and positions of Africa on critical issues are reflected at the global level;
 - (c) Determining the overall strategic direction and management of the ECA secretariat, ensuring the optimal use of resources in line with best practices and promoting environmental sustainability and disability inclusion.
- 18.190 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), ECA is integrating environmental management practices into its operations. In 2025, ECA will continue to reduce its greenhouse gas footprint and will maintain its greenhouse gas neutrality by offsetting its remaining footprint.
- 18.191 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 18.41. ECA is endeavouring to redouble its efforts to plan well in advance and raise the awareness of programme managers and Member State focal points on the importance of the early nomination of travellers and the policy regarding advance booking. In addition, ECA continues its corporate agreement with the airlines, which provides for extended ticketing time limits, thus mitigating the impact on the additional cost of late purchases. Similarly, the Commission will continue to work closely with managers and travel and logistics counterparts on early planning to improve compliance rates in 2024 and 2025.

Part V Regional cooperation for development

**Table 18.41
Compliance rate**

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	39	80	100	100
Air tickets purchased at least two weeks before the commencement of travel	8	8	23	100	100

18.192 The proposed regular budget resources for 2025 amount to \$10,631,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.42 and figure 18.XXXI.

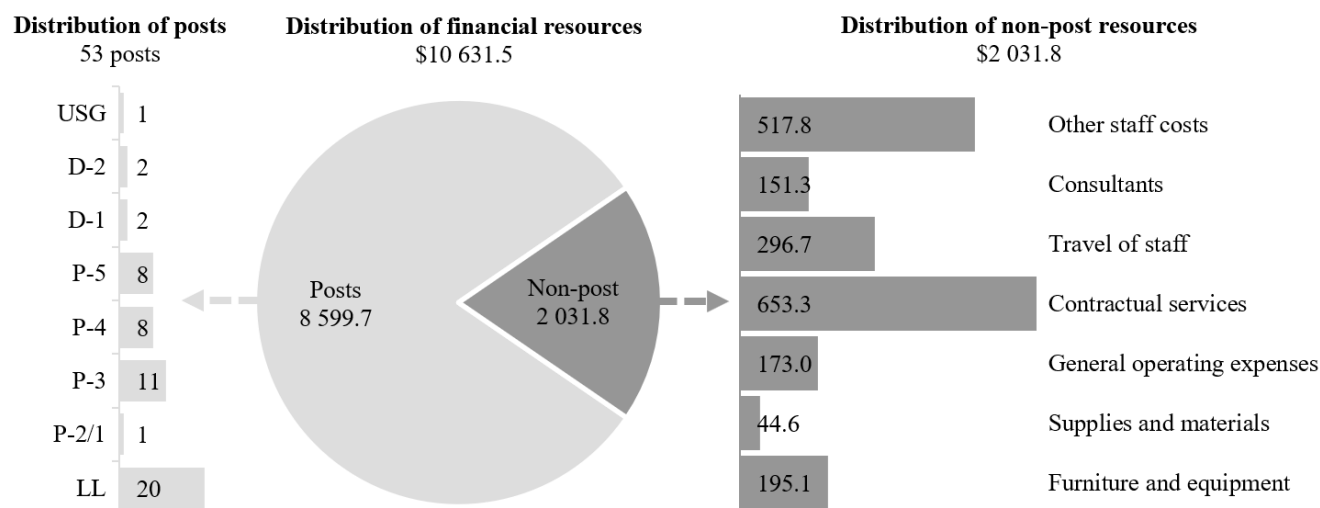
**Table 18.42
Executive direction and management: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	7 245.0	8 599.7	–	–	–	–	8 599.7
Non-post	2 817.7	2 031.8	–	–	–	–	2 031.8
Total	10 062.7	10 631.5	–	–	–	–	10 631.5
Post resources by category							
Professional and higher		33	–	–	–	–	33
General Service and related		20	–	–	–	–	20
Total		53	–	–	–	–	53

**Figure 18.XXXI
Executive direction and management: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Macroeconomic policy, finance and governance

18.193 The proposed regular budget resources for 2025 amount to \$5,030,600 and reflect an increase of \$770,100 compared with the approved budget for 2024. The proposed change is explained in paragraph 18.183. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.43 and figure 18.XXXII.

Table 18.43

Subprogramme 1: evolution of financial and post resources

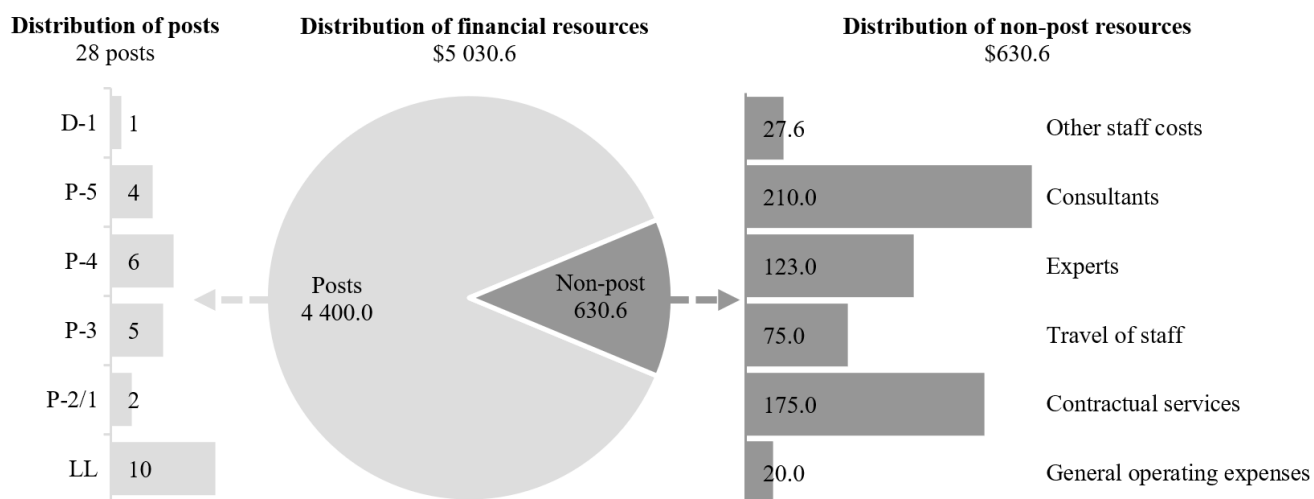
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	3 894.0	3 749.4	–	–	650.6	650.6	17.4	4 400.0	
Non-post	361.9	511.1	–	–	119.5	119.5	23.4	630.6	
Total	4 255.8	4 260.5	–	–	770.1	770.1	18.1	5 030.6	
Post resources by category									
Professional and higher		15	–	–	3	3	20.0	18	
General Service and related		10	–	–	–	–	–	10	
Total		25	–	–	3	3	12.0	28	

Figure 18.XXXII

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



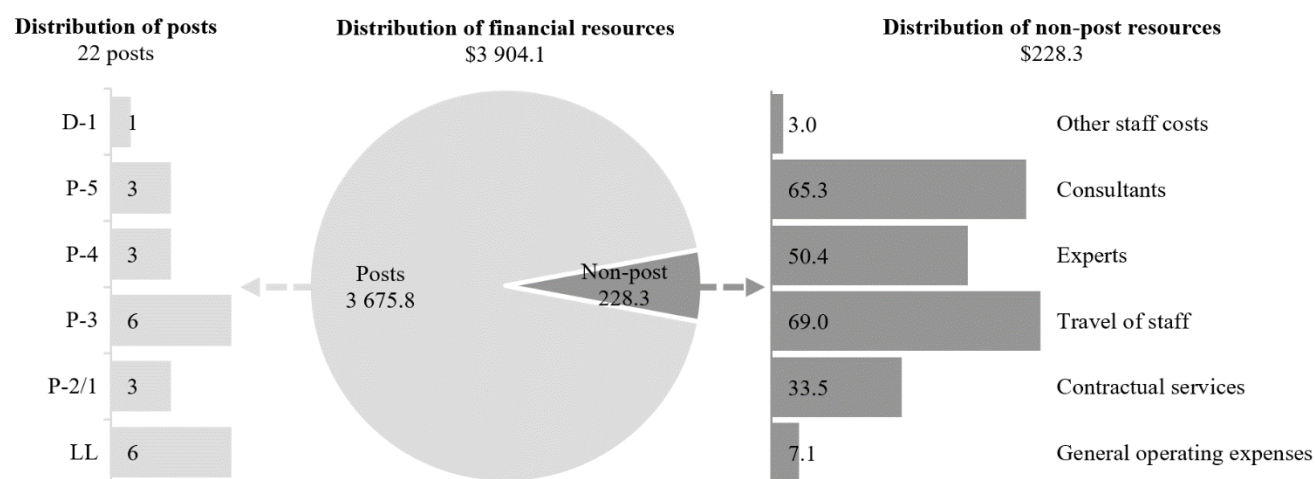
Subprogramme 2 Regional integration and trade

18.194 The proposed regular budget resources for 2025 amount to \$3,904,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.44 and figure 18.XXXIII.

Table 18.44
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	3 402.1	3 675.8	–	–	–	–	3 675.8
Non-post	192.5	228.3	–	–	–	–	228.3
Total	3 594.5	3 904.1	–	–	–	–	3 904.1
Post resources by category							
Professional and higher		16	–	–	–	–	16
General Service and related		6	–	–	–	–	6
Total		22	–	–	–	–	22

Figure 18.XXXIII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)
(Number of posts/thousands of United States dollars)



Subprogramme 3 Technology, innovation, connectivity and infrastructure development

18.195 The proposed regular budget resources for 2025 amount to \$2,745,800 and reflect an increase of \$2,745,800 compared with the approved budget for 2024. The proposed change is explained in paragraph 18.183. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.45 and figure 18.XXXIV.

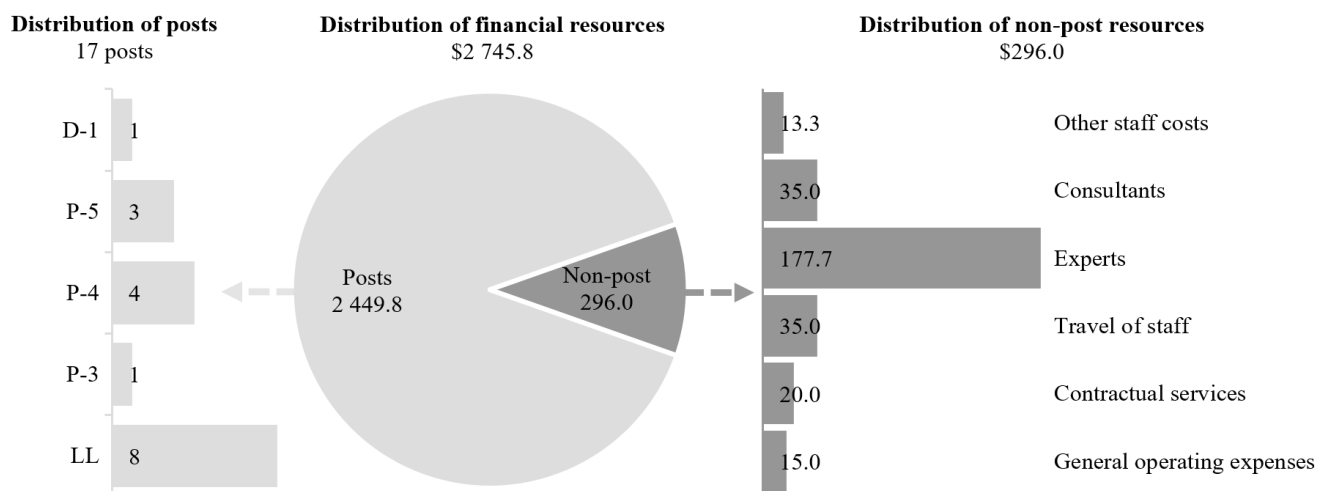
Table 18.45
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	–	–	–	–	2 449.8	2 449.8	–	2 449.8
Non-post	–	–	–	–	296.0	296.0	–	296.0
Total	–	–	–	–	2 745.8	2 745.8	–	2 745.8
Post resources by category								
Professional and higher		–	–	–	9	100	–	9
General Service and related		–	–	–	8	100	–	8
Total		–	–	–	17	100	–	17

Figure 18.XXXIV
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
 Data and statistics**

18.196 The proposed regular budget resources for 2025 amount to \$5,742,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.46 and figure 18.XXXV.

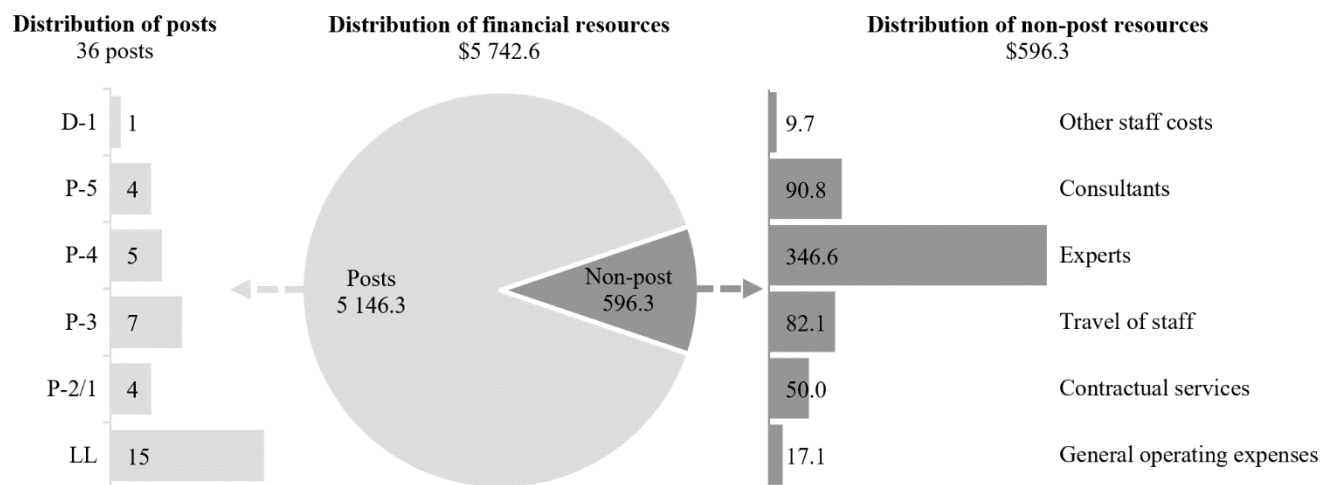
Table 18.46
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	4 620.1	5 146.3	–	–	–	–	–	5 146.3
Non-post	531.7	596.3	–	–	–	–	–	596.3
Total	5 151.9	5 742.6	–	–	–	–	–	5 742.6
Post resources by category								
Professional and higher		21	–	–	–	–	–	21
General Service and related		15	–	–	–	–	–	15
Total		36	–	–	–	–	–	36

Figure 18.XXXV
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 5
Climate, food security and natural resources, green and blue economy

18.197 The proposed regular budget resources for 2025 amount to \$3,676,500 and reflect an increase of \$3,676,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 18.183. Additional details on the distribution of resources in 2025 are reflected in table 18.47 and figure 18.XXXVI.

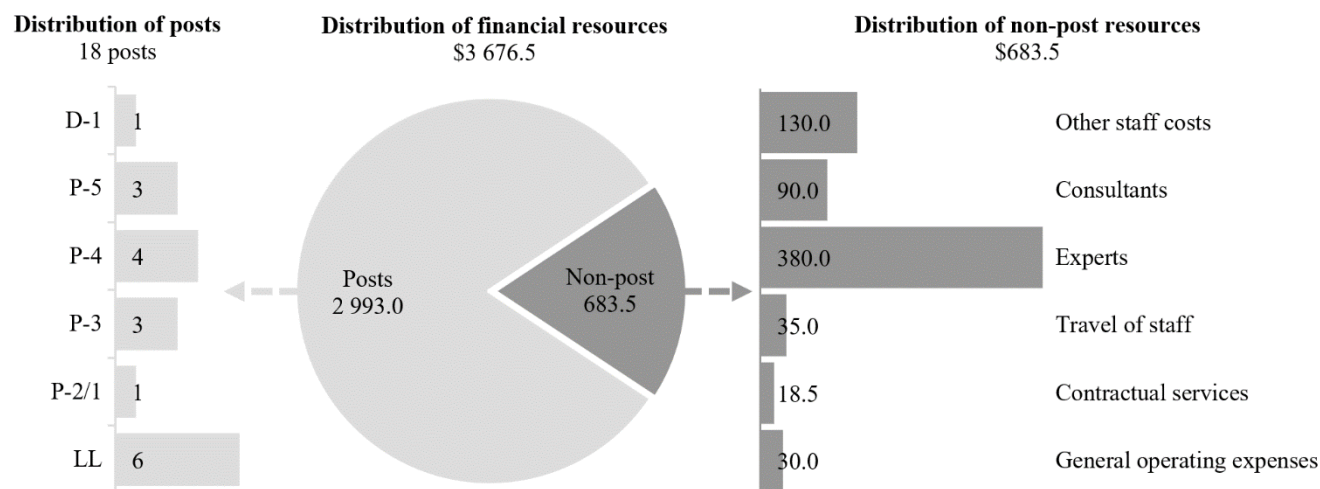
Table 18.47
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	–	–	–	–	2 993.0	2 993.0	–	2 993.0
Non-post	–	–	–	–	683.5	683.5	–	683.5
Total		–	–	–	3 676.5	3 676.5	–	3 676.5
Post resources by category								
Professional and higher		–	–	–	12	12	–	12
General Service and related		–	–	–	6	6	–	6
Total		–	–	–	18	18	–	18

Figure 18.XXXVI
Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 6
 Gender equality and women’s empowerment**

18.198 The proposed regular budget resources for 2025 amount to \$1,239,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.48 and figure 18.XXXVII.

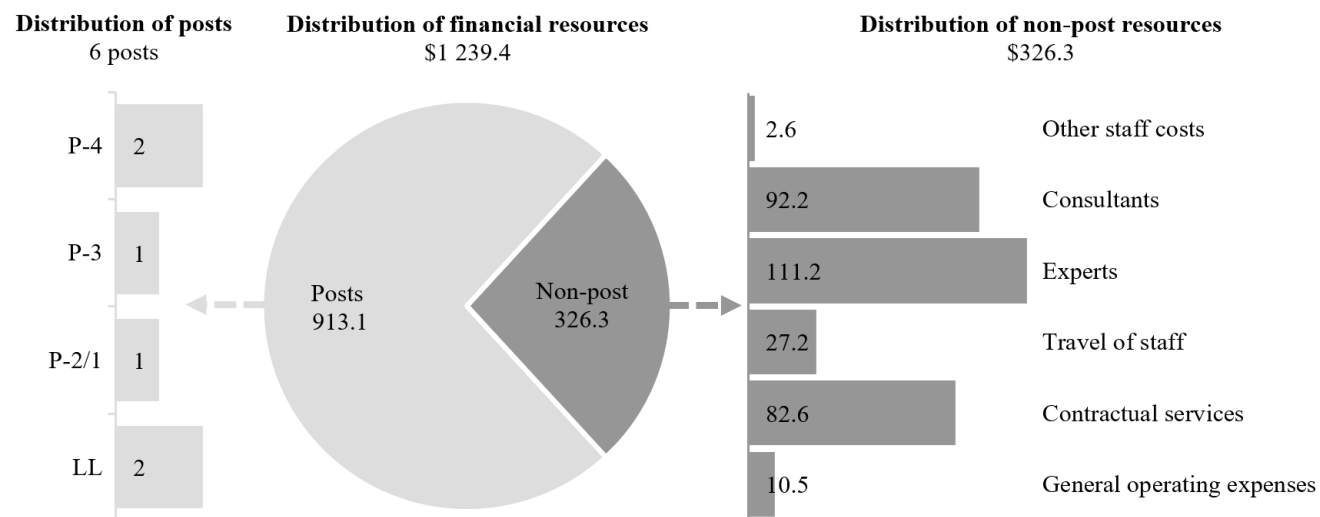
Table 18.48
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	680.9	913.1	–	–	–	–	–	913.1
Non-post	202.7	326.3	–	–	–	–	–	326.3
Total	883.7	1 239.4	–	–	–	–	–	1 239.4
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		2	–	–	–	–	–	2
Total		6	–	–	–	–	–	6

Figure 18.XXXVII
Subprogramme 6: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

18.199 The proposed regular budget resources for 2025 amount to \$3,265,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.49 and figure 18.XXXVIII.

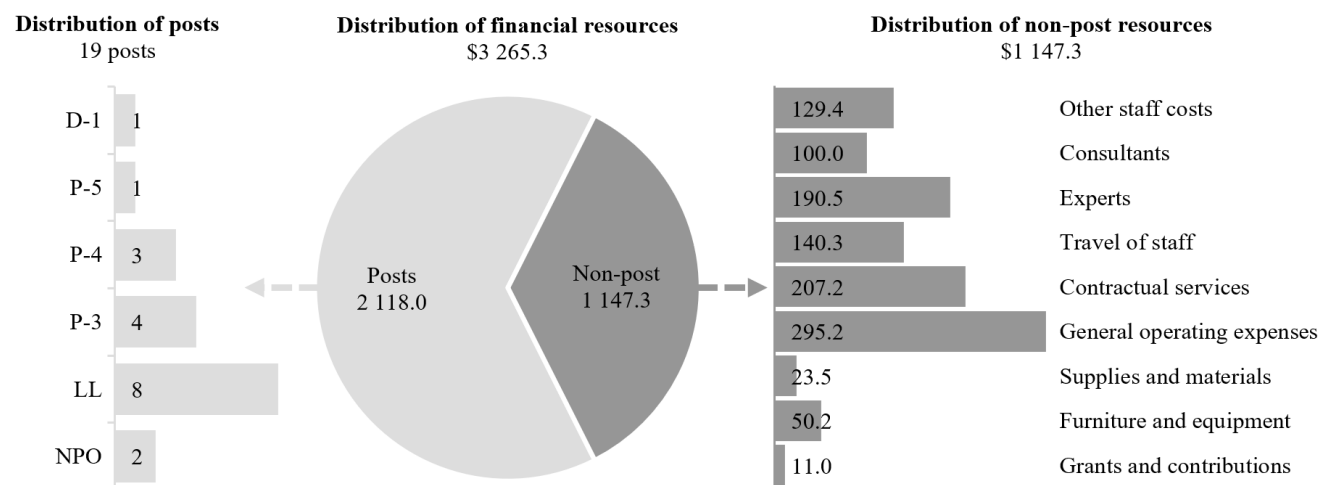
Table 18.49
Subprogramme 7, component 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 483.2	2 118.0	–	–	–	–	–	2 118.0
Non-post	870.3	1 147.3	–	–	–	–	–	1 147.3
Total	3 353.5	3 265.3	–	–	–	–	–	3 265.3
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		10	–	–	–	–	–	10
Total		19	–	–	–	–	–	19

Figure 18.XXXVIII
Subprogramme 7, component 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Component 2
 Subregional activities in West Africa**

18.200 The proposed regular budget resources for 2025 amount to \$3,265,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.50 and figure 18.XXXIX.

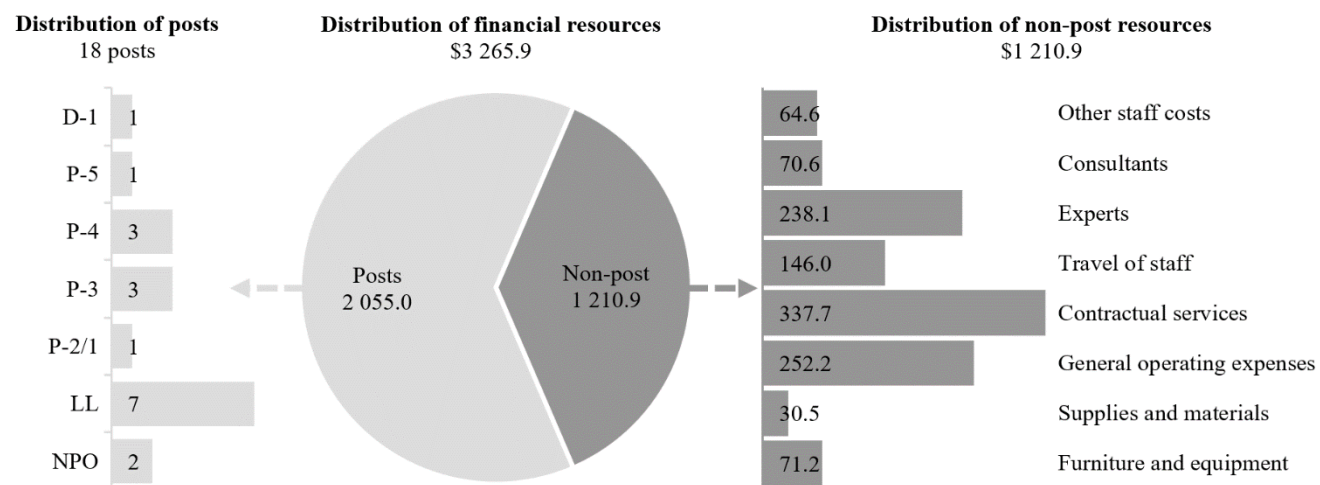
Table 18.50
Subprogramme 7, component 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 960.0	2 055.0	–	–	–	–	–	2 055.0
Non-post	1 171.8	1 210.9	–	–	–	–	–	1 210.9
Total	3 131.8	3 265.9	–	–	–	–	–	3 265.9
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		9	–	–	–	–	–	9
Total		18	–	–	–	–	–	18

Figure 18.XXXIX
Subprogramme 7, component 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Component 3 Subregional activities in Central Africa

18.201 The proposed regular budget resources for 2025 amount to \$4,263,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.51 and figure 18.XL.

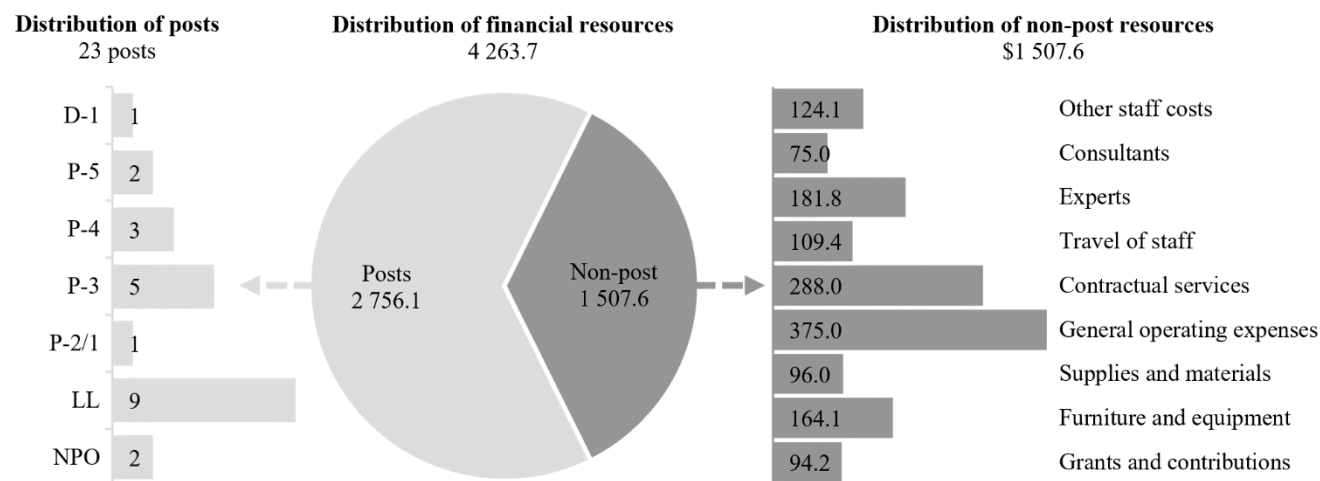
Table 18.51
Subprogramme 7, component 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 238.4	2 756.1	–	–	–	–	–	2 756.1
Non-post	1 003.6	1 507.6	–	–	–	–	–	1 507.6
Total	3 242.0	4 263.7	–	–	–	–	–	4 263.7
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		11	–	–	–	–	–	11
Total		23	–	–	–	–	–	23

Figure 18.XL
Subprogramme 7, component 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Component 4
 Subregional activities in East Africa**

18.202 The proposed regular budget resources for 2025 amount to \$3,331,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.52 and figure 18.XLI.

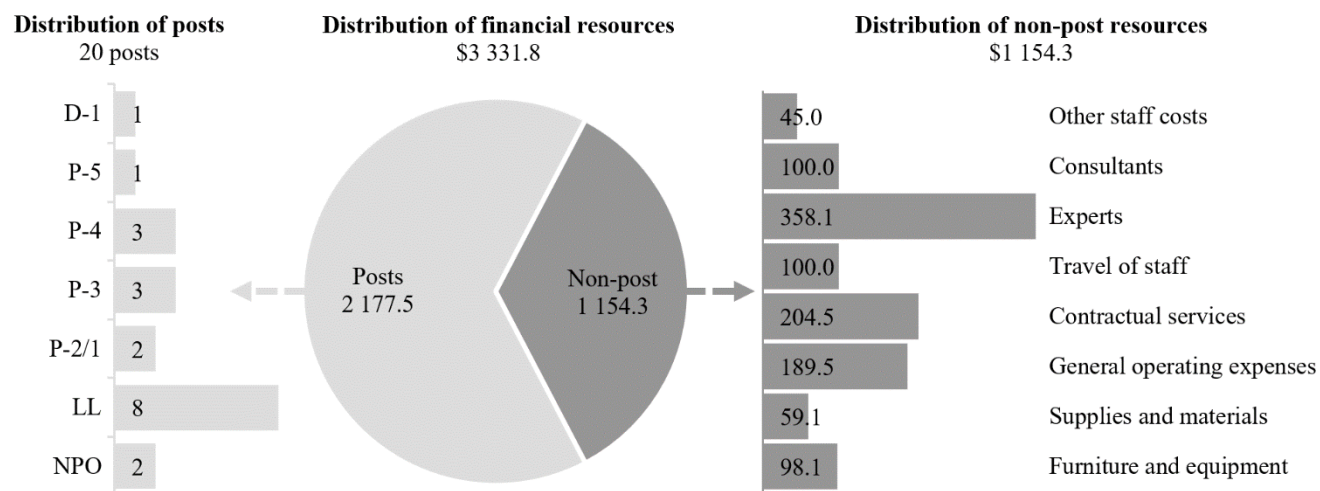
Table 18.52
Subprogramme 7, component 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 085.6	2 177.5	–	–	–	–	–	2 177.5
Non-post	889.0	1 154.3	–	–	–	–	–	1 154.3
Total	2 974.5	3 331.8	–	–	–	–	–	3 331.8
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		10	–	–	–	–	–	10
Total		20	–	–	–	–	–	20

Figure 18.XLI
Subprogramme 7, component 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Component 5
 Subregional activities in Southern Africa**

18.203 The proposed regular budget resources for 2025 amount to \$3,357,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.53 and figure 18.XLII.

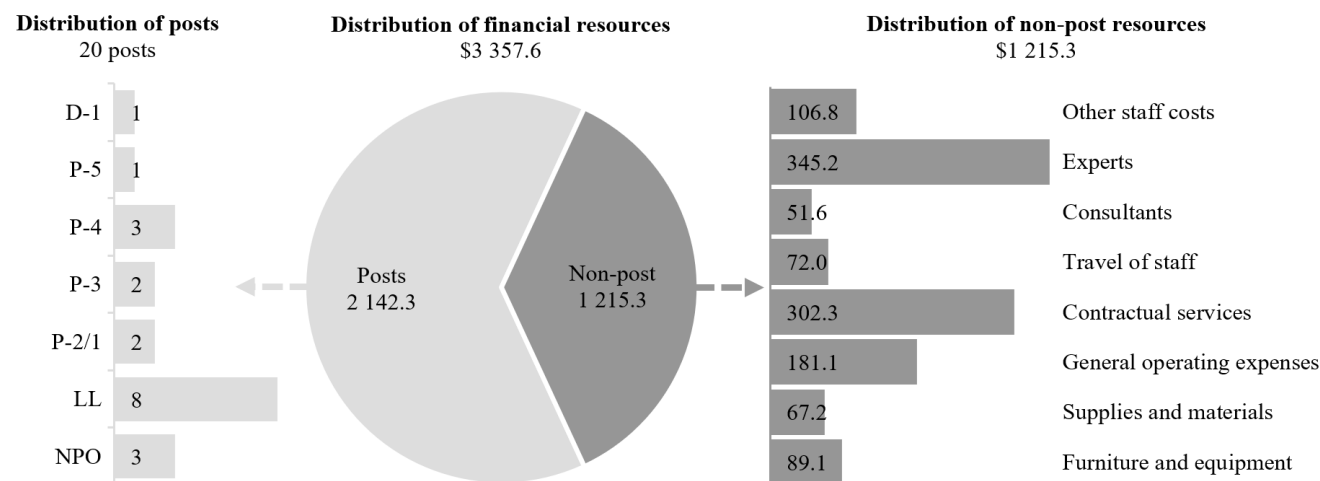
Table 18.53
Subprogramme 7, component 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 636.7	2 142.3	–	–	–	–	–	2 142.3
Non-post	900.8	1 215.3	–	–	–	–	–	1 215.3
Total	3 537.5	3 357.6	–	–	–	–	–	3 357.6
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		11	–	–	–	–	–	11
Total		20	–	–	–	–	–	20

Figure 18.XLII
Subprogramme 7, component 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 8
 Economic development and planning**

18.204 The proposed regular budget resources for 2025 amount to \$2,740,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.54 and figure 18.XLIII.

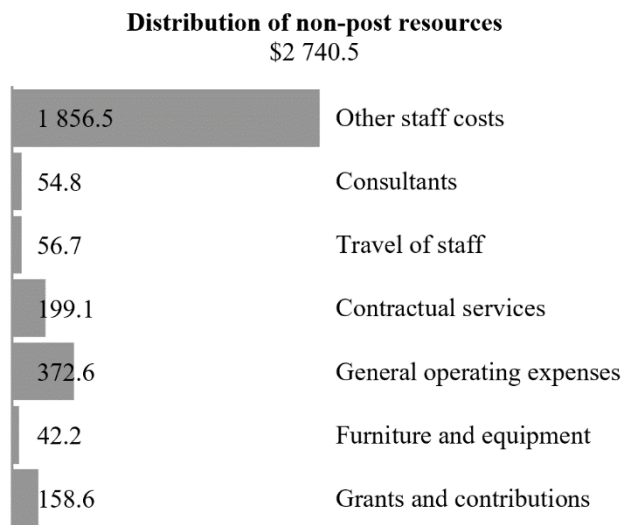
Table 18.54
Subprogramme 8: evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Non-post	1 403.9	2 740.5	–	–	–	–	–	2 740.5
Total	1 403.9	2 740.5	–	–	–	–	–	2 740.5

Figure 18.XLIII
Subprogramme 8: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Subprogramme 9
Poverty, inequality and social policy

18.205 The proposed regular budget resources for 2025 amount to \$3,771,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.55 and figure 18.XLIV.

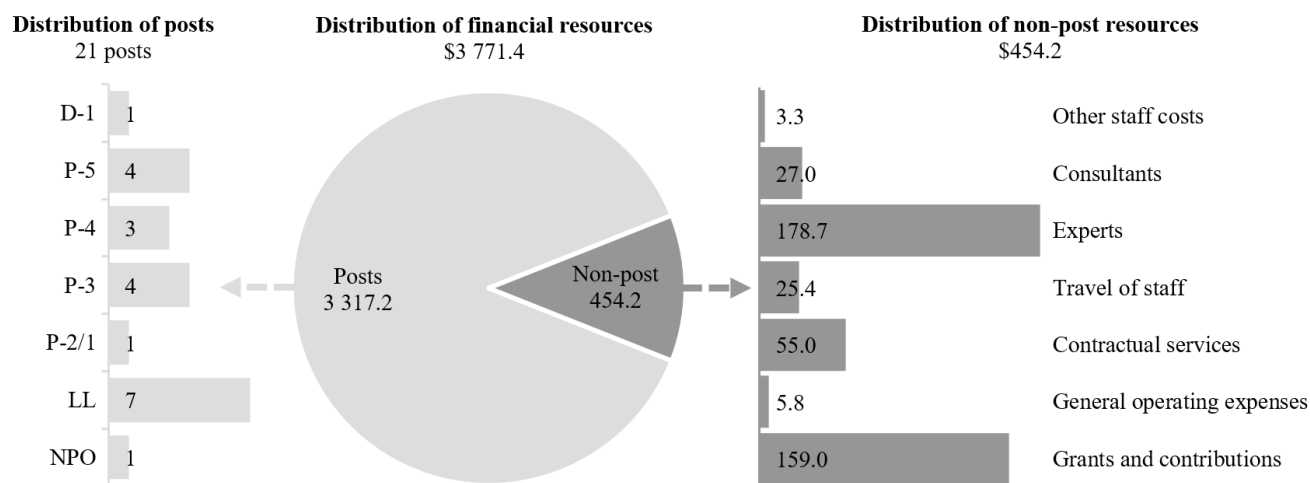
Table 18.55
Subprogramme 9: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 184.8	3 317.2	–	–	–	–	–	3 317.2
Non-post	348.4	454.2	–	–	–	–	–	454.2
Total	2 533.2	3 771.4	–	–	–	–	–	3 771.4
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		8	–	–	–	–	–	8
Total		21	–	–	–	–	–	21

Figure 18.XLIV
Subprogramme 9: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

- 18.206 Programme support comprises the Division of Administration and the Publications, Conference and Knowledge Management Division.
- 18.207 The Division of Administration contributes to the effective implementation of the Commission’s mandate by providing administrative and financial support, and promotes compliance with United Nations regulations and rules, policies, and procedures. It encompasses the Office of the Director of Administration, the Human Resources Management Section, the United Nations Health-Care Centre, the Supply Chain Management Section, the Facilities Management Section and the Finance and Budget Section.
- 18.208 The Publications, Conference and Knowledge Management Division promotes the visibility and impact of the Commission’s work through its Conference Management Unit, Publications and

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Documentation Section, Knowledge Management Services Section and Information and Communications Technology Services Section. The Division promotes the visibility of ECA and its knowledge products through the communications and media relations activities and through the rendering of professional conference services to United Nations and non-United Nations entities.

18.209 The proposed regular budget resources for 2025 amount to \$36,036,300 and reflect a decrease of \$1,127,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 18.182. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.56 and figure 18.XLV.

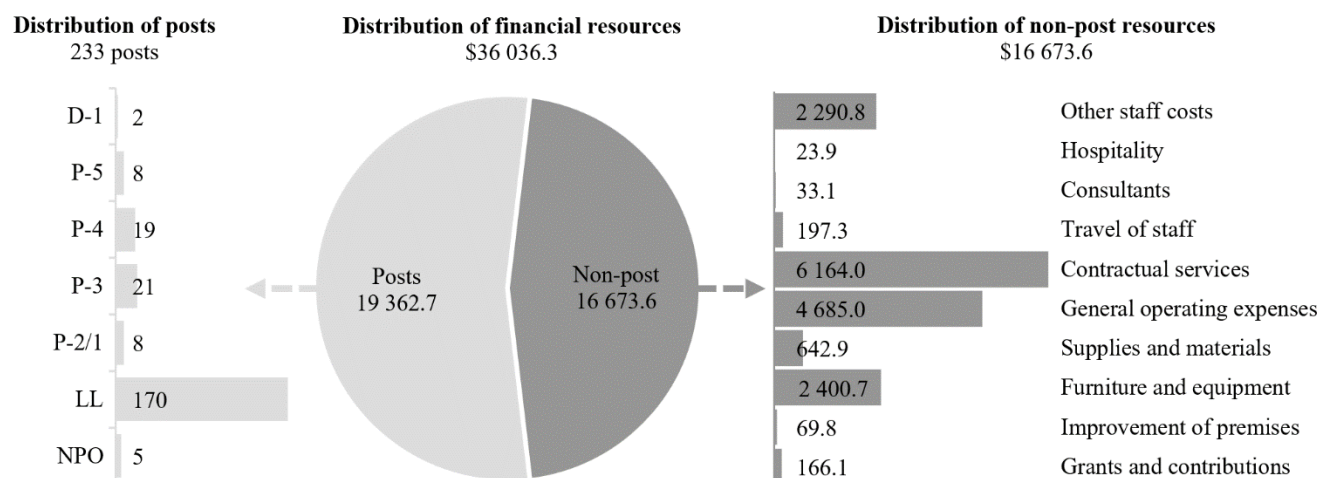
Table 18.56
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	17 543.1	19 362.7	–	–	–	–	19 362.7
Non-post	20 301.9	17 801.2	(1 127.6)	–	–	(1 127.6)	16 673.6
Total	37 845.0	37 163.9	(1 127.6)	–	–	(1 127.6)	(3.0) 36 036.3
Post resources by category							
Professional and higher		58	–	–	–	–	58
General Service and related		175	–	–	–	–	175
Total		233	–	–	–	–	233

Figure 18.XLV
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



II. Regional Commissions New York Office

Proposed post and non-post resource requirements for 2025

Overview

- 18.210 The Regional Commissions New York Office is a joint office representing, coordinating and providing policy advice to the five regional commissions, namely, the Economic Commission for Africa, the Economic and Social Commission for Asia and the Pacific, the Economic Commission for Europe, the Economic Commission for Latin America and the Caribbean, and the Economic and Social Commission for Western Asia. It supports the regional commissions in the effective implementation of relevant legislative mandates at the regional level.
- 18.211 In pursuing its objective, the Office carries out three interlinked functions: (a) providing strategic policy advice and coordination support to the regional commissions on United Nations deliberations and global policy frameworks that have a bearing on their positioning and the implementation of their programmes; (b) representing the regional commissions in relevant intergovernmental and inter-agency mechanisms, with a view to informing decision-making from a regional perspective; and (c) communicating the work of the regional commissions with key stakeholders.
- 18.212 In 2023, the work of the Office contributed to more coherence and visibility to the regional commissions' joint policy work and events, greater uptake of their innovations and platforms, and the enrichment of intergovernmental deliberations on the regional aspects of sustainable development. The Office contributed to amplifying the regional commissions' voices in global policymaking, coordinating their contributions to system-wide initiatives, and facilitating links at the national and global levels to further increase the impact of their work.

Strategic coordination and policy advice

- 18.213 The Office provided policy advice and coordination support to the regional commissions on global policy frameworks and processes. It leveraged strategic opportunities during key global events, such as the Sustainable Development Goals Summit, the 2023 United Nations Water Conference, the Climate Ambition Summit, the High-level Dialogue on Financing for Development and the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, to support coordination of the regional commissions' joint work in the areas of financing for development, climate action, critical energy transition minerals and transformative policy and investment pathways to deliver the Goals.
- 18.214 The Office supported and continued to advocate for the role of the regional commissions in the follow-up and review of the 2030 Agenda during the period leading up to the 2023 high-level political forum on sustainable development. This included supporting collaboration among the regional commissions on the joint report on country profiles titled "SDG progress and transformative pathways", consolidating and conveying the outcomes of the regional forums on sustainable development to the forum and the SDG Summit, and supporting the development of harmonized progress dashboards.
- 18.215 Working with the Coordinator, and in the context of the high-level political forum on sustainable development, the Office facilitated the contributions of the regional commissions to the thematic discussion on the Sustainable Development Goals under review, as well as the organization of the reporting session of the five Chairs of the Regional Forums on Sustainable Development. The Office also organized a voluntary national review lab on the margins of the 2023 forum on innovations and frontier technologies in support of voluntary national review preparation and achievement of the Goals. The event afforded space for cross-regional learning in the application of technologies and the scaling up of innovations in the renewed drive to accelerate achievement of the Goals.

- 18.216 Working closely with the regional commissions, the Office supported the preparation of a joint policy brief and dialogue on rethinking public debt policies for the Sustainable Development Goals, a joint input to the Secretary-General’s policy brief on the reform of the international financial architecture, a toolkit on critical energy transition materials for resident coordinators, and thematic side events on urban resilience, the water-food-energy-ecosystems nexus and financing the energy transition.
- 18.217 With a view to informing and influencing global policy debates, the Office provided strategic advice to the regional commissions in support of their participation in global platforms for joint policy formation and decision-making, notably the United Nations System Chief Executives Board for Coordination, the United Nations Sustainable Development Group and other inter-agency task teams such as the steering committee on the Sustainable Development Goals Summit. The Office serviced the biannual meetings of the Executive Secretaries with the Deputy Secretary-General, which ensured that the regional commissions effectively and coherently supported system-wide initiatives, including through the exchange of good practices.

Representation and communication

- 18.218 During the reporting period, the Office organized the annual dialogue of the Executive Secretaries with the Second Committee of the General Assembly on the theme “Catalysing transformative actions and integrated approaches to sustainable development: regional experiences to accelerate progress on the Sustainable Development Goals”. The dialogue featured presentations on challenges faced by the regions in accelerating Goal investment and transformative policy action promoted by the five regional commissions.
- 18.219 The Office prepared and introduced to the Economic and Social Council management segment the 2023 report of the Secretary-General on regional cooperation and presented the outcomes of the regional commissions’ intergovernmental sessions. It also facilitated preparation of the regional session during the 2023 Coordination Segment of the Council, providing a preview of the regional forums on sustainable development, and highlighted innovative initiatives to accelerate achievement of the Sustainable Development Goals. The Office also supported the regional commissions’ participation in the dialogue on the repositioning of the United Nations development system at the regional level during the 2023 operational activities for development segment of the Council, focusing on deploying regional assets to address cross-border and transboundary development priorities.
- 18.220 In pursuit of relevant mandates and in support of the priorities of the Economic and Social Council, the Office coordinated the effective contribution of the regional commissions to the preparation of high-level meetings in such areas as climate action, financing, taxation, science, technology and innovation, and governance.
- 18.221 During 2023, the Office actively contributed to the work of the Chief Executives Board’s High-level Committee on Programmes, in particular regarding the stock-taking on outcomes of the Sustainable Development Goals Summit and the ministerial meeting of the Summit of the Future and governance of artificial intelligence. In addition, the Office provided advisory support to the Coordinator and harmonized the positions of the regional commissions in the United Nations Sustainable Development Group. It also supported the Coordinator’s participation in the meetings of the Management Committee to advance internal reform and management-related initiatives. The Office also played a role in inter-agency task forces and working groups established for high-level events, including for the preparation of the Sustainable Development Goals Summit, the Summit of the Future and the working groups on United Nations engagement with the Group of 20.

Partnerships, outreach and advocacy

- 18.222 Key activities in that regard included the dissemination of a bimonthly newsletter highlighting events, publications and partnerships and the organization of briefings by the Executive Secretaries to permanent missions based in New York, notably to the Group of African States, the Group of Eastern European States and the United Nations Special Programme for the Economies of Central Asia countries.
- 18.223 In observance of the first World Sustainable Transport Day, in November 2023, the Office supported the preparation of a joint outreach publication, titled “Messages from the regional commissions on sustainable transport”, providing an overview of the work of the relevant regions and highlighting common messages and opportunities for action. The Office also contributed to the strengthening of collaboration between the regional commissions and various Secretariat departments.
- 18.224 In the context of the climate agenda, the Office continued to facilitate the coordinated engagement of the regional commissions with the high-level champions for climate action to advance the project pipeline developed in 2022. A special event held during the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change took stock of progress made, with discussions on barriers and solutions for acceleration following that session.

Plans for 2025

- 18.225 The outcomes of the Summit of the Future, the fourth International Conference on Small Island Developing States, the third United Nations Conference on Landlocked Developing Countries and other global conferences scheduled for 2024, mandates from the General Assembly and the Economic and Social Council, preparations for the Fourth International Conference on Financing for Development and joint work of the regional commissions will inform the programme of work of the Office in 2025. The financing for development agenda, including advancing the Sustainable Development Goals stimulus, debt sustainability and international tax cooperation, as well as driving climate action in the regions, will remain the joint work of the regional commissions and will therefore also be key elements of the work of the Office.
- 18.226 In the follow-up to the 2023 Sustainable Development Goals Summit, the Office will provide policy advice and coordination support to the regional commissions on advancing transformative pathways for the Goals. The Office will also continue to support the follow-up and review of the 2030 Agenda, bringing regional innovations and best practices to global discussions and ensuring that outcomes of the regional forums feed into the high-level political forum on sustainable development.
- 18.227 As a follow-up to the Summit of the Future, the Office will provide support to the regional commissions on implementing relevant elements of A Pact for the Future, as agreed by Member States. The Office will also continue to serve as secretariat for the joint work of the regional commissions, supporting the identification of avenues for joint work and the exchange of good practices, strengthening links at the global level and advising on enhancing impacts at the regional and national levels. Building on the joint work of the regional commissions in 2024, including in areas such as financing for development and support for key transitions in energy, food systems, digital connectivity, jobs and social protection and climate change, the Office will also contribute to the advancement of the achievement of the Sustainable Development Goals across the five regions through the provision of advisory and coordination support.
- 18.228 The Office will continue to systematically convene and service regular dialogues among the regional commissions, including servicing the biannual meetings of the Deputy Secretary-General with the Executive Secretaries, with a view to enhancing internal coordination and ensuring coherent and effective support for global initiatives and processes, including for the Summit of the Future.
- 18.229 The Office will identify engagement and advocacy opportunities, coordinate effective participation of the regional commissions in inter-agency mechanisms, and leverage key 2025 moments such as the Fourth International Conference on Financing for Development, the third Ocean Conference,

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Beijing+30 and the thirtieth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change for strategic visibility and uptake of solutions and perspectives that foster sustainable development at the regional and national levels. It will also promote interregional cooperation through joint projects and the exchange of good practices.

- 18.230 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations, in particular through the use of online tools, whenever possible, for facilitating collaboration among the regional commissions, including online meetings and digital communication materials. Other measures include adhering to the ban on single-use plastics, optimizing the use of natural light, turning off office equipment at the end of the workday and reducing paper use.
- 18.231 Information on the timely submission of documentation and advance booking for air travel is reflected in table 18.57. The Office will continue to monitor travel and logistics with a view towards achieving earlier planning and improvement in the compliance rates in 2024 and 2025.

Table 18.57
Compliance rate
(Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	100	100	67	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	–	67	100	100

- 18.232 The proposed regular budget resources for 2025 amount to \$778,600 and reflect no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates. Additional details on the distribution of the proposed resources for 2025 are reflected in table 18.58 and figure 18.XLVI.

Table 18.58
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

<i>Object of expenditure</i>	2023 <i>expenditure</i>	2024 <i>approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	2025 <i>estimate</i> (before <i>recosting</i>)
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Posts	700.2	712.7	–	–	–	–	–	712.7	
Other staff costs	–	12.2	–	–	–	–	–	12.2	
Hospitality	–	2.3	–	–	–	–	–	2.3	
Travel of staff	18.0	13.8	–	–	–	–	–	13.8	
Contractual services	9.6	17.9	–	–	–	–	–	17.9	
General operating expenses	4.3	9.0	–	–	–	–	–	9.0	
Supplies and materials	–	3.9	–	–	–	–	–	3.9	
Furniture and equipment	5.8	6.8	–	–	–	–	–	6.8	
Total	737.9	778.6	–	–	–	–	–	778.6	

Section 18 Economic and social development in Africa

Table 18.59

Overall: proposed posts and post changes for 2025

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2024	6	1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)
Proposed for 2025	6	1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)

Table 18.60

Overall: proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>2024 approved^a</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed^a</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
Professional and higher							
D-2	1	–	–	–	–	1	
P-5	1	–	–	–	–	1	
P-4	1	–	–	–	–	1	
P-3	1	–	–	–	–	1	
Subtotal	4	–	–	–	–	4	
General Service and related							
GS (OL)	2	–	–	–	–	2	
Subtotal	2	–	–	–	–	2	
Total	6	–	–	–	–	6	

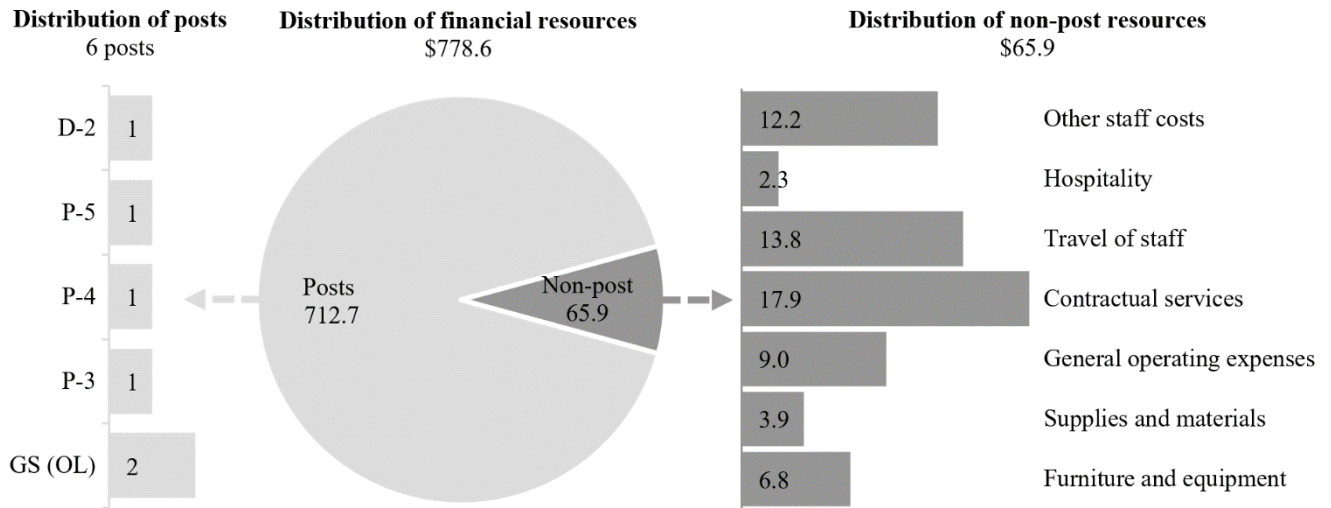
Table 18.61

Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Posts	700.2	712.7	–	–	–	–	–	712.7	
Non-post	37.7	65.9	–	–	–	–	–	65.9	
Total	737.9	778.6	–	–	–	–	–	778.6	
Post resources by category									
Professional and higher		4	–	–	–	–	–	4	
General Service and related		2	–	–	–	–	–	2	
Total		6	–	–	–	–	–	6	

Figure 18.XLVI
Regional Commissions New York Office: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025

Two charts showing the organizational structure of ECA are presented below. Chart A reproduces the approved structure as shown in [A/78/6 \(Sect. 18\)](#), while Chart B presents the proposed structure for 2025.

Justification for the proposed changes

Following the launch of the second 10-year implementation plan of the African Union Agenda 2063, at the fifty-sixth session of the Conference of African Ministers of Finance, Planning and Economic Development resolutions 2024/2 and 2024/3 were adopted, by which a realignment of the ECA programme of work was endorsed within its existing mandate to enable a greater focus on emerging priorities for the continent. This realignment will enable ECA to provide more effective support to enable its members to address both current and emerging opportunities and challenges for inclusive and sustainable development. Specifically, the changes are as follows:

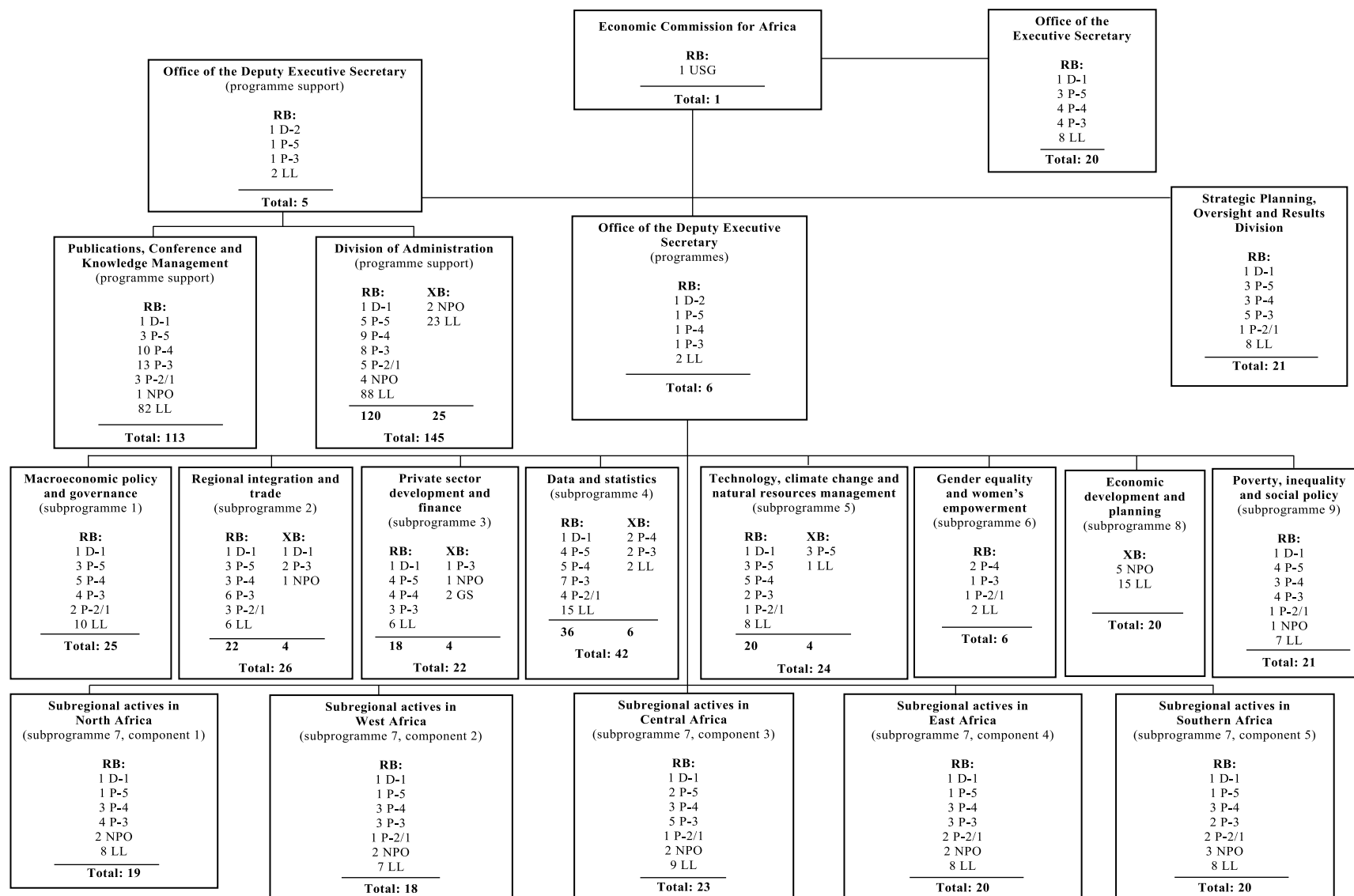
(a) Subprogramme 1: the renaming of the subprogramme from Macroeconomic policy and governance to Macroeconomic policy, finance and governance;

(b) Subprogramme 3: the discontinuance and realignment of current subprogramme 3, Private sector development and finance, with its activities integrated into subprogramme 1 and a new subprogramme 5; and the establishment in its place of a new subprogramme 3, Technology, innovation, connectivity and infrastructure development;

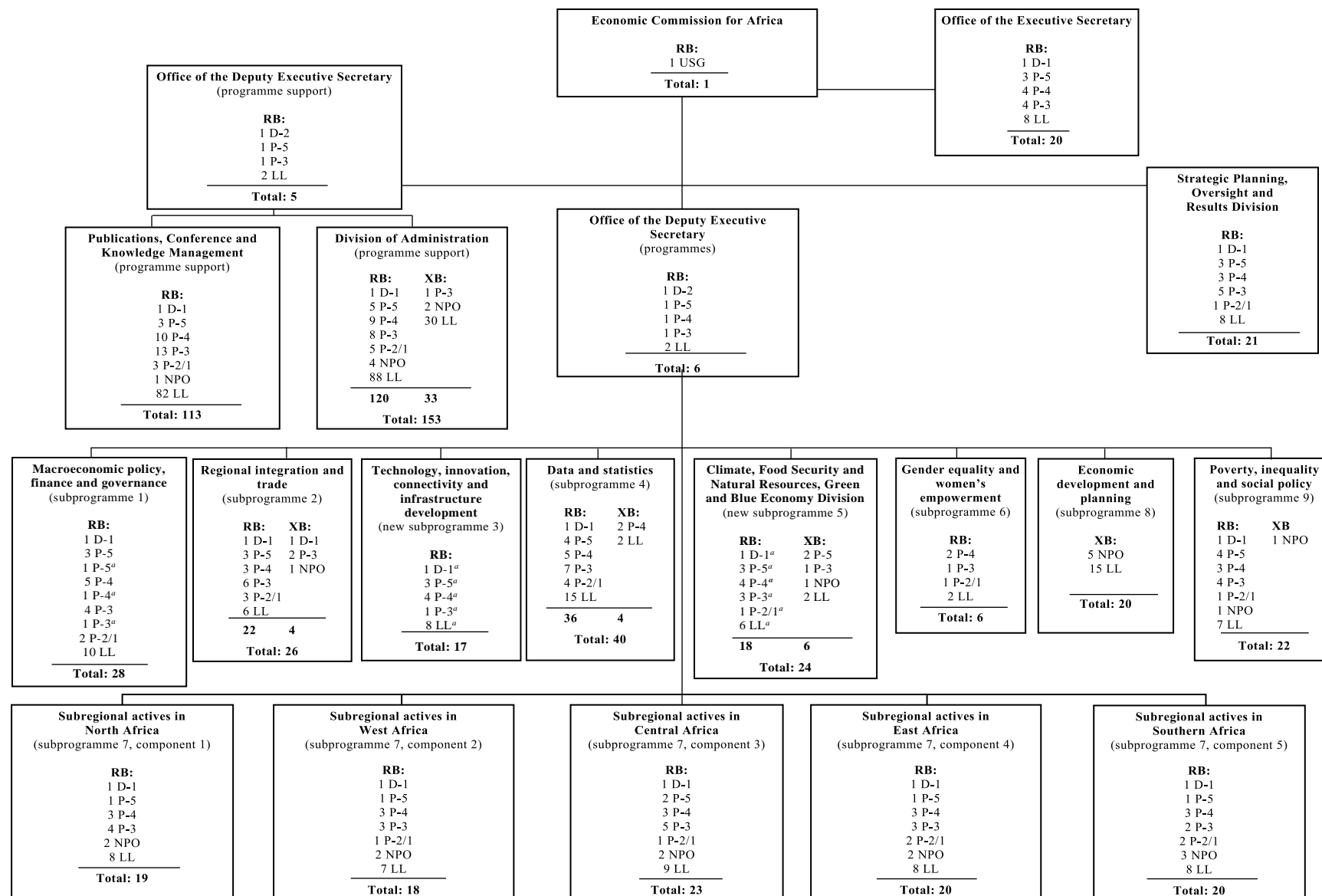
(c) Subprogramme 5: the discontinuance and realignment of current subprogramme 5, Technology, climate and natural resources management, with its activities integrated into the new subprogramme 3 and a new subprogramme 5; and the establishment in its place of a new subprogramme 5, Climate, food security and natural resources, green and blue economy.

Accordingly, chart II illustrates the outward redeployment of post resources from the current subprogrammes 3 and 5 to subprogramme 1 and the two new subprogrammes 3 and 5.

A. Approved organizational structure and post distribution for 2024

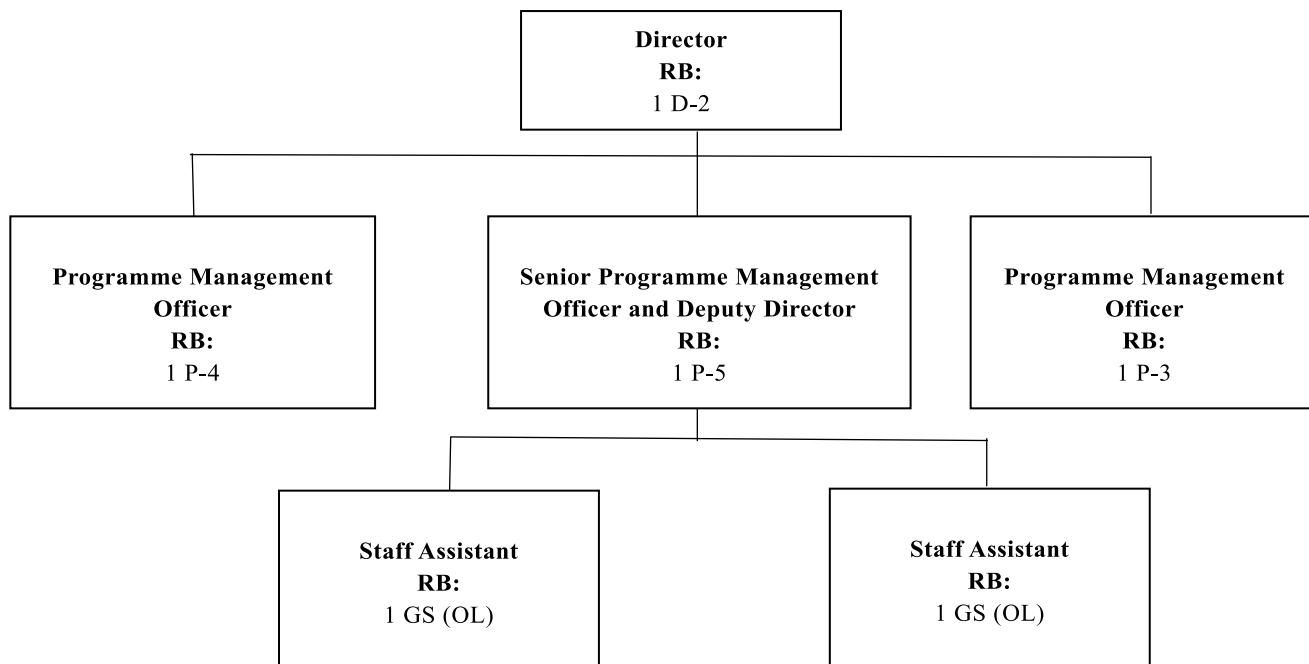


B. Proposed organizational structure and post distribution for 2025



^a Redeployment.

C. Regional Commissions New York Office



Abbreviations: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>		
Subprogramme 1, Macroeconomic policy and governance	1	P-5	Redeployment of two Economic Affairs Officers and one Senior Economic Affairs Officer from subprogramme 3, Private sector development and finance	The proposed realignment would incorporate the Innovative Finance and Capital Markets Section of the current subprogramme 3, Private sector development and finance, into subprogramme 1, Macroeconomic policy, finance and governance, hence the movement of the relevant staff. This realignment will enable ECA to provide more effective support to enable its members to address both current and emerging opportunities and challenges for inclusive and sustainable development.		
	1	P-4				
	1	P-3				
Subprogramme 3 Private sector development and finance	(1)	P-5	Redeployment of two Economic Affairs Officers and one Senior Economic Affairs Officer to subprogramme 1, Macroeconomic policy, finance and governance	The proposed realignment would incorporate the Agriculture Unit of the current subprogramme 3, Private sector development and finance, into the new subprogramme 5, Climate, food security and natural resources, green and blue economy, hence the movement of the relevant staff. This realignment will enable ECA to provide more effective support to enable its members to address both current and emerging opportunities and challenges for inclusive and sustainable development.		
	(1)	P-4				
	(1)	P-3				
	(1)	P-5	Redeployment of one Chief of Section, two Economic Affairs Officers and one Staff Assistant to the new subprogramme 5, Climate, food security and natural resources, green and blue economy			
	(1)	P-4				
	(1)	P-3				
	(1)	LL				
	Subprogramme 3, Technology, innovation, connectivity and infrastructure development	(1)	D-1		Redeployment of one Principal Programme Management Officer, two Chiefs of Section, three Economic Affairs Officers, two Senior Administrative Assistants, one Senior Public Information Assistant and two Staff Assistants to the new subprogramme 3, Technology, innovation, connectivity and infrastructure development	The proposed realignment would incorporate the Infrastructure Unit of the current subprogramme 3, Private sector development and finance, into the new subprogramme 3, Technology, innovation, connectivity and infrastructure development, hence the movement of the relevant staff. This realignment will enable ECA to provide more effective support to enable its members to address both current and emerging opportunities and challenges for inclusive and sustainable development.
		(2)	P-5			
		(2)	P-4			
(1)		P-3				
(5)		LL				
1		P-5	Redeployment of one Chief of Section, one Economic Affairs Officer, one Scientific Affairs Officer, one Senior Research Assistant, one Information Systems Assistant and one Staff Assistant from current Subprogramme 5, Technology, climate and natural resources management			
2		P-4				
3	LL					

Part V Regional cooperation for development

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 5 Technology, climate and natural resources management	(1)	P-5	Redeployment of one Chief of Section, one Economic Affairs Officer, one Scientific Affairs Officer, one Senior Research Assistant, one Information Systems Assistant and one Staff Assistant to the new subprogramme 3 Technology, innovation, connectivity, and infrastructure development	The proposed realignment would incorporate the Innovation and Technologies Units of the current subprogramme 5, Technology, climate and natural resources management, into the new subprogramme 3, Technology, innovation, connectivity and infrastructure development, hence the movement of the relevant staff. This realignment will enable ECA to provide more effective support to enable its members to address both current and emerging opportunities and challenges for inclusive and sustainable development.
	(2)	P-4		
	(3)	LL		
	(1)	D-1	Redeployment of one Principal Programme Management Officer, two Chiefs of Section, two Economic Affairs Officers, two Environmental Affairs Officers, one Information Management Officer, one Associate Economic Affairs Officer, two Senior Administrative Assistants, two Staff Assistants and one Team Assistant to the new subprogramme 5, Climate, food security and natural resources, green and blue economy	
	(2)	P-5		
	(3)	P-4		
	(2)	P-3		
	(1)	P-2		
	(5)	LL		
Subprogramme 5, Climate, food security and natural resources, green and blue economy	1	D-1	Redeployment of one Principal Programme Management Officer, two Chiefs of Section, two Economic Affairs Officers, two Environmental Affairs Officers, one Information Management Officer, one Associate Economic Affairs Officer, two Senior Administrative Assistants, two Staff Assistants and one Team Assistant from the current subprogramme 5, Technology, climate and natural resources management	The proposed realignment would incorporate the Natural Resources Management, Climate Change, and Green Economy Sections of the current subprogramme 5, Technology, climate and natural resources management, into the new subprogramme 5, Climate, food security and natural resources, green and blue economy, hence the movement of the relevant staff. This realignment will enable ECA to provide more effective support to enable its members to address both current and emerging opportunities and challenges for inclusive and sustainable development.
	2	P-5		
	3	P-4		
	2	P-3		
	1	P-2		
	5	LL		
		1		
	1	P-4		
	1	P-3		
	1	LL		

Annex III

Overall summary of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>	<i>2024 estimate</i>	<i>2025 estimate</i>	<i>Variance</i>
Financial resources									
Economic Commission for Africa	94 700.0	93 572.4	(1 127.6)	27 013.9	22 233.5	(4 780.4)	121 713.9	115 805.9	(5 908.0)
Regional Commissions New York Office	778.6	778.6	–	–	–	–	778.6	778.6	–
Total	95 478.6	94 351.0	(1 127.6)	27 013.9	22 233.5	(4 780.4)	122 492.5	116 584.5	(5 908.0)
Post resources									
Economic Commission for Africa	534	534	–	63	68	5	597	602	5
Regional Commissions New York Office	6	6	–	–	–	–	6	6	–
Total	540	540	–	63	68	5	603	608	5



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part V

Regional cooperation for development

Section 19

Economic and social development in Asia and the Pacific

Programme 16

Economic and social development in Asia and the Pacific

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 19.1 As the principal intergovernmental platform of the United Nations in the region, the Economic and Social Commission for Asia and the Pacific (ESCAP) assists its members and associate members in pursuing solutions for sustainable development. Its mandates derive from the priorities established in relevant resolutions and decisions of the General Assembly, the Economic and Social Council and the Economic and Social Commission for Asia and the Pacific. The Commission was established by Council resolution 37 (IV), and Council resolution 1895 (LVII) amended its mandate to include the social dimension of integrated development.
- 19.2 The work of ESCAP is also grounded in its resolution 79/1, by which the Commission reaffirmed its commitment to promoting multilateralism and international cooperation, and its resolution 78/1, in which the Commission stressed its leadership role in catalysing regional cooperation and supporting actions to confront regional, transboundary and common challenges faced by its membership.
- 19.3 Through its three core functions, namely, research and analysis, the facilitation of intergovernmental consensus-building and norm-setting, and capacity development, ESCAP supports the implementation of the 2030 Agenda for Sustainable Development. In fulfilling these functions, ESCAP is guided by General Assembly resolutions, including Assembly resolution 74/4, and the regional road map for implementing the 2030 Agenda in Asia and the Pacific, endorsed by the Commission in its resolution 73/9, which serve as reference frameworks.

Strategy and external factors for 2025

- 19.4 The Commission's overall programme strategy aims at the balanced integration of the economic, social and environmental dimensions to advance sustainable development in Asia and the Pacific. The strategy is implemented through the Commission's nine subprogrammes at the regional and subregional levels and addresses the needs and requests of its member States. In implementing its strategy, ESCAP accords priority to supporting countries in special situations, which constitute more than half its member States. It does so by mainstreaming the various programmes of action into the work of all subprogrammes to assist least developed countries, landlocked developing countries and small island developing States in attaining relevant goals and targets.
- 19.5 In the political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly (Assembly resolution 78/1), United Nations Member States committed to bold, ambitious, accelerated, just and transformative actions, anchored in international solidarity and effective cooperation at all levels, and the promotion of a systemic shift towards a more inclusive, just, peaceful, resilient and sustainable world for people and planet, for present and future generations. In honouring this commitment and within its expertise, ESCAP will assist its member States in implementing the continuous, fundamental, transformative and urgent actions outlined in the political declaration.
- 19.6 Amid fiscal constraints, rising debt vulnerabilities and tight financial conditions, the scaling up of financing and the reprioritization of scarce capital are needed to bridge the financing gap towards achieving the Sustainable Development Goals in Asia and the Pacific. To assist member States on macroeconomic policies and debt distress matters, ESCAP will conduct research on long-term and development-oriented public debt sustainability assessments, domestic resource mobilization, affordable financing access for development and international cooperation on debt resolution, aiming at increasing investments in sustainable development. It will also convene meetings for member States and stakeholders in support of the 2030 Agenda, taking into account its midterm review and keeping in view the need to accelerate financing for poverty reduction and sustainable development.

Building on its research relevant to the achievement of the Goals, ESCAP will provide support for their means of implementation to member States, ensuring that such research and support are rooted in and linked to the 2030 Agenda.

- 19.7 To strengthen regional and subregional cooperation to accelerate climate action in Asia and the Pacific, ESCAP supports member States in enhancing cooperation efforts with a view to taking action to combat climate change and its impacts. In 2025, ESCAP will provide regional assessments, facilitate information-sharing and policy dialogues and extend technical support on policies for climate-resilient and environmentally sustainable development. It will foster collaboration across various sectors of the economy to address climate change, including by supporting regional cooperation on sustainable, low-emission and energy-efficient modes of transport. To this end, the Regional Action Programme for Sustainable Transport Development in Asia and the Pacific (2022–2026) serves as a framework to address the negative effects generated by freight transport, including greenhouse gas emissions, and provides the basis upon which ESCAP implements capacity-building projects to strengthen regional and interregional transport connectivity and promote the integration of the environmental aspects of international supply chains and the introduction of digital and intelligent transport systems.
- 19.8 Building on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030, ESCAP will support the implementation of the Framework by strengthening regional and subregional cooperation mechanisms to secure financing for resilience-building, including through the private sector. In response to member States' requests, ESCAP will facilitate policy dialogue on transformative adaptation, which protects lives, livelihoods and food, energy and other critical systems, taking a balanced and comprehensive disaster and climate risk management approach that includes the scaling up of innovations to address transboundary hazards. It will further develop a regional strategy to support the achievement of early warnings for all by 2027 by strengthening multi-hazard early warning systems in Asia and the Pacific in coordination with member States and relevant partners, as applicable. ESCAP will facilitate the enhancement of national capacities for disaster preparedness, adaptation and resilience through initiatives such as the Asia-Pacific Disaster Resilience Network, which utilizes digital and geospatial applications to share information, expertise, resources and good practices for the development of regional multi-hazard early warning systems.
- 19.9 ESCAP is committed to promoting cooperation among member States in the region to effectively implement Sustainable Development Goal 7 and other energy-related Goals. As an outcome of the third Asian and Pacific Energy Forum, ESCAP will conduct analytical studies on key energy trends and will compile and disseminate pertinent energy information and data, including through the Asia-Pacific Energy Portal, to facilitate informed intergovernmental discussions. Upon request, ESCAP will also assist member States in developing national road maps for the implementation of Goal 7 and in formulating and implementing their long-term strategies on sustainable energy transitions.
- 19.10 The role of trade is central to implementing efforts towards sustainable development. Therefore, ESCAP will focus on making trade in the Asia-Pacific region more competitive, sustainable and inclusive. This will involve expanding its analytical research, capacity-building and technical assistance efforts in relation to matters of common concern, including e-commerce and digital trade, trade digitalization, sustainability of trade, trade resilience in time of crises, graduation from least developed country status and trade agreements. Moreover, ESCAP will aim at enhancing cooperation on cross-border paperless trade, assisting member States in acceding to the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific.
- 19.11 Recognizing the important role of the private sector in the implementation of the 2030 Agenda, ESCAP will support member States in the promotion of enterprise and business innovation, in particular promoting inclusive and socially responsible businesses, women-led enterprises and disability-inclusive businesses, building the evidence base of effective policies and facilitating knowledge-sharing and regional cooperation on these agendas. It plans to engage the private sector through the ESCAP Sustainable Business Network and the Asia-Pacific Business Forum, which involves promoting internationally recognized principles and standards of responsible business conduct such as those contained in the United Nations Global Compact and other initiatives, as appropriate. It will also provide technical assistance and capacity-building to promote impact

investing and foreign direct investment for sustainable development to elevate the role of business in promoting gender equality, bridging the widening digital divide and addressing social and environmental considerations, including climate change.

- 19.12 Members and associate members of ESCAP recognized that the Asia-Pacific information superhighway initiative could be one of the useful regional platforms for the promotion of digital cooperation. ESCAP will build upon the outcomes of the ministerial conference on digital inclusion and transformation and foster digital cooperation among members to bridge the digital divide, providing digital skills training, enhancing digital connectivity, bolstering digital trust and security, sharing successful policies and practices and promoting inclusive digital economies and societies, as appropriate. Furthermore, ESCAP will mobilize the collaboration of member States in the digital transformation process, including under the framework of the Action Plan for Implementing the Asia-Pacific Information Superhighway Initiative, 2022–2026.
- 19.13 The Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific is the framework for member States on preventing poverty and reducing vulnerability through investment in inclusive national social protection systems that improve access to essential services, resources, human capital development, education, employment and decent jobs and strengthen health resilience. ESCAP is guided by the Action Plan in promoting the active participation of women in decision-making and in the design and implementation of social protection policies and programmes.
- 19.14 ESCAP is committed to tackling inequalities within and across countries to build peaceful, just and inclusive societies, to achieving gender equality and the empowerment of all women and girls, and to ensuring that persons with disabilities and population groups that are most at risk of being left behind actively participate in and equally benefit from sustainable development efforts. To advance the rights of persons with disabilities and accelerate the implementation of the 2030 Agenda and the Convention on the Rights of Persons with Disabilities, ESCAP will assist member States in the effective implementation of the Jakarta Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032, as well as the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific and the Beijing Declaration, including the Action Plan to Accelerate the Implementation of the Incheon Strategy.
- 19.15 Data and statistics are enablers to facilitate the implementation of the 2030 Agenda. ESCAP will deepen its support related to the assessment of progress towards the Sustainable Development Goals and focus on guiding member States to implement complementary statistics relating to gross domestic product (GDP) that will measure inclusive and sustainable growth and prosperity. Priority will be given to assisting the decision-making of member States by strengthening the capacity of statistical departments to raise the visibility of population groups that are most at risk of being left behind in statistical data by disaggregating data, including by income, sex, age, race, ethnicity, migratory status, disability and geographical location, as well as other characteristics relevant in national contexts. Across all sectors, ESCAP will invest more in improving data collection, analysis and dissemination. Through its Regional Space Applications Programme for Sustainable Development, ESCAP will also facilitate the provision of high-resolution satellite imagery and big Earth data analytical tools for consistent natural disaster risk monitoring and reduction, with a focus on countries in special situations.
- 19.16 In 2025, the regional follow-up and review of the implementation of the 2030 Agenda through the Asia-Pacific Forum on Sustainable Development will be convened with member States, United Nations development system entities, other international and regional organizations, the private sector and civil society, as appropriate. The multi-stakeholder forum will inform the high-level political forum on sustainable development and follow up on the outcomes of the Summit of the Future.
- 19.17 With regard to cooperation with other entities at the global, regional, national and local levels, ESCAP implements its strategy in collaboration with global, regional and subregional intergovernmental bodies and international organizations, regional and local government associations, civil society networks and the private sector in an open and transparent manner. Building on its longstanding partnerships, ESCAP will collaborate with international, regional and subregional organizations, as appropriate. It will implement joint activities with international development banks and partner with research institutes, associations and other civil society organizations, as appropriate. ESCAP will also

proactively engage with its development partners to strategically implement its programme, including through North-South, South-South and triangular cooperation, as appropriate.

- 19.18 With regard to inter-agency coordination and liaison, ESCAP, in close coordination with the other regional commissions, will contribute to global analytical products and will implement joint projects under the Development Account. It also nurtures close ties with the Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States to provide coordinated support to the countries in special situations in the region. The subregional offices of ESCAP serve as the main point of contact for resident coordinator offices and United Nations country teams and coordinate its contributions to common country assessments and United Nations Sustainable Development Cooperation Frameworks. At the regional level, ESCAP will provide secretariat services to the Regional Collaborative Platform for Asia and the Pacific, and its subprogrammes will support issue-based coalitions. ESCAP will continue to co-lead the issue-based coalition on raising ambitions on climate action with the United Nations Environment Programme, where its expertise, geared to help the achievement of Sustainable Development Goals 7 and 13 and the implementation of the Paris Agreement, is of specific relevance.
- 19.19 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) National Governments maintain and strengthen their commitment to the Commission as the principal intergovernmental platform in the region for leveraging regional cooperation to meet transboundary and common challenges;
 - (b) Governments and other stakeholders continue to collaborate with the Commission in undertaking the proposed programme activities with the necessary capacity and resources;
 - (c) Extrabudgetary funding for technical cooperation continues to be available.
- 19.20 ESCAP integrates a gender perspective in its operational activities, deliverables and results, as relevant and appropriate. Gender equality and the empowerment of women is a thematic area for subprogramme 6, while advancing the disaggregation of data, including disaggregation by sex, is a focus of subprogramme 7. In the 2025 programme plan, subprogrammes 2 and 5 to 7 specifically contribute results in this regard, while subprogrammes 2 to 4 and 6 to 9 mainstream gender equality and the empowerment of women in their respective strategies. In 2025, ESCAP will also continue to implement its gender equality policy and implementation plan to further anchor the achievements to date across its programme of work.
- 19.21 In line with the United Nations Disability Inclusion Strategy, ESCAP is committed to mainstreaming disability perspectives and ensuring the inclusion of persons with disabilities in all its work through its implementation of the ESCAP disability inclusion policy and its action plan. Subprogramme 6 incorporates disability-specific interventions to protect and empower persons with disabilities and, ultimately, to build disability-inclusive societies.

Legislative mandates

- 19.22 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

61/16	Strengthening of the Economic and Social Council	69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
66/288	The future we want		
67/10	Cooperation between the United Nations and the Eurasian Economic Community	69/142	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway		

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69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	75/290 B	High-level political forum on sustainable development
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	76/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	76/258	Doha Programme of Action for the Least Developed Countries
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	76/273	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
70/170	Towards the full realization of an inclusive and accessible United Nations for persons with disabilities	76/296 77/12	Our ocean, our future, our responsibility
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	77/18 77/21	Cooperation between the United Nations and the Association of Southeast Asian Nations Cooperation between the United Nations and the Organization of Islamic Cooperation Cooperation between the United Nations and the Organisation for Economic Co-operation and Development (OECD)
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway	77/181 77/189	Women in development Inclusive development for and with persons with disabilities
74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly	77/223 77/323	Human rights and extreme poverty Extension of the preparatory period preceding the graduation of Solomon Islands from the least developed country category
74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	77/330 77/332 77/338	Cooperation between the United Nations and the Economic Cooperation Organization Cooperation between the United Nations and the Pacific Islands Forum Cooperation between the United Nations and the Shanghai Cooperation Organization
74/297	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system	78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic	78/69 78/144	Oceans and the law of the sea Agricultural technology for sustainable development
74/307	United response against global health threats: combating COVID-19	78/147	Central Asia facing environmental challenges: fostering regional solidarity for sustainable development and prosperity
75/90	The situation in Afghanistan		
75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	78/151	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
75/290 A	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council	78/158 78/160	Combating sand and dust storms Science, technology and innovation for sustainable development
	Review of the implementation of General Assembly resolutions 67/290 on the format and organizational aspects of the high-level political forum on sustainable development and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level	78/162 78/163	Development cooperation with middle-income countries Follow-up to the Second United Nations Conference on Landlocked Developing Countries
	Economic and Social Council	78/164	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)

Part V Regional cooperation for development

78/165	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development	78/203	The right to development
78/166	Operational activities for development of the United Nations system	78/231	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
78/167	South-South cooperation	78/232	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
78/168	Agriculture development, food security and nutrition		
78/178	Promoting social integration through social inclusion		
78/189	Rights of Indigenous Peoples		
78/195	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situations of risk and humanitarian emergencies	78/233	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
		78/259	International Day of Science, Technology and Innovation for the South

Economic and Social Council resolutions

37 (IV)	Economic Commission for Asia and the Far East	2023/10	Report of the Committee for Development Policy on its twenty-fifth session
1895 (LVII)	Change of name of the “Economic Commission for Asia and the Far East” to “Economic and Social Commission for Asia and the Pacific”	2023/11	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	2023/14	Creating full and productive employment and decent work for all as a way of overcoming inequalities to accelerate the recovery from the COVID-19 pandemic and the full implementation of the 2030 Agenda for Sustainable Development
2013/19	Conclusion of the work of the Commission on Sustainable Development		
2016/11	Committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific	2023/29	Doha Programme of Action for the Least Developed Countries for the decade 2022–2031
2018/5	Strategies for eradicating poverty to achieve sustainable development for all	2023/31	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2020/5	Strengthening coordination of the statistical programmes in the United Nations system		
2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all	2023/33	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2022/11	A conference structure of the Economic and Social Commission for Asia and the Pacific to advance sustainable development		

Economic and Social Commission for Asia and the Pacific resolutions

66/1	Incheon Declaration	70/11	Implementing the outcome of the Asia-Pacific Forum on Sustainable Development
66/9	Full and effective implementation of the Beijing Platform for Action and its regional and global outcomes in the Asia-Pacific region	71/1	Restructuring the conference structure of the Commission to be fit for the evolving post-2015 development agenda
66/15	Strengthening of the evaluation function of the secretariat of the Commission	71/3	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
67/14	Cooperation between the Economic and Social Commission for Asia and the Pacific and other United Nations and regional and subregional organizations serving Asia and the Pacific	71/4	Implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
68/8	Enhancing coordination within the United Nations system and cooperation with regional organizations for promoting regional development	72/6	Committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific

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72/8	Fostering regional cooperation and partnerships to respond to the climate change challenge in the Asia-Pacific region	75/3	Advancing partnerships within and across regions for the sustainable development of Asia and the Pacific
72/9	Regional cooperation to promote the conservation and sustainable use of the oceans, seas and marine resources for sustainable development in Asia and the Pacific	75/4	Strengthening regional cooperation to tackle air pollution challenges in Asia and the Pacific
		75/9	Implementation of the Declaration on Navigating Policy with Data to Leave No One Behind
73/2	Strengthening the regional mechanism for the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	76/1	Strengthening cooperation to promote the conservation and sustainable use of the oceans, seas and marine resources for sustainable development in Asia and the Pacific
73/3	Advancing integrated and seamless connectivity for sustainable development in Asia and the Pacific	76/2	Regional cooperation to address the socioeconomic effects of pandemics and crises in Asia and the Pacific
73/5	Strengthening Asia-Pacific's support for the United Nations Conference to Support the Implementation of Sustainable Development Goal 14	77/1	Building back better from crises through regional cooperation in Asia and the Pacific
73/9	Regional road map for implementing the 2030 Agenda for Sustainable Development in Asia and the Pacific	78/1	Bangkok Declaration Commemorating the Seventy-fifth Anniversary of the Economic and Social Commission for Asia and the Pacific: A Common Agenda to Advance Sustainable Development in Asia and the Pacific
74/1	Supporting the smooth transition of the least developed countries in Asia and the Pacific towards a sustainable graduation		
74/6	Advancing disaster-related statistics in Asia and the Pacific	78/2	A conference structure of the Commission to advance sustainable development
74/10	Implementation of the Ministerial Declaration on Enhancing Regional Economic Cooperation and Integration to Support the Implementation of the 2030 Agenda in Asia and the Pacific	79/1	Accelerating climate action in Asia and the Pacific for sustainable development
		79/3	Supporting the sustainable development of least developed countries, landlocked developing countries and small island developing States in Asia and the Pacific
75/2	Committing to strengthening the links between national, regional and global follow-up to and review of the 2030 Agenda for Sustainable Development in Asia and the Pacific	79/4	Accelerating the implementation of the 2030 Agenda for Sustainable Development for a better future for all in Asia and the Pacific

Subprogramme 1**Macroeconomic policy, poverty reduction and financing for development***General Assembly resolutions*

78/136	International financial system and development	78/141	Promoting investments for sustainable development
78/137	External debt sustainability and development		

Economic and Social Commission for Asia and the Pacific resolutions

E/CN.11/63	Statistical and economic documentation work	71/5	Implementing the outcome of the Asia-Pacific High-level Consultation on Financing for Development
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Subprogramme 2**Trade, investment and innovation***General Assembly resolutions*

73/219; 78/134	International trade and development	77/160	Entrepreneurship for sustainable development
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Economic and Social Commission for Asia and the Pacific resolutions

68/3	Enabling paperless trade and the cross-border recognition of electronic data and documents for inclusive and sustainable intraregional trade facilitation	72/3 72/4	Statute of the Asian and Pacific Centre for Transfer of Technology Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific
70/5	Strengthening regional cooperation and capacity for enhanced trade and investment in support of sustainable development	72/12	Harnessing science, technology and innovation for inclusive and sustainable development in Asia and the Pacific
70/6	Implementation of the decision of the Ad Hoc Intergovernmental Meeting on a Regional Arrangement for the Facilitation of Cross-border Paperless Trade	75/8	Advancing science, technology and innovation for the implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific

**Subprogramme 3
Transport**

General Assembly resolutions

69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	76/294 77/286	Political declaration of the high-level meeting on improving global road safety World Sustainable Transport Day
70/197	Towards comprehensive cooperation among all modes of transport for promoting sustainable multimodal transit corridors	78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
74/299	Improving global road safety		

Economic and Social Commission for Asia and the Pacific resolutions

70/7	Implementation of the Suva Declaration on Improving Maritime Transport and Related Services in the Pacific	72/5	Strengthening regional cooperation on transport connectivity for sustainable development in Asia and the Pacific
71/6	Maritime transport connectivity for sustainable development	74/2	Promotion of the regional framework for the planning, design, development and operation of dry ports of international importance
71/7	Adoption of the Regional Cooperation Framework for the Facilitation of International Railway Transport	74/3	Improving road safety in Asia and the Pacific for sustainable transport systems
71/8	Strengthening intraregional and interregional connectivity in Asia and the Pacific	78/3	Implementation of the Ministerial Declaration on Sustainable Transport Development in Asia and the Pacific

**Subprogramme 4
Environment and development**

General Assembly resolutions

71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028	77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
71/256	New Urban Agenda		
74/212	International Day of Clean Air for blue skies		
75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028	78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development
77/158	International Year of Glaciers’ Preservation, 2025	78/155	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
77/169	Harmony with Nature		

Economic and Social Council resolution

2017/24 Human settlements

Economic and Social Commission for Asia and the Pacific resolutions

70/12	Strengthening efforts on human settlements and sustainable urban development for the Asia-Pacific region	79/2	Regional cooperation to accelerate climate action on oceans in Asia and the Pacific for sustainable development
71/9	Strengthening cooperation on sustainable management of water resources in Asia and the Pacific	79/6	Implementation of the Ministerial Declaration on Protecting Our Planet through Regional Cooperation and Solidarity in Asia and the Pacific
72/2	Statute of the Centre for Sustainable Agricultural Mechanization	79/7	Advancing regional cooperation for sustainable urban development and localization of the Sustainable Development Goals in Asia and the Pacific
74/4	Implementation of the Ministerial Declaration on Environment and Development for Asia and the Pacific, 2017		

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

General Assembly resolutions

70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	78/72	International cooperation in the peaceful uses of outer space
		78/120	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
77/289	Political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030	78/132	Information and communications technologies for sustainable development
		78/152	Disaster risk reduction

Economic and Social Council resolutions

2015/14	Strengthening of the coordination of emergency humanitarian assistance of the United Nations	2018/14	Strategic Framework on Geospatial Information and Services for Disasters
2015/31		2023/3	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2016/27	Strengthening institutional arrangements on geospatial information management		

Economic and Social Commission for Asia and the Pacific resolutions and decisions

61/6	Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development	72/11	Advancing disaster-related statistics in Asia and the Pacific for implementation of internationally agreed development goals
71/11	Establishment of the Asian and Pacific centre for the development of disaster information management	73/7	Enhancing regional cooperation for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 in Asia and the Pacific
71/12	Strengthening regional mechanisms for the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 in Asia and the Pacific	75/5	Implementation of the Ulaanbaatar Declaration of the 2018 Asian Ministerial Conference on Disaster Risk Reduction
72/7	Regional cooperation to combat sand and dust storms in Asia and the Pacific	75/6	Implementation of the Ministerial Declaration on Space Applications for Sustainable Development in Asia and the Pacific and the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030)
72/10	Regional review of the implementation of the World Summit on the Information Society action lines		

Part V Regional cooperation for development

75/7	Advancing the implementation of the Asia-Pacific Information Superhighway initiative through regional cooperation	79/9	Implementation of the Jakarta Ministerial Declaration on Space Applications for Sustainable Development in Asia and the Pacific
Decision 78/6	Report of the Governing Council of the Asian and Pacific Centre for the Development of Disaster Information Management	79/10	Promoting digital cooperation and inclusion through the Action Plan for Implementing the Asia-Pacific Information Superhighway Initiative, 2022–2026
79/8	Consideration of the modalities for the establishment of the United Nations special programme for the Aral Sea basin		

**Subprogramme 6
Social development***General Assembly resolutions*

49/128	Report of the International Conference on Population and Development	77/189	Inclusive development for and with persons with disabilities
65/234	Follow-up to the International Conference on Population and Development beyond 2014	77/193	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: gender stereotypes and negative social norms
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding	78/174	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/4	Declaration of the High-level Dialogue on International Migration and Development		
73/195	Global Compact for Safe, Orderly and Regular Migration	78/176	Preparations for and observance of the thirtieth anniversary of the International Year of the Family
73/326	Format and organizational aspects of the international migration review forums	78/177	Follow-up to the Second World Assembly on Ageing
75/131	United Nations Decade of Healthy Ageing (2021–2030)	78/179	Policies and programmes involving youth
75/156	Strengthening national and international rapid response to the impact of the coronavirus disease (COVID-19) on women and girls	78/181	Improvement of the situation of women and girls in rural areas
75/157	Women and girls and the response to the coronavirus disease (COVID-19)	78/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
75/226	International migration and development		
76/266	Progress Declaration of the International Migration Review Forum	78/211	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities

Economic and Social Council resolutions

2016/25	Future organization and methods of work of the Commission on Population and Development	2022/4	Future organization and methods of work of the Commission on the Status of Women
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development	2022/5	Thirtieth anniversary of the Fourth World Conference on Women
		2023/12	Future organization and methods of work of the Commission for Social Development
		2023/15	Fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Economic and Social Commission for Asia and the Pacific resolutions and decisions

74 (XXIII)	Regional co-operation in the field of population	67/5	Full and effective implementation of the Madrid International Plan of Action on Ageing in the Asia-Pacific region
66/12	Sixth Asian and Pacific Population Conference	67/6	Enhancing accessibility for persons with disabilities at ESCAP

Section 19 Economic and social development in Asia and the Pacific

69/13	Implementation of the Ministerial Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2013–2022, and the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific	Decision 74/26	Report of the Asia-Pacific Intergovernmental Meeting on the Third Review and Appraisal of the Madrid International Plan of Action on Ageing
69/14	Implementation of the Bangkok statement on the Asia-Pacific review of the implementation of the Madrid International Plan of Action on Ageing	Decision 75/7	Report of the Midterm Review of the Asia and Pacific Ministerial Declaration on Population and Development including the Chair’s summary
70/14	Enhancing participation of youth in sustainable development in Asia and the Pacific	Decision 76/8	Asia-Pacific indicator framework for monitoring progress towards the implementation of the Programme of Action of the International Conference on Population and Development and of the commitments contained in the Asian and Pacific Ministerial Declaration on Population and Development
Decision 70/22	Report of the Sixth Asian and Pacific Population Conference		
71/13	Implementation of the Asian and Pacific Ministerial Declaration on Advancing Gender Equality and Women’s Empowerment	Decision 77/6	Report of the Asia-Pacific Regional Review of Implementation of the Global Compact for Safe, Orderly and Regular Migration
74/7	Towards disability-inclusive sustainable development: implementation of the Beijing Declaration, including the Action Plan to Accelerate the Implementation of the Incheon Strategy	79/5	Implementation of the Jakarta Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032
74/11	Strengthening regional cooperation to tackle inequality in all its forms in Asia and the Pacific	Decision 79/6	Asia-Pacific Intergovernmental Meeting on the Fourth Review and Appraisal of the Madrid International Plan of Action on Ageing

**Subprogramme 7
Statistics***General Assembly resolutions*

68/261	Fundamental Principles of Official Statistics	71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
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Economic and Social Council resolutions

2006/6	Strengthening statistical capacity	2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
2011/15	Revision of the statute of the Statistical Institute for Asia and the Pacific		
2013/21	Fundamental Principles of Official Statistics	2022/3	Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem

Economic and Social Commission for Asia and the Pacific resolutions

246 (XLII)	Statistical services in Asia and the Pacific	69/16	A core set of population and social statistics to guide national capacity development in Asia and the Pacific
65/2	Regional technical cooperation and capacity-building in statistics development in Asia and the Pacific	71/14	Asian and Pacific Civil Registration and Vital Statistics Decade, 2015–2024
67/10	A core set of economic statistics to guide the improvement of basic economic statistics in Asia and the Pacific	74/8	Accelerating the implementation of the Regional Action Framework on Civil Registration and Vital Statistics in Asia and the Pacific
67/11	Strengthening statistical capacity in Asia and the Pacific		
67/12	Improvement of civil registration and vital statistics in Asia and the Pacific	78/4	Implementation of the Ministerial Declaration on Building a More Resilient Future with Inclusive Civil Registration and Vital Statistics
69/15	Implementing the outcome of the High-level Meeting on the Improvement of Civil Registration and Vital Statistics in Asia and the Pacific		

**Subprogramme 8
Subregional activities for development**

General Assembly resolutions

63/260 72/283	Development-related activities Strengthening regional and international cooperation to ensure peace, stability and sustainable development in the Central Asian region	78/9	Commemoration of the twenty-fifth anniversary of the United Nations Special Programme for the Economies of Central Asia
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Economic and Social Commission for Asia and the Pacific resolution

244 (XLI) The Commission’s Activities in the Pacific

**Subprogramme 9
Energy**

General Assembly resolutions

65/151 67/215 77/327	International Year of Sustainable Energy for All Promotion of new and renewable sources of energy International Day of Clean Energy	78/149 78/157	The pivotal role of reliable and stable energy connectivity in driving sustainable development Ensuring access to affordable, reliable, sustainable and modern energy for all
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Economic and Social Council resolution

2011/14 Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific

Economic and Social Commission for Asia and the Pacific resolutions

64/3 67/2	Promoting renewables for energy security and sustainable development in Asia and the Pacific Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific	70/9; 74/9 73/8	Implementation of the outcomes of the Asian and Pacific Energy Forum Strengthening regional cooperation for sustainable energy development in Asia and the Pacific
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Deliverables

19.23 Table 19.1 lists all cross-cutting deliverables of the programme.

Table 19.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	9	9	9
Reports for:				
1. The Commission	5	4	3	3
2. The Asia-Pacific Forum on Sustainable Development	6	5	6	6
Substantive services for meetings (number of three-hour meetings)	36	36	36	36
Meetings of:				
3. The Commission	10	10	10	10

Section 19 Economic and social development in Asia and the Pacific

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
4. The Asia-Pacific Forum on Sustainable Development	8	8	8	8
5. The Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission	6	6	6	6
6. The expert groups on least developed countries, landlocked developing countries and small island developing States	3	3	3	3
7. The Committee for Programme and Coordination	1	1	1	1
8. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
9. The Fifth Committee	2	2	2	2
10. The Regional Collaborative Platform for Asia and the Pacific	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	1	2	1
11. On selected issues pertinent to the sustainable development of least developed countries, landlocked developing countries and small island developing States	2	1	2	1
Seminars, workshops and training events (number of days)	5	5	2	2
12. Subregional workshops on priorities of the programmes of action for least developed countries, landlocked developing countries and small island developing States	3	2	1	1
13. Policy dialogues based on the <i>Asia-Pacific Countries with Special Needs Development Report</i>	2	3	1	1
Publications (number of publications)	5	5	5	5
14. ESCAP theme study	1	1	1	1
15. <i>Asia-Pacific Countries with Special Needs Development Report</i>	1	1	1	1
16. On the implementation of the 2030 Agenda	1	1	1	1
17. <i>Asia-Pacific Sustainable Development Journal</i>	2	2	2	2
Technical materials (number of materials)	4	4	4	4
18. On issues relevant to Asia-Pacific least developed countries, landlocked developing countries and small island developing States	4	4	4	4
C. Substantive deliverables				
Databases and substantive digital materials: Asia-Pacific Sustainable Development Goal partnership data portal containing more than 1,000 data sets on the Sustainable Development Goals.				
D. Communication deliverables				
Outreach programmes, special events and information materials: observance of United Nations international days, including United Nations Day; outreach programmes upon demand for the general public, including for academic organizations, for approximately 300 participants.				
External and media relations: press releases and op-ed articles on the work and activities of ESCAP; press conferences/press briefings and press interviews for publications and events.				
Digital platforms and multimedia content: multimedia promotional content, including videos and educational materials for major publications and events; blog posts for the ESCAP website and content for ESCAP social media accounts.				

Evaluation activities

- 19.24 The evaluation conducted by ESCAP of the Asian and Pacific Centre for Transfer of Technology, completed in 2023, has guided the proposed programme plan for 2025.
- 19.25 In response to the results of the evaluation referenced above, ESCAP will create new partnerships with various development institutions to secure funding to implement the priority initiatives of the Asian and Pacific Centre for Transfer of Technology. ESCAP will also enhance the accessibility, flexibility and cost-efficiency of its capacity-building initiatives by offering online training courses focused on technology transfer and commercialization. This strategic move will broaden the reach of the Centre’s capacity-building initiatives, making them more accessible to a more diverse and wider audience.

- 19.26 The following evaluations conducted by ESCAP are planned for 2025:
- (a) Evaluation of the Asian and Pacific Training Centre for Information and Communication Technology for Development;
 - (b) Evaluation of subprogramme 5: Information and communications technology and disaster risk reduction and management.

Programme of work

Subprogramme 1

Macroeconomic policy, poverty reduction and financing for development

Objective

- 19.27 The objective, to which this subprogramme contributes, is to strengthen the capacity of member States to achieve stable, inclusive and sustainable economic development in Asia and the Pacific.

Strategy

- 19.28 To contribute to the objective, the subprogramme will support member States, including countries in special situations, in transforming their economies in a manner that is consistent with the 2030 Agenda, contributing in particular to the achievement of Sustainable Development Goals 1, 8–10, 12 and 17, and promote a development approach that goes beyond the primary focus on economic growth. Specifically, the subprogramme will:
- (a) Support member States in exploring, adopting and mainstreaming economic development policies and financing strategies aligned with the achievement of the Goals, through methodologies developed through and policy recommendations emerging from knowledge products, technical advisory and capacity-building efforts and the facilitation of knowledge exchange and consensus-building among member States;
 - (b) Undertake research, advisory and capacity-building services on country-level policymaking and regional-level sharing of policy experiences, guided by the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development of the Commission and further supported through the Consultative Group on Financing Strategies for the Sustainable Development Goals;
 - (c) Undertake outreach and follow-up of the subprogramme's research and knowledge products through policy dialogues and closer cooperation of members of the Consultative Group, policy think tanks, resident coordinator offices and United Nations country teams to further integrate the subprogramme's research and capacity-building work;
 - (d) Provide substantive inputs to global and United Nations system-wide processes, task teams and publications coordinated by the Department of Economic and Social Affairs, and to United Nations system-wide initiatives, in particular on financing for development issues.
- 19.29 The above-mentioned work is expected to result in:
- (a) Evidence-based economic policies and development strategies for strengthened economic resilience, inclusive development and environmental sustainability;
 - (b) The strengthened ability of member States, in particular least developed countries, to mobilize and allocate financial resources for sustainable development, including by mainstreaming sustainable development into public and private financing;

- (c) The improved ability of member States to employ economic and financial policy levers to promote the transformation of their economies towards resilient, inclusive and sustainable development pathways.

Programme performance in 2023

Advancement of digital tax administration solutions in Pakistan

- 19.30 The digitalization of tax administration enables a modernized and more efficient tax administration and improves services for taxpayers. It can also contribute to a reduction in tax evasion and avoidance through enhanced monitoring and detection.
- 19.31 Upon direct request from the Federal Board of Revenue of Pakistan, the subprogramme provided technical support to its efforts to strengthen the tax administration of Pakistan through four digital tools: track and trace systems, e-withholding taxes, e-invoicing and point-of-sale systems. The support comprised an international conference on the digitalization of tax administration held in the Federal Board of Revenue headquarters in Islamabad in June 2023, an extensive technical report on the four areas of interest to the Board, with an overview of the Commission’s international and regional experience and detailed recommendations, and a technical training workshop for officials of the Board on data analysis tools to enhance tax compliance held at the Inland Revenue Service Academy in Lahore in October 2023.
- 19.32 Progress towards the objective is presented in the performance measure below (see table 19.2).

Table 19.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Tax administration officials from Asia and the Pacific, including Pakistan, exchanged knowledge on the digitalization of tax administration in Asia and the Pacific to identify challenges and solutions	Federal Board of Revenue of Pakistan officials launched four key projects to digitalize the tax administration

Planned results for 2025

Result 1: strengthened financing for sustainable development, with a focus on innovative and emerging financing options in the Asia-Pacific region

Programme performance in 2023 and target for 2025

- 19.33 The subprogramme’s work contributed to three member States (Bhutan, Cambodia and Sri Lanka) implementing national strategies and policy initiatives to strengthen financing and resource mobilization and allocation for sustainable development, which met the planned target.
- 19.34 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.3).

Table 19.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
New policy initiatives or reforms by three member States (Bangladesh, Cambodia and Vanuatu) to strengthen financing and resource mobilization and allocation for sustainable development	New policy initiatives or reforms by three member States (Bangladesh, Bhutan and Cambodia) to strengthen financing and resource mobilization and allocation for sustainable development	New policy initiatives or national strategies by three member States (Bhutan, Cambodia and Sri Lanka) to strengthen financing and resource mobilization and allocation for sustainable development	New policy initiatives or reforms by three member States to strengthen financing and resource mobilization and allocation for sustainable development	New policy initiatives or reforms by three member States to strengthen financing and resource mobilization and allocation for sustainable development

Result 2: engagement of member States for evidence-based and forward-looking macroeconomic policymaking aligned with the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 19.35 The subprogramme’s work contributed to the relevant ministries of three member States (Cambodia, Mongolia and Sri Lanka) engaging on the organization of substantive macroeconomic policy dialogues on rethinking public debt, which met the planned target.
- 19.36 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.4).

Table 19.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
National policy dialogues on substantive macroeconomic policy involved policymakers as participants	National policy dialogues on substantive macroeconomic policy involved policymakers as participants	Relevant ministries of three member States (Cambodia, Mongolia and Sri Lanka) engaged on the organization of substantive macroeconomic policy dialogues on rethinking public debt	Relevant ministries of an increasing number of member States engage on the organization of substantive macroeconomic policy dialogues	Relevant ministries of three or more member States engage on the organization of substantive macroeconomic policy dialogues

Result 3: improved policymaking for macroeconomic and financing for development issues

Proposed programme plan for 2025

- 19.37 Based on its mandate to support macroeconomic policymaking and financing sustainable development, the subprogramme has provided in-depth analyses of global and regional trends and emerging challenges in these areas.

Lessons learned and planned change

- 19.38 The lesson for the subprogramme was that strengthening updates on the subprogramme’s policy research, monitoring the usage of its research products and interacting directly with policymakers could increase the policy impact of its analytical work. In applying the lesson, the subprogramme plans to make the content and presentation of its analytical products more user-friendly. Additional efforts will be made to disseminate the knowledge to policymakers and devise more detailed feedback and follow-up mechanisms regarding the usefulness and influence of its research products to policymakers.
- 19.39 Expected progress towards the objective is presented in the performance measure below (see table 19.5).

Table 19.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States accessed macroeconomic policy knowledge and recommendations through the ESCAP website	Member States benefited from updates on policy research through the Consultative Group on Financing Strategies for the Sustainable Development Goals	Policymakers engaged in interactive discussions with experts through policy dialogues on flagship publications	At least 60 per cent of policymakers acknowledge policy awareness on emerging macroeconomic and financing for development issues	At least 65 per cent of policymakers acknowledge strengthened policy awareness on emerging macroeconomic and financing for development issues

Deliverables

- 19.40 Table 19.6 lists all deliverables of the subprogramme.

Table 19.6
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	5	1	4
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	3	4	–	3
Substantive services for meetings (number of three-hour meetings)	11	11	11	13
Meetings of:				
3. The Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	6	5	–	6
4. Subregional Sustainable Development Goal forums, with a focus on financing for development	1	1	1	1
5. Expert groups on financing for development	–	–	4	–
6. Expert groups on the <i>Economic and Social Survey of Asia and the Pacific</i>	4	4	4	4
7. The Consultative Group on Financing Strategies for the Sustainable Development Goals	–	1	2	2

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	2	1	1
8. On selected economic policy and financing for development issues	1	2	1	1
Seminars, workshops and training events (number of days)	4	4	4	4
9. Policy-focused discussions based on research outlined in the <i>Economic and Social Survey of Asia and the Pacific</i> and <i>Financing for Development in Asia and the Pacific</i>	4	4	4	4
Publications (number of publications)	2	2	1	2
10. <i>Economic and Social Survey of Asia and the Pacific</i>	1	1	1	1
11. <i>Financing for Development Series</i>	1	1	–	1
Technical materials (number of materials)	10	14	10	10
12. Knowledge products on economic issues and policies tailored to countries' specific circumstances	4	8	4	4
13. Working paper series on macroeconomic policy, poverty reduction and financing for development	2	2	2	2
14. Policy briefs on macroeconomic policy, poverty reduction and financing for development	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: side event on financing for development at the Economic and Social Council; Asia-Pacific side event at the fourth Financing for Development Summit; side event at the Conference of the Parties to the United Nations Framework Convention on Climate Change; side events at the Asia-Pacific Forum on Sustainable Development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: presentations, videos, brochures and infographics on the <i>Economic and Social Survey of Asia and the Pacific</i> .				

Subprogramme 2 Trade, investment and innovation

Objective

- 19.41 The objective, to which this subprogramme contributes, is to strengthen the capacity of member States to implement policies and programmes that more effectively harness the potential of trade, investment, innovation, technology and enterprise development for inclusive and sustainable development and regional integration in Asia and the Pacific.

Strategy

- 19.42 To contribute to the objective, the subprogramme will:
- (a) Support member States in formulating and implementing policies and measures to promote and facilitate trade, investment, innovation and enterprise development in support of inclusive and sustainable development, with a specific focus on the needs of countries in special situations, including countries on the cusp of graduation from least developed country status;
 - (b) Build the capacity of member States, in cooperation with global and regional partners, such as the Asian Development Bank, the United Nations Conference on Trade and Development and the World Trade Organization, to negotiate and implement trade agreements aligned with the 2030 Agenda and to design and implement trade and investment facilitation policies and measures, including through the adoption of paperless trade systems;

- (c) Provide capacity-building in close cooperation with the Asian and Pacific Centre for Transfer of Technology, including workshops, training activities and policy advice; develop knowledge products on sustainable foreign direct investment (FDI), innovation, technology cooperation and transfer, emerging and frontier technologies, responsible and inclusive business, social enterprise, impact investment and innovative finance for women's entrepreneurship; and support member States in making progress towards the achievement of Sustainable Development Goals 3, 5–9, 11, 13 and 17;
- (d) Support member States in the areas of trade facilitation and support trade digitization, such as paperless and contactless trade, as appropriate, in particular to maintain trade flows of critical goods in times of global and regional crises;
- (e) Support member States in formulating policies for sustainable FDI, infrastructure financing and micro-, small and medium-sized enterprises, with a key focus on private sector engagement through the ESCAP Sustainable Business Network and on developing innovative financial and digital tools to support women entrepreneurs with a view to reducing vulnerabilities;
- (f) Support regional cooperation platforms and expand expert networks in the areas of trade, investment, technology, innovation and inclusive and sustainable business, including through public-private partnerships, for knowledge transfer and peer learning.

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

- (a) Reduced trade costs and increased participation and competitiveness of companies, especially micro-, small and medium-sized enterprises, in international trade;
- (b) The adoption by member States of more effective rules and procedures governing trade, leading to more efficient trade outcomes aligned with the Sustainable Development Goals;
- (c) The adoption by member States of policies and measures aimed at achieving more inclusive and sustainable outcomes of private sector activities, including public-private partnerships;
- (d) The integration of inclusive and sustainable practices into technology and innovation policies in the region;
- (e) The increased resilience of supply chains by enabling continued trade activities and using technology and innovation to mitigate the impact of crises.

Programme performance in 2023

Women entrepreneurs access financial services through innovative financing mechanisms

19.44 The International Finance Corporation estimates a gap of \$300 billion¹ worldwide in financing for formal, women-owned small businesses alone. Meanwhile more than 1 billion women still do not have access to formal financial systems and 70 per cent of women-owned small and medium-sized enterprises globally have inadequate or no access to financial services. In fact, women-owned and women-led companies secure, on average, 2 per cent of global venture capital investments² currently available.

19.45 From 2021 to 2023, the subprogramme has helped to address the gender-finance gap in Asia and the Pacific through the implementation of innovative financing mechanisms, with a strategic focus on supporting women entrepreneurs across the region. Under the Commission's initiative on catalysing women's entrepreneurship, women entrepreneurs, including those in least developed countries and small island developing States, accessed financing for their businesses. This was achieved through mechanisms that include fintech solutions, an investing fund and bonds which mainstream a gender perspective, the execution of two challenge funds, and the provision of credit guarantees.

¹ See www.ifc.org/content/dam/ifc/doc/mgrt/banking-on-women-bonds-factsheet-november-2015-rev.pdf.

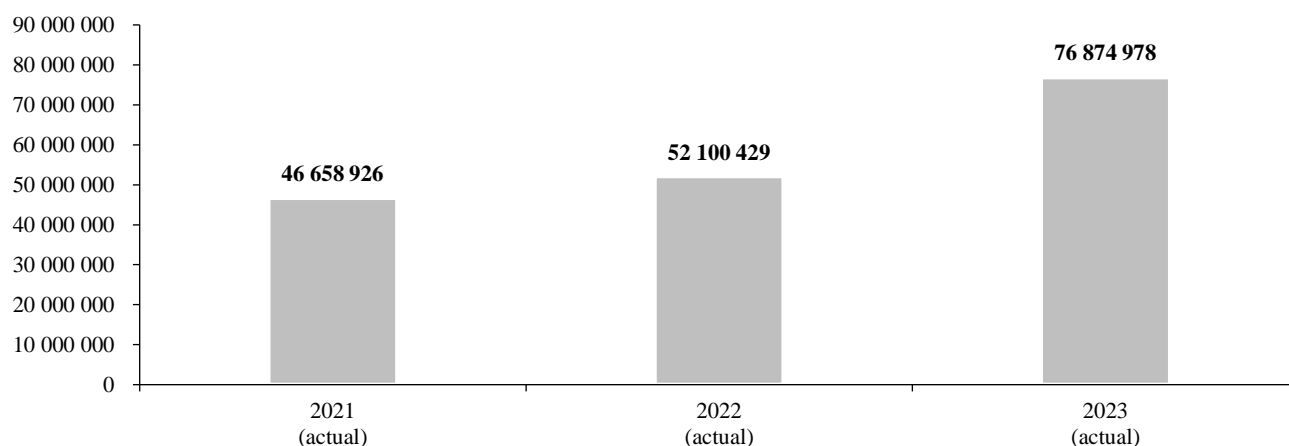
² See www.unwomen.org/sites/default/files/2023-12/booklet-gender-finance-2023-en.pdf.

19.46 Progress towards the objective is presented in the performance measure below (see figure 19.I).

Figure 19.I

Performance measure: value of additional capital leveraged towards women’s entrepreneurship objectives (cumulative)

(United States dollars)



Planned results for 2025

Result 1: strengthened commitment of the private sector in support of the Sustainable Development Goals in Asia and the Pacific

Programme performance in 2023 and target for 2025

19.47 The subprogramme’s work contributed to 298 private sector organizations adopting the Asia-Pacific Green Deal for business, 93 of which were small and medium-sized enterprises, which met the planned target.

19.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.7).

Table 19.7

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The private sector developed a draft of an Asia-Pacific Green Deal for businesses and gave its full support thereto	A total of 81 private sector organizations, including 33 small and medium-sized enterprises, adopted the Asia-Pacific Green Deal for Business	A total of 298 private sector organizations adopted the Asia-Pacific Green Deal for business, 93 of which were small and medium-sized enterprises	There is a further increase in the number of private sector organizations that sign a declaration on the Asia-Pacific Green Deal for Business, of which the majority are small and medium-sized enterprises	Private sector organizations start to track their emissions or other sustainability metrics, inter alia, by way of the Asia-Pacific Green Deal for Business digital platform

Result 2: enhanced policy measures to promote inclusive business for sustainable development
Programme performance in 2023 and target for 2025

- 19.49 The subprogramme’s work contributed to 1 member State (Viet Nam) implementing an inclusive business accreditation system, and 10 member States endorsing a plan of action for the promotion of inclusive business in the Association of Southeast Asian Nations (ASEAN) for 2023–2027, and issuing a declaration on promoting inclusive business models in ASEAN, which met the planned target.
- 19.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.8).

Table 19.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Member States (Cambodia, Philippines and Viet Nam) implemented measures to promote inclusive businesses	Viet Nam implemented an inclusive business accreditation system 10 member States endorsed a plan of action for the promotion of inclusive business in ASEAN (2023–2027), and issued a declaration on promoting inclusive business models in ASEAN	Additional policy measures developed by member States to promote inclusive businesses	2 key policy measures to support the implementation of a plan of action for the promotion of inclusive business in ASEAN (2023–2027) designed: an ASEAN inclusive business accreditation system and a framework to monitor and evaluate the progress of the plan of action

Result 3: more sustainable and efficient trade processes through increased digital and sustainable trade facilitation measures

Proposed programme plan for 2025

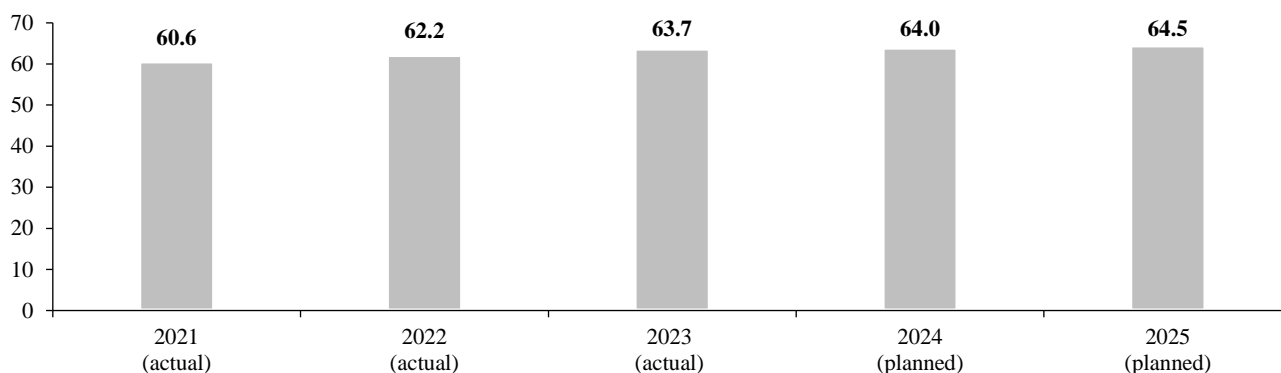
- 19.51 The subprogramme has a long-standing programme on trade facilitation to help lower trade costs and enable countries to integrate into regional and global value chains, with a focus on supporting member States in implementing cross-border paperless trade processes, including through the implementation of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific.

Lessons learned and planned change

- 19.52 The lesson for the subprogramme was that trade facilitation measures that can be tailored to various stakeholder groups can help maximize their contribution to inclusive and sustainable development. In applying the lesson, the subprogramme will support countries, particularly countries in special situations, to develop more inclusive and sustainable trade facilitation programmes. Research and capacity-building activities on trade facilitation will be undertaken to ensure that the needs of women traders, small and medium-sized enterprises and other disadvantaged populations are more fully taken into account, including in the implementation of cross-border paperless trade. The subprogramme will also implement awareness-raising and capacity-building activities to mitigate the environmental impact associated with trade procedures and to facilitate the sustainability of trade.
- 19.53 Expected progress towards the objective is presented in the performance measure below (see figure 19.II).

Figure 19.II
Performance measure: implementation rate of digital and sustainable trade facilitation measures in Asia and the Pacific (annual)

(Percentage)



Deliverables

19.54 Table 19.9 lists all deliverables of the subprogramme.

Table 19.9
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	18	16	12	17
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Trade, Investment, Enterprise and Business Innovation	6	6	–	6
3. The Governing Council of the Asian and Pacific Centre for Transfer of Technology	3	3	3	2
4. The Asia-Pacific Trade Agreement Standing Committee	4	–	4	4
5. The Paperless Trade Council of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific and the Standing Committee of the Framework Agreement	4	6	4	4
Substantive services for meetings (number of three-hour meetings)	34	20	28	34
Meetings of:				
6. The Committee on Trade, Investment, Enterprise and Business Innovation	6	5	–	6
7. The Governing Council of the Asian and Pacific Centre for Transfer of Technology	4	3	4	4
8. The Asia-Pacific Trade Agreement Standing Committee	8	–	8	8
9. The Paperless Trade Council of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific and the Standing Committee of the Framework Agreement	4	6	4	4
10. The expert group on trade, investment and innovation	8	2	8	8
11. The ESCAP Sustainable Business Network	2	2	2	2
12. The United Nations Special Programme for the Economies of Central Asia Working Group on Trade	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	15	6	6
13. On women’s entrepreneurship: innovative finance component	1	1	–	–

Section 19 Economic and social development in Asia and the Pacific

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
14. On the ESCAP Sustainable Business Network and public-private partnerships	–	1	1	–
15. On trade policy and economic partnership	1	5	1	1
16. On trade facilitation and paperless trade	–	–	–	1
17. On innovation, enterprise and investment	1	6	1	1
18. On new and emerging technologies	3	2	3	3
Publications (number of publications)	3	3	3	3
19. <i>Asia-Pacific Trade and Investment Report</i>	1	1	–	1
20. <i>Studies in Trade, Investment and Innovation</i>	2	2	2	2
21. <i>Innovation in Asia and the Pacific</i>	–	–	1	–
Technical materials (number of materials)	11	11	10	10
22. Trade, Investment and Innovation Working Paper Series	2	2	2	2
23. Policy briefs on trade, investment, and innovation	4	4	3	3
24. Reports on trade facilitation and paperless trade implementation	1	1	1	1
25. <i>Asia-Pacific Tech Monitor</i>	4	4	4	4

C. Substantive deliverables

Consultation, advice and advocacy: advisory services on trade, investment, innovation, inclusive and sustainable business, technology cooperation and transfer, and emerging and frontier technologies; regional knowledge networks linking researchers, policymakers and practitioners in trade, investment, innovation and inclusive and sustainable business, including the Asia-Pacific Research and Training Network on Trade and the United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific; advisory support for the task forces of the ESCAP Sustainable Business Network; side events on trade, investment and innovation at the Asia-Pacific Forum on Sustainable Development.

Databases and substantive digital materials: two online courses and databases on trade, investment and innovation; the comprehensive trade cost database; the Asia-Pacific Trade and Investment Agreements Database; trade performance indicators on non-tariff measures; the online Trade Intelligence and Negotiation Adviser.

D. Communication deliverables

Outreach programmes, special events and information materials: country fact sheets, multimedia materials and briefings on trade, investment, innovation and inclusive and sustainable business.

Subprogramme 3 Transport

Objective

- 19.55 The objective, to which this subprogramme contributes, is to achieve sustainable transport connectivity, logistics and mobility in the Asia-Pacific region.

Strategy

- 19.56 To contribute to the objective, the subprogramme will:
- Serve as the secretariat for the Intergovernmental Agreement on the Asian Highway Network, the Intergovernmental Agreement on the Trans-Asian Railway Network and the Intergovernmental Agreement on Dry Ports, and provide technical expertise to the intergovernmental deliberations of the relevant working groups, including on operational issues and issues of particular relevance to landlocked developing countries;
 - Provide technical assistance and conduct related research and analysis on land and maritime transport, with due consideration for the specific needs of landlocked developing countries and small island developing States, focusing on enhanced operational connectivity through

promoting knowledge products and best practices, including efficient operational arrangements and harmonized legal frameworks for multimodal transport, and facilitate systematic regional and, as appropriate, interregional dialogue to foster regional and interregional connectivity;

- (c) Facilitate the exchange of good practices on the utilization of new and emerging technologies, and support the wider deployment of smart transport systems through the development of a regional road map and by raising awareness through knowledge products and capacity development;
 - (d) Undertake policy advocacy and capacity-building in the areas of sustainable urban transport and low greenhouse gas emissions and logistics, including by promoting and facilitating an accelerated transition to electric mobility, clean and energy-efficient transport and environmentally friendly supply chains;
 - (e) Provide technical assistance in the areas of road safety and inclusive transport and mobility, including through a regional plan of action for road safety and regional guidelines addressing accessibility, to support reductions in poverty and inequality and promote inclusive transport for people with different travel requirements, including but not limited to women, children, older persons, low-income transport users, rural inhabitants and persons with disabilities.
- 19.57 These workstreams will support member States in making progress towards the achievement of Sustainable Development Goals 3, 7, 9, 11–13 and 17 and the objectives of the Regional Action Programme for Sustainable Transport Development in Asia and the Pacific (2022–2026).
- 19.58 The above-mentioned work is expected to result in:
- (a) A more sustainable, efficient and resilient transport infrastructure along the regional transport networks (Asian highways, trans-Asian railways and dry ports) and at maritime ports to support freight and, where appropriate, passenger operations that are affordable, safe, accessible and environmentally friendly;
 - (b) Enhanced regional land, maritime and interregional transport connectivity to preserve regional and interregional transport linkages and foster regional cooperation to support interregional and intraregional trade and people connectivity;
 - (c) The formulation and implementation of sustainable transport and mobility policy initiatives in member countries, including the planning and development of urban public transport systems, measures and mechanisms to promote the use of low-greenhouse-gas-emission transport and smart mobility approaches, and measures to improve transport safety and promote inclusive transport in the region.

Programme performance in 2023

Increased coverage of the regional land transport network in Asia and the Pacific

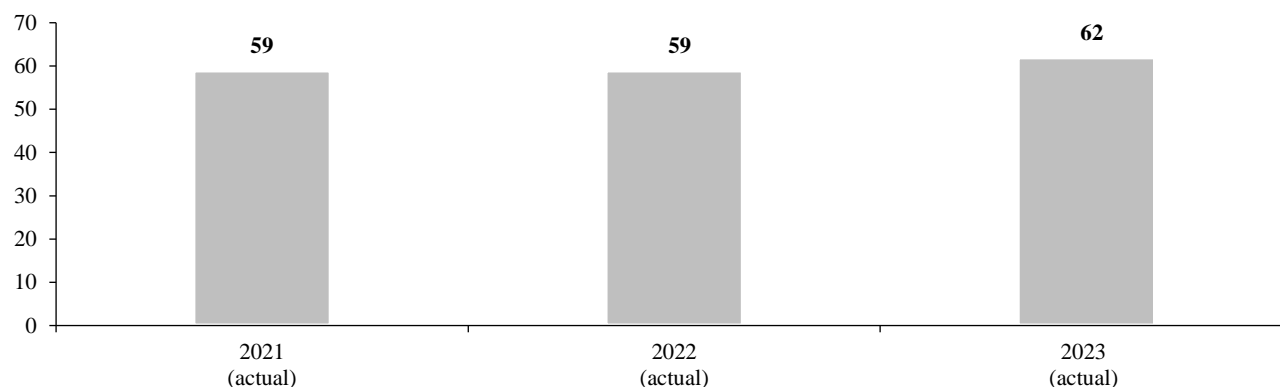
- 19.59 The subprogramme supports member States in the development of the regional land transport network. Greater network coverage helps improve the efficiency and resiliency of transport connectivity in the region while enabling more countries to enjoy the economic and social benefits of greater connectivity. Designating roads, rail routes and dry ports mentioned, respectively, in the Intergovernmental Agreements on the Asian Highway Network, on the Trans-Asian Railway Network and on Dry Ports, as part of regional transport corridors also helps countries consolidate international freight flows and reduce transport time and delays. It allows countries to benefit from economies of scale in their infrastructure investments, helping them cope with the growing demand for freight transport in Asia and the Pacific.
- 19.60 The coordinated development of the regional transport network is formalized by the Intergovernmental Agreements on the Asian Highway Network, on the Trans-Asian Railway Network and on Dry Ports. In 2023, the subprogramme provided logistical and substantive support to the Working Groups on the Asian Highway, on the Trans-Asian Railway Network and on Dry

Ports for the intergovernmental process of deliberations among parties to the Agreements and the adoption of a set of amendments expanding the coverage of their respective networks.

19.61 Progress towards the objective is presented in the performance measure below (see figure 19.III).

Figure 19.III

Performance measure: number of roads designated as Asian highways in Asia and the Pacific



Planned results for 2025

Result 1: leveraged regional transport network to address the environmental dimension of transport development and international supply chains

Programme performance in 2023 and target for 2025

19.62 The subprogramme’s work contributed to member States welcoming the set-up of an inventory of best practices for low emissions and resilient infrastructure along the Asian Highway Network to address the environmental dimension of transport development and operations, which met the planned target.

19.63 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.10).

Table 19.10

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Countries utilized the Working Groups on the Asian Highway, on the Trans-Asian Railway Network and on Dry Ports to discuss a regional approach towards enhancing the sustainability of freight transport, listing the environmental dimension of transport development among its priorities	Several member States (China, India, Russian Federation and Thailand) fulfilled their transport-related emission reduction commitments, including the development of long-term policies and road maps to accelerate the transition to electric mobility to support climate action (China, India and Thailand)	Member States welcomed the set-up of an inventory of best practices for low emissions and resilient infrastructure along the Asian Highway Network to address the environmental dimension of transport development and operations	Members of the existing intergovernmental working groups and initiatives introduce more ambitious policy measures to address the environmental dimension of freight transport operations	Member States implement low-emission transport measures

Result 2: enhanced policies for safe and inclusive transport and mobility

Programme performance in 2023 and target for 2025

- 19.64 The subprogramme’s work contributed to three member States (Bangladesh, Islamic Republic of Iran and Lao People’s Democratic Republic) formulating national road safety policies and initiatives to improve road safety, which met the planned target.
- 19.65 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.11).

Table 19.11
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
ESCAP member States agreed to include safe and inclusive transport in the Regional Action Programme for Sustainable Transport Development in Asia and the Pacific (2022–2026) as one of its three overarching objectives	The Regional Plan of Action for Asia and the Pacific for the Second Decade of Action for Road Safety 2021–2030 was welcomed by the Committee on Transport ESCAP member States contributed to the development of regional guidelines on enhancing social inclusion and innovations in urban transport systems in Asia-Pacific cities	Bangladesh, the Islamic Republic of Iran and the Lao People’s Democratic Republic formulated national road safety policies and initiatives to improve road safety	Three additional member States formulate national measures to reduce road traffic deaths and injuries by at least 50 per cent between 2021 and 2030	Three additional member States, including a least developed country, formulate national measures to reduce road traffic deaths and injuries by at least 50 per cent between 2021 and 2030

Result 3: increased efficiency and resilience of transport connectivity and logistics networks in Asia and the Pacific

Proposed programme plan for 2025

- 19.66 Increasing the efficiency and resilience of transport connectivity and logistics is one of the three objectives of the Regional Action Programme for Sustainable Transport Development in Asia and the Pacific (2022–2026). The subprogramme has been facilitating negotiations among parties within the context of the Intergovernmental Agreements on the Asian Highway Network, on the Trans-Asian Railway Network and on Dry Ports to further extend and upgrade the regional transport network.

Lessons learned and planned change

- 19.67 The lesson for the subprogramme was that parties to the Agreements could benefit from greater support on amending transport routes involving border-crossing points. In applying the lesson, the subprogramme will develop guidance materials to facilitate countries’ deliberations with regard to identifying the transboundary implications of proposed changes to the segments of transport networks. The subprogramme will provide timely consultations to the countries proposing new amendments to the Agreements.
- 19.68 Expected progress towards the objective is presented in the performance measure below (see table 19.12).

Table 19.12
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Member States confirmed that further development of the transport networks was necessary for greater connectivity in Asia and the Pacific	Member States proposed amendments to the coverage of the eight Asian Highway routes and eight Trans-Asian Railway routes	Member States adopted amendments to 5 Asian Highway routes and 2 Trans-Asian Railway routes	Increased consultations among the relevant member States on amendment proposals involving international border crossings	Member States consider the proposed amendments to the configuration of transport networks

Deliverables

19.69 Table 19.13 lists all deliverables of the subprogramme.

 Table 19.13
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	4	1
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Transport	–	–	3	–
Substantive services for meetings (number of three-hour meetings)	28	23	22	28
Meetings of:				
3. The Committee on Transport	–	–	6	–
4. The Asian Highway Network	4	4	–	4
5. The Trans-Asian Railway Network	4	4	–	4
6. Meetings on dry ports	4	4	–	4
7. The United Nations Special Programme for the Economies of Central Asia Working Group on Sustainable Transport, Transit and Connectivity	4	4	4	4
8. Expert groups on transport connectivity and logistics	8	6	8	8
9. Expert groups on mobility	4	1	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	10	18	8	8
10. On transport connectivity and logistics	3	10	4	4
11. On mobility	7	8	4	4
Seminars, workshops and training events (number of days)	1	1	–	1
12. On transport connectivity and logistics	1	1	–	1
Publications (number of publications)	2	2	3	2
13. On transport developments in Asia and the Pacific	1	1	2	1
14. On transport connectivity, logistics and mobility	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Technical materials (number of materials)	3	3	2	3
15. On transport connectivity and logistics	2	2	1	2
16. On mobility	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: side events on transport at the Asia-Pacific Forum on Sustainable Development.				
Databases and substantive digital materials: Asian Highway database, the Trans-Asian Railway Network and the network of dry ports.				
D. Communication deliverables				
Outreach programmes, special events and information materials: infographics on road safety for regional and global access.				

Subprogramme 4 Environment and development

Objective

- 19.70 The objective, to which this subprogramme contributes, is to enhance the environmental sustainability of development in a holistic and integrated manner and to improve human well-being in urban and rural environments through building the capacity of member States to strengthen integrated environmental policies and sustainable management of natural resources, realize inclusive and sustainable urban development and reduce pollution and waste.

Strategy

- 19.71 To contribute to the objective, the subprogramme will:
- (a) Support member States in the development of ambitious climate action policies and plans aligned with the Paris Agreement and the decisions adopted by the Commission and the Committee on Environment and Development, and support the implementation of these policies and plans at the regional, national, subnational and local levels;
 - (b) Review status and trends related to the common environment and the health impacts of environmental degradation in Asia and the Pacific, follow up on the outcomes of the Ministerial Declaration on Protecting Our Planet through Regional Cooperation and Solidarity in Asia and the Pacific, and provide technical support for integrated policies to promote and strengthen conservation, management and sustainable use approaches, such as nature-based solutions and ecosystem-based approaches, sustainable food systems, pollution management and participatory approaches in environmental matters, including through multi-stakeholder partnerships and engagement, including with youth and persons with disabilities, local communities and Indigenous Peoples, while taking into account a gender perspective;
 - (c) Promote regional cooperation, including through the operationalization of the Regional Action Programme on Air Pollution and the commemoration of the International Day of Clean Air for blue skies, to provide opportunities for partnership-building, dialogues and the exchange of best practices on air quality management, complemented by technical support to member States on the assessment of air quality, standards and data;
 - (d) Build the capacity of national, subnational and local officials to strengthen sustainable urban planning processes; provide technical and policy support for the local review and implementation of the Sustainable Development Goals; facilitate the adoption of urban resilience strategies, the application of people-centred smart city systems and the financing of climate-resilient urban infrastructure; and increase awareness of sustainable and inclusive

urban solutions, including issues related to socioeconomic development, the right to a clean, healthy and sustainable environment, resource consumption, infrastructure planning, air pollution, climate change and disaster risk reduction;

- (e) Support regional cooperation to protect ocean and marine ecosystems for sustainable development, including by coordinating the regional implementation of the United Nations Decade of Ocean Science for Sustainable Development, by, inter alia, providing participatory, multi-stakeholder dialogue platforms such as the Asia-Pacific Day for the Ocean, and by promoting the implementation of international conventions and region-wide initiatives, as appropriate.

19.72 The above-mentioned strategy will help support member States in their progress towards the achievement of Sustainable Development Goals 2, 3, 6, 11–15 and 17.

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

- (a) Enhanced action to address climate change through accelerating the implementation of the Paris Agreement and the Regional Action Programme on Air Pollution in Asia-Pacific countries;
- (b) Increased sustainability and resilience of communities and reduced negative impacts of urbanization;
- (c) Enhanced action to protect the environment and support the transition to conservation, management and sustainable use approaches, such as nature-based solutions and ecosystem-based approaches, especially healthy oceans and food systems;
- (d) Advancement of subregional frameworks to promote participatory approaches in environmental matters;
- (e) Sustainable, low-emission and climate-resilient development for countries graduating from least developed country status;
- (f) Strengthened and revitalized multilateral cooperation on environmental action.

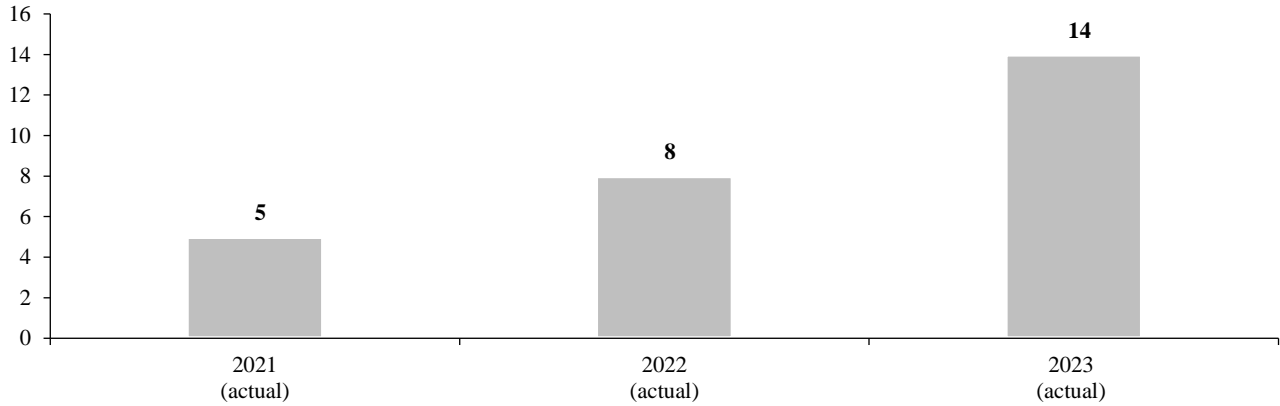
Programme performance in 2023

Strengthened policies on climate action towards low emissions and net-zero targets at regional, national, subnational and local levels

19.74 A themed study on transitioning to a net-zero future was published in 2023 to support member States in accelerating climate action in Asia and the Pacific. In the study, the regional context of climate change was outlined and policies and actions that could be taken in various sectors of the economy to support the global climate agenda were identified. ESCAP resolution 79/1 was adopted by member States with the goal of increasing their commitments to reducing greenhouse gas emissions and achieving net-zero emissions by mid-century. A technical cooperation project was initiated with five countries with the aim of transitioning towards low emissions and resilient urban development. Direct technical support was mostly aimed at countries in special situations.

19.75 Progress towards the objective is presented in the performance measure below (see figure 19.IV).

Figure 19.IV
Performance measure: number of Asia-Pacific countries that benefited from the Commission’s guidance and support in developing policies on climate action aimed at achieving low emissions and net-zero targets (cumulative)



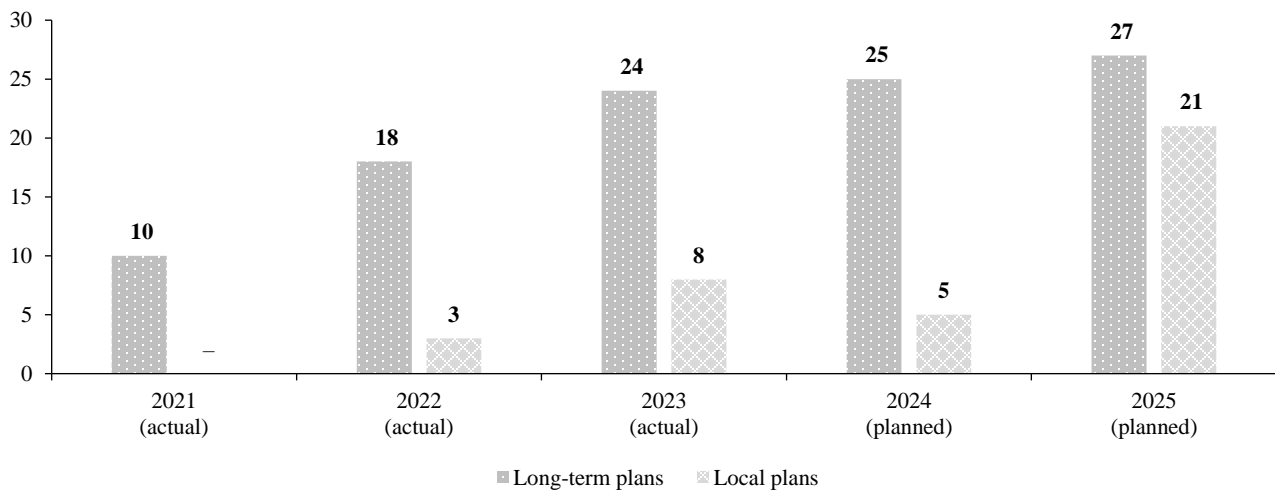
Planned results for 2025

Result 1: accelerated implementation of climate action

Programme performance in 2023 and target for 2025

- 19.76 The subprogramme’s work contributed to 24 Asia-Pacific countries developing long-term, low-carbon and low-emissions development strategies and 8 Asia-Pacific countries developing local climate and/or air pollution action plans, which exceeded the planned target of 10 and 5 countries, respectively.
- 19.77 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 19.V).

Figure 19.V
Performance measure: number of Asia-Pacific countries that develop local climate and/or air pollution action plans and long-term, low-carbon and low-emissions development and recovery strategies (cumulative)

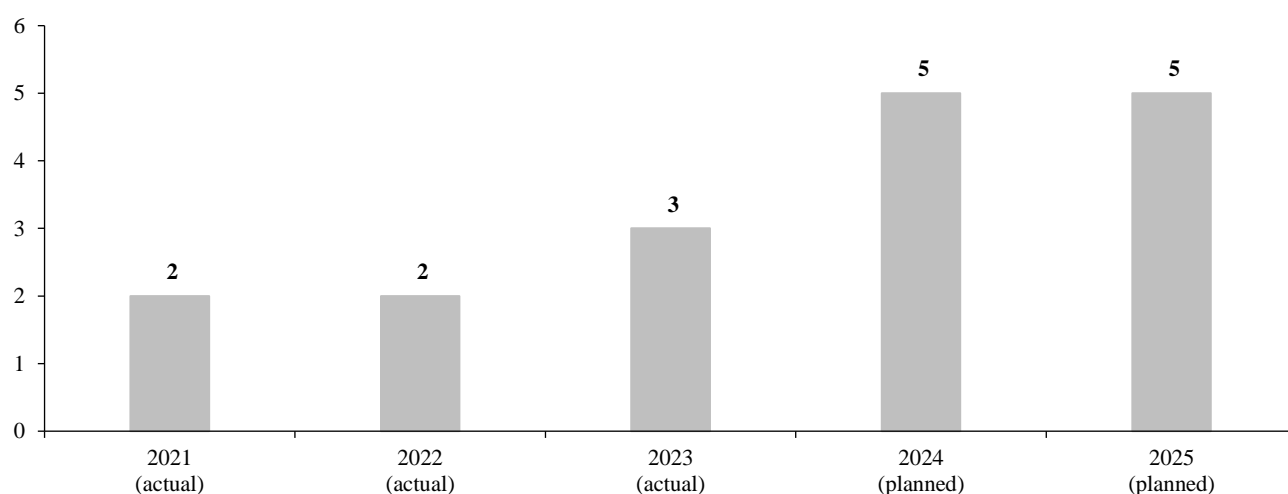


Result 2: local governments localize the Sustainable Development Goals and contribute to national climate strategies

Programme performance in 2023 and target for 2025

- 19.78 The subprogramme’s work contributed to three cities developing voluntary local reviews and/or Sustainable Development Goal localization plans, applying the regional guidelines for voluntary local reviews developed by the subprogramme in 2020, including for cities in countries in special situations, which met the planned target.
- 19.79 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 19.VI).

Figure 19.VI
Performance measure: number of cities developing voluntary local reviews and/or Sustainable Development Goal localization plans with the direct support of the Commission (annual)



Result 3: member States in Asia and the Pacific increase cooperation to advance participatory approaches on environmental matters

Proposed programme plan for 2025

- 19.80 In the Ministerial Declaration on Protecting Our Planet through Regional Cooperation and Solidarity in Asia and the Pacific, member States reaffirmed that a clean, healthy and sustainable environment is important for sustainable development.

Lessons learned and planned change

- 19.81 The lesson for the subprogramme was that expanding the focus of its partnerships can help to promote participatory approaches in environmental matters in the region. In applying the lesson, the subprogramme plans to facilitate deliberations among member States, relevant ESCAP subprogrammes and other United Nations entities, as appropriate, to provide comprehensive, unified and coherent support. It will offer intraregional learning activities, providing a space for subregions to exchange lessons learned and best practices to promote participatory approaches in environmental matters.
- 19.82 Expected progress towards the objective is presented in the performance measure below (see table 19.14).

Table 19.14
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
A subregional dialogue enhanced the capacity of member States to mainstream participatory approaches in environmental matters	Member States agreed on institutional arrangements to strengthen participatory approaches	Member States enhanced subregional cooperation to promote participatory approaches	Member States consider modalities for promoting participatory approaches	Member States take steps to institutionalize modalities for participation

Deliverables

19.83 Table 19.15 lists all deliverables of the subprogramme.

Table 19.15
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	2	1
Report for:				
1. The Commission	1	1	1	1
2. The Committee on Environment and Development	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	23	21	22	17
Meetings of:				
3. The Committee on Environment and Development	–	–	5	–
4. The Governing Council of the Centre for Sustainable Agricultural Mechanization	2	2	2	2
5. The Asian and Pacific Network for Testing of Agricultural Machinery	5	10	5	5
6. Expert groups for the implementation of internationally agreed agendas related to the environment and development	2	1	2	2
7. Expert groups on sustainable and resilient cities in the Asia-Pacific region	8	2	8	8
8. The Asia-Pacific Urban Forum	6	6	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	11	9	9
9. On the sustainable management of natural resources	1	3	1	1
10. On sustainable urban development	1	2	2	2
11. On sustainable agricultural mechanization	2	2	2	2
12. On sustainable economic growth	1	–	1	1
13. To support countries in Asia-Pacific to meet commitments to the Paris Agreement	1	–	–	–
14. On air pollution	–	2	1	1
15. On participatory approaches to environmental matters	–	1	1	1
16. On the Seoul Initiative on Environmentally Sustainable Economic Growth	1	1	1	1
Seminars, workshops and training events (number of days)	11	12	6	11
17. On the integrated management of straw residue	1	1	1	1

Section 19 Economic and social development in Asia and the Pacific

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
18. On strengthening human resources for sustainable agricultural mechanization	1	1	1	1
19. Regional forum on sustainable agricultural mechanization in Asia and the Pacific	1	2	–	–
20. On promoting sustainable agricultural mechanization through South-South cooperation	1	1	2	2
21. Asia-Pacific Day for the Ocean	1	1	1	1
22. Asia-Pacific Climate Week	5	5	–	5
23. International Day of Clean Air for blue skies	1	1	1	1
Publications (number of publications)	2	2	1	1
24. On environment and development	1	1	1	1
25. On progress towards sustainable urbanization in Asia-Pacific	1	1	–	–
Technical materials (number of materials)	4	9	4	4
26. On the environment and development	1	6	1	1
27. On agricultural machinery	3	3	3	3

C. Substantive deliverables

Consultation, advice and advocacy: advisory services on environment and development; side events on environment and development at the Asia-Pacific Forum on Sustainable Development.

Databases and substantive digital materials: 16 e-learning courses on the environment and the implementation of the 2030 Agenda.

D. Communication deliverables

Outreach programmes, special events and information materials: information material on agricultural mechanization; the International Year of Glaciers' Preservation, the International Day of Clean Air for blue skies, World Cities Day, World Environment Day and World Habitat Day.

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

Objective

- 19.84 The objective, to which this subprogramme contributes, is to strengthen regional cooperation on information and communications technology (ICT), space technology applications and disaster risk reduction and management for resilient and sustainable development in Asia and the Pacific through the sharing of information and best practices.

Strategy

- 19.85 To contribute to the objective, the subprogramme will support member States in making progress towards the achievement of Sustainable Development Goals 1, 4, 5, 9–11, 13–15 and 17 by developing norms for secure and inclusive digital connectivity, geospatial data-sharing and disaster risk reduction and resilience-building, supported by policy analysis and evidence-based research. Specifically, the subprogramme will:
- Build capacity, especially of countries in special situations, in the above-mentioned areas, anchored in regional cooperation mechanisms that promote technical cooperation through the South-South and North-South modalities and are augmented by the programmes of the Asian and Pacific Training Centre for Information and Communication Technology for Development and the Asian and Pacific Centre for the Development of Disaster Information Management;

- (b) Promote regional policy dialogue, knowledge exchange and cooperation on transboundary challenges related to connectivity and disaster risks, including those related to major development challenges such as climate change;
- (c) Under the Action Plan for Implementing the Asia-Pacific Information Superhighway Initiative, 2022–2026, carry out studies on the digital divide, assess policy and regulatory frameworks and provide policy recommendations for inclusive digital transformation, supplemented by advocacy, networking and partnerships in support of regionally agreed frameworks;
- (d) Guided by the Jakarta Ministerial Declaration on Space Applications for Sustainable Development in Asia and the Pacific and the Asia-Pacific Plan of Action on Space Applications for Sustainable Development (2018–2030), assist member States in harnessing recent advances in space technology applications and geospatial data, facilitate timely and expanded access to space-derived geospatial data, pool expertise and resources at the regional and subregional levels, promote the sharing of knowledge and good practices and create synergies with other existing regional initiatives, as appropriate and upon their request;
- (e) Augment and leverage subregional and regional cooperation in disaster risk reduction, adaptation and climate-resilient pathways for action, including through the implementation of the activities of the Asia-Pacific Disaster Resilience Network and the ESCAP multi-donor trust fund for tsunami, disaster and climate preparedness, and disaster information management services provided by the Asian and Pacific Centre for the Development of Disaster Information Management, including the activities under the Regional Plan of Action on Sand and Dust Storms in Asia and the Pacific;
- (f) Further build the resilience of human and institutional capacity, in particular by providing assistance in the facilitation of inclusive use of digital solutions, such as the use of actionable disaster risk analytics and geospatial data applications and the provision of targeted solutions for the special needs of countries that face a high disaster risk.

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

- (a) The bridging of the digital divide, and the appropriate use of digital solutions for transformation;
- (b) Countries of the region applying a transformative adaptation approach to combat climate change in order to leave no one behind;
- (c) Enhanced applications by member States of integrated geospatial information to support transformative adaptation and accelerate the implementation of the Sustainable Development Goals.

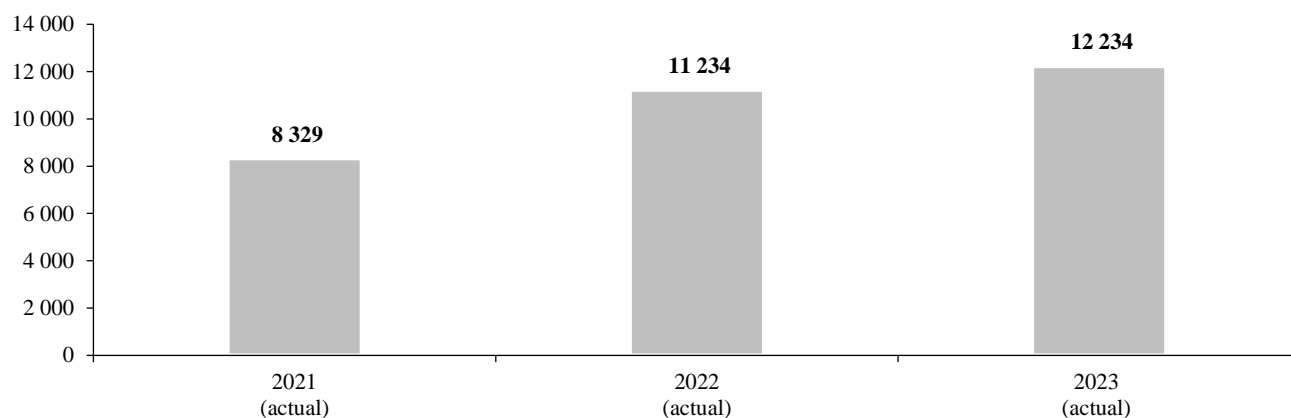
Programme performance in 2023

Enhanced women's digital skills in Asia and the Pacific

19.87 The subprogramme developed the Women ICT Frontier Initiative programme to foster women's economic empowerment and thus create more inclusive and sustainable societies. The programme applies a gender-sensitive approach to innovation, technology and digital education and promotes women's entrepreneurship by strengthening the ICT capabilities of women entrepreneurs to enhance the productivity, growth and sustainability of their enterprises. Since its launch, the programme has been providing on-site training as well as e-learning courses in the local language of the beneficiaries, promoting accessibility and lifelong learning. Building new partnerships with various stakeholders further amplified the reach and impact of the programme across diverse sectors of society. The programme has been implemented in 22 countries and has reached various beneficiaries, including not only women entrepreneurs but also students, youth, older persons and persons with disabilities.

19.88 Progress towards the objective is presented in the performance measure below (see figure 19.VII).

Figure 19.VII
Performance measure: number of participants of the Women ICT Frontier Initiative with enhanced digital skills (cumulative)



Planned results for 2025

Result 1: augmented use of geospatial data for accelerating Sustainable Development Goal monitoring and implementation

Programme performance in 2023 and target for 2025

19.89 The subprogramme’s work contributed to the establishment of the Central Asia Drought Information System in Kyrgyzstan and the use of satellite data to improve air quality monitoring in the Philippines as part of the subprogramme’s effort to build capacities for integrating geospatial and sectoral data for monitoring and implementation of the Sustainable Development Goals, which met the planned target.

19.90 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.16).

Table 19.16
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Members and associate members gained access to training and tools to enhance the use of geospatial data	Three countries (Indonesia, Sri Lanka and Thailand) initiated policy actions or projects on integrating geospatial and sectoral data for monitoring and implementation of the Sustainable Development Goals	Kyrgyzstan established the Central Asia Drought Information System and the Philippines used satellite data to improve air quality monitoring	Increased availability of geospatial and sectoral data for tracking progress on the Sustainable Development Goals in two countries	Five countries, including at least three countries in special situations, capitalize on digitally driven geospatial applications to accelerate progress on the Sustainable Development Goals

Result 2: strengthened national and subregional frameworks on disaster risk reduction and climate adaptation

Programme performance in 2023 and target for 2025

- 19.91 The subprogramme’s work contributed to two subregional organizations (ASEAN and the Pacific Islands Forum Secretariat) and the Group of 20 adopting disaster risk reduction and climate adaptation frameworks in line with the Sendai Framework for Disaster Risk Reduction and supporting the Early Warnings for All initiative, which met the planned target.
- 19.92 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.17).

Table 19.17
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
ASEAN member countries translated the declaration into an action plan	Three countries (Indonesia, Lao People’s Democratic Republic and Thailand) translated the action plans into national strategies	Two subregional organizations (ASEAN and the Pacific Islands Forum Secretariat) and the Group of 20 adopted disaster risk reduction and climate adaptation frameworks in line with the Sendai Framework for Disaster Risk reduction and supported the Early Warnings for All initiative	Two additional subregional organizations adopt disaster risk reduction and climate adaptation frameworks and support the Early Warnings for All initiative	Three countries adopt national frameworks to make progress towards the Early Warnings for All initiative by 2027

Result 3: increased adoption of digitally driven innovations to enable transformative adaptation to climate change

Proposed programme plan for 2025

- 19.93 As reflected in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change, Asia and the Pacific is exposed to complex disaster risks that are forecast to increase under all climate warming scenarios. Digitally driven innovations are expected to be positive enablers for transformative adaptation to climate change.

Lessons learned and planned change

- 19.94 The lesson for the subprogramme was that its technical- and capacity-building could be further optimized by leveraging accessible, cost-efficient, scalable and interoperable technologies. In applying the lesson, the subprogramme will implement approaches that can be rapidly scaled, and customized, as appropriate. Through South-South cooperation and partnerships, the subprogramme will increasingly deploy massive open online courses and relevant technology applications, integrate data delivery and provide policy support on data governance.
- 19.95 Expected progress towards the objective is presented in the performance measure below (see table 19.18).

Table 19.18
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States gained access to disaster risk data analytics	All ESCAP subregions gained access to downscaled climate scenario data through the ESCAP Risk and Resilience Portal	Member States accessed an updated version of disaster risk data analytics	Two countries make progress in achieving transformative adaptation in agriculture or the energy sector	Two additional countries make progress in achieving transformative adaptation in agriculture or the energy sector

Deliverables

19.96 Table 19.19 lists all deliverables of the subprogramme.

Table 19.19
Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	6	5	4
Reports for:				
1. The Commission	2	2	2	2
2. The Committee on Disaster Risk Reduction	2	4	–	2
3. The Committee on Information and Communications Technology, Science, Technology and Innovation	–	–	3	–
Substantive services for meetings (number of three-hour meetings)	28	26	32	28
Meetings of:				
4. The Committee on Information and Communications Technology, Science, Technology and Innovation	–	–	6	–
5. The Committee on Disaster Risk Reduction	6	6	–	6
6. The Governing Council of the Asian and Pacific Training Centre for Information and Communication Technology for Development	1	1	1	1
7. The Governing Council of the Asian and Pacific Centre for the Development of Disaster Information Management	1	1	1	1
8. The United Nations Special Programme for the Economies of Central Asia Working Group on Innovation and Technology for Sustainable Development	4	4	4	4
9. The World Meteorological Organization (WMO)/ESCAP Panel on Tropical Cyclones	4	4	4	4
10. The Intergovernmental Consultative Committee on the Regional Space Applications Programme for Sustainable Development	4	4	4	4
11. The ESCAP/WMO Typhoon Committee	4	4	4	4
12. Expert groups on space applications	–	–	4	–
13. Expert groups on the Asia-Pacific Information Superhighway	–	–	4	–
14. Expert groups on disaster risk reduction	4	2	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	9	14	9	7
15. Asian and Pacific Centre for the Development of Disaster Information Management	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
16. On disaster risk reduction	1	2	1	1
17. On promoting ICT connectivity	2	4	2	2
18. On space technology applications	4	6	4	2
19. Asian and Pacific Training Centre for Information and Communication Technology for Development	1	1	1	1
Publications (number of publications)	3	3	2	2
20. On disaster information management	1	1	–	1
21. On geospatial practices for sustainable development	1	1	1	–
22. On digital transformation for sustainable development	1	1	1	1
Technical materials (number of materials)	5	5	8	6
23. On disaster information management	2	2	3	2
24. On disaster risk reduction	–	–	2	1
25. On ICT, including infrastructure and connectivity	2	2	2	2
26. On geospatial information applications	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: advisory services for working groups on disaster risk reduction and resilience, including the Issue-Based Coalition on Building Resilience; advice to the task forces of the ESCAP Sustainable Business Network; advice for committees and consultations with organizations on issues related to disaster risk reduction, space applications and ICT; briefing notes on digital development for senior government officials from ICT-related ministries and agencies; and advice on data governance for risk-informed development.

Databases and substantive digital materials: ESCAP Risk and Resilience Portal; digital materials on space technology applications for regional and global access; geospatial practices database and dashboard with 50 new data entries and 10 institutional users; digital material for the development and management of disaster information databases and spatial data infrastructure; two new e-learning courses of the Asian and Pacific Training Centre for Information and Communication Technology for Development and guidance on impact-based forecasting and early warning.

D. Communication deliverables

Outreach programmes, special events and information materials: International Day of Science, Technology and Innovation for the South.

Digital platforms and multimedia content: multimedia training content on disaster information management.

Subprogramme 6 Social development

Objective

- 19.97 The objective, to which this subprogramme contributes, is to realize inclusive and equitable societies that protect, empower and leave no one behind in Asia and the Pacific, with a focus on population and development, social protection, disability, and gender equality and the empowerment of women.

Strategy

- 19.98 To contribute to the objective, the subprogramme will bring together Governments on critical issues related to social development in the region and inform these intergovernmental processes through analysis and by drawing upon the complementary strengths of ESCAP through its regional convening power and the capacity of United Nations agencies, funds and programmes to support national implementation to advance the Sustainable Development Goals. Specifically, the subprogramme will:
- (a) Support Governments in the continued implementation of the Programme of Action of the International Conference on Population and Development, the Madrid International Plan of

- Action on Ageing and the Global Compact for Safe, Orderly and Regular Migration by strengthening the evidence base with regard to population and development issues, with a focus on ageing, migration and population dynamics, poverty reduction and leaving no one behind;
- (b) Facilitate the monitoring of the implementation of the Asian and Pacific Ministerial Declaration on Population and Development through the framework that was endorsed at the sixth session of the Committee on Social Development;
 - (c) Provide support to member States in identifying the population groups that are at the highest risk of being left behind through its Leave No One Behind methodology, analytical reports and capacity-building;
 - (d) In line with the Action Plan to Strengthen Regional Cooperation on Social Protection in Asia and the Pacific, consolidate national progress and experiences related to extending social protection coverage in periodic progress reports; develop a regional platform for member States to share good practices; and provide new and innovative analytical tools and products, as well as capacity-development tools and training sessions to Governments;
 - (e) Conduct research and analysis and provide capacity-building support to member States on building disability-inclusive societies, guided by the Convention on the Rights of Persons with Disabilities, the Incheon Strategy to “Make the Right Real” for Persons with Disabilities in Asia and the Pacific, and the Jakarta Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032, and support other subprogrammes in mainstreaming disability inclusion;
 - (f) Follow up on the outcomes of the Asia-Pacific regional review of the implementation of the Beijing Declaration and Platform for Action by supporting Governments in accelerating the implementation of the Beijing Declaration and Platform for Action;
 - (g) Provide technical assistance in developing policies in the context of economic empowerment and entrepreneurship for women and support other subprogrammes in mainstreaming a gender perspective;
 - (h) Provide knowledge products, seminars and technical advice on addressing women’s unpaid care burden and designing strategies and policy initiatives to improve the care economy.
- 19.99 The above-mentioned work will help support member States in their progress towards the achievement of Sustainable Development Goals 1, 3, 4, 5, 8, 10, 11 and 17.
- 19.100 The above-mentioned work is expected to result in:
- (a) The development of regional frameworks for social development;
 - (b) The development of responsive policies and programmes in the domain of population dynamics and social development;
 - (c) Enhanced skills and knowledge to enable countries to design and implement inclusive social protection policies, including to address the impact of rapid demographic transitions and climate change;
 - (d) Improved national policies and strategies to advance gender equality and women’s empowerment, including through measures to improve the care economy and reduce women’s unpaid care burden;
 - (e) Improved national policies and programmes in support of disability-inclusive development.

Programme performance in 2023

Inclusive population and development policy interventions in Asia and the Pacific

- 19.101 To support the implementation of the Programme of Action of the International Conference on Population and Development in Asia and the Pacific, and of the commitments contained in the Asian and Pacific Ministerial Declaration on Population and Development, the ESCAP Committee on Social Development, at its sixth session, endorsed a region-specific indicator framework, based on

the Sustainable Development Goals, developed by ESCAP and the United Nations Population Fund. In preparation for the Seventh Asian and Pacific Population Conference, the subprogramme used the indicator framework, as well as a survey, to enhance the capacities of government agencies and civil society organizations in 33 countries to assess, and subsequently revise and develop, policies and strategies on population and development.

19.102 Progress towards the objective is presented in the performance measure below (see table 19.20).

**Table 19.20
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Two member States (Papua New Guinea and Timor-Leste) integrated ESCAP analytical tools into the development of government policies and strategies on population and development	Ten member States assessed policies and strategies on population and development through consultations with ESCAP and United Nations partners	Thirty-one member States assessed progress on the implementation of the Asian and Pacific Ministerial Declaration on Population and Development and subsequently identified priorities for further action

Planned results for 2025

Result 1: strengthened national policies and programmes to promote the rights of, and advance the empowerment of, persons with disabilities, including women with disabilities

Programme performance in 2023 and target for 2025

19.103 The subprogramme’s work contributed to three member States (Cambodia, China and Maldives) adopting and implementing policies and programmes to empower persons with disabilities, which met the planned target.

19.104 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.21).

**Table 19.21
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Two ESCAP member States developed and implemented evidence-informed inclusive policies to support persons with disabilities	Bhutan, the Lao People’s Democratic Republic and the Philippines adopted and implemented policies and programmes to empower persons with disabilities	Cambodia, China and Maldives adopted and implemented policies and programmes to empower persons with disabilities	Three ESCAP member States further strengthen their policy frameworks on disability-inclusive development, in particular in the areas of employment, social protection and accessibility	Three ESCAP member States, including a country in a special situation, address disability inclusion in policy frameworks in line with priority areas of Jakarta Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032

Result 2: advancement of data and guidance for inclusive and evidence-based policy design and implementation to reduce inequality of opportunity and leave no one behind

Programme performance in 2023 and target for 2025

- 19.105 The subprogramme’s work contributed to four member States (Cambodia, Fiji, Maldives and Mongolia) generating their own data and evidence to inform inclusive policies using the Leaving No One Behind platform, which exceeded the planned target of three member States.
- 19.106 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.22).

Table 19.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
An online and interactive Leaving No One Behind platform was made available for member States to identify the furthest behind groups in relation to 15 Sustainable Development Goal indicators covering nine Goals in more than 25 countries across Asia and the Pacific	Five ESCAP member States (Mongolia, Philippines, Tonga, Turkmenistan and Tuvalu) conducted national training sessions to enhance understanding and use of the Leaving No One Behind platform	Cambodia, Fiji, Maldives and Mongolia generated their own data and evidence to inform inclusive policies using the Leaving No One Behind platform	Twenty per cent of ESCAP member States that commit to voluntary national reviews in 2024 use data and evidence generated by the Leaving No One Behind platform to inform inclusive policies	Six ESCAP member States that produce policy documents in 2025 use data and evidence generated by the Leaving No One Behind platform to inform inclusive policies

Result 3: member States develop policy measures on valuing and investing in the care economy

Proposed programme plan for 2025

- 19.107 The subprogramme has supported member States in accelerating the implementation of target 5.4 of the Sustainable Development Goals, including through the development of a framework for valuing unpaid care and domestic work and investing in and strengthening the care economy.

Lessons learned and planned change

- 19.108 The lesson for the subprogramme was that the comprehensive nature of the care economy would benefit from increasing engagement with relevant line ministries using a multisectoral approach. In applying this lesson, the subprogramme will partner with stakeholders across government to comprehensively assess the value of and design policy measures for investing in the care economy. The subprogramme plans to work with several countries providing advisory services in support of the development of policy initiatives and the adoption of policy measures on the care economy and will develop a policy toolkit for action on the care economy to assist Governments.
- 19.109 Expected progress towards the objective is presented in the performance measure below (see table 19.23).

Table 19.23
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
ASEAN countries adopted a subregional framework on the care economy	Cambodia and the Philippines developed strategies on new care economy policy initiatives	Cambodia, China and the Philippines convened national consultations on the care economy	One member State develops a policy initiative on the care economy	Two member States adopt policy measures on the care economy

Deliverables

19.110 Table 19.24 lists all deliverables of the subprogramme.

Table 19.24
Subprogramme 6: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	8	5	3
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Social Development	–	–	2	–
3. The regional review of the Beijing Declaration and Platform for Action (Beijing+30)	–	–	2	–
4. The Seventh Asian and Pacific Population Conference	3	7	–	–
5. The Asia-Pacific regional review of implementation of the Global Compact for Safe, Orderly and Regular Migration	–	–	–	2
Substantive services for meetings (number of three-hour meetings)	20	20	26	24
Meetings of:				
6. The Committee on Social Development	–	–	6	–
7. The regional review of the Beijing Declaration and Platform for Action (Beijing+30)	–	–	6	–
8. The United Nations Special Programme for the Economies of Central Asia Thematic Working Group on Gender and Sustainable Development Goals	2	1	2	2
9. The Working Group on the Asian and Pacific Decade of Persons with Disabilities, 2023–2032	–	–	–	4
10. The Seventh Asian and Pacific Population Conference	6	6	–	–
11. Asia-Pacific regional review of implementation of the Global Compact for Safe, Orderly and Regular Migration	–	–	–	6
12. Expert groups on disability inclusion	4	4	–	–
13. Expert groups on social inclusion	–	–	4	4
14. Expert groups on social policies	4	5	4	4
15. Expert groups on population	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	11	3	3
16. On gender equality	1	2	1	–
17. On population and development	1	5	–	1
18. On disability inclusion	3	4	2	1

Section 19 Economic and social development in Asia and the Pacific

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
19. On social development	–	–	–	1
20. On inequality	1	–	–	–
Publications (number of publications)	2	2	3	1
21. On disability inclusion	1	1	–	1
22. On gender equality	–	–	1	–
23. <i>Social Outlook for Asia and the Pacific</i>	–	–	1	–
24. On population and development	1	1	–	–
25. <i>Asia-Pacific Migration Report 2024</i>	–	–	1	–
Technical materials (number of materials)	11	15	10	11
26. On gender equality	1	1	–	1
27. On disability inclusion	1	1	1	1
28. On population	2	2	2	2
29. On inequality	2	5	2	2
30. Datasheets on population	1	1	1	1
31. On social development	4	5	4	4

C. Substantive deliverables

Consultation, advice and advocacy: advisory services for working groups on issues related to social development, including the Issue-Based Coalition on Inclusion and Empowerment; side events on social development at the Asia-Pacific Forum on Sustainable Development.

Databases and substantive digital materials: online databases and resource facilities on social development for regional and global access.

D. Communication deliverables

Outreach programmes, special events and information materials: International Women’s Day; International Day of Older Persons; International Day of Persons with Disabilities; International Day of Care and Support.

Subprogramme 7 Statistics

Objective

- 19.111 The objective, to which this subprogramme contributes, is to improve the availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific.

Strategy

- 19.112 To contribute to the objective, the subprogramme will:
- (a) Support statistical development in the region, regional cooperation and the formulation of regional positions to advance official statistics in line with existing commitments, including “Advancing official statistics for the 2030 Agenda for Sustainable Development: a collective vision and framework for action by the Asia-Pacific statistical community”, the Declaration on Navigating Policy with Data to Leave No One Behind and the Ministerial Declaration on Building a More Resilient Future with Inclusive Civil Registration and Vital Statistics;
 - (b) Provide technical assistance, training and capacity-building support, in collaboration with the Statistical Institute for Asia and the Pacific:
 - (i) To enhance national statistical capacities to produce, disseminate and communicate statistical products and services, including but not limited to gender-sensitive and

sex-disaggregated data and statistics, with an emphasis on those countries left further behind, such as the least developed countries and small island developing States;

- (ii) To modernize national statistical systems and empower national statistical offices in the region to benefit from the data sources generated by the various components of national data ecosystems, including administrative data and big data produced and owned by other governmental agencies and the private sector;
 - (c) Provide statistical products and services, such as the *Asia and the Pacific SDG Progress Report* and the Asia-Pacific Sustainable Development Goals Gateway, that make regional data and official statistics accessible to assess progress in the Asia-Pacific region towards achieving the Sustainable Development Goals;
 - (d) Develop and support the production of knowledge products in the form of research papers, working papers, statistics briefs and blogs to raise awareness of and share knowledge and experience relating to official statistics;
 - (e) Promote cooperation and facilitate consensus-building among member States, regional entities and other partners working in data and statistics through regional and country-specific initiatives. This includes, among other things, advancing the Declaration on Navigating Policy with Data to Leave No One Behind, data governance and gender mainstreaming in cooperation with member States and development partners, which will constitute the foundation for enhanced statistical capacity in Asia and the Pacific;
 - (f) Expand its work to transform national statistical systems so that they are resilient to future shocks like the COVID-19 pandemic, including through virtual platforms and innovations in statistical production processes, which promote cooperation and consensus-building.
- 19.113 The above-mentioned work is expected to result in:
- (a) The improved availability, accessibility and use of quality data and official statistics in support of sustainable development in Asia and the Pacific;
 - (b) The improved capacity of national statistical systems to review progress in the implementation of the 2030 Agenda;
 - (c) Increased use of statistics in evidence-based decision making across the Asia-Pacific region.

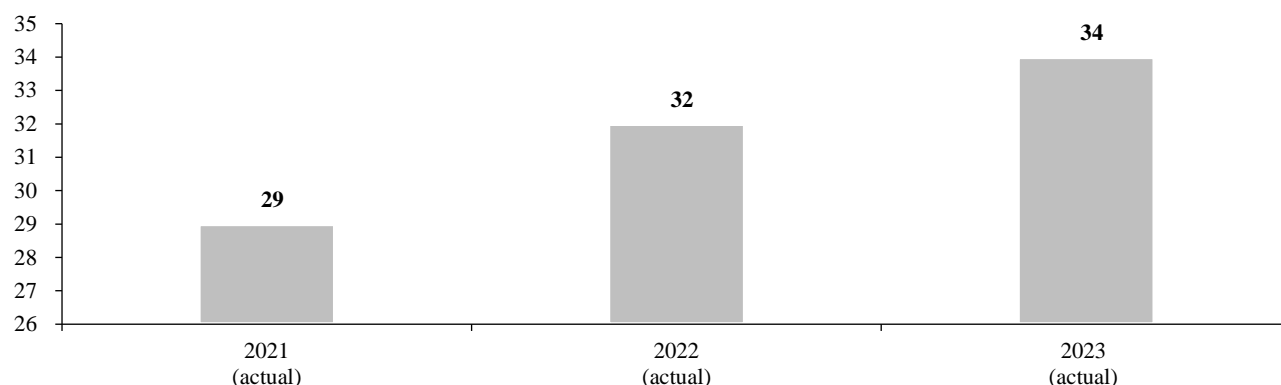
Programme performance in 2023

Big data sources and tools for improved quality of official statistics

- 19.114 In line with the decision of the ESCAP Committee on Statistics at its seventh session to feature big data for official statistics in its future work with a focus on sharing country experiences, the subprogramme set up a community of practice for data integration. The Asia-Pacific Data Integration Community of Practice has provided a forum for the sharing of country experiences by member States and international experts on various aspects of big data cutting across areas related to economic, financial, social, environment, population and gender statistics.
- 19.115 The subprogramme also strengthened the capacity of national statistical systems to develop and use new big data sources, including geospatial data and mobile phone records. To that end, the subprogramme developed guides on using earth observation data for official statistics. In 2023, two Asia-Pacific stats cafés focused on the use of big data and an online seminar on innovations in the production of economic statistics were organized by the subprogramme. In addition, the Statistical Institute for Asia and the Pacific conducted a face-to-face course on big data, as well as e-learning courses on machine learning and advanced data visualization, which helped to build the capacity of national statistical offices to use big data sources in official statistics.
- 19.116 Progress towards the objective is presented in the performance measure below (see figure 19.VIII).

Figure 19.VIII

Performance measure: number of countries engaged in the Asia-Pacific Data Integration Community of Practice (cumulative)



Planned results for 2025

Result 1: enhanced capacity of Asia-Pacific national statistical systems to measure development progress beyond economic growth

Programme performance in 2023 and target for 2025

- 19.117 The subprogramme's work contributed to 11 countries (Bangladesh, Bhutan, Fiji, Malaysia, Mongolia, Nepal, Palau, Philippines, Samoa, Sri Lanka and Türkiye) demonstrating an enhanced capacity of national statistical systems to measure development progress beyond GDP, including on ocean accounts, ecosystem accounts, forestry accounts, disaster-related statistics, climate change and environmental statistics, which met the planned target.
- 19.118 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.25).

Table 19.25

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Thirteen countries demonstrated enhanced capacity of national statistical systems to measure development progress beyond GDP	Ten countries (Bangladesh, Cambodia, Kyrgyzstan, Lao People's Democratic Republic, Mongolia, Nepal, Palau, Samoa, Thailand and Uzbekistan) enhanced capacities to measure development progress beyond GDP, including on sustainability, well-being and the environment	Bangladesh, Bhutan, Fiji, Malaysia, Mongolia, Nepal, Palau, Philippines, Samoa, Sri Lanka, and Türkiye demonstrated enhanced capacities to measure development progress beyond GDP, including on sustainability, well-being and the environment	Twelve countries have enhanced capacities to measure development progress beyond GDP	Thirteen countries have enhanced capacities to measure development progress beyond GDP

Result 2: national statistical systems advance the mainstreaming of a gender perspective

Programme performance in 2023 and target for 2025

- 19.119 The subprogramme’s work contributed towards two national statistical systems (Cambodia and Mongolia) applying gender mainstreaming in their statistical work, notably on the relationship between the environment and gender mainstreaming, which exceeded the planned target of one national statistical system.
- 19.120 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.26).

Table 19.26
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Statistical training courses for Asia-Pacific countries integrated a gender perspective	Government statisticians from 35 countries attended training courses on how to integrate a gender perspective in statistics	Cambodia and Mongolia undertook steps towards gender mainstreaming in their statistical work	Two national statistical systems apply gender mainstreaming in their statistical work	Three national statistical systems apply gender mainstreaming in their statistical work

Result 3: improved data governance by national statistical offices across Asia and the Pacific

Proposed programme plan for 2025

- 19.121 The emergence of new data sources and data providers highlights the increasing importance of repositioning national statistical offices from their traditional role of data producer to one of data steward, managing a national data ecosystem.

Lessons learned and planned change

- 19.122 The lesson for the subprogramme was that, for complex issues, such as data governance, shifting its engagement with national statistical offices to interactive events would provide an environment in which all countries could contribute and learn from each other. In applying the lesson, the subprogramme will apply a range of world café-style sessions, alongside formal presentations, in its planned expert exchanges. The subprogramme also plans to expand and promote the compendium of data governance practices in the Asia-Pacific region to collect good practices.
- 19.123 Expected progress towards the objective is presented in the performance measure below (see table 19.27).

Table 19.27
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	The ESCAP Committee on Statistics, at its eighth session, decided to feature data governance in its future work, with an emphasis on sharing country experiences and facilitating the provision of technical assistance	ESCAP, at its seventy-ninth session, endorsed the revised focus of the Committee on Statistics	Ten member States contribute to a compendium of country data governance practices, helping countries to address data governance challenges	Five member States take steps to address data governance challenges and contribute to a compendium of country data governance practices

Deliverables

19.124 Table 19.28 lists all deliverables of the subprogramme.

Table 19.28

Subprogramme 7: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	2	2
Reports for:				
1. The Commission	1	1	1	1
2. The Committee on Statistics	–	–	1	–
3. The Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	23	26	24	22
Meetings of:				
4. The Committee on Statistics	–	–	6	–
5. The Governing Council of the Statistical Institute for Asia and the Pacific	3	3	3	3
6. The Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific	–	–	–	6
7. Expert groups on the use of non-traditional and complementary data sources in official statistics	6	6	3	2
8. The Regional Steering Group for Civil Registration and Vital Statistics in Asia and the Pacific	6	6	6	6
9. Expert groups on strengthening national statistical systems for enhanced quality and trust in official statistics	–	–	3	3
10. The technical working group on disaster-related statistics in Asia and the Pacific	6	8	2	2
11. The Regional Steering Group on Population and Social Statistics	2	3	–	–
12. The Steering Group for the Regional Programme for the Improvement of Economic Statistics in Asia and the Pacific	–	–	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	7	4	4
13. On statistics	4	7	4	4
Seminars, workshops and training events (number of days)	13	14	13	10
14. Seminars on statistics	13	14	10	8
15. Seminars and workshops on gender equality-related statistics and issues	–	–	3	2
Publications (number of publications)	1	1	1	1
16. <i>Asia and the Pacific SDG Progress Report</i>	1	1	1	1
Technical materials (number of materials)	2	3	2	2
17. On a variety of official statistics topics	2	3	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advisory support for subregional networks on official social, economic and environmental statistics; side events on statistics at the Asia-Pacific Forum on Sustainable Development.				
Databases and substantive digital materials: ESCAP statistical database accessible at the regional and global levels; database on statistical training materials and resources.				

Subprogramme 8

Subregional activities for development

Component 1

Subregional activities for development in the Pacific

Objective

- 19.125 The objective, to which component 1 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of the Pacific, which include building resilience against natural disasters and climate change to reduce vulnerabilities and to improve socioeconomic conditions.

Strategy

- 19.126 To contribute to the objective, the component will be guided by the new global programme of action for the sustainable development of small island developing States and the Doha Programme of Action for the Least Developed Countries. In particular, it will:
- (a) Provide subregional and in-country capacity development support in identifying and valuing ecosystem goods and services for the sustainable management of resources and using data standards under the Global Ocean Accounts Partnership, in cooperation with subprogrammes 4 and 7;
 - (b) Provide technical assistance to member States and create knowledge-exchange opportunities between member States and civil society to develop nationally appropriate indicator frameworks and promote women's economic empowerment, social protection and disability policies, in cooperation with subprogramme 6;
 - (c) Provide technical assistance and advisory services with regard to addressing the socioeconomic challenges of the subregion and devising appropriate recovery responses through national frameworks for Sustainable Development Goal financing and regional cooperation on transboundary issues, in line with the outcomes of relevant assessments;
 - (d) Organize annual meetings and facilitate dialogues on sustainable development, including a subregional forum on sustainable development, among government officials, civil society, experts and other stakeholders, and on the sharing of information on subregional implementation efforts;
 - (e) Promote coordination with and collaboration among subregional intergovernmental organizations and member States for an effective representation of subregional perspectives at regional and global consultations, and provide implementation support for the Commission's subprogrammes relating to the subregion's priorities;
 - (f) Advance the Pacific Road Map for Sustainable Development and serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance in the implementation of the United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives and access to regional networks and facilitating South-South and triangular cooperation;
 - (g) Strengthen coordination with the Pacific Islands Forum Secretariat and other agencies of the Council of Regional Organizations of the Pacific to deliver the 2050 Strategy for the Blue Pacific Continent in line with the 2030 Agenda.
- 19.127 The above-mentioned work is expected to result in:
- (a) Improved data availability for evidence-based policymaking on climate-resilient, sustainable development;

- (b) Strengthened capacity of member States to implement and monitor the 2030 Agenda while ensuring that no one is left behind and that development activities address socioeconomic conditions and reach people in vulnerable situations;
- (c) Stronger subregional cooperation to address transboundary issues;
- (d) Advanced inclusive economic development in the Pacific subregion.

Programme performance in 2023

Pacific small island developing States advance the priorities of the SIDS Accelerated Modalities of Action (SAMOA) Pathway

- 19.128 To conduct the subregional review of the Samoa Pathway in the Pacific, the component developed a regional review paper on Pacific small island developing States and, jointly with the Department of Economic and Social Affairs, a 10-year progress assessment to assist in the identification of new and emerging priorities, challenges and opportunities for the sustainable development of such States. The component organized three consultations with experts, policymakers and academia to review the ideas and recommendations contained in these analytical papers. Along with the regional review, the component also developed five substantive documents, including technical materials and a scenario analysis for Pacific policymakers to identify key priorities for the post-Samoa Pathway action plan until 2034.
- 19.129 Progress towards the objective is presented in the performance measure below (see table 19.29).

Table 19.29
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Pacific members and associate members of ESCAP used an indicator framework to assess progress against the Samoa Pathway at the sixth Pacific Forum on Sustainable Development	Pacific members and associate members of ESCAP adopted the Nuku’alofa outcome document, which serves to strengthen solution-focused approaches for achieving sustainable development

Planned results for 2025

Result 1: Pacific small island developing States strengthen regional cooperation in addressing transboundary issues and building resilience

Programme performance in 2023 and target for 2025

- 19.130 The component’s work contributed to two additional member States (Kiribati and Vanuatu) formulating a national strategy to address climate- and disaster-related resilience and reduce vulnerabilities, which aligned with regional priorities, which exceeded the planned target.
- 19.131 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.30).

Table 19.30
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Pacific island countries considered the development of a regional strategy to address the regional priorities on climate- and disaster-related resilience and reduce vulnerabilities	One member State (Tuvalu) formulated a national strategy to address climate- and disaster-related resilience and reduce vulnerabilities, which aligned with regional priorities	Kiribati and Vanuatu formulated a national strategy to address climate- and disaster-related resilience and reduce vulnerabilities, which aligned with regional priorities	An increased number of Pacific member States join agreed regional frameworks to address transboundary issues related to climate and disaster resilience	Pacific small island developing States align subregional frameworks on climate- and disaster-related resilience with existing Asia-Pacific regional frameworks

Result 2: advancing implementation of the 2050 Strategy for the Blue Pacific Continent for Pacific small island developing States

Programme performance in 2023 and target for 2025

- 19.132 The component’s work contributed to Pacific small island developing States developing and adopting a regional framework/plan for three of the thematic areas (resources and economic development; climate change and disasters; technology and connectivity) of the 2050 Strategy for the Blue Pacific Continent, including a regional framework on the Pacific Road Map for Economic Development, which exceeded the planned target.
- 19.133 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.31).

Table 19.31
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Pacific Islands Forum leaders endorsed the 2050 Strategy for the Blue Pacific Continent	Pacific small island developing States developed and adopted a regional framework/plan for three of the thematic areas of the 2050 Strategy for the Blue Pacific Continent, including a regional framework on the Pacific Road Map for Economic Development	Pacific small island developing States commence implementation of the regional framework/plan as endorsed by Pacific Islands Forum leaders	Pacific small island developing States agree on modalities for assessing progress in the thematic areas

Result 3: pathways to mainstream the new global programme of action for the sustainable development of small island developing States into national development strategies

Proposed programme plan for 2025

- 19.134 The component organized consultations, including through the Pacific Forum on Sustainable Development, to identify new and emerging priorities of Pacific small island developing States.

Lessons learned and planned change

19.135 The lesson for the component was that it could further improve the utility of its technical support to countries through strengthened analytics and policy assessment of different global, regional and subregional strategies, programmes of action and frameworks. In applying the lesson, the component will strengthen technical collaboration with the Pacific Islands Forum Secretariat, the four resident coordinator offices in the Pacific and other relevant subregional development partners to mainstream the new and emerging priorities of Pacific small island developing States. It will develop technical materials and provide advisory services to assist member States in formulating policies and strategies to define clear pathways for implementing key priorities of the new global programme of action for the sustainable development of small island developing States within the subregion.

19.136 Expected progress towards the objective is presented in the performance measure below (see table 19.32).

Table 19.32
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Pacific members and associate members agreed on subregional challenges and priorities	Pacific members and associate members support the adoption of the outcome document of the fourth International Conference on Small Island Developing States	Three countries identify pathways to mainstream the new global programme of action for the sustainable development of small island developing States

Deliverables

19.137 Table 19.33 lists all deliverables of the component.

Table 19.33
Component 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the Commission	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
Meetings of:				
2. Expert groups on policy and programme options to address emerging sustainable development issues in the Pacific	4	4	4	4
3. The Pacific Forum on Sustainable Development	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	5	2	2
4. On institutional programmatic priorities of ESCAP in the Pacific	1	1	1	1
5. On economic and social development	1	4	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Seminars, workshops and training events (number of days)	2	1	2	2
6. On sustainable development and building resilience in the Pacific	2	1	2	2
Technical materials (number of materials)	1	1	1	1
7. On regional cooperation and sustainable development in the Pacific	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to member States in the subregion to strengthen regional cooperation and integration for sustainable development and to build resilience against natural disasters and climate change to reduce vulnerabilities and improve socioeconomic conditions.				
D. Communication deliverables				
Outreach programmes, special events and information materials: newsletter with updates related to the Sustainable Development Goals in the Pacific.				

Component 2 Subregional activities for development in East and North-East Asia

Objective

- 19.138 The objective, to which component 2 of the subprogramme contributes, is to strengthen regional cooperation for sustainable development, in line with the subregional priorities of East and North-East Asia, which includes sustainable connectivity, environmental sustainability and innovation for inclusive and resilient societies.

Strategy

- 19.139 To contribute to the objective, the component will:
- (a) Facilitate multisectoral dialogues and promote knowledge-sharing among member States on sustainable development, environmental sustainability, trade, transport, energy and ICT connectivity, as well as on emerging technologies and their deployment in priority sectors, through regional and subregional platforms, including the North-East Asian Subregional Programme for Environmental Cooperation, the North-East Asia Clean Air Partnership and the North-East Asia Regional Power Interconnection and Cooperation Forum;
 - (b) Support the implementation of a road map for sustainable power connectivity and promote intergovernmental processes for sustainable connectivity, environmental sustainability and innovation in East and North-East Asia;
 - (c) Develop knowledge products and foster peer-to-peer exchanges on inclusive science, technology and innovation policies and programmes with a focus on people in vulnerable situations, including on ageing societies, disaster resilience and gender equality in the technology industry;
 - (d) Identify and promote innovative approaches to facilitate cross-border connectivity, where applicable, such as contactless cross-border trade and transport solutions, and cross-border data exchanges between railway and customs authorities, with a particular focus on Mongolia as the only landlocked developing country in North-East Asia;
 - (e) Build the capacity of member States on the above-mentioned focus areas and promote coordination with and collaboration among subregional intergovernmental organizations and member States for an effective representation of subregional perspectives at regional and global consultations, as appropriate;

- (f) Provide implementation support for the Commission's subprogrammes relating to the subregion's priorities and serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance with regard to preparing common country assessments and United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives and access to regional networks and facilitating South-South and triangular cooperation.
- 19.140 These workstreams will help member States make progress towards the achievement of Sustainable Development Goals 3, 5, 7, 9–11, 13–15 and 17.
- 19.141 The above-mentioned work is expected to result in:
- (a) Policy coherence and coordination of connectivity initiatives among member States, for example, with regard to trade and transport facilitation;
 - (b) Coordinated actions among stakeholders and Governments to counter common environmental challenges, including air pollution, and to promote low greenhouse gas emissions;
 - (c) Improved use of science, technology and innovation in building inclusive and resilient societies in the subregion, including resilience to natural and human-caused disasters;
 - (d) More effective formulation and implementation of policies and strategies consistent with the 2030 Agenda, including through the North-East Asia Multi-stakeholder Forums on the Sustainable Development Goals;
 - (e) Enhanced collaboration among Governments, the United Nations, subregional organizations and other stakeholders to address priority challenges in the subregion, as appropriate.

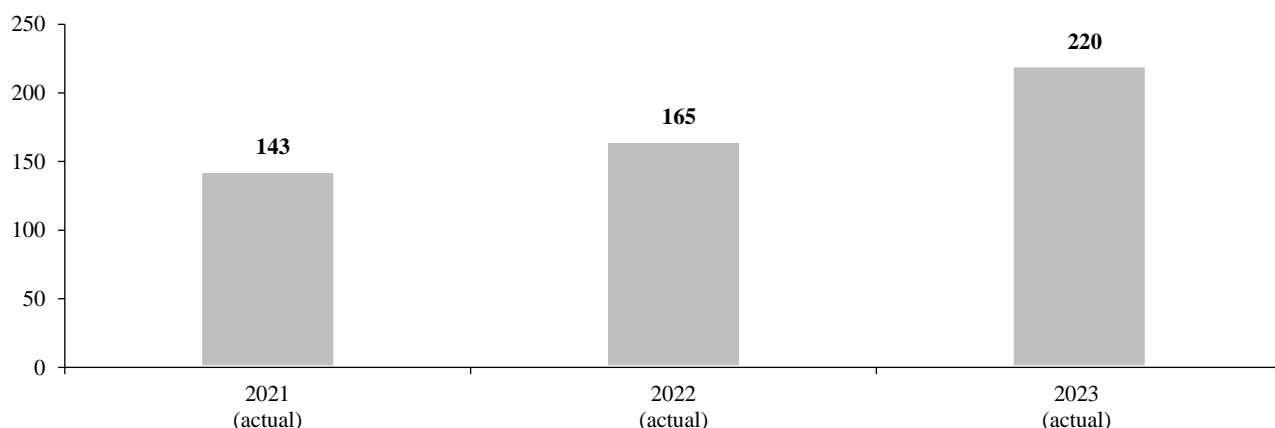
Programme performance in 2023

Strengthened city stakeholder engagement and local-level partnerships on climate action in East and North-East Asia

- 19.142 Globally, cities are responsible for 70 per cent of global greenhouse gas emissions, but they also have the potential to drive transformative change in addressing climate change and achieving global climate goals.
- 19.143 The component, since 2021, has contributed to accelerating local-level stakeholder engagement on climate action in East and North-East Asia by bringing representatives of cities, citizens, city networks, academia, civil society and the private sector to the International Forum on Low-Carbon Cities and the Forum on Carbon Neutrality Goals of China, Japan and the Republic of Korea, among others. Through these platforms, various local stakeholders shared challenges and opportunities related to promoting city-led climate action and exchanged their knowledge and experiences in designing and implementing policies and local initiatives to reduce greenhouse gas emissions. The component also strengthened youth engagement in local climate action, inviting youth representatives on various platforms, and organized the 2023 Incheon International Education Forum.
- 19.144 Progress towards the objective is presented in the performance measure below (see figure 19.IX).

Figure 19.IX

Performance measure: number of organizations globally that participated in climate action initiatives and forums organized by the component



Planned results for 2025

Result 1: enhanced multilateral and multi-stakeholder cooperation for climate action in East and North-East Asia

Programme performance in 2023 and target for 2025

- 19.145 The component’s work contributed to member States assessing the work programmes of the North-East Asian Subregional Programme for Environmental Cooperation related to climate action and approving the activity plans, including the subregional approach to desertification and land degradation, which met the planned target.
- 19.146 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.34).

Table 19.34
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The first International Forum on Low-carbon Cities convened governments, international organizations, regional city networks, academia and research institutions to advance multi-stakeholder cooperation on climate action	Government officials and other stakeholders engaged in subregional cooperation on climate action in East and North-East Asia	Member States assessed the work programmes of the North-East Asian Subregional Programme for Environmental Cooperation related to climate action and approved the activity plans, including the subregional approach to desertification and land degradation	Member States increase joint activities on environmental conservation and climate action in the subregion	Member States adopt the North-East Asian Subregional Programme for Environmental Cooperation strategic plan for 2026–2030, which serves as a basis for the coordination of joint activities on climate action in East and North-East Asia

Result 2: strengthened collaboration for monitoring and addressing air pollution in East and North-East Asia

Programme performance in 2023 and target for 2025

- 19.147 The component’s work contributed to the collaboration of member States in addressing air pollution through the engagement of their experts in the collaborative initiatives of the North-East Asia Clean Air Partnership, which met the planned target.
- 19.148 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.35).

Table 19.35
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
The Science and Policy Committee of the North-East Asia Clean Air Partnership recommended joint activities under the workplan	Member States approved the plan to publish a policy analysis report on air pollution in 2023 and organize two policy dialogues by 2024	Member States collaborated in addressing air pollution through the engagement of their experts in the collaborative initiatives of the North-East Asia Clean Air Partnership	Two joint activities of member States on addressing air pollution are approved or initiated	The North-East Asia Clean Air Partnership workplan for 2026–2030 reflects strengthened collaboration for monitoring and addressing air pollution in East and North-East Asia

Result 3: efficient management of cross-border railway transport and transit

Proposed programme plan for 2025

- 19.149 The component has supported member States in strengthening cross-sectoral policy coordination between the trade and transport sectors through policy dialogues and capacity-building activities related to effective economic corridor management.

Lessons learned and planned change

- 19.150 The lesson for the component was that there were opportunities to support the increased adoption of cross-border paperless trade measures with a focus on cross-border electronic information exchange. In applying the lesson, the component will provide capacity-building to strengthen countries’ readiness for undertaking paperless transit and transport operations. In cooperation with subprogrammes 2 and 3, it further plans to support the implementation of the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific and address the gaps in institutional coordination and cooperation mechanisms related to efficient cross-border transport and transit.
- 19.151 Expected progress towards the objective is presented in the performance measure below (see table 19.36).

Table 19.36
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
China acceded to the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific	Mongolia and the Republic of Korea acceded to the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific	The Russian Federation acceded to the Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific Member States adopted guiding principles on electronic information exchange among railways and control authorities	Mongolia strengthens its readiness to undertake paperless transit and transport operations	National officials increasingly adopt electronic information exchange for more efficient cross-border railway transport and transit in North-East Asia

Deliverables

19.152 Table 19.37 lists all deliverables of the component.

Table 19.37
Component 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the Commission	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	9	10	9	9
Meetings of:				
2. Expert groups on policy and programme options to address emerging economic and social development issues in East and North-East Asia	2	3	2	2
3. Senior officials of the North-East Asian Subregional Programme for Environmental Cooperation	3	3	3	3
4. The North-East Asian Multi-stakeholder Forum on Sustainable Development Goals	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	6	4	4
5. On institutional programmatic priorities of ESCAP in East and North-East Asia	3	5	3	3
6. North-East Asian Subregional Programme for Environmental Cooperation	1	1	1	1
Seminars, workshops and training events (number of days)	2	2	2	2
7. On transport and energy connectivity	1	1	1	1
8. On science, technology and innovation for low-carbon and low-emissions and resilient cities and on North-East Asian Subregional Programme for Environmental Cooperation-related events	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Publications (number of publications)	–	–	1	–
9. On digital literacy among older persons in North-East Asia	–	–	1	–
Technical materials (number of materials)	2	2	1	1
10. On technology and social issues	2	2	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to member States of the subregion on sustainable connectivity, environmental sustainability and innovation for inclusive and resilient societies; side events at the Commission session.				
D. Communication deliverables				
Outreach programmes, special events and information materials: newsletters, infographics and side activities on major events on sustainable connectivity, environmental sustainability and innovation for inclusive and resilient societies.				

Component 3

Subregional activities for development in North and Central Asia

Objective

- 19.153 The objective, to which component 3 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of North and Central Asia, including sustainable connectivity, economic transformation, and social inclusion and resilience, and through follow-up and review of the 2030 Agenda.

Strategy

- 19.154 To contribute to the objective, the component will:
- (a) Provide secretariat support to and coordinate the seven thematic working groups of the United Nations Special Programme for the Economies of Central Asia to ensure that priorities emanating from the Governing Council and the Economic Forum of the Special Programme regarding trade facilitation, innovation and technology, transport, energy and digital connectivity, innovative financing and investment tools and environmental sustainability are incorporated into their workplans, and that discussions held in the working groups contribute to the deliberations of the Governing Council and the Economic Forum;
 - (b) Coordinate high-level dialogues and working meetings to support landlocked developing countries in the implementation of their priorities and the programme of action for landlocked developing countries;
 - (c) Support member States in the implementation of the 2030 Agenda by providing policy advice and technical assistance on subregional connectivity, women’s economic empowerment, and climate change mitigation and adaptation strategies, helping member States make progress towards achieving Goals 9, 10 and 13;
 - (d) Organize annual meetings and facilitate dialogues on sustainable development, including a subregional forum on sustainable development, among government officials, civil society, experts and other stakeholders, and on the exchange of information on subregional implementation efforts, helping member States review progress towards achieving the Sustainable Development Goals, including Goal 17;
 - (e) Support voluntary national review processes at the request of member States, including the voluntary national review twinning programme, and build human and institutional capacity for sustainable and resilient development, in line with the 2030 Agenda;

- (f) Further support cooperation with subregional intergovernmental organizations and institutions such as the Shanghai Cooperation Organization, the Economic Cooperation Organization, the Eurasian Economic Commission and the Eurasian Development Bank for an effective representation of subregional perspectives at regional and global consultations;
- (g) Provide implementation support for the Commission's subprogrammes relating to the subregion's priorities and serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance in preparing common country assessments and United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives and access to regional networks and facilitating South-South and triangular cooperation.

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

- (a) Enhanced application by member States of, evidence-based solutions for, and strengthened subregional cooperation on, programmes to improve trade and transport facilitation as well as energy and digital connectivity;
- (b) The adoption of policy options for economic transformation in the subregion;
- (c) Increased knowledge-sharing in cooperation with intergovernmental organizations and bodies;
- (d) Increased skills and knowledge on digital connectivity and digital transformation in the subregion as a driver to achieve the 2030 Agenda.

Programme performance in 2023

Strengthened sustainable subregional connectivity

19.156 The component supported the discussion among countries of North and Central Asia on technical and institutional capacity gaps in the use of new technologies and digital transformation for enhancing the efficiency and resilience of railway and intermodal transport. Building on the outcomes of the discussion, the component and subprogramme 3 co-organized an expert group to identify priority areas of cooperation on the digital transformation of railway and multimodal transport in the subregion and delivered a capacity-building workshop on transport digitalization. To further enhance subregional connectivity, the component provided technical support to five landlocked developing countries in formulating article 5, on the digitalization of land transport, of the Agreement on Strengthening the Interconnectedness of Land Transport in Central Asia.

19.157 Progress towards the objective is presented in the performance measure below (see table 19.38).

Table 19.38

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Kazakhstan and Uzbekistan initiated measures to enhance subregional connectivity	Member States considered options relating to the operating modalities of the digital solutions centre in Kazakhstan Uzbekistan developed a concept on the thematic scope of the regional centre for the development of transport and communication interconnection with the support of ESCAP	Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan signed the Agreement on Strengthening the Interconnectedness of Land Transport in Central Asia

Planned results for 2025

Result 1: enhanced subregional cooperation on the use of new technologies for improving railway operational performance

Programme performance in 2023 and target for 2025

- 19.158 The component’s work contributed to policymakers adopting article 5, on the digitalization of land transport, of the Agreement on Strengthening the Interconnectedness of Land Transport in Central Asia at the fifth consultative meeting of the Heads of State of Central Asia, which met the planned target.
- 19.159 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.39).

Table 19.39
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Available data on border crossings indicated 39 per cent of transit time in trans-Eurasian transportation was related to customs clearance and documentation formalities	92 per cent of policymakers from Uzbekistan and Azerbaijan reported an increase in awareness of new technologies to increase the efficiency of rail transport	Policymakers adopted article 5, on the digitalization of land transport, of the Agreement on Strengthening the Interconnectedness of Land Transport in Central Asia at the fifth consultative meeting of the Heads of State of Central Asia	Policymakers review and align railway operation standards for the further implementation of digital transformation for resilient and competitive railway operation	Policymakers of at least one member State implement practical measures on the implementation of policy guidelines and recommendations on the digital transformation of land transport operations, including railway transport

Result 2: landlocked developing countries advance the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the new programme of action beyond 2024

Programme performance in 2023 and target for 2025

- 19.160 The component’s work contributed to strengthening the dialogue among landlocked developing countries and the International Think Tank for Landlocked Developing Countries on progress and challenges related to implementing the Vienna Programme of Action, which met the planned target.
- 19.161 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.40).

Table 19.40
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Landlocked developing countries in the subregion agreed to strengthen collaboration in developing transport and transit corridors, facilitating energy transit and promoting digital inclusion	Dialogue was strengthened among landlocked developing countries and the International Think Tank for Landlocked Developing Countries on progress and challenges related to implementing the Vienna Programme of Action	Four countries in the subregion report progress towards reaching the targets of the Vienna Programme of Action	Policymakers from landlocked developing countries in the subregion have increased awareness of the priority areas of cooperation on the digital transformation of railway and multimodal transport in the subregion beyond 2024

Result 3: strengthened cooperation instruments of the United Nations Special Programme for the Economies of Central Asia

Proposed programme plan for 2025

19.162 The component has supported countries participating in the United Nations Special Programme for the Economies of Central Asia in strengthening cooperation in areas such as transport, logistics, energy, and information and communication technologies and fostering peer learning exchanges among and beyond countries of North and Central Asia.

Lessons learned and planned change

19.163 The lesson for the component was that providing mechanisms to share best practices among participating countries can further enhance subregional cooperation. In applying the lesson, the component will leverage the expertise from ESCAP subprogrammes and the Economic Commission for Europe to support the open deliberations among countries participating in the Special Programme on their initiatives for institutional and organizational adjustments to increase the Special Programme’s effectiveness, as well as on the strategic issues pertaining to economic cooperation within the subregion. It will organize capacity-building activities to promote better alignment and compliance with relevant international legal instruments, norms, guidelines, standards and recommendations.

19.164 Expected progress towards the objective is presented in the performance measure below (see table 19.41).

Table 19.41
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Countries participating in the United Nations Special Programme for the Economies of Central Asia established an expert group to draft the terms of reference and modalities of a secretariat for special programmes	The Almaty Declaration was adopted	Countries participating in the United Nations Special Programme for the Economies of Central Asia established a Special Programme fund in the United Nations multi-partner trust fund format	Countries participating in the United Nations Special Programme for the Economies of Central Asia consider strategic directions for further increasing economic cooperation in the subregion	The financial stability of the United Nations Special Programme for the Economies of Central Asia to implement activities is enhanced

Deliverables

19.165 Table 19.42 lists all deliverables of the component.

Table 19.42
Component 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the Commission	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
Meetings of:				
2. The Governing Council of the United Nations Special Programme for the Economies of Central Asia	1	1	1	1
3. The Economic Forum of the United Nations Special Programme for the Economies of Central Asia	3	3	3	3
4. Expert groups on policy and programme options to address emerging economic and social development issues in North and Central Asia	4	4	4	4
5. The subregional forum on the Sustainable Development Goals in North and Central Asia	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	–	–
6. On regional cooperation and integration for the landlocked and transit developing countries	1	1	–	–
Technical materials (number of materials)	1	1	1	1
7. On regional cooperation and integration for the landlocked and transit developing countries	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advocacy with member States of the United Nations Special Programme for the Economies of Central Asia on regional and subregional priority issues.				

Component 4

Subregional activities for development in South and South-West Asia

Objective

- 19.166 The objective, to which component 4 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of South and South-West Asia, including sustainable connectivity, women's economic empowerment and the sustainable graduation of the least developed countries.

Strategy

- 19.167 To contribute to the objective, the component will:
- (a) Provide tailored analytical support, policy advice and technical assistance, and facilitate knowledge exchange and dialogues for member States and other stakeholders, on transboundary or common development priorities, in particular for landlocked developing countries, small island developing States and least developed countries, such as connectivity for economic corridors, disaster risk resilience, energy transition, women's economic empowerment and disability inclusion;
 - (b) Convene subregional consultations on the Sustainable Development Goals, including through the South and South-West Asia Network on the Sustainable Development Goals, to facilitate the sharing of good practices and the articulation of subregional perspectives that contribute to the relevant ESCAP knowledge products and forums, such as the Asia-Pacific Forum on Sustainable Development and the high-level political forum on sustainable development;
 - (c) Collaborate with subregional intergovernmental organizations for the coordination and mutual leveraging of subregional initiatives and facilitate ESCAP communication with the respective secretariats;
 - (d) Serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance in preparing common country assessments and United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives, access to regional networks and facilitating South-South and triangular cooperation;
 - (e) Forge partnerships with other development partners, and private sector and civil society organizations in common areas of work, for enhanced impact in supporting member States towards their achievement of the Goals;
 - (f) Deepen linkages and synergies with other ESCAP subprogrammes and components in common areas of work, for enhanced harmonization and coherence in the delivery of assistance to member States.
- 19.168 The above-mentioned work will help member States make progress towards achieving Goals 1, 5, 7–10, 12, 13 and 17.
- 19.169 The above-mentioned work is expected to result in:
- (a) Enhanced connectivity in the subregion, especially for people in landlocked developing countries and least developed countries;
 - (b) Strengthened capacity of member States, especially least developed countries, landlocked developing countries and small island developing States, to reduce the risk of disasters, including those induced by climate change;

- (c) Enhanced design and implementation of policies and subregional cooperation by member States on the transition to sustainable energy accessible to people in remote areas and in marginalized situations in South and South-West Asia;
- (d) The exchange of experiences and best practices between governments, civil society, academia/think tanks, the private sector, United Nations agencies, subregional organizations and other international organizations and financial institutions to bridge knowledge gaps for addressing the Sustainable Development Goals.

Programme performance in 2023

Enhanced deliberations among the Group of 20 countries on trade and investment, energy transition and disaster risk reduction

19.170 In support of the Group of 20 and its presidency, which was held by India for 2023, the component coordinated the technical inputs of subprogrammes 2, 5 and 9 with the Government of India and the United Nations country team to channel the expertise of ESCAP on trade and investment, energy transition and disaster risk reduction to the thematic working groups of the Group of 20. Technical contributions on issues such as trade logistics, early warning and transnational power system connectivity to accelerate energy transition thus informed the Group of 20 New Delhi Leaders’ Declaration.

19.171 Progress towards the objective is presented in the performance measure below (see table 19.43).

Table 19.43
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	States members of the Group of 20 adopted recommendations on trade and investment, energy transition and disaster risk reduction

Planned results for 2025

Result 1: increased integration of disaster risk-related analysis in national and local planning in countries of South and South-West Asia

Programme performance in 2023 and target for 2025

19.172 The component’s work contributed to policymakers from India and Maldives using customized planning tools, techniques and guidelines to facilitate the undertaking of disaster risk-related analyses for national and local planning purposes, which met the planned target.

19.173 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.44).

Table 19.44
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Evidence-based approaches to disaster risk reduction and climate change adaptation are not yet institutionalized and operationalized in a practical manner	Disaster management authorities in Maldives identified existing gaps in disaster risk management through the use of customized planning tools, database development and data collection	Policymakers from India and Maldives used customized planning tools, techniques and guidelines to facilitate the undertaking of disaster risk-related analyses for national and local planning purposes	Enhanced peer learning on improving disaster risk resilience is enabled by two countries in South Asia sharing their expertise in undertaking disaster risk-related analyses for planning purposes with other countries in South and South-West Asia	Two more countries in the region use customized planning tools, techniques and guidelines to facilitate the undertaking of disaster risk-related analyses for national and local planning purposes

Result 2: improved flow of goods and services at border crossing points in Eastern South Asia

Programme performance in 2023 and target for 2025

- 19.174 The component’s work contributed to four member States (Bangladesh, Bhutan, India and Nepal) and one subregional organization (Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation) expressing interest in working jointly to improve the transboundary flow of goods and services at border crossing points between north-east India and Bangladesh, which exceeded the planned target.
- 19.175 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.45).

Table 19.45
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	The flow of goods and services at border crossing points in Eastern South Asia is hampered due to limited transboundary connectivity in transport, energy, ICT and supply chains in those localities	Bangladesh, Bhutan, India, Nepal and one subregional organization (Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation) expressed interest in working jointly to improve the transboundary flow of goods and services at border crossing points between north-east India and Bangladesh	Stakeholders of at least one border crossing point in Eastern South Asia reach a shared understanding of the bottlenecks to be mitigated for enhanced transboundary connectivity and the flow of goods and services	Bottlenecks at two border crossing points in Eastern South Asia are reduced, in tandem with an increase in the flow of goods and services across these points

Result 3: accelerated transition to sustainable energy

Proposed programme plan for 2025

19.176 To support the promotion of sustainable energy policies in South and South-West Asia, the component, in coordination with subprogramme 9, developed a paper on energy connectivity in Eastern South Asia and a multi-country study on integrated straw management to reduce air pollution and greenhouse gas emissions.

Lessons learned and planned change

19.177 The lesson for the component was that there is an increasing demand for advisory services related to the subregion’s available hydropower resources and other renewable energy use to advance the transition to sustainable energy. In applying the lesson, the component will conduct workshops on sustainable energy with relevant national and local governments and facilitate deliberations on the policy priorities of the sustainable energy transition. It will provide technical assistance in the development of action plans to identify and operationalize priorities and strategies for the adoption of sustainable energy policies.

19.178 Expected progress towards the objective is presented in the performance measure below (see table 19.46).

Table 19.46
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Member States endorsed the regional road map on power system connectivity Nepal issued a Goal 7 road map	Bhutan and Pakistan issued Goal 7 road maps	The Lao People’s Democratic Republic, Malaysia, Singapore and Thailand shared their experience on cross-border electricity trading with Bangladesh, Bhutan, India and Nepal	Two countries in the subregion identify policy priorities on the sustainable energy transition	Two countries in the subregion draft action plans on the sustainable energy transition

Deliverables

19.179 Table 19.47 lists all deliverables of the component.

Table 19.47
Component 4: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the Commission	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	6	5	4	4
Meetings of:				
2. Expert groups on policy and programme options to address emerging sustainable development issues in South and South-West Asia	2	–	–	–
3. The South and South-West Asia Forum on the Sustainable Development Goals	4	5	4	4

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	1	–
4. On institutional programmatic priorities of ESCAP in South and South-West Asia	2	2	1	–
Seminars, workshops and training events (number of days)	2	3	2	2
5. On thematic areas related to sustainable development	2	3	2	2
Technical materials (number of materials)	5	5	5	5
6. Development paper series on economic and social development	5	5	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to member States of the subregion in implementing the 2030 Agenda and promoting regional economic cooperation and integration.				
D. Communication deliverables				
Outreach programmes, special events and information materials: a newsletter related to the Sustainable Development Goals in South and South-West Asia.				

Component 5 Subregional activities for development in South-East Asia

Objective

- 19.180 The objective, to which component 5 of the subprogramme contributes, is to strengthen regional cooperation and integration for sustainable development, in line with the subregional priorities of South-East Asia, including sustainable connectivity, inclusive and equitable societies, the efficient management of natural resources and resilient development.

Strategy

- 19.181 To contribute to the objective, the component will:
- (a) Coordinate high-level dialogues and working meetings to support the implementation of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025), as well as the complementarities road map for the period 2020–2025;
 - (b) Create knowledge products, in collaboration with relevant subprogrammes, on regional and subregional perspectives on global issues for member States in South-East Asia;
 - (c) Further expand cooperation with ASEAN through increased engagement with the ASEAN secretariat and relevant sectoral bodies and committees, as appropriate, and on initiatives to achieve the Sustainable Development Goals and subregional goals, including through support for the implementation of the ASEAN Comprehensive Recovery Framework;
 - (d) Promote coordination with and collaboration among subregional intergovernmental organizations and member States for an effective representation of subregional perspectives at regional and global consultations;
 - (e) Further develop partnerships and cooperation with civil society organizations in support of people in vulnerable situations to enhance synergy and effective participation at the subregional Sustainable Development Goals forum and raise awareness of the Goals among youth through a collaboration with the Association of Pacific Rim Universities in mutual areas of interest;

- (f) Provide implementation support for the Commission's subprogrammes relating to the subregion's priorities, serve as the focal point for the Commission's engagement with the resident coordinator system and United Nations country teams, including through substantive assistance in preparing common country assessments and United Nations Sustainable Development Cooperation Frameworks, in particular with regard to the transboundary dimensions of sustainable development, and assist country-level programming by providing subregional perspectives and access to regional networks and facilitating South-South and triangular cooperation;
 - (g) Support coordination among the various agencies and partners, with a focus on sustainable investment and finance, inclusive and equitable societies, the efficient management of natural resources and resilient development, while ensuring synergy in the implementation of the processes;
 - (h) Support countries in special situations in the subregion in implementing their relevant programmes of action.
- 19.182 The above-mentioned work will help support member States in their progress towards the achievement of Goals 3, 5, 9, 10, 13 and 17.
- 19.183 The above-mentioned work is expected to result in:
- (a) An enhanced policy environment to support inclusive business and investment for sustainable development in the subregion;
 - (b) Fairer and more equitable access to social protection, especially for those most vulnerable, such as women, youth, older persons and persons with disabilities, and strengthened disability statistics, ageing and disability policies and social protection floor costing;
 - (c) The improved coordination and coherence of technical assistance provided under the ASEAN Comprehensive Recovery Framework in the subregion.

Programme performance in 2023

Engaging youth for innovative solutions towards achieving the Sustainable Development Goals in South-East Asia

- 19.184 Young people bring unique perspectives and ideas to addressing socioeconomic challenges and advocating for the Sustainable Development Goals.
- 19.185 In collaboration with the United Nations Resident Coordinator Office in Thailand, the South-East Asia Sustainable Development Goals Youth Dialogue was organized during the ninth session of the Asia-Pacific Forum on Sustainable Development, in 2022. This marked the first effort of the component to include youth in an inclusive policy dialogue. In 2023, at the tenth session of the Asia-Pacific Forum on Sustainable Development, the component continued its youth engagement, collaborating with the Rural Revitalization, Youth and Social Entrepreneurship Platform. This collaboration focused on engaging young social entrepreneurs to discuss innovations for rural revitalization and accelerate the achievement of the Sustainable Development Goals. The component also engaged student representatives from the Association of Pacific Rim Universities, highlighting commitments to sustainability issues and advancing the implementation of the Goals through collaborative education initiatives.
- 19.186 Progress towards the objective is presented in the performance measure below (see table 19.48).

Table 19.48
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
ASEAN member States launched the implementation of the ASEAN Work Plan on Youth 2021–2025	First engagement of youth from South-East Asia at the ninth Asia-Pacific Forum on Sustainable Development	Student representatives and young social entrepreneurs addressed sustainability issues at the Asia-Pacific Forum on Sustainable Development

Planned results for 2025

Result 1: increased use of innovative financing policies and instruments to achieve the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 19.187 The component’s work contributed to member States advancing the drafting of an overarching framework to guide the development of a sustainable finance ecosystem in the subregion to facilitate innovative financing mechanisms in the subregion, which met the planned target.
- 19.188 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.49).

Table 19.49
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States agreed to further study the use of sustainable and Sustainable Development Goal-linked bonds as an instrument to address post-COVID-19 financing needs and achieve the 2030 Agenda	Consensus is achieved among member States on using Sustainable Development Goal-linked bonds as an instrument to catalyse energy investment opportunities to address post-COVID-19 financing needs and achieve the 2030 Agenda	Member States advanced the drafting of an overarching framework to guide the development of a sustainable finance ecosystem in the subregion	Member States adopt guidelines on sustainable environmental finance that will facilitate innovative financing mechanisms towards climate mitigation and adaptation	Member States translate the guidelines on sustainable environmental finance into national policies or directives to support innovative financing mechanisms for climate mitigation and adaptation

Result 2: improved sustainable foreign direct investment strategies in the subregion

Programme performance in 2023 and target for 2025

- 19.189 The component’s work contributed to 80 per cent of member States reporting an increase in capacity to promote sustainable FDI in the subregion, which met the planned target.
- 19.190 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.50).

Table 19.50
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The ASEAN Coordinating Committee on Investment, the ASEAN secretariat and member States organized a session on sustainable investment at the fifth South-East Asia Multi-stakeholder Forum on the Implementation of the Sustainable Development Goals to kickstart the discussion on subregional sustainable FDI	Member States in the subregion agreed to promote intraregional sustainable FDI as a means for inclusive recovery and development	Eighty per cent of member States reported an increase in capacity to promote sustainable FDI in the subregion	One member State in the subregion develops a national strategy to attract sustainable FDI	One additional member State in the subregion develops a national strategy to attract sustainable FDI

Result 3: aligned investment policies and regulations for the achievement of the Sustainable Development Goals

Proposed programme plan for 2025

19.191 The component organized a forum to explore investment opportunities aimed at strengthening the subregion as a sustainable private investment hub to support the recovery from the COVID-19 pandemic and accelerate progress towards achieving the Sustainable Development Goals in the subregion.

Lessons learned and planned change

19.192 The lesson for the component was that focusing technical advice on the alignment of investment policies among countries in the subregion can help create a conducive investment environment for investors to expand their business in the subregion. In applying the lesson, the component will invite policymakers from relevant ministries, including those responsible for investment, trade and finance, to a series of capacity-development activities aimed at identifying steps that facilitate the alignment of investment policies across the subregion. It will also provide advisory services and develop technical materials to support member States in aligning national regulations to promote investment opportunities within the subregion.

19.193 Expected progress towards the objective is presented in the performance measure below (see table 19.51).

Table 19.51
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States agreed to develop a subregional action plan on sustainable investment to accelerate the implementation of the Sustainable Development Goals	Member States adopt a subregional action plan on sustainable investment to accelerate the achievement of the Sustainable Development Goals	Member States align their investment policies with the investment priorities of the subregional action plan on sustainable investment

Deliverables

19.194 Table 19.52 lists all deliverables of the component.

Table 19.52
Component 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the Commission	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	9	6	9	9
Meetings of:				
2. Expert groups on policy and programme options to address emerging sustainable development issues in South-East Asia	2	1	2	2
3. The South-East Asia Multi-stakeholder Forum on the Implementation of the Sustainable Development Goals	4	4	4	4
4. ASEAN member States, the ASEAN secretariat and the ASEAN sectoral working groups on sustainable development in South-East Asia	3	1	3	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	–	1	1
5. On institutional programmatic priorities of ESCAP in South-East Asia	1	–	1	1
Seminars, workshops and training events (number of days)	2	2	2	–
6. On the implementation of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025)	1	1	1	–
7. On the implementation of sustainable FDI indicators	1	1	1	–
Technical materials (number of materials)	1	1	1	1
8. On the implementation of the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2021–2025)	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultations and advisory support to the subregional member States on sustainable connectivity, inclusive and equitable societies, the efficient management of natural resources and resilient development; advocacy with member States on the subregional findings of the Commission’s publications; side events at the Commission session; side events at the Asia-Pacific Forum on Sustainable Development.				

Subprogramme 9

Energy

Objective

- 19.195 The objective, to which this subprogramme contributes, is to ensure access to affordable, reliable, sustainable and modern energy for all in Asia and the Pacific by enhancing member States' capacity for energy access, renewable energy, energy efficiency and energy connectivity.

Strategy

- 19.196 To contribute to the objective, the subprogramme will enhance the evidence base for the achievement of Sustainable Development Goal 7 and Goals with interlinkages to it, and support member States in progressing towards Goal 7. Specifically, the subprogramme will:
- (a) Facilitate intergovernmental dialogue and develop and disseminate evidence-based policy recommendations and guidance related to expanding access to modern energy, growing the share of renewable sources of energy in the energy mix, adopting energy efficient technologies and approaches, and increasing energy connectivity;
 - (b) Provide capacity-building activities focused on facilitating planning and policy development for achieving Goal 7, including in least developed countries, based on local contexts and in alignment with national priorities, in cooperation with resident coordinator offices to leverage institutional resources and ensure the efficiency of work programme implementation;
 - (c) Produce and contribute to the development of knowledge products focused on broadening understanding of the benefits and implications of energy connectivity for energy security and resilience, affordability and sustainability;
 - (d) Provide access to up-to-date data, policy information and energy infrastructure maps through the Asia Pacific Energy Portal and other knowledge platforms;
 - (e) Provide support through the development and implementation of road maps and plans (Goal 7 road maps, the regional road map on power system connectivity and national cooling action plans), as applicable, and by promoting the use of modelling and policy planning tools and methodologies;
 - (f) Focus capacity-building efforts on the acceleration of progress towards Goal 7 targets and emissions reductions, in particular access to clean cooking fuels and technologies; sustainable cooling; the sustainability of supply chains for minerals, materials and technologies critical for energy transition; cleaner use of fossil fuels; and energy connectivity, with a special emphasis on countries in special situations;
 - (g) Mainstream a gender perspective by facilitating dialogue and producing knowledge products that include the energy system's impacts on women and highlight their contribution to a sustainable energy transition, working jointly with subprogramme 6.
- 19.197 The above-mentioned work is expected to result in:
- (a) The adoption of evidence-based policies, strategies and plans to increase energy access, energy efficiency and the use of renewable sources of energy and enabling technologies at the national and subnational levels;
 - (b) Improved capacity to implement policies for the transition to renewable sources of energy, environmentally sound energy technologies and net-zero emissions goals, targets and ambitions;
 - (c) Increased capacity of policymakers and regulators to plan and implement power system connectivity initiatives that enable the scaling up of renewable energies;

- (d) Greater recognition among policymakers of a gender perspective in the sustainable energy transition, including the potential for women to accelerate progress.

Programme performance in 2023

Enhanced commitment to sustainably manage minerals and materials critical for the energy transition

- 19.198 The subprogramme developed a study to consider challenges to extractive industries related to sustainable development, in particular the extraction and processing of critical raw materials and their broader socioeconomic implications. It also organized two policy dialogues on critical raw materials to examine the implications of the energy transition on demand for such materials. The subprogramme further organized the Asian and Pacific Energy Forum, at which member States discussed key issues in the study and recognized the need for the sustainable management of value chains of minerals critical for the energy transition. In addition, the subprogramme provided support to ASEAN to develop a set of principles to sustainably manage the extraction of minerals.
- 19.199 Progress towards the objective is presented in the performance measure below (see table 19.53).

Table 19.53

Performance measure:

2021 (actual)	2022 (actual)	2023 (actual)
–	–	At the Third Asian and Pacific Energy Forum, energy ministers and other high-level representatives of the members and associate members of ESCAP adopted the Ministerial Declaration on Building a Secure, Sustainable and Interconnected Energy Future for Asia and the Pacific, in which they acknowledged that certain minerals, materials and technologies are critical for energy transitions and that there is a need to maintain reliable, responsible and sustainable supply chains of such minerals and materials

Planned results for 2025

Result 1: evidence-based strategies for increasing sustainable power system connectivity

Programme performance in 2023 and target for 2025

- 19.200 The subprogramme's work contributed to ESCAP member States analysing gaps in policies, regulations and standards in each subregion, which met the planned target.
- 19.201 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.54).

Table 19.54
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The Committee on Energy endorsed the regional road map on power system connectivity at its third session, and the Commission endorsed it at its seventy-seventh session	ESCAP member States provided updates on connectivity activities on a voluntary basis at meetings of the Expert Working Group on Energy Connectivity Time frames for achieving the road map milestones have been met or are under development	ESCAP member States analysed gaps in policies, regulations and standards in each subregion	At least one subregion demonstrates progress on establishing multilateral power trading	At the Committee on Energy, member States consider endorsement of the principles for enabling sustainable power system connectivity and a regional grid master plan At least one new grid interconnection agreement is signed

Result 2: increased ambition of national commitments by member States towards modern and clean energy in support of Goal 7

Programme performance in 2023 and target for 2025

- 19.202 The subprogramme’s work contributed to member States agreeing on accelerated Sustainable Development Goal 7 actions in the areas of energy access, energy efficiency and renewable energy in support of the 2030 Agenda and the Paris Agreement under the ministerial declaration adopted by ESCAP member States at the Third Asian and Pacific Energy Forum, in October 2023, which met the planned target.
- 19.203 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 19.55).

Table 19.55
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
At the Committee on Energy, member States announced commitments to increasing energy access, energy efficiency and renewable capacity	Member States provided updates on the development of sustainable energy policies at meetings of the Expert Working Group on Universal Access to Modern Energy Services, Renewable Energy, Energy Efficiency and Cleaner Use of Fossil Fuels	Member States agreed on accelerated Sustainable Development Goal 7 actions in the areas of energy access, energy efficiency and renewable energy, in support of the 2030 Agenda and the Paris Agreement under the ministerial declaration adopted by ESCAP member States at the Third Asian and Pacific Energy Forum, in October 2023	Member States announce more ambitious national commitments to increase the share of energy from renewable sources, and to adopt advanced energy efficiency and enhance access to electricity and clean cooking technologies, research, technology and investments in clean energy	Member States in Asia and the Pacific announce commitments to close gaps on achieving Sustainable Development Goal 7 targets

Result 3: countries adopt national cooling action plans

Proposed programme plan for 2025

19.204 The cooling sector is a significant driver of rising electricity demand and contributes to greenhouse gas emissions. Member States are committed to action in this sector, including through the Global Cooling Pledge.³ The subprogramme has supported the development of a national cooling action plan methodology and has provided technical support to member States to develop comprehensive national cooling action plans, which include multisectoral cooling demand assessments, recommendations for advancing sustainable passive and active cooling, and pathways to integrate comprehensive action to reduce cooling-related energy consumption and emissions.

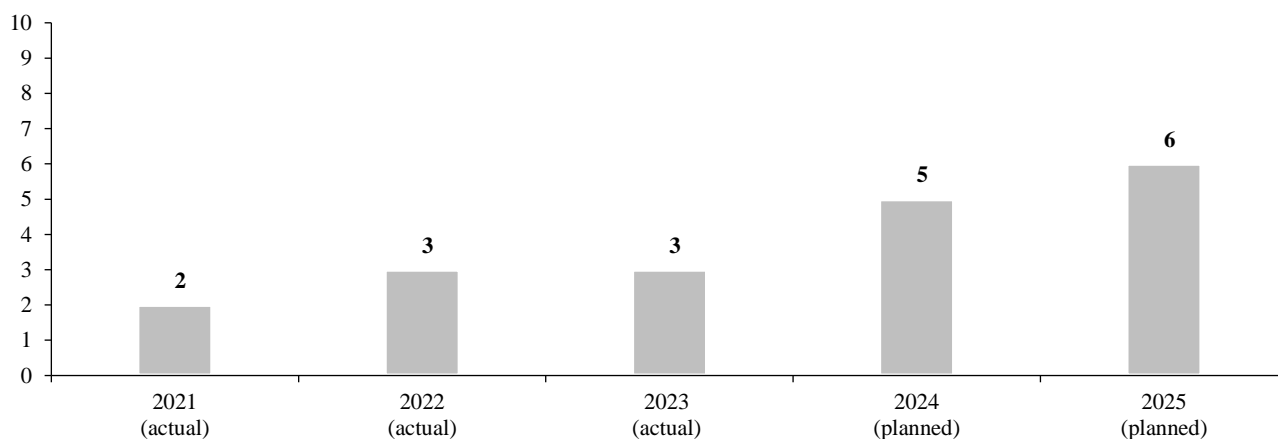
Lessons learned and planned change

19.205 The lesson for the subprogramme was that coordination and cooperation between ESCAP and United Nations implementing partners and stakeholders could be further improved to ensure that timely institutional and organizational agreements are put in place and activities effectively delivered without duplication. In applying the lesson, the subprogramme plans to deliver capacity-building activities, working with the United Nations Environment Programme, United Nations country teams and resident coordinators on assessing the met and unmet needs of the cooling sector and the impacts of policy interventions under various development scenarios. Alignment and synergies with nationally determined contributions, Sustainable Development Goal 7 and national policies and programmes will be pursued to build on the existing knowledge and experience base, while working to achieve national energy and emissions-related objectives.

19.206 Expected progress towards the objective is presented in the performance measure below (see figure 19.X).

Figure 19.X

Performance measure: number of national cooling action plans issued by member States (cumulative)



Deliverables

19.207 Table 19.56 lists all deliverables of the subprogramme.

³ The Global Cooling Pledge was launched at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (see www.unep.org/resources/report/global-cooling-pledge).

Table 19.56

Subprogramme 9: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	5	1	2
Reports for:				
1. The Commission	1	1	1	1
2. The Asian and Pacific Energy Forum	3	4	–	–
3. The Committee on Energy	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	16	11	10	16
Meetings of:				
4. The Asian and Pacific Energy Forum	6	3	–	–
5. The Committee on Energy	–	–	–	6
6. The Expert Working Group on Universal Access to Modern Energy Services, Renewable Energy, Energy Efficiency and Cleaner Use of Fossil Fuels	4	4	4	4
7. The Expert Working Group on Energy Connectivity	4	3	4	4
8. The United Nations Special Programme for the Economies of Central Asia Working Group on Water, Energy and Environment (energy-related issues)	2	1	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	10	2	2
9. On the implementation of Goal 7	1	10	2	2
Seminars, workshops and training events (number of days)	1	2	1	1
10. Policy dialogues on energy	1	2	1	1
Publications (number of publications)	3	3	2	2
11. On ensuring access to affordable, reliable, sustainable and modern energy for all	3	3	2	2
Technical materials (number of materials)	1	3	4	5
12. On ensuring access to affordable, reliable, sustainable and modern energy for all	1	3	4	5
C. Substantive deliverables				
Consultation, advice and advocacy: policy advice to all member States, upon request, on the implementation of Goal 7 and energy connectivity; side events on energy at the Asia-Pacific Forum on Sustainable Development.				
Databases and substantive digital materials: Asia Pacific Energy Portal (containing more than 200 data sets, 3,000 policy documents and a mapping of more than 6,000 power plants).				
D. Communication deliverables				
Outreach programmes, special events and information materials: information materials on sustainable energy, primarily for government officials and technical experts in the region; International Day of Clean Energy.				

B. Proposed post and non-post resource requirements for 2025

Overview

19.208 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 19.57 to 19.59.

Table 19.57

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	47 058.3	50 570.6	79.2	–	–	79.2	0.2	50 649.8
Other staff costs	444.3	744.7	–	–	(184.6)	(184.6)	(24.8)	560.1
Hospitality	4.7	5.7	–	–	1.9	1.9	33.3	7.6
Consultants	294.3	314.2	–	–	(52.6)	(52.6)	(16.7)	261.6
Experts	312.5	417.9	–	–	27.8	27.8	6.7	445.7
Travel of staff	460.5	447.9	–	–	14.9	14.9	3.3	462.8
Contractual services	1 204.3	1 404.3	–	–	(154.6)	(154.6)	(11.0)	1 249.7
General operating expenses	2 373.0	2 131.3	–	–	110.6	110.6	5.2	2 241.9
Supplies and materials	50.7	149.3	–	–	17.8	17.8	11.9	167.1
Furniture and equipment	726.2	329.4	–	–	139.6	139.6	42.4	469.0
Improvement of premises	42.6	48.2	–	–	–	–	–	48.2
Grants and contributions	557.7	253.6	(253.6)	–	–	(253.6)	(100)	–
Other	13.6	–	–	–	–	–	–	–
Total	53 542.7	56 817.1	(174.4)	–	(79.2)	(253.6)	(0.4)	56 563.5

^a At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 19.58

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	418	1 USG, 2 D-2, 15 D-1, 35 P-5, 63 P-4, 53 P-3, 33 P-2/1, 3 NPO, 213 LL
Reassignment	–	1 Associate Human Resources Officer (P-2) as Associate Conference Services Officer (P-2) under programme support
Proposed for 2025	418	1 USG, 2 D-2, 15 D-1, 35 P-5, 63 P-4, 53 P-3, 33 P-2/1, 3 NPO, 213 LL

Note: The following abbreviations are used in tables and figures: LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 19.59
Overall: proposed posts by category and grade^a

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	1	
D-2	2	–	–	–	–	2	
D-1	15	–	–	–	–	15	
P-5	35	–	–	–	–	35	
P-4	63	–	–	–	–	63	
P-3	53	–	–	–	–	53	
P-2/1	33	–	–	–	–	33	
Subtotal	202	–	–	–	–	202	
General Service and related							
NPO	3	–	–	–	–	3	
LL	213	–	–	–	–	213	
Subtotal	216	–	–	–	–	216	
Total	418	–	–	–	–	418	

^a Includes four temporary posts (three P-4 and one P-3) that were approved pursuant to General Assembly resolution [71/272](#).

19.209 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 19.60 to 19.62 and figure 19.XI.

19.210 As shown in tables 19.60 (1) and 19.61 (1), the overall resources proposed for 2025 amount to \$56,563,500 before recosting, reflecting a net decrease of \$253,600 (or 0.4 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 19.60

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

 (1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Policymaking organs	368.9	440.1	–	–	–	–	–	440.1	
B. Executive direction and management	3 480.6	4 174.0	–	–	(0.2)	(0.2)	(0.0)	4 173.8	
C. Programme of work									
1. Macroeconomic policy, poverty reduction and financing for development	2 829.3	3 084.9	–	–	(12.3)	(12.3)	(0.4)	3 072.6	
2. Trade, investment and innovation	3 251.9	3 443.1	–	–	17.6	17.6	0.5	3 460.7	
3. Transport	3 440.8	3 554.7	–	–	(6.6)	(6.6)	(0.2)	3 548.1	

Part V Regional cooperation for development

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
4. Environment and development	2 820.5	3 076.0	–	–	(1.9)	(1.9)	(0.1)	3 074.1
5. Information and communications technology and disaster risk reduction and management	2 805.7	2 970.0	–	–	(12.4)	(12.4)	(0.4)	2 957.6
6. Social development	3 832.5	4 217.3	–	–	–	–	–	4 217.3
7. Statistics	3 082.9	3 228.7	–	–	(2.5)	(2.5)	(0.1)	3 226.2
8. Subregional activities for development	4 422.4	4 797.1	–	–	7.5	7.5	0.2	4 804.6
9. Energy	1 716.5	1 892.3	–	–	10.6	10.6	0.6	1 902.9
Subtotal, C	28 202.5	30 264.1	–	–	–	–	–	30 264.1
D. Programme support	21 490.7	21 938.9	(174.4)	–	(79.0)	(253.4)	(1.2)	21 685.5
Subtotal, 1	53 542.7	56 817.1	(174.4)	–	(79.2)	(253.6)	(0.4)	56 563.5

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	195.7	176.0	–	–	176.0
C. Programme of work					
1. Macroeconomic policy, poverty reduction and financing for development	1.7	317.4	(147.2)	(46.4)	170.2
2. Trade, investment and innovation	4 634.0	3 278.3	(1 629.0)	(49.7)	1 649.3
3. Transport	1 135.9	1 022.6	(172.8)	(16.9)	849.8
4. Environment and development	2 503.7	4 127.9	(636.1)	(15.4)	3 491.8
5. Information and communications technology and disaster risk reduction and management	3 883.8	4 489.1	(251.4)	(5.6)	4 237.7
6. Social development	1 104.5	1 616.0	(835.6)	(51.7)	780.4
7. Statistics	3 309.8	4 040.7	(962.5)	(23.8)	3 078.2
8. Subregional activities for development	1 825.0	2 871.2	(578.7)	(20.2)	2 292.5
9. Energy	415.8	1 400.4	(1 137.3)	(81.2)	263.1
Subtotal, C	18 814.2	23 163.6	(6 350.6)	(27.4)	16 813.0
D. Programme support	5 173.6	6 833.2	(691.7)	(10.1)	6 141.5
Subtotal, 2	24 183.5	30 172.8	(7 042.3)	(23.3)	23 130.5
Total	77 726.2	86 989.9	(7 295.9)	(8.4)	79 694.0

Table 19.61

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	25	–	–	–	–	25
C. Programme of work						
1. Macroeconomic policy, poverty reduction and financing for development	22	–	–	–	–	22
2. Trade, investment and innovation	25	–	–	–	–	25
3. Transport	25	–	–	–	–	25
4. Environment and development	22	–	–	–	–	22
5. Information and communications technology and disaster risk reduction and management	21	–	–	–	–	21
6. Social development	30	–	–	–	–	30
7. Statistics	24	–	–	–	–	24
8. Subregional activities for development	26	–	–	–	–	26
9. Energy	12	–	–	–	–	12
Subtotal, C	207	–	–	–	–	207
D. Programme support	186	–	–	–	–	186
Subtotal, 1	418	–	–	–	–	418

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Macroeconomic policy, poverty reduction and financing for development	–	–	–
2. Trade, investment and innovation	9	–	9
3. Transport	2	(1)	1
4. Environment and development	9	1	10
5. Information and communications technology and disaster risk reduction and management	17	(1)	16
6. Social development	–	–	–
7. Statistics	10	–	10
8. Subregional activities for development	18	–	18
9. Energy	–	–	–
Subtotal, C	65	(1)	64

Part V Regional cooperation for development

Component/subprogramme	2024 estimate	Change	2025 estimate
D. Programme support	52	–	52
Subtotal, 2	117	(1)	116
Total	535	(1)	534

Table 19.62

Overall: evolution of financial and post resources

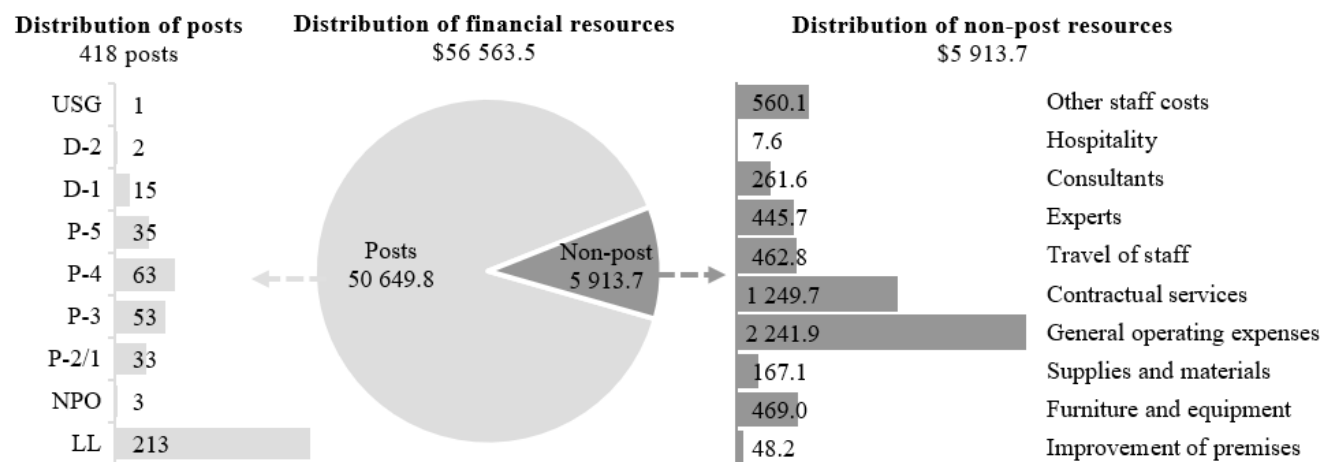
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Post	47 058.3	50 570.6	79.2	–	–	79.2 0.2	50 649.8
Non-post	6 484.4	6 246.5	(253.6)	–	(79.2)	(332.8) (5.3)	5 913.7
Total	53 542.7	56 817.1	(174.4)	–	(79.2)	(253.6) (0.4)	56 563.5
Post resources by category							
Professional and higher		202	–	–	–	–	202
General Service and related		216	–	–	–	–	216
Total		418	–	–	–	–	418

Figure 19.XI

Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

19.211 As reflected in table 19.60 (1), resource changes reflect a net decrease of \$174,400 under programme support related to the removal of non-recurrent requirements of \$253,600 approved by the General

Assembly for 2024 in its resolution [78/253](#) on the seismic mitigation retrofit and life-cycle replacements project at ESCAP; offset in part by an increase of \$79,200 in post costs under programme support relating to the higher provision for the continuing vacancy rate for the P-3 post established in 2024 pursuant to Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts. Resource requirements relating to the seismic mitigation project at ESCAP will be reflected in the report of the Secretary-General on the seismic mitigation retrofit and life-cycle replacements project at ESCAP premises in Bangkok, which will be prepared later in the year for the consideration of the Assembly during the main part of its seventy-ninth session.

Other changes

19.212 As reflected in table 19.60 (1), resource changes reflect a net decrease of \$79,200. The breakdown of changes is as follows:

- (a) **Executive direction and management.** The net decrease of \$200 is due to a decrease in requirements for experts (\$500) owing to a reduction in the number of experts required for expert groups on least developed countries, landlocked developing countries and small island developing States, and for travel of staff (\$800) owing to the reduced number of days required to engage with member States in support of the implementation of the 2030 Agenda for Sustainable Development, offset in part by an increase in requirements for contractual services (\$1,100) due to an increase in requirements for external printing and substantive editing services for the annual theme study and *Asia-Pacific Sustainable Development* journals;
- (b) **Subprogramme 1, Macroeconomic policy, poverty reduction and financing for development.** The net decrease of \$12,300 relates mainly to decreased requirements under experts (\$9,700) and consultants (\$12,100) owing to a decrease in the number of expert groups and related consultancy services for financing for development, offset in part by an increase in contractual services (\$9,500) owing to the planned publication of the *Financing for Development in Asia and the Pacific* series;
- (c) **Subprogramme 2, Trade, investment and innovation.** The net increase of \$17,600 under non-post resources relates mainly to increased requirements under experts (\$5,900) owing to increased requirements for experts for the expert group related to trade, investment and innovation and under contractual services (\$12,000) as a result of a new publication entitled *Asia-Pacific Trade and Investment Report*, offset in part by a decrease under consultants (\$300) owing to the planned engagement of consultants who are at a more junior level;
- (d) **Subprogramme 3, Transport.** The net decrease of \$6,600 under non-post resources relates mainly to decreased requirements under contractual services (\$14,800) owing to the elimination of a publication on transport development in Asia and the Pacific and under consultants (\$600) owing to the reduced number of days of consultancy required for transport connectivity and logistics, offset in part by an increase in experts (\$8,800) owing to an increase in the number of experts required for expert groups on transport connectivity and logistics;
- (e) **Subprogramme 4, Environment and development.** The net decrease of \$1,900 under non-post resources relates mainly to decreased requirements under consultants (\$2,500) due to the reduced number of days of consultancy required for the implementation of internationally agreed agendas related to the environment and development and under contractual services (\$400) owing to the decrease in costs required to print publications on the environment and development, offset in part by an increase in experts (\$1,000) owing to an increase in the number of experts required for the implementation of internationally agreed agendas related to the environment and development and to sustainable and resilient cities in the Asia-Pacific region;
- (f) **Subprogramme 5, Information and communications technology and disaster risk reduction and management.** The net decrease of \$12,400 under non-post resources relates mainly to decreased requirements under experts (\$9,700) and consultants (\$3,700) owing to a reduction in the number of experts and the number of days of consultancy required for space

applications and the Asia-Pacific information superhighway, offset in part by an increase in contractual services (\$1,000) owing to a new publication on disaster information management;

- (g) **Subprogramme 7, Statistics.** The net decrease of \$2,500 under non-post resources relates mainly to decreased requirements under consultants (\$3,700) owing to a reduction in the number of days of consultancy required on the use of non-traditional and complementary data sources in official statistics and under contractual services (\$700) owing to reduced requirements for the visual design of the publication entitled *Asia and the Pacific SDG Progress Report 2025* and advocacy materials, offset in part by an increase under experts (\$1,900) owing to an increase in the number of experts required on the use of non-traditional and complementary data sources in official statistics and on strengthening national statistical systems for enhanced quality and trust in official statistics;
- (h) **Subprogramme 8, component 1, Subregional activities for development in the Pacific.** The net increase of \$4,100 under non-post resources relates mainly to increased requirements under experts (\$1,900) owing to an increase in the number of experts required for policy and programme options to address emerging sustainable development issues in the Pacific, under travel of staff (\$3,600) owing to an increase in the cost of travel and under contractual services (\$26,100) as a result of a change in payment modality for Internet services from general operating expenses to contractual services, offset in part by a decrease under general operating expenses (\$27,000) owing to a change in payment modality for Internet services from general operating expenses to contractual services and under furniture and equipment (\$500) owing to decreased demand for office furniture and equipment replacement;
- (i) **Subprogramme 8, component 2, Subregional activities for development in East and North-East Asia.** The net decrease of \$1,300 under non-post resources relates mainly to decreased requirements under consultants (\$6,100) owing to zero requirements in 2025 for consultancy and the use of those funds to meet increased requirements under experts, under contractual services (\$3,300) owing to the elimination of a publication on digital literacy among older persons in North-East Asia and under furniture and equipment (\$800) owing to a reduction in the requirements for other equipment, offset in part by an increase under experts (\$1,800) owing to an increase in the number of experts required for policy and programme options to address emerging economic and social development issues in East and North-East Asia, under travel of staff (\$1,000) owing to an increase in the cost of travel and under general operating expenses (\$6,100) as a result of an expected increase in the costs of communications and utilities and the rental of furniture and equipment;
- (j) **Subprogramme 8, component 3, Subregional activities for development in North and Central Asia.** The net increase of \$4,700 under non-post resources relates mainly to increased requirements under experts (\$4,000) owing to an increase in the number of experts required for policy and programme options to address emerging economic and social development issues in North and Central Asia and under travel of staff (\$700) owing to an increase in the number of days of travel required to engage with member States to support them in the implementation of the 2030 Agenda in North and Central Asia;
- (k) **Subprogramme 9, Energy.** The net increase of \$10,600 in non-post resources relates mainly to increased requirements under experts (\$5,900) owing to an increase in the number of experts required for universal access to modern energy services, renewable energy, energy efficiency and the cleaner use of fossil fuels and under contractual services (\$12,300) owing to a new publication on regional trends on energy for sustainable development, offset in part by a decrease in consultants (\$7,600) owing to a decrease in the number of days of consultancy required in relation to energy transition and cross-border power connectivity;
- (l) **Programme support.** The net decrease of \$79,000 in non-post resources is mainly due to reduced requirements under contractual services (\$340,800) owing mainly to the migration to cloud services, which means that end-of-life replacement of physical servers is no longer needed, the decommissioning of virtual desktop infrastructure, and the outward redeployment of funds to general operating expenses where actual expenditure is incurred for some outsourced

services, in accordance with experience from past years. The decrease is offset in part by an increase under general operating expenses (\$101,100) owing mainly to the fact that migration to cloud services will increase communication costs and Internet services and to the inward redeployment of funds from contractual services for some outsourced services; under supplies and materials (\$9,900) owing mainly to increased requirements for Cisco and other information technology spare parts; under furniture and equipment (\$147,700) owing mainly to the replacement of new switches to enable cloud-based remote management (including cloud-based dashboards, the remote monitoring of Internet bandwidth performance and enhanced cybersecurity protection in subregional offices), requirements related to the Microsoft Office 365 E3 phone systems add-on for 600 users, the replacement of mobile phones, the renovation of a learning centre (including the purchase of furniture), the maintenance/repair/replacement of catering equipment and the enhancement of catering venues; and under travel of staff (\$3,100) owing to increased requirements in support of the programme of work.

Extrabudgetary resources

- 19.213 As reflected in tables 19.60 (2) and 19.61 (2), extrabudgetary resources amount to \$23,130,500. The resources would complement regular budget resources and would be used mainly to provide for 116 posts (3 D-1, 4 P-5, 15 P-4, 14 P-3, 1 P-2, 8 NPO and 71 LL) to perform mainly the functions of providing technical expertise and management and administrative support for technical cooperation projects and the office operations of ESCAP. In addition, non-post resources would be used for research in emerging areas, the preparation of knowledge products to inform deliberations of member States, the development of institutional and individual capacities of policymakers and the technical staff of governments for the implementation of regionally agreed frameworks and the facilitation of South-South and triangular exchanges in line with the Commission’s mandates.
- 19.214 The extrabudgetary resources under this section are subject to the oversight of the secretariat of ESCAP, which has delegated authority from the Secretary-General.

Policymaking organs

- 19.215 Table 19.63 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 19.63
Policymaking organs
 (Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Economic and Social Commission for Asia and the Pacific	Mandate: Economic and Social Council resolutions 37 (IV) , 1895 (LVII) and 2022/11 Membership: 53 members and 9 associate members Number of sessions in 2025: 1 (eighty-first session)	288.9	301.6
Asia-Pacific Forum on Sustainable Development	Mandate: Economic and Social Council resolution 2022/11 and Commission resolutions 73/1 and 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: 1 (twelfth session)	21.6	34.9
Committee on Transport	Mandate: Economic and Social Council resolution 2022/11 and decision 2017/269 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: none	21.6	–

Part V Regional cooperation for development

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Committee on Environment and Development	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: none	21.6	–
Committee on Information and Communications Technology, Science, Technology and Innovation	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: none	21.6	–
Committee on Social Development	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: none	21.6	–
Committee on Statistics	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: none	21.6	–
Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: 1 (fifth session)	–	17.1
Committee on Trade, Investment, Enterprise and Business Innovation	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: 1 (second session)	–	18.1
Committee on Disaster Risk Reduction	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: 1 (ninth session)	–	17.1
Committee on Energy	Mandate: Economic and Social Council resolution 2022/11 and Commission resolution 78/2 Membership: 53 members and 9 associate members Number of sessions in 2025: 1 (fourth session)	–	17.1
Asia-Pacific high-level intergovernmental meeting on gender equality and women's empowerment: Beijing+30	Mandate: Economic and Social Council resolution 2022/5 Membership: 53 members and 9 associate members Number of sessions in 2025: none	21.6	–
Regional review of the implementation of the Global Compact for Migration	Mandate: General Assembly resolutions 73/195 , 73/326 and 76/266 Membership: 53 members and 9 associate members Number of sessions in 2025: 1	–	17.1
Ministerial Conference on Civil Registration and Vital Statistics in Asia and the Pacific (final review)	Mandate: Commission resolution 78/4 Membership: 53 members and 9 associate members Number of sessions in 2025: 1	–	17.1
Total		440.1	440.1

19.216 The proposed regular budget resources for 2025 amount to \$440,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.64 and figure 19.XII.

Table 19.64

Policymaking organs: evolution of financial resources

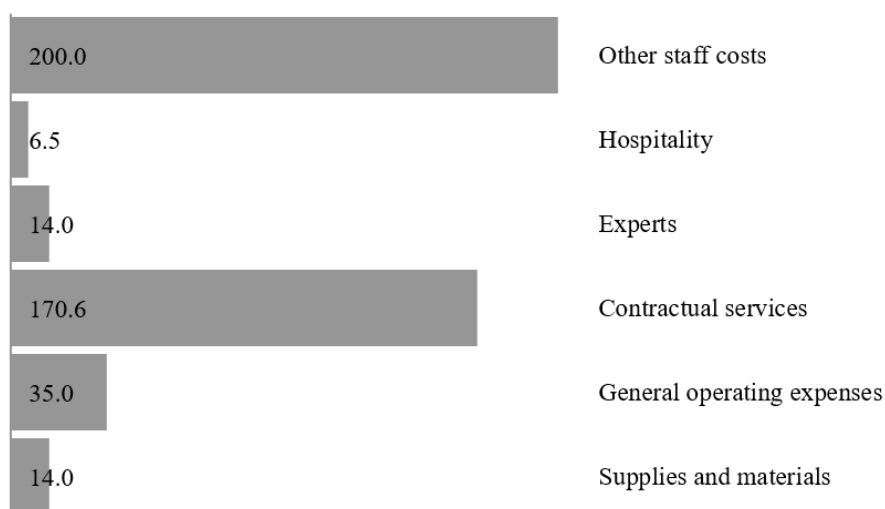
(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Non-post	368.9	440.1	–	–	–	–	–	440.1
Total	368.9	440.1	–	–	–	–	–	440.1

Figure 19.XII

Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)

**Executive direction and management**

- 19.217 Executive direction and management is led by the Office of the Executive Secretary and supported by the Section on Sustainable Development and Countries in Special Situations. The Office provides overall policy direction and management to the secretariat to support member States through the provision of strategic analyses, policy options and capacity-building activities. The efforts are aimed at addressing key development challenges through the provision of innovative solutions for equitable and inclusive economic prosperity, social progress and environmental sustainability across Asia and the Pacific. Emerging issues in the regional development agenda will be identified, and regional concerns and priorities will be articulated at the global level.
- 19.218 The Office of the Executive Secretary provides guidance to divisions, subregional offices and regional institutes on the implementation of the ESCAP programme of work and on ensuring its accountability. It also provides direction on the mainstreaming of policies and strategies relating to gender equality and the empowerment of women, as well as on disability inclusion, across the programme of work and to programme support units.
- 19.219 The Office of the Executive Secretary provides overall direction and management with respect to the preparation of the annual theme study and the organization of the annual session of the Commission, an inclusive intergovernmental platform for regional cooperation. It also guides the implementation of reforms to the ESCAP conference structure pursuant to Commission resolution

- 78/2, the strengthening of organizational effectiveness and results-based management, and the implementation of United Nations system-wide change management and reform initiatives.
- 19.220 The Office of the Executive Secretary also provides overall direction to programme support units in ensuring gender-sensitive and disability-inclusive programme planning and financial and human resources management, as well as accountability systems. Every effort will be made to advance gender parity.
- 19.221 The Section on Sustainable Development and Countries in Special Situations supports the accelerated implementation of the 2030 Agenda in the least developed countries, landlocked developing countries and small island developing States. The Section takes a concerted approach to mainstreaming the issues faced by these groups of countries in the overall programme of work, monitors the implementation of the programmes of action for these countries and provides strategic analyses to address key development challenges. It also guides the organization of the Asia-Pacific Forum on Sustainable Development as the multi-stakeholder platform through which to discuss, review and follow up on regional priorities and needs for sustainable development.
- 19.222 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), as well as with the Secretary-General's bulletin on the environmental policy for the United Nations Secretariat ([ST/SGB/2019/7](#)), the Office is integrating environmental management practices into its operations. In 2023, ESCAP continued its energy efficiency efforts through its daily Earth Hour campaign, through which office lights were automatically switched off during the lunch break, and improvements and adjustments to facilities management systems. As part of the second cycle of the Commission's environmental management system, the roll-out of the system to its subregional offices and regional institutes began in 2022 and all offices completed their own specific action plans in 2023. ESCAP achieved an energy efficiency improvement of 35 per cent compared with 2016 – its reference environmental baseline year. The energy efficiency improvements are equivalent to well over 10,000 tons of carbon dioxide over the seven years since the launch of the ESCAP environmental management system. With regard to the continuation of its sustainable energy efforts, ESCAP has been purchasing international renewable energy certificates to source 100 per cent of its energy consumption from solar energy produced locally in Thailand for four consecutive years (2020–2023), confirming the achievement of the United Nations Secretariat 2030 targets that have been met since 2020. Also in 2023, ESCAP continued its waste prevention and management efforts and achieved high rates of waste recycling (expected figures for 2023 are approximately 70 per cent, which represents a 43 per cent increase from the 2016 baseline year). Efforts included the continuation of the compound-wide ban on all main single-use catering items and the establishment of a new waste management system that boosted recycling (centralized recycling bins, a new waste sorting area and organic waste composting). In addition, a 48 per cent reduction in the use of fresh water, attributable to reduced occupancy and improved water management, was recorded. In 2023, many ESCAP meetings were conducted in a hybrid format, which positively contributed to the organization's efforts to reduce its air travel footprint (a 34 per cent reduction in 2023). With the expansion of the digitalization of processes and remote working modalities, a reduction in printing of approximately 80 per cent was achieved in 2023.
- 19.223 ESCAP will have achieved climate neutrality in its 2023 operations by procuring certified carbon emission reduction credits required for 2023 by June 2024, using extrabudgetary resources. In 2024, the Office will continue to reduce its carbon footprint through the established environmental management system and continue to expand the system in order to facilitate its regional efforts to ensure comprehensive, systematic and monitored environmental management across the organization. The system will target energy, waste, water, sustainable meetings and travel and will address staff awareness as a cross-cutting issue for all the identified environmental issues. It should be noted that, although ESCAP reduction trends were already in place and yielding positive environmental results before the COVID-19 pandemic, the levels of progress reached to date in some

of the targeted areas may not be sustainable at the same level in the long term if building occupancy rates and air travel increase.

- 19.224 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 19.65. The advance purchase compliance rate continued to improve, from 59 per cent in 2022 to 67 per cent in 2023: staff travel compliance was 75 per cent, while planning and securing nominations for non-staff participants in meetings still posed challenges and resulted in a compliance rate of 64 per cent. However, both rates were much improved from those in 2022, which were 71.6 per cent and 52.6 per cent, respectively. ESCAP continues to implement measures to improve the compliance rate, which include regular monitoring of its advance purchase compliance report, the issuance of quarterly advance purchase compliance reports to its senior management and travel approvers and bilateral consultations with respective divisions and offices to discuss their travel planning.

Table 19.65
Compliance rate
(Percentage)

	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Actual 2023</i>	<i>Planned 2024</i>	<i>Planned 2025</i>
Timely submission of documentation	93	89	95	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	39	59	67	100	100

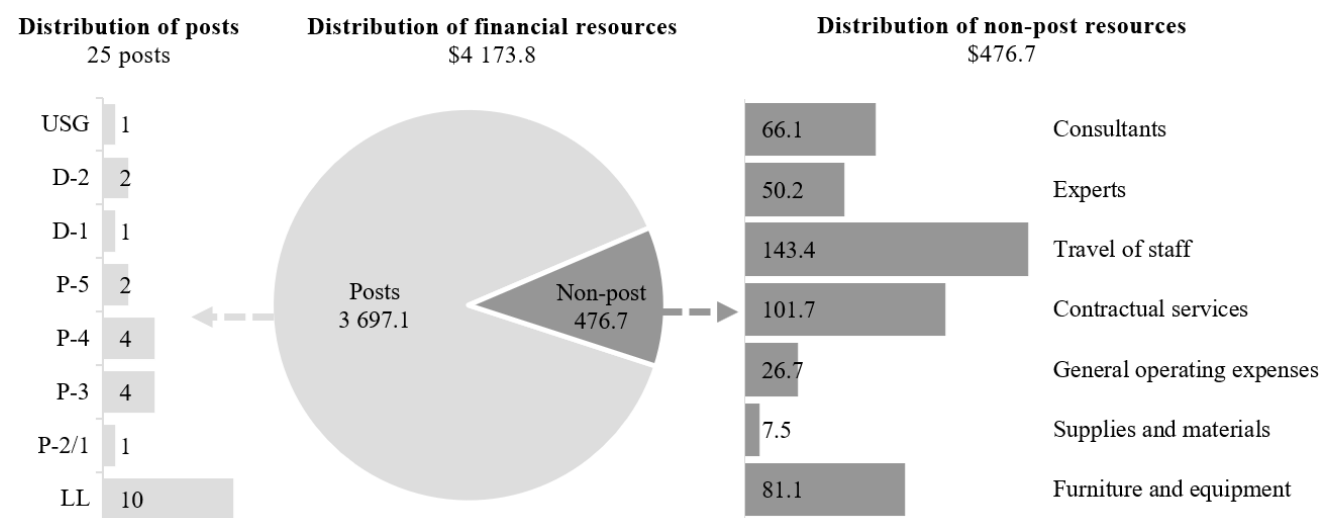
- 19.225 The proposed regular budget resources for 2025 amount to \$4,173,800 and reflect a decrease of \$200 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 19.212 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.66 and figure 19.XIII.

Table 19.66
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>					<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Post	3 021.3	3 697.1	–	–	–	–	–	3 697.1
Non-post	459.3	476.9	–	–	(0.2)	(0.2)	(0.0)	476.7
Total	3 480.6	4 174.0	–	–	(0.2)	(0.2)	(0.0)	4 173.8
Post resources by category								
Professional and higher		15	–	–	–	–	–	15
General Service and related		10	–	–	–	–	–	10
Total		25	–	–	–	–	–	25

Figure 19.XIII
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Macroeconomic policy, poverty reduction and financing for development

19.226 The proposed regular budget resources for 2025 amount to \$3,072,600 and reflect a decrease of \$12,300 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 19.212 (b). Additional details on the distribution of resources for 2025 are reflected in table 19.67 and figure 19.XIV.

Table 19.67

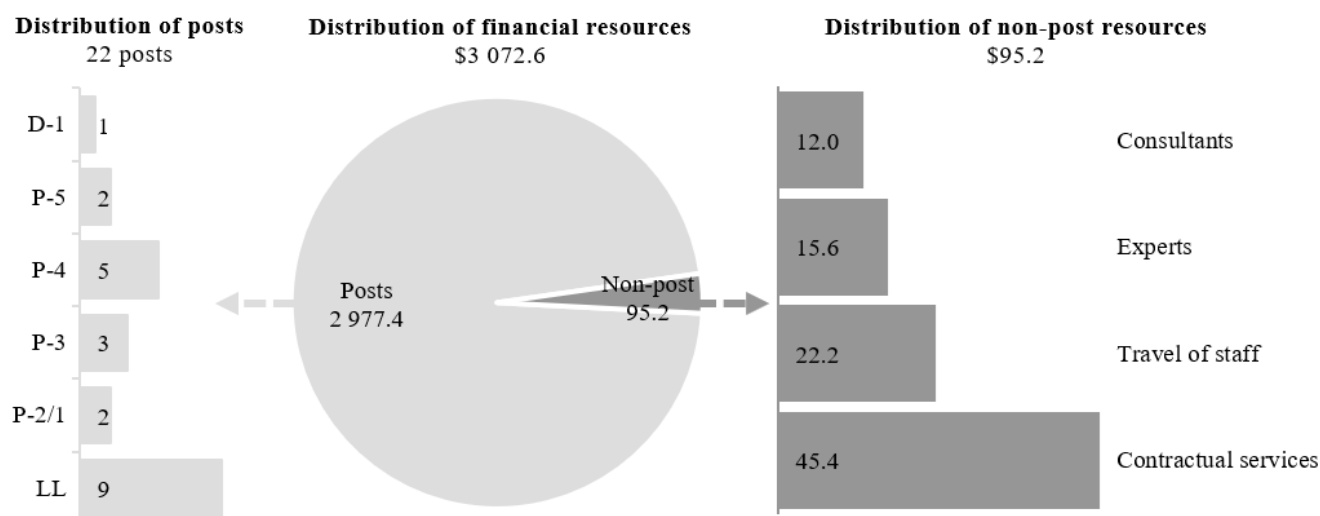
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	2 713.3	2 977.4	–	–	–	–	–	2 977.4	
Non-post	116.0	107.5	–	–	(12.3)	(12.3)	(11.4)	95.2	
Total	2 829.3	3 084.9	–	–	(12.3)	(12.3)	(0.4)	3 072.6	
Post resources by category									
Professional and higher		13	–	–	–	–	–	13	
General Service and related		9	–	–	–	–	–	9	
Total		22	–	–	–	–	–	22	

Figure 19.XIV
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
 Trade, investment and innovation**

19.227 The proposed regular budget resources for 2025 amount to \$3,460,700 and reflect an increase of \$17,600 compared with the approved budget for 2024. The proposed increase is explained in paragraph 19.212 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.68 and figure 19.XV.

Table 19.68
Subprogramme 2: evolution of financial and post resources

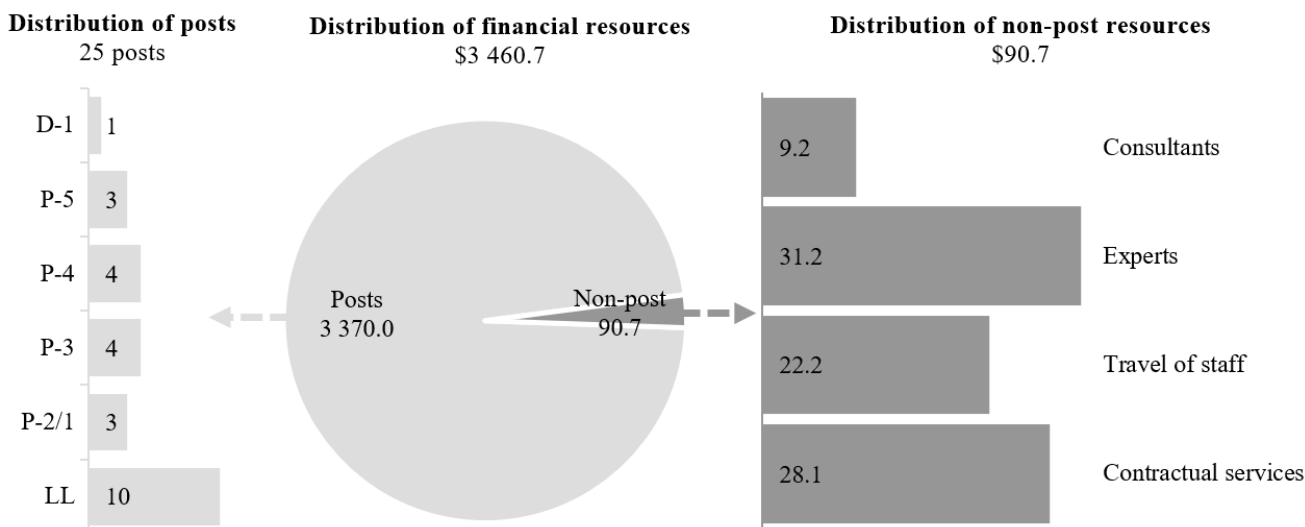
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	3 162.5	3 370.0	–	–	–	–	–	3 370.0	
Non-post	89.4	73.1	–	–	17.6	17.6	24.1	90.7	
Total	3 251.9	3 443.1	–	–	17.6	17.6	0.5	3 460.7	
Post resources by category									
Professional and higher		15	–	–	–	–	–	15	
General Service and related		10	–	–	–	–	–	10	
Total		25	–	–	–	–	–	25	

Figure 19.XV

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Transport**

19.228 The proposed regular budget resources for 2025 amount to \$3,548,100 and reflect a decrease of \$6,600 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 19.212 (d). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.69 and figure 19.XVI.

Table 19.69

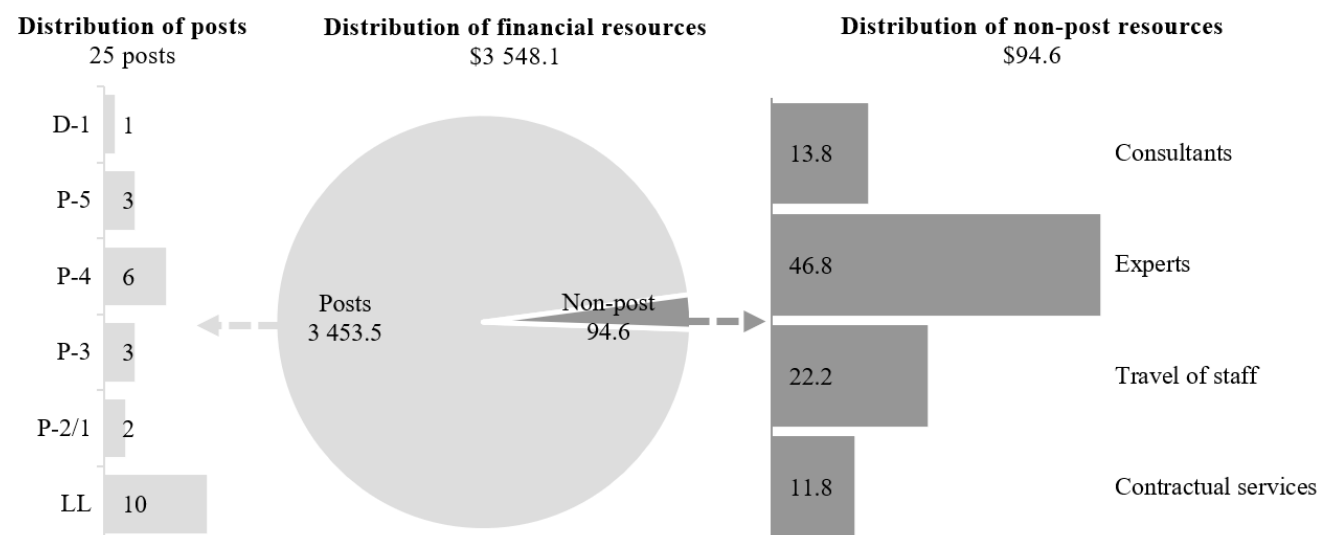
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Post	3 350.6	3 453.5	–	–	–	–	3 453.5
Non-post	90.2	101.2	–	–	(6.6)	(6.6)	94.6
Total	3 440.8	3 554.7	–	–	(6.6)	(6.6)	3 548.1
Post resources by category							
Professional and higher		15	–	–	–	–	15
General Service and related		10	–	–	–	–	10
Total		25	–	–	–	–	25

Figure 19.XVI
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 4 Environment and development

19.229 The proposed regular budget resources for 2025 amount to \$3,074,100 and reflect a decrease of \$1,900 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 19.212 (e). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.70 and figure 19.XVII.

Table 19.70
Subprogramme 4: evolution of financial and post resources

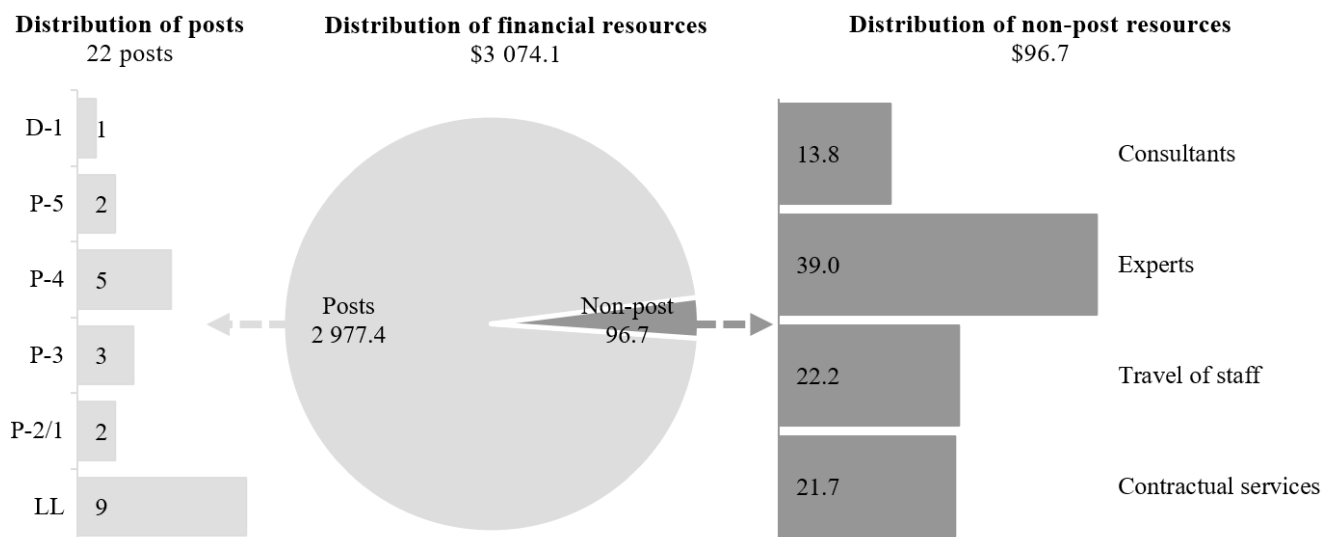
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Post	2 722.1	2 977.4	–	–	–	–	2 977.4
Non-post	98.4	98.6	–	–	(1.9)	(1.9)	96.7
Total	2 820.5	3 076.0	–	–	(1.9)	(1.9)	3 074.1
Post resources by category							
Professional and higher		13	–	–	–	–	13
General Service and related		9	–	–	–	–	9
Total		22	–	–	–	–	22

Figure 19.XVII

Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



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

19.230 The proposed regular budget resources for 2025 amount to \$2,957,600 and reflect a decrease of \$12,400 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 19.212 (f). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.71 and figure 19.XVIII.

Table 19.71

Subprogramme 5: evolution of financial and post resources

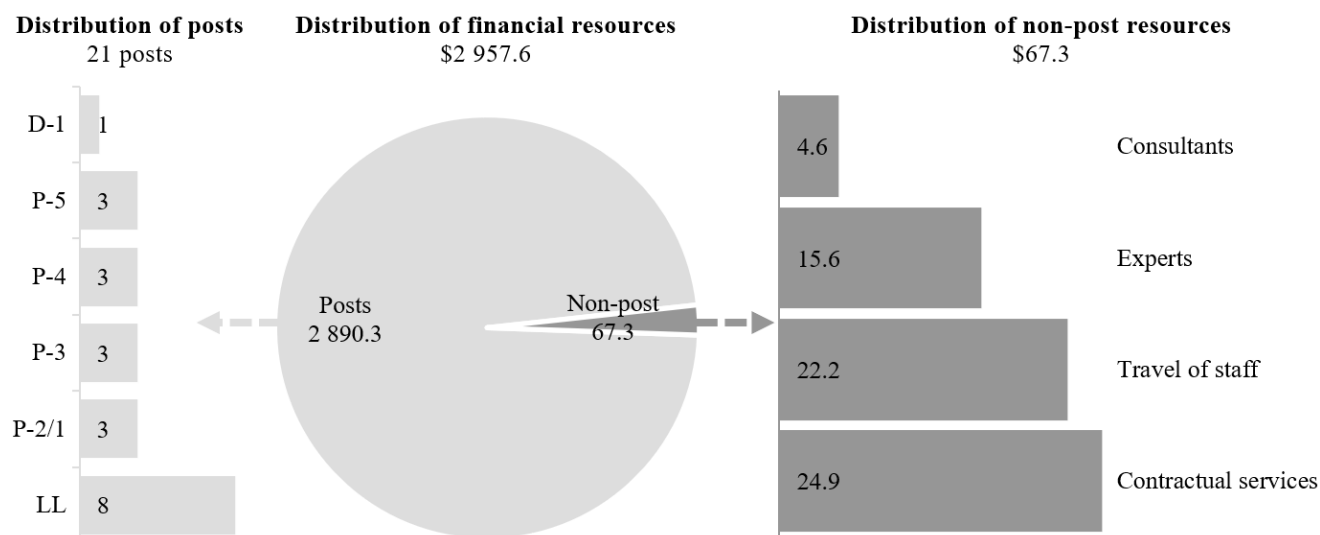
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Post	2 739.7	2 890.3	–	–	–	–	2 890.3
Non-post	66.0	79.7	–	–	(12.4)	(12.4)	67.3
Total	2 805.7	2 970.0	–	–	(12.4)	(12.4)	2 957.6
Post resources by category							
Professional and higher		13	–	–	–	–	13
General Service and related		8	–	–	–	–	8
Total		21	–	–	–	–	21

Figure 19.XVIII

Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 6
Social development**

19.231 The proposed regular budget resources for 2025 amount to \$4,217,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.72 and figure 19.XIX.

Table 19.72

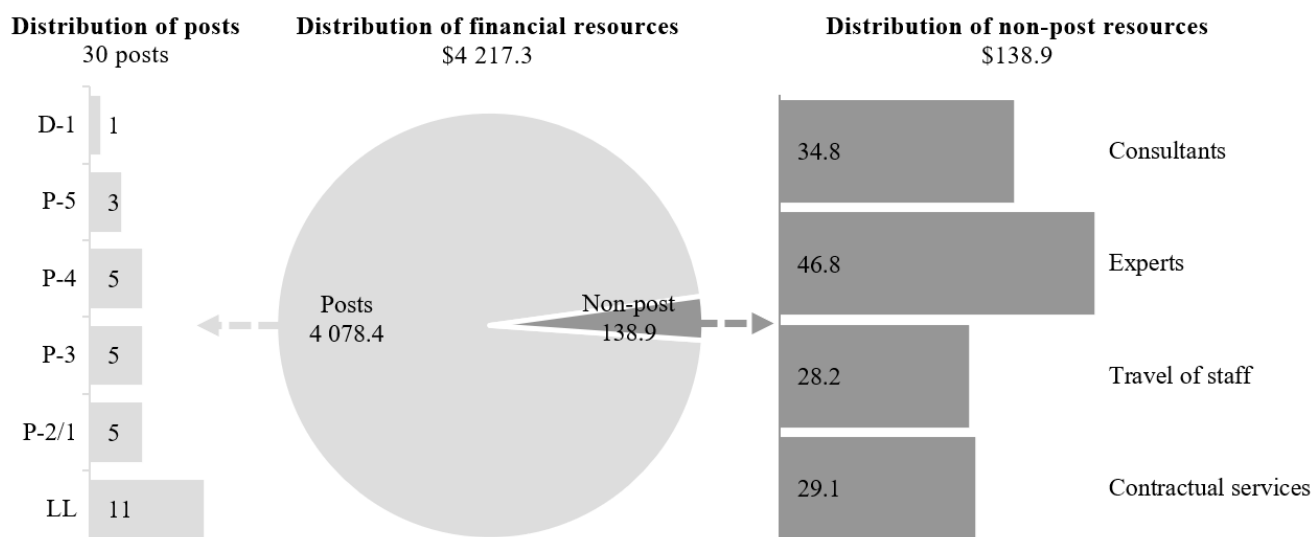
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Post	3 736.9	4 078.4	–	–	–	–	4 078.4
Non-post	95.6	138.9	–	–	–	–	138.9
Total	3 832.5	4 217.3	–	–	–	–	4 217.3
Post resources by category							
Professional and higher		19	–	–	–	–	19
General Service and related		11	–	–	–	–	11
Total		30	–	–	–	–	30

Figure 19.XIX
Subprogramme 6: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 7 Statistics

19.232 The proposed regular budget resources for 2025 amount to \$3,226,200 and reflect a decrease of \$2,500 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 19.212 (g). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.73 and figure 19.XX.

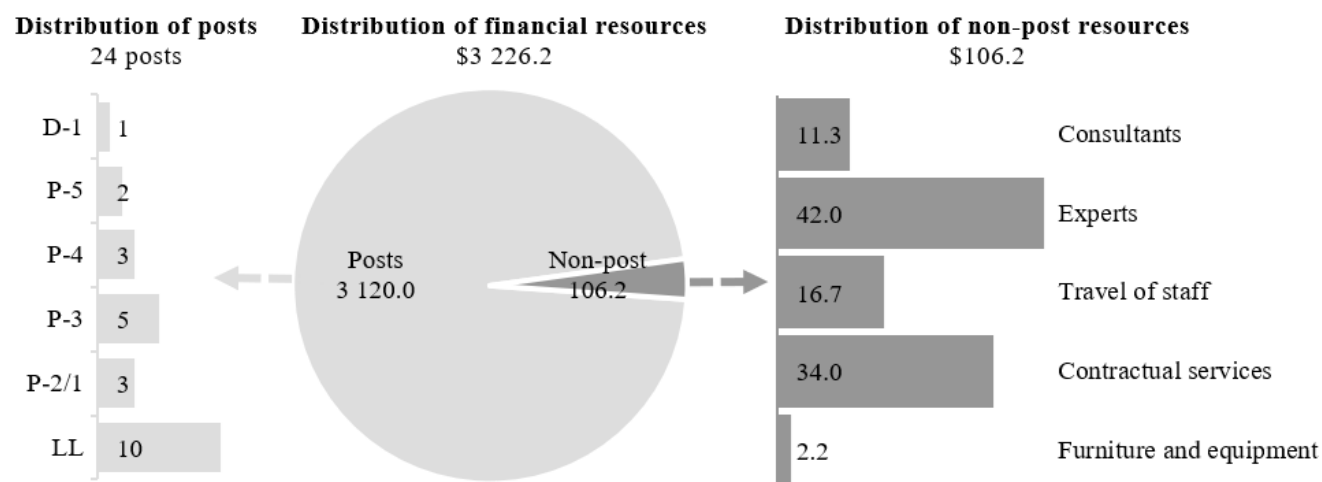
Table 19.73
Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	2 964.0	3 120.0	–	–	–	–	–	3 120.0	
Non-post	118.9	108.7	–	–	(2.5)	(2.5)	(2.3)	106.2	
Total	3 082.9	3 228.7	–	–	(2.5)	(2.5)	(0.1)	3 226.2	
Post resources by category									
Professional and higher		14	–	–	–	–	–	14	
General Service and related		10	–	–	–	–	–	10	
Total		24	–	–	–	–	–	24	

Figure 19.XX
Subprogramme 7: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 8
 Subregional activities for development**

19.233 The proposed regular budget resources for 2025 amount to \$4,804,600 and reflect an increase of \$7,500 compared with the approved budget for 2024. The proposed regular budget resources for 2025 of the various components of the subprogramme are presented below.

**Component 1
 Subregional activities for development in the Pacific**

19.234 The proposed regular budget resources for 2025 amount to \$1,574,200 and reflect an increase of \$4,100 compared with the approved budget for 2024. The proposed increase is explained in paragraph 19.212 (h). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.74 and figure 19.XXI.

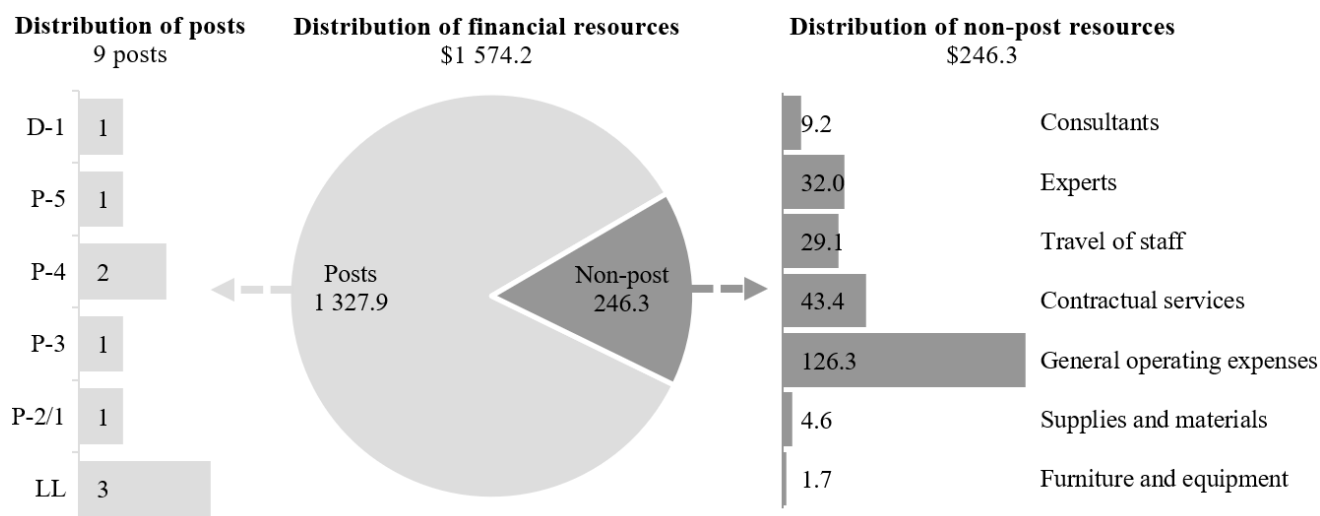
Table 19.74
Subprogramme 8, component 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	1 335.0	1 327.9	–	–	–	–	–	1 327.9
Non-post	233.8	242.2	–	–	4.1	4.1	1.7	246.3
Total	1 568.8	1 570.1	–	–	4.1	4.1	0.3	1 574.2
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	3
Total		9	–	–	–	–	–	9

Figure 19.XXI
Subprogramme 8, component 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Component 2
Subregional activities for development in East and North-East Asia

19.235 The proposed regular budget resources for 2025 amount to \$982,100 and reflect a decrease of \$1,300 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 19.212 (i). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.75 and figure 19.XXII.

Table 19.75
Subprogramme 8, component 2: evolution of financial and post resources

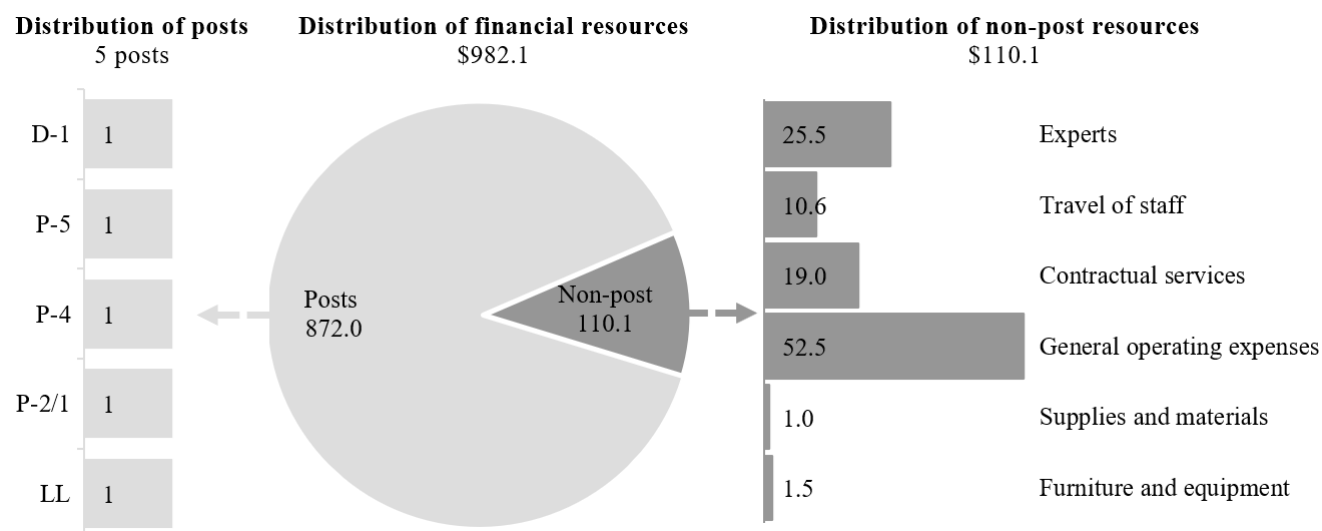
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	889.7	872.0	–	–	–	–	–	872.0	
Non-post	106.6	111.4	–	–	(1.3)	(1.3)	(1.2)	110.1	
Total	996.3	983.4	–	–	(1.3)	(1.3)	(0.1)	982.1	
Post resources by category									
Professional and higher		4	–	–	–	–	–	4	
General Service and related		1	–	–	–	–	–	1	
Total		5	–	–	–	–	–	5	

Figure 19.XXII

Subprogramme 8, component 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Component 3
Subregional activities for development in North and Central Asia**

19.236 The proposed regular budget resources for 2025 amount to \$736,400 and reflect an increase of \$4,700 compared with the approved budget for 2024. The proposed increase is explained in paragraph 19.212 (j). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.76 and figure 19.XXIII.

Table 19.76

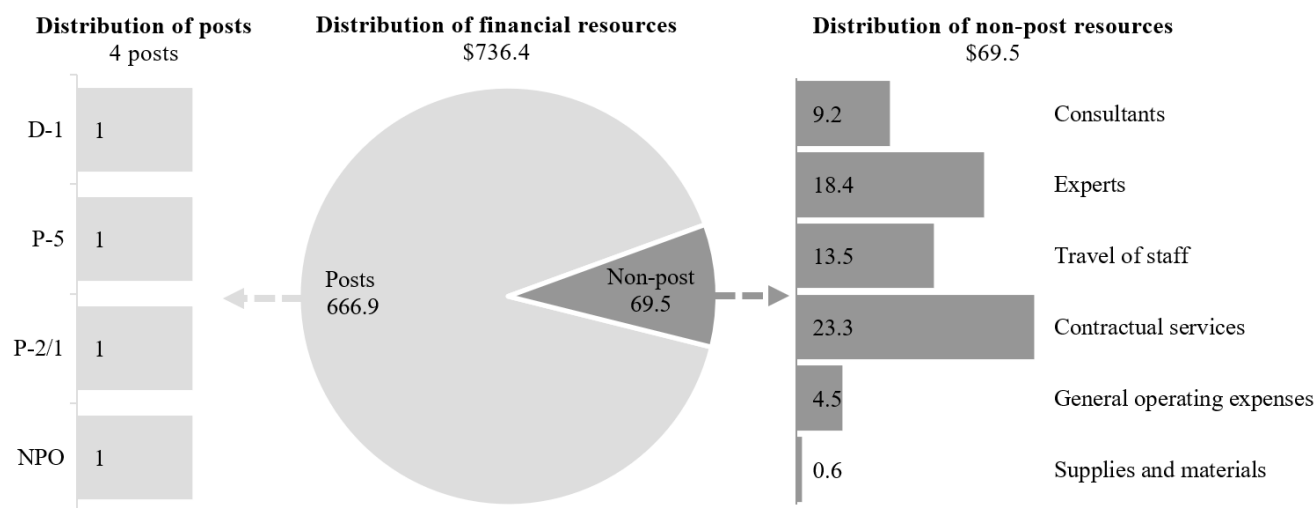
Subprogramme 8, component 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	614.9	666.9	–	–	–	–	–	666.9
Non-post	61.4	64.8	–	–	4.7	4.7	7.3	69.5
Total	676.3	731.7	–	–	4.7	4.7	0.6	736.4
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
General Service and related		1	–	–	–	–	–	1
Total		4	–	–	–	–	–	4

Figure 19.XXIII
Subprogramme 8, component 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Component 4 Subregional activities for development in South and South-West Asia

19.237 The proposed regular budget resources for 2025 amount to \$1,203,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.77 and figure 19.XXIV.

Table 19.77
Subprogramme 8, component 4: evolution of financial and post resources

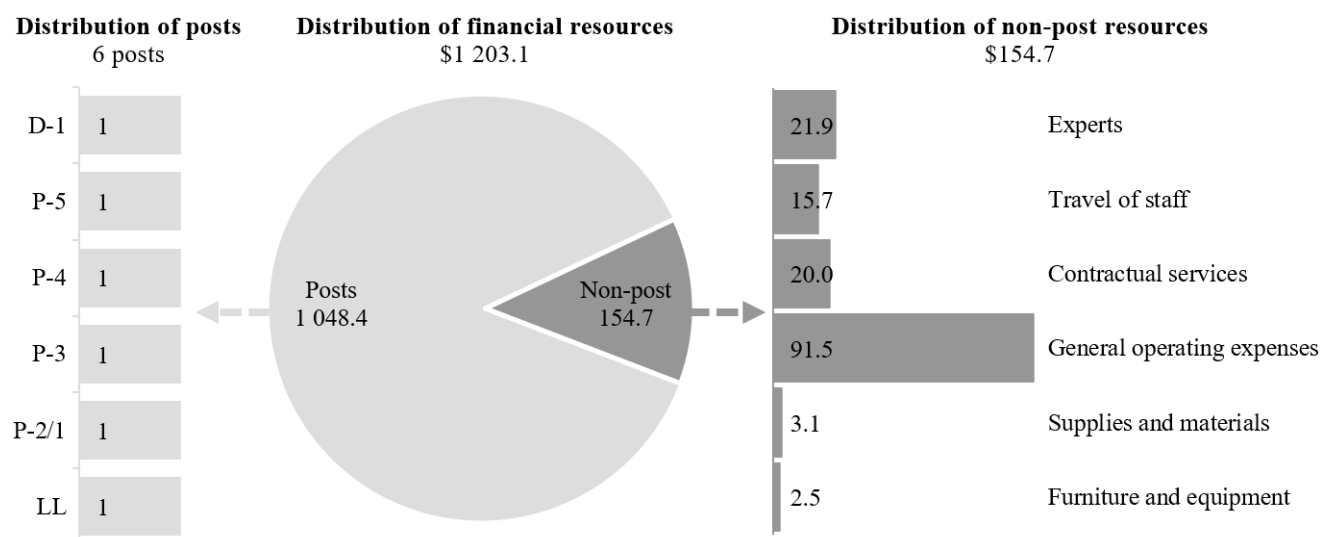
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	781.5	1 048.4	–	–	–	–	–	1 048.4
Non-post	161.8	154.7	–	–	–	–	–	154.7
Total	943.3	1 203.1	–	–	–	–	–	1 203.1
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		1	–	–	–	–	–	1
Total		6	–	–	–	–	–	6

Figure 19.XXIV

Subprogramme 8, component 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Component 5
Subregional activities for development in South-East Asia**

19.238 The proposed regular budget resources for 2025 amount to \$308,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.78 and figure 19.XXV.

Table 19.78

Subprogramme 8, component 5: evolution of financial and post resources

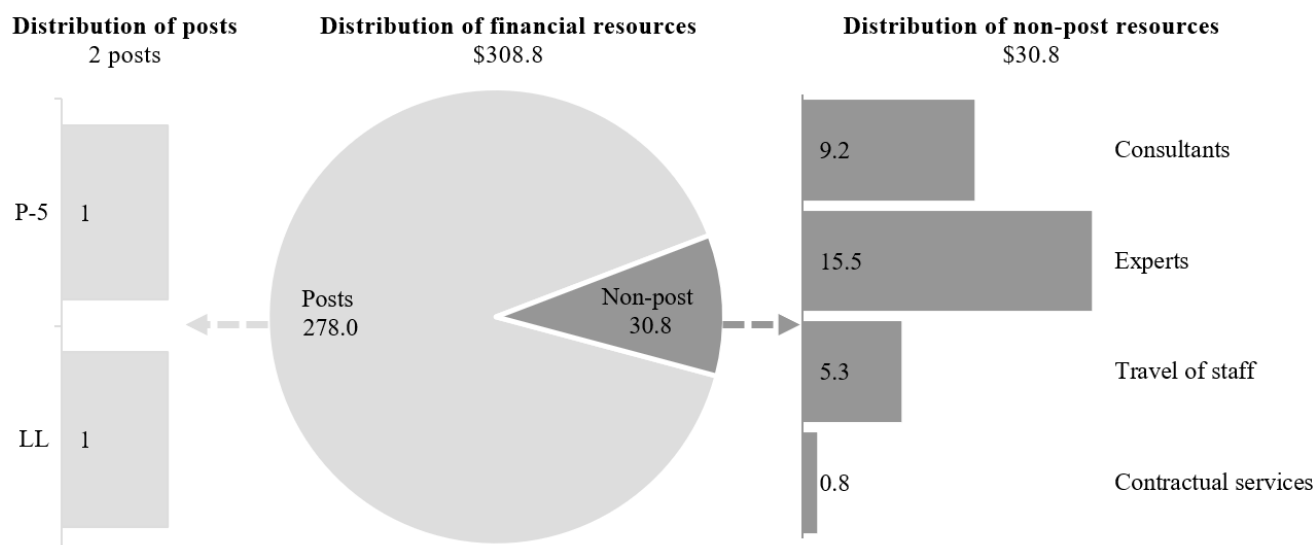
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	207.5	278.0	–	–	–	–	–	278.0
Non-post	30.2	30.8	–	–	–	–	–	30.8
Total	237.7	308.8	–	–	–	–	–	308.8
Post resources by category								
Professional and higher		1	–	–	–	–	–	1
General Service and related		1	–	–	–	–	–	1
Total		2	–	–	–	–	–	2

Figure 19.XXV

Subprogramme 8, component 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 9
Energy**

19.239 The proposed regular budget resources for 2025 amount to \$1,902,900 and reflect an increase of \$10,600 compared with the approved budget for 2024. The proposed increase is explained in paragraph 19.212 (k). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.79 and figure 19.XXVI.

Table 19.79

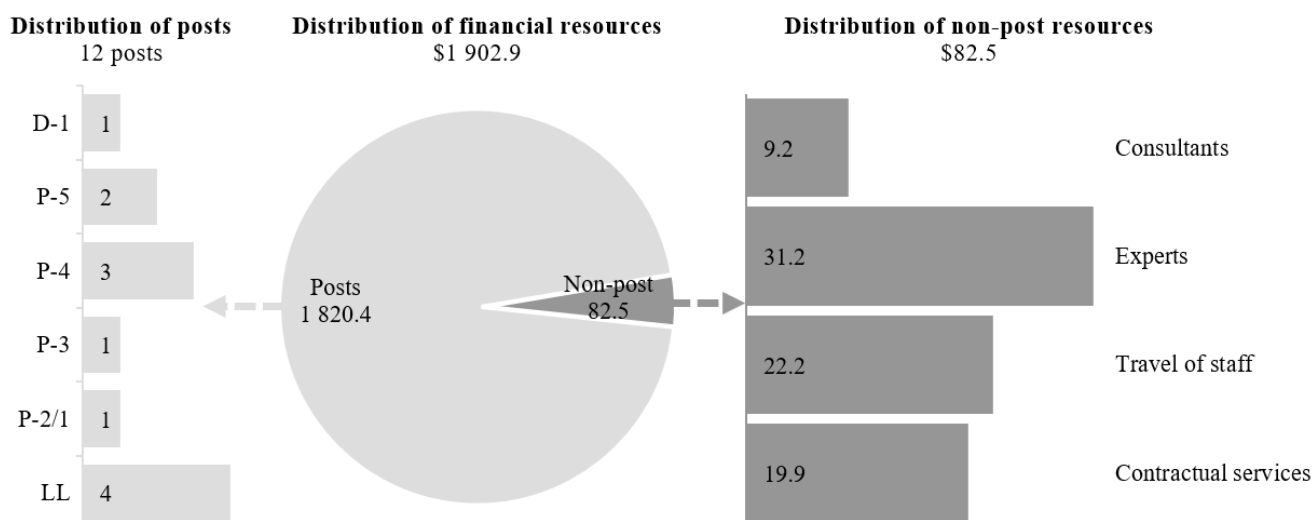
Subprogramme 9: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 637.3	1 820.4	–	–	–	–	–	1 820.4
Non-post	79.2	71.9	–	–	10.6	10.6	14.7	82.5
Total	1 716.5	1 892.3	–	–	10.6	10.6	0.6	1 902.9
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		4	–	–	–	–	–	4
Total		12	–	–	–	–	–	12

Figure 19.XXVI
Subprogramme 9: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

19.240 The programme support component assists in the implementation of the substantive programme of work of ESCAP at its headquarters in Bangkok, as well as at its subregional offices. Specifically, programme support includes:

- (a) The Strategy and Programme Management Division, which focuses on improving the relevance and impact of the work of ESCAP through its functions related to strategic programme planning, management and budgeting, technical cooperation and resource mobilization, monitoring and evaluation, and partnerships, in particular collaboration with development partners;
- (b) The Division of Administration, which focuses on improving operational support, including leveraging development reform by working with United Nations entities locally and in the region, as well as streamlining global administrative processes and mainstreaming measures deployed during the pandemic, through its functions related to financial resources management, human resources management, information and communications technology management, mail services, travel, conference management (including events management, in particular at the United Nations Conference Centre in Bangkok) and host country relation services, as well as procurement, facilities management, and commercial and general services;
- (c) The Communications and Knowledge Management Section, which focuses on disseminating outreach materials to increase the accessibility and visibility of the analytical, normative and capacity-building work of ESCAP through its communication, knowledge management and information/library services. This includes media relations, social media content, web content management, exhibitions, promotional material, management of the publications programme, the purchase and management of subscriptions to electronic resources, databases and online publications, the preservation of institutional memory and the digitization of official documents, publications and records;
- (d) The Conference and Documentation Services Section, which enables and facilitates multilingual communication among stakeholders, partners and member States through its mandate of providing interpretation, translation, editorial and text processing services, including documentation management, reproduction and printing, as well as the leveraging of language-related information technology and computer-assisted translation tools.

Part V Regional cooperation for development

19.241 The proposed regular budget resources for 2025 amount to \$21,685,500 and reflect a decrease of \$253,400 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 19.212 (l). Additional details on the distribution of the proposed resources for 2025 are reflected in table 19.80 and figure 19.XXVII.

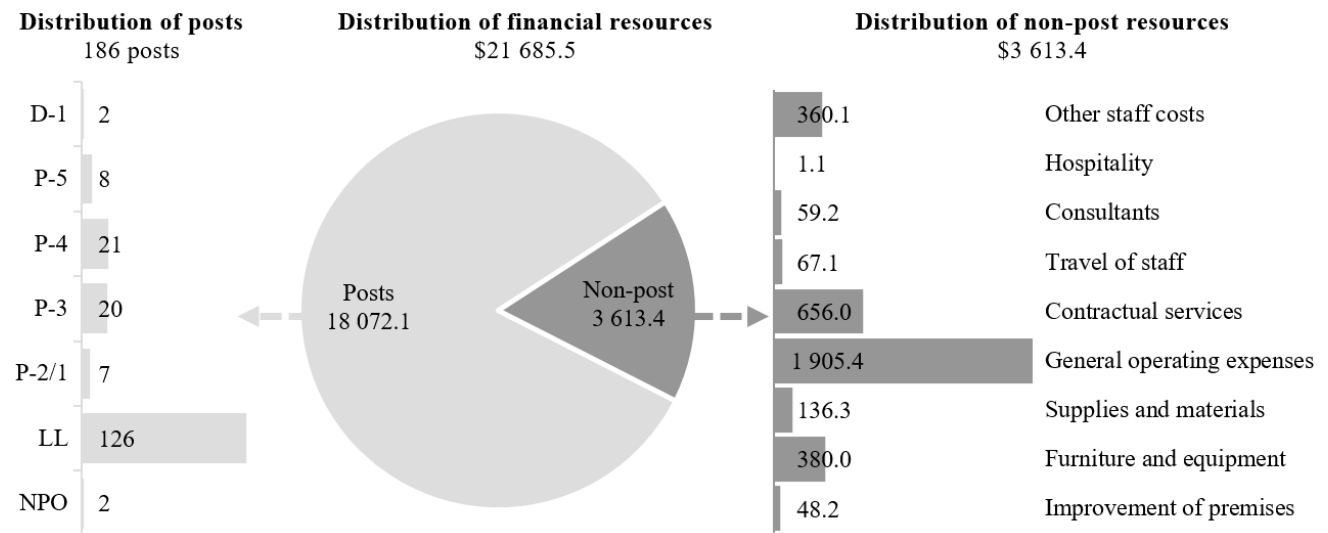
Table 19.80 Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Post	17 181.9	17 992.9	79.2	–	–	79.2	18 072.1
Non-post	4 308.8	3 946.0	(253.6)	–	(79.0)	(332.6)	3 613.4
Total	21 490.7	21 938.9	(174.4)	–	(79.0)	(253.4)	21 685.5
Post resources by category							
Professional and higher		58	–	–	–	–	58
General Service and related		128	–	–	–	–	128
Total		186	–	–	–	–	186

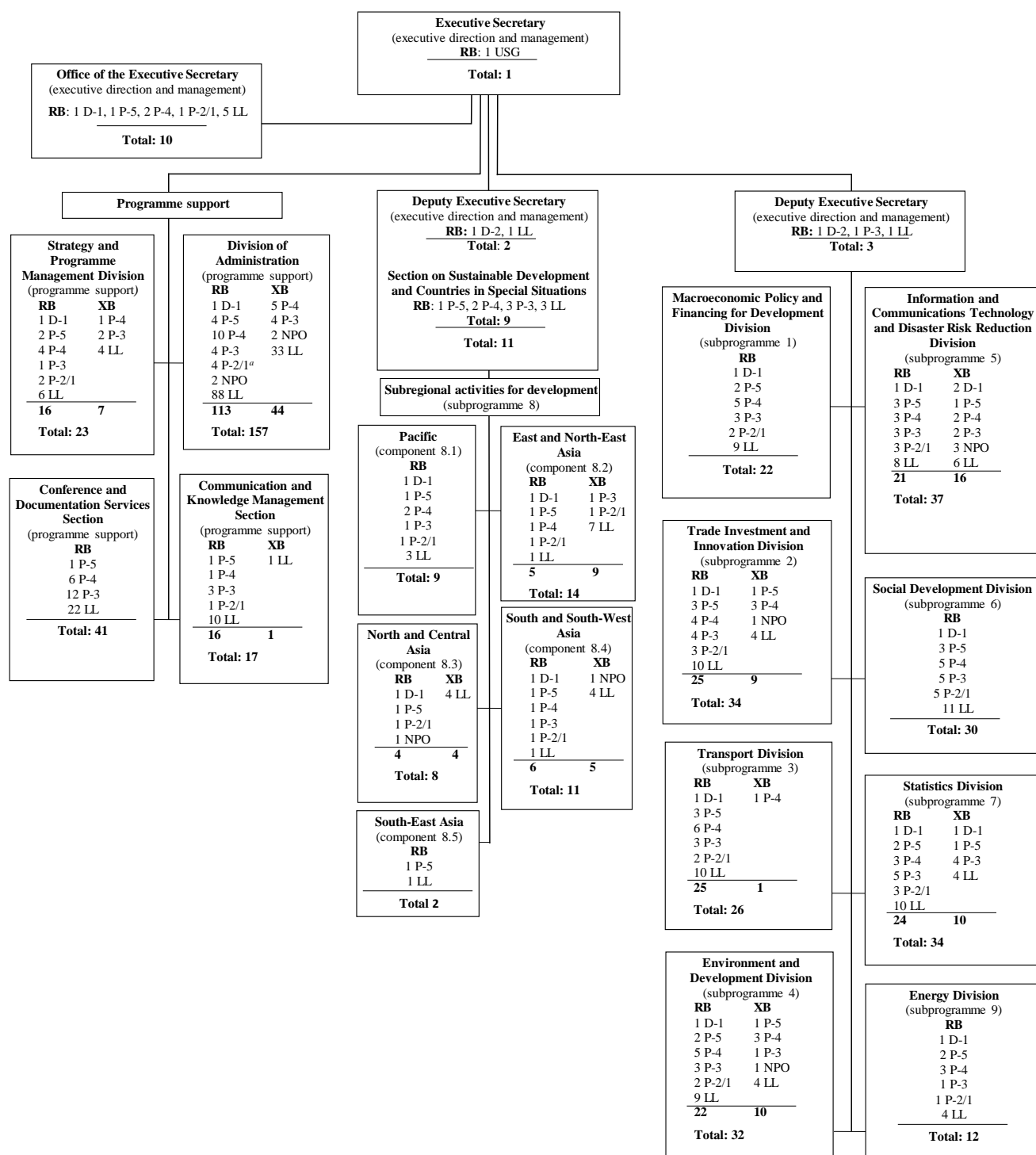
Figure 19.XXVII Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025



Abbreviations: LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Reassignment of one Associate Human Resources Officer as Associate Conference Services Officer.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Programme support	1	P-2	Reassignment of 1 Associate Human Resources Officer as Associate Conference Services Officer	The reassignment is associated with the strategic internal realignment within the Division of Administration, which would move a P-3 Administrative Officer from the Conference Management Unit to the Human Resources Management Section, and reassign a P-2 Associate Human Resources Officer to the Conference Management Unit as an Associate Conference Services Officer, in order to meet the operational needs of each office and strengthen the services provided to member States in meetings and conferences.



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Items 139 and 140 of the preliminary list*

Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part V

Regional cooperation for development

Section 20

Economic development in Europe

Programme 17

Economic development in Europe

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Subprogramme 6. Trade.	40

* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 20.1 The Economic Commission for Europe (ECE) is responsible for facilitating economic integration and cooperation among its member States and promoting sustainable development and economic prosperity in the ECE region. The mandate derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including on the workplan on reform of ECE and the outcome of the review of the 2005 reform of ECE (resolutions 2006/38 and 2013/1, respectively), and Council resolution 36 (IV). ECE provides a regional intergovernmental platform to promote sustained economic growth and the sustainable use of natural resources, protect the environment, advance sustainable transport and mobility, strengthen the capacity for measuring sustainable development, foster innovation, competitiveness and public-private partnerships, accelerate trade and economic integration, improve access to affordable and clean energy, ensure the sustainable management of forests, build urban sustainability and address the implications of demographic trends.

Strategy and external factors for 2025

- 20.2 ECE works to promote regional cooperation and integration as a means of achieving sustainable development in the ECE region. Its intergovernmental bodies, which comprise the Commission and its sectoral committees, provide the foundation for ECE support for national Governments and other stakeholders in advancing the achievement of the Sustainable Development Goals. By convening the annual Regional Forum on Sustainable Development, ECE also provides a region-wide multi-stakeholder platform for the follow-up and review of the Goals, focusing on peer learning and the exchange of practical solutions for achieving sustainable development. The work of ECE is aligned with the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Vienna Declaration and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the New Urban Agenda. Our Common Agenda and any future commitments assumed by member States in this context, including the ones to be integrated into A Pact for the Future that would be adopted at the Summit of the Future, would guide the ECE agenda in accelerating the implementation of existing agreements, including the achievement of the Goals.
- 20.3 The strategy of the programme is based on the implementation of core interlinked functions that are consistent with the legislative mandates of ECE, namely, policy dialogue, normative work and technical cooperation. In line with the principles of the reform of the United Nations development system at the regional level, in implementing its strategy in 2025 ECE will provide a neutral platform for policy dialogue to address multi-country, transboundary and regional economic and environmental issues among its 56 member States, with a specific focus on both central and local authorities, as well as other stakeholders, including civil society, youth representatives, academia and the business community. The normative work of the programme will focus on the development and implementation of international legal instruments, norms and standards in areas critical to sustainable development, and on the identification and dissemination of best practices within and outside the region. Through technical cooperation in its areas of expertise, the programme will provide demand-driven specialized and integrated policy advice, and capacity-building aimed at expanding the use by countries in the region of ECE normative work, facilitate the achievement of the internationally agreed development goals at the country level and achieve multiplier effects by targeting cross-border issues.
- 20.4 The strategy of the programme will be achieved through an integrated approach to sustainable development, which builds on synergies and the results-oriented work of its eight subprogrammes. Identifying and exploiting cross-sectoral synergies of the 2030 Agenda for Sustainable Development and engaging multiple actors for joint action has been critical to accelerating progress in achieving

the Sustainable Development Goals and will remain key in the future work of ECE. To that end, ECE will continue to leverage its integrated approach by providing multisectoral policy advice and capacity-building through cross-sectoral collaboration among the eight subprogrammes of the secretariat, the intergovernmental architecture and the broad expert community of the Commission. The designation of a high-level theme for the biannual Commission session is an important vehicle in this regard. In 2025, ECE will have completed its two-years focus on the theme “Digital and green transformations for sustainable development in the ECE region”, selected for the seventieth session of the Commission, and will start delving into and collaborating on the new cross-cutting theme to be adopted for the seventy-first session.

- 20.5 In 2025, the programme will continue to provide support to its member States in addressing the economic and environmental challenges of achieving the Sustainable Development Goals, with a focus on the transition areas with significant catalytic and multiplier effects across the Goals that align to ECE mandated work areas, including energy, food systems, digital and green transformations, climate change, biodiversity loss and pollution. ECE will actively contribute to the decade of action for the Goals in the ECE region, with an enhanced focus on localizing the Goals, and will follow up on the outcomes of the 2023 Sustainable Development Goals Summit and of the 2024 Summit of the Future, as applicable.
- 20.6 With regard to cooperation with other entities at the global, regional, national and local levels, ECE will build on its close cooperation with international and regional organizations and other regional actors to exchange knowledge, develop joint initiatives and enhance collective impact. Partnerships with the private sector and civil society organizations, think tanks and the academic sector will be strengthened to facilitate ECE policy dialogue and normative work and to engage them in the implementation of the 2030 Agenda by member States.
- 20.7 With regard to inter-agency coordination and liaison, ECE will continue to play a key role in coordinating regional United Nations system entities. ECE will continue to co-lead the Regional Collaborative Platform for Europe and Central Asia and work as part of the secretariat servicing the platform, working to further promote joint action and synergies among United Nations regional entities and their partners in addressing regional, cross-cutting policy issues, offering integrated policy advice and providing regional perspectives at the global level. This work will build on continued strategic partnerships and joint initiatives, programmes and projects established by ECE with other United Nations entities and international financial institutions. ECE will actively engage in issue-based coalitions aimed at facilitating concerted action among various United Nations entities and partners at the operational level. Cooperation with other regional commissions will be pursued through joint initiatives, programmes and projects to maximize synergies for institutional coordination, expertise and knowledge management for best results. The United Nations Special Programme for the Economies of Central Asia, implemented jointly by ECE and the Economic and Social Commission for Asia and the Pacific, will serve as the major framework for cooperation with other relevant stakeholders in Central Asia. At the country level, ECE will work closely with the resident coordinators and United Nations country teams in the ECE region to facilitate the implementation of joint programmes and projects in response to country demands. ECE will also continue its active engagement as part of these country teams through the United Nations Sustainable Development Cooperation Frameworks by contributing to their planning, monitoring and implementation through common country analyses and participation in joint workplans and results groups. The programme will also promote interregional (including South-South) and triangular cooperation.
- 20.8 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
 - (a) Member States continue to guide ECE intergovernmental processes, support the work of ECE and give high priority to regional and subregional cooperation and integration, with a view to achieving sustainable development;
 - (b) All relevant stakeholders at the national level have the political will to cooperate in implementing ECE legal instruments, norms and standards;
 - (c) Voluntary resources continue to be available.

- 20.9 ECE integrates a gender perspective into its operational activities, deliverables and results, as appropriate, to support member States in the achievement of Sustainable Development Goal 5 and targets of the Goals relating to gender equality and women’s empowerment. Guided by its policy on gender equality and the empowerment of women, all ECE subprogrammes will commit themselves to taking concrete action with measurable outputs in the 2025 ECE action plan on mainstreaming a gender perspective into the Commission’s normative work and further promoting the participation of women in all meetings and workshops. All ECE technical cooperation projects will be assessed against their impact on gender equality.
- 20.10 In line with the United Nations Disability Inclusion Strategy, ECE will mainstream disability inclusion into its operational activities, deliverables and results, as appropriate. In line with its annual disability inclusion action plan, ECE will advance disability inclusion in the relevant normative instruments and good practices, as well as its programmes and projects.

Legislative mandates

- 20.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

66/288	The future we want	74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
67/10	Cooperation between the United Nations and the Eurasian Economic Community		
67/290	Format and organizational aspects of the high-level political forum on sustainable development	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	74/122	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	74/128	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations		
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		
70/217; 73/243; 76/217; 77/246; 78/163	Follow-up to the second United Nations Conference on Landlocked Developing Countries	74/231; 78/162	Development cooperation with middle-income countries
71/16	Cooperation between the United Nations and the Economic Cooperation Organization	74/271	Progress towards an accountability system in the United Nations Secretariat
71/256	New Urban Agenda	74/297	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system		
73/10	Cooperation between the United Nations and the Central European Initiative	75/8; 77/15	Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM
73/195	Global Compact for Safe, Orderly and Regular Migration	75/9; 77/16	Cooperation between the United Nations and the Commonwealth of Independent States

Part V Regional cooperation for development

75/12	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization	75/290 B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council
75/213; 76/202; 77/162	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21		Review of the implementation of General Assembly resolutions 67/290 on the format and organizational aspects of the high-level political forum on sustainable development and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level
75/216; 76/204	Disaster risk reduction		
75/221	Ensuring access to affordable, reliable, sustainable and modern energy for all		
75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	75/324	High-level political forum on sustainable development
75/290 A	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council	77/21	Cooperation between the United Nations and the Organisation for Economic Co-operation and Development
	Review of the implementation of General Assembly resolutions 67/290 on the format and organizational aspects of the high-level political forum on sustainable development and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level	77/173	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme
	Economic and Social Council	77/181	Women in development
		78/166	Operational activities for development of the United Nations system
		78/167	South-South cooperation

Economic and Social Council resolutions

36 (IV)	Economic Commission for Europe	2023/4	Science, technology and innovation for development
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields	2023/11	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission	2023/31	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2013/1	Outcome of the review of the 2005 reform of the Economic Commission for Europe		

Economic Commission for Europe decisions

A (64)	The work of the Economic Commission for Europe	B (70)	Digital and green transformations in support of the sustainable development in the region of the Economic Commission for Europe
A (65)	Outcome of the review of the 2005 reform of ECE	C (70)	Promotion of circular economy and the sustainable use of natural resources
A (66)	Endorsement of the High-level statement on the post-2015 development agenda and expected SDGs in the ECE region	D (70)	Extension of the mandate of the Regional Forum on Sustainable Development
A (70)	Economic and social effects of Russia's aggression against Ukraine		

**Subprogramme 1
Environment***General Assembly resolutions*

2994 (XXVII)	United Nations Conference on the Human Environment	62/68	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm
47/193	Observance of World Day for Water		

Section 20 Economic development in Europe

64/200	International Strategy for Disaster Reduction	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
67/291	Sanitation for All		
69/172	Human rights in the administration of justice		The role of the international community in the prevention of the radiation threat in Central Asia
69/235	Industrial development cooperation	73/238	
70/169	The human right to safe drinking water and sanitation		
71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028	75/212; 77/334	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028; and Follow-up
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development		
72/222	Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development		

Economic and Social Council resolution

2023/21	Implementation of the rapid response mechanism for the protection of environmental defenders under the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters (Aarhus Convention)
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Economic Commission for Europe decisions

CEP/AC.13/2005/2	Report of the high-level meeting of environment and education ministries (2005) adopting the ECE strategy for education for sustainable development	ECE/BATUMI. CONF/2016/2/Add.1	Declaration: “Greener, cleaner, smarter!” by ministers of the region of ECE, report of the eighth Environment for Europe Ministerial Conference, 2016
ECE/BELGRADE. CONF/2007/4/Add.1	Statement on education for sustainable development by the ministers of education and of the environment of the ECE region adopted at the joint session on education for development of the sixth Ministerial Conference, entitled “Environment for Europe”, 2007	ECE/BATUMI. CONF/2016/2/Add.2	Batumi ministerial statement on education for sustainable development adopted by the high-level meeting of education and environment ministries of the region of ECE, report of the eighth Environment for Europe Ministerial Conference, 2016
ECE/AC.21/2021/2- EUCHP2018924/ 4.3.2	Report of the High-level Meeting on Transport, Health and Environment and of the special session of the Steering Committee of the Transport, Health and Environment Pan-European Programme	ECE/NICOSIA. CONF/2022/2/Add.1	Ministerial declaration of the ninth Environment for Europe Ministerial Conference
ECE/ASTANA. CONF/2011/2/Add.1	Declaration: “Save water, grow green!” by ministers of the region of ECE, report of the seventh Ministerial Conference, entitled “Environment for Europe”, 2011	ECE/NICOSIA. CONF/2022/2/Add.2	Nicosia ministerial statement on education for sustainable development adopted by the high-level meeting of education and environment ministries of the region of ECE, report of the ninth Environment for Europe Ministerial Conference, 2022

Relevant decisions of the governing bodies of the multilateral environmental agreements of the Economic Commission for Europe

ECE/EB.AIR/154 and Add.1	Report of the Executive Body for the Convention on Long-range Transboundary Air Pollution on its forty-third session	ECE/MP.PP/2021/2 and Add.1	Report of the Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters on its seventh session
ECE/MP.PRTR/ 2021/6 and Add.1	Report of the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Registers to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters on its fourth session		

Part V Regional cooperation for development

ECE/MP.PP/2021/16-ECE/MP.PRTR/2021/2 and Add.1	Report of the Joint High-level Segment of the seventh session of the Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters and of the fourth session of the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Registers, and the Geneva Declaration on Environmental Democracy for Sustainable, Inclusive and Resilient Development, adopted by the two Meetings of the Parties	ECE/MPEIA/27-ECE/MP.EIA/SEA/11 and Add.1	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context and of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment on their intermediary sessions
ECE/MP.EIA/23-ECE/MP.EIA/SEA/7 and Add.1, Add.2 and Add.3	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context on its seventh session, and the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment on its third session	ECE/CP.TEIA/44 and Add.1	Report of the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents on its twelfth meeting
		ECE/MP.WAT/63 and Add.1 and Add.2	Report of the Meeting of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes on its ninth session
		ECE/MP.WH/19 and Add.1 and Add.2	Report of the Meeting of the Parties to the Protocol on Water and Health to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes on its fifth session

Subprogramme 2 Transport

General Assembly resolutions

58/9	Global road safety crisis	76/255	Integration of mainstream bicycling into public transportation systems for sustainable development
68/269; 72/271; 74/299	Improving global road safety		
70/197	Towards comprehensive cooperation among all modes of transport for promoting sustainable multimodal transit corridors	77/286 77/330	World Sustainable Transport Day Cooperation between the United Nations and the Economic Cooperation Organization
72/212; 78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals	78/149	The pivotal role of reliable and stable energy connectivity in driving sustainable development

Economic and Social Council resolutions

1999/65	Reconfiguration of the Committee of Experts on the Transport of Dangerous Goods into a Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	2022/2 2023/5	Revised terms of reference of the Inland Transport Committee of the Economic Commission for Europe Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals
2013/7	Europe-Africa fixed link through the Strait of Gibraltar		

Economic Commission for Europe decisions

ECE/AC.21/2014/2	Report of the High-level Meeting on Transport, Health and Environment on its fourth session	ECE/TRANS/274; ECE/TRANS/288; ECE/TRANS/294; ECE/TRANS/304; ECE/TRANS/316; ECE/TRANS/328	
ECE/TRANS/224; ECE/TRANS/236; ECE/TRANS/240 and Corr.1; ECE/TRANS/248; ECE/TRANS/254; ECE/TRANS/270;	Report of the Inland Transport Committee (seventy-fourth to eighty-fifth sessions)	B (66) K (70)	Endorsement of the Geneva Charter on Sustainable Housing Matters related to sustainable transport and mobility

Decisions of the treaty bodies of United Nations transport agreements

E/ECE/TRANS/ 505/Rev.3	1958 Agreement Concerning the Adoption of Harmonized Technical United Nations Regulations for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these United Nations Regulations	ECE/TRANS/ WP.30/AC.2/147 and Corr.1	Report of the Administrative Committee for the TIR Convention 1975 on its seventy-second session
ECE/RCTE/CONF/4	1997 Agreement concerning the adoption of uniform conditions for periodical technical inspections of wheeled vehicles and the reciprocal recognition of such inspections	ECE/TRANS/ WP.30/AC.2/157	Report of the Administrative Committee for the TIR Convention 1975 on its seventy-seventh session (February 2022): AC.2, in line with annex 11, article 5, adopted the eTIR concepts and the eTIR functional specifications, including the amendments adopted by TIB at its first session. This provides a complete legal and technical basis for those countries that are willing to implement the eTIR procedure
ECE/TRANS/132	1998 Agreement concerning the establishment of global technical regulations for wheeled vehicles, equipment and parts which can be fitted and/or used on wheeled vehicles	ECE/TRANS/ WP.30/AC.2/TIB/2	Report of the Technical Implementation Body (TIB) of the Administrative Committee for the TIR Convention, 1975, on its first session: TIB for eTIR implementation, adopted version 4.3 of the eTIR technical specifications and confirmed their alignment with version 4.3 of the eTIR concepts and the eTIR functional specifications
ECE/TRANS/ ADN/CONF/ 10/Add.1	European Agreement concerning the International Carriage of Dangerous Goods by Inland Waterways		
ECE/TRANS/ WP.30/AC.2/125	Report of the Administrative Committee for the TIR Convention 1975 on its sixty-first session		

**Subprogramme 3
Statistics**

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics	71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
69/282	World Statistics Day		

Economic and Social Council resolutions and decisions

2006/6	Strengthening statistical capacity	2022/3	Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem (paras. 4 and 9–10)
2015/10	2020 World Population and Housing Census Programme		
2016/27	Strengthening institutional arrangements on geospatial information management	2023/325	Report of the Statistical Commission on its fifty-fourth session (Statistical Commission decisions 54/101: Global indicator framework for SDGs and targets of the 2030 Agenda; 54/106: Economic statistics; 54/107: National accounts; 54/108: Business and trade statistics; 54/109: Regional statistical development; 54/110: Environmental-economic accounting; 54/111: Fundamental Principles of Official Statistics; 54/113: Statistical capacity development; 54/116: Big data; 54/117: Price statistics; 54/118: Integration of statistical and geospatial information; 54/119: Data stewardship)
2019/210	Report of the Statistical Commission on its fiftieth session (Statistical Commission decision 50/116: Disaster-related statistics)		
2020/5	Strengthening coordination of the statistical programmes in the United Nations system		
2021/7	Mainstreaming a gender perspective into all policies and programmes in the United Nations system		
2021/224	Report of the Statistical Commission on its fifty-second session (Statistical Commission decisions 52/109 Migration statistics; 52/114 Household surveys)		

**Subprogramme 4
Economic cooperation and integration**

General Assembly resolutions

76/213	Science, technology and innovation for sustainable development	77/155	Promoting investments for sustainable development
76/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners	77/320	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
77/150	Information and communication technologies for sustainable development		

**Subprogramme 5
Sustainable energy**

General Assembly resolutions

69/225	Promotion of new and renewable sources of energy	72/224	Ensuring access to affordable, reliable, sustainable and modern energy for all
70/213	Science, technology and innovation for development		

Economic and Social Council resolutions and decisions

1997/226	United Nations International Framework Classification for Energy Reserves/Resources: Solid Fuels and Mineral Commodities	2023/18	Best Practice Guidance for Effective Management of Coal Mine Methane at National Level: Monitoring, Reporting, Verification and Mitigation
2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources	2023/19	United Nations Resource Management System Principles and Requirements
2011/222	Best Practice Guidance for Effective Methane Drainage and Use in Coal Mines	2023/20	Request to strengthen the role of the secretariat of the Economic Commission for Europe in supporting member States in building resilient energy systems and modernizing resource management systems
2021/249	Best Practice Guidance for Effective Methane Recovery and Use from Abandoned Coal Mines		
2021/250	Updated United Nations Framework Classification for Resources		

Economic Commission for Europe decisions

E (79)	Building resilient energy systems	F (70)	Decision to study finance for energy-related climate change activities in the region of the Economic Commission for Europe, particularly related to critical raw materials
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**Subprogramme 6
Trade**

General Assembly resolutions

75/211	Entrepreneurship for sustainable development	76/200	Agricultural technology for sustainable development
75/231	Industrial development cooperation	76/222	Agriculture development, food security and nutrition

Economic and Social Council resolutions and decisions

1991/76	Promotion of interregional cooperation in the area of international trade facilitation	1997/225	Economic Commission for Europe Recommendation 25, entitled "Use of the UN/EDIFACT Standard"
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**Subprogramme 7
Forests and the forest industry**

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests	75/219	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
67/200	International Day of Forests		
71/285	United Nations strategic plan for forests 2017–2030	76/223	Natural plant fibres and sustainable development
71/286	United Nations forest instrument	77/170	Ensuring access to affordable, reliable, sustainable and modern energy for all
73/284	United Nations Decade on Ecosystem Restoration (2021–2030)	77/186	Agriculture development, food security and nutrition

Economic and Social Council resolutions

2015/33	International arrangement on forests beyond 2015	2020/14	Outcome of the fifteenth session of the United Nations Forum on Forests
2017/4	United Nations strategic plan for forests 2017–2030 and quadrennial programme of work of the United Nations Forum on Forests for the period 2017–2020	2021/6	Programme of work of the United Nations Forum on Forests for the period 2022–2024

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

General Assembly resolutions

65/234	Follow-up to the International Conference on Population and Development beyond 2014	76/133	Inclusive policies and programmes to address homelessness, including in the aftermath of the coronavirus disease (COVID-19)
70/107	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development	77/190	Follow-up to the Second World Assembly on Ageing
75/131	United Nations Decade of Healthy Ageing (2021–2030)		

Economic and Social Council resolutions and decisions

2014/239	Report of the Commission on Population and Development on its forty-seventh session and provisional agenda for its forty-eighth session (Commission on Population and Development resolution 2014/1, Assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development)	2020/7	Affordable housing and social protection systems for all to address homelessness
		2020/8	Modalities for the fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002
		2020/19	Change of name and revised terms of reference of the Working Group on Ageing of the Economic Commission for Europe
2016/25	Future organization and methods of work of the Commission on Population and Development	2023/15	Fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Human Rights Council resolutions

48/3, 54/13	Human rights of older persons
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Economic Commission for Europe decisions

ECE/AC.23/2002/2/Rev.6	Regional Implementation Strategy for the Madrid International Plan of Action on Ageing, 2002	ECE/HBP/190	Report of the Committee on Housing and Land Management on its seventy-eighth session (Geneva Ministerial Declaration on Sustainable Housing and Urban Development)
B (66)	Endorsement of the Geneva Charter on Sustainable Housing		

Part V Regional cooperation for development

ECE/HBP/208; ECE/HBP/213	Report of the Committee on Urban Development, Housing and Land Management (eighty-second and eighty-third sessions)	ECE/WG.1/2023/2	Report on the sixteenth meeting of the Standing Working Group on Ageing, which adopted the Programme of Work of the Standing Working Group on Ageing, 2023–2027
ECE/AC.30/2022/2	Report of the Ministerial Conference on Ageing “A Sustainable World for All Ages: Joining Forces for Solidarity and Equality Opportunities Throughout Life”		

Deliverables

20.12 Table 20.1 lists the cross-cutting deliverables of the programme.

Table 20.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	60	33	27	40
1. The Economic Commission for Europe	13	10	–	13
2. Regional Forum on Sustainable Development for the region of the Economic Commission for Europe	2	2	2	2
3. The ECE Executive Committee	45	21	25	25
Substantive services for meetings (number of three-hour meetings)	26	24	18	26
4. The Economic Commission for Europe	4	4	–	4
5. Regional Forum on Sustainable Development for the region of the Economic Commission for Europe	3	4	3	3
6. The ECE Executive Committee	10	6	6	10
7. The Working Group on Gender and Sustainable Development Goals of the United Nations Special Programme for the Economies of Central Asia	2	2	2	2
8. The Fifth Committee	1	1	1	1
9. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
10. The Committee for Programme and Coordination	1	1	1	1
11. The Regional Collaborative Platform	4	5	4	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	20	–	20	–
12. Capacity-building seminars on advancement of gender equality for government officials	20	–	20	–
Publications (number of publications)	2	1	2	2
13. On gender equality and sustainable development	1	–	1	1
14. ECE annual report	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to and consultations with member States and United Nations country teams to facilitate implementation of the United Nations Sustainable Development Cooperation Framework process in the programme countries in the region.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: promotional materials; information materials for United Nations Road Safety Fund advocacy campaign and awareness-raising material; and films on ECE activities.

External and media relations: ECE weekly newsletter; and news, approximately 200 press releases and news per year; 2 press conferences on ECE activities.

Digital platforms and multimedia content: ECE website; ECE Executive Committee, the gender equality and the technical cooperation activities websites; and news on ECE activities on four social media platforms.

Evaluation activities

- 20.13 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
 - (a) Office of Internal Oversight Services evaluation of ECE subprogrammes 4 and 6;
 - (b) Office of Internal Oversight Services Secretariat-wide evaluations of Secretariat entities’ contribution to the Sustainable Development Goals, and on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives for 2020–2021;
 - (c) Programme-level evaluation conducted by ECE on the role of ECE to support implementation of the 2030 Agenda, in the context of the United Nations development system reform.
- 20.14 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2025. For example, ECE is furthering the implementation of results-based management through improved identification of performance indicators, clearer articulation of roles and responsibilities, and reporting that better emphasizes the benefits of collaboration with other United Nations development system entities. ECE is also strengthening its technical cooperation approach by better monitoring and prioritizing member States’ requests for assistance and is sustaining its cross-sectoral approach by promoting collaborations among its subprogrammes and with other United Nations organizations, for example, on the high-level theme adopted by the Commission.
- 20.15 A programme-level evaluation of ECE data use and information management approaches is planned for 2025.

Programme of work

Subprogramme 1

Environment

Objective

- 20.16 The objective, to which the subprogramme contributes, is to improve environmental governance and performance for safeguarding the environment and health.

Strategy

- 20.17 To contribute to the objective, the subprogramme will:
 - (a) Support the implementation of outcomes of global and regional summits and conferences, and support and promote the implementation by countries of the ECE multilateral environmental agreements, contributing to achieving mainly Goals 3, 6, 9, 11 to 13 and 15 to 17, through the core interlinked functions of international policy dialogue, normative work, capacity-building

and the dissemination of good practices and lessons learned in the areas of air quality, water, industrial safety, public participation, impact assessment, environmental monitoring and assessment, environmental performance, education for sustainable development, and the mainstreaming of environmental concerns into other dimensions of sustainable development;

- (b) Support and promote the implementation of the ECE policy tools, including the ECE Environmental Performance Review Programme, contributing to achieving mainly Goals 6, 11 to 13 and 15; the ECE Environmental Monitoring and Assessment Programme, contributing to achieving mainly Goal 17; the ECE strategy for education for sustainable development, contributing to achieving Goals 4, 12 and 13; and the Transport, Health and Environment Pan-European Programme, contributing to achieving mainly Goals 3, 11, 13 and 17;
- (c) Support and promote the sharing of information (e.g., through the Shared Environmental Information System), experiences and good practices in the ECE region;
- (d) Promote synergies among ECE multilateral environmental agreements;
- (e) Conduct environmental performance reviews, assisting countries in the implementation of the recommendations from those reviews, and monitor the impact of the recommendations on national policies;
- (f) Using a country needs-based approach, support countries, with a focus on the Caucasus, Central Asia and Eastern and South-Eastern Europe, in environmental policymaking, monitoring, assessment and management, including by providing an intergovernmental decision-making platform, organizing capacity-building activities and providing advisory services;
- (g) Work with interested non-ECE countries, including those wishing to join the multilateral environmental agreements that are open to global accession;
- (h) Support member States in addressing emerging issues related to the work of the subprogramme, including those resulting from international and regional processes by, among others, providing advisory support, developing policy packages and/or recommendations and supporting countries in the development of region-wide approaches to such emerging issues (e.g., on sustainable infrastructure), including ensuring effective and inclusive access to information, public participation in decision-making and access to justice.

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

- (a) Improved environmental governance and performance by member States;
- (b) Strengthened integration of environmental concerns into member States' sectoral policies;
- (c) More effective development and implementation of environmental legislation and policy by member States;
- (d) Improved response to environmental challenges by member States;
- (e) Enhanced cross-border cooperation between countries and effective international and national cooperation;
- (f) Strengthened implementation of ECE multilateral environmental commitments and increased geographical coverage.

Programme performance in 2023

Increased number of United Nations Member States becoming parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes (Water Convention)

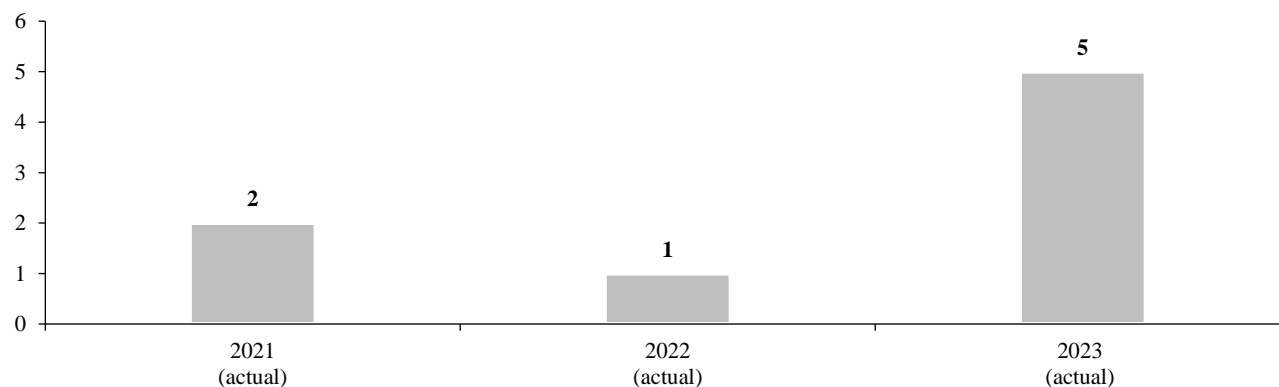
20.19 The Water Convention was originally negotiated as a regional framework for transboundary water cooperation for the pan-European region. Since March 2016, with the operationalization of the amendments to articles 25 and 26 of its text, the Convention is open to accession by all United Nations Member States. By acceding to the Convention, these countries introduced into their

national legislation key rules and principles, such as pollution prevention or sustainable water allocation, which ensure the sustainable management of water resources and pave the way to peaceful cooperation on shared waters. Several concrete actions were taken by new parties, such as initiating cooperation on shared groundwaters and the development of implementation plans. The ECE work on supporting the acceleration of the Convention’s universalization also contributed to the impact of the 2023 United Nations Water Conference by catalysing action on water cooperation.

20.20 Progress towards the objective is presented in the performance measure below (see figure 20.I).

Figure 20.I

Performance measure: number of new parties to the Water Convention (annual)



Planned results for 2025

Result 1: strengthened industrial safety governance in Eastern and South-Eastern Europe, the Caucasus and Central Asia

20.21 The subprogramme’s work contributed to sustaining national policy dialogues in Serbia, including through the organization of a stakeholder consultation and support for the development of the national programme for industrial safety. The target of sustaining national policy dialogues on industrial safety in five Central Asian countries was not met owing to the termination of a project to launch the national policy dialogues on industrial safety and the lack of a follow-up project for their implementation. However, interinstitutional working groups on tailings safety and the prevention of accidental water pollution were formally established in two Central Asian countries in January 2022 (Kazakhstan) and October 2022 (Tajikistan), and both countries organized the second meetings of their working groups on 15 March 2023 in Astana and 4 April 2023 in Dushanbe. Uzbekistan also organized a meeting on 27 April 2023, with ECE support, to consider the establishment of a similar working group in its country.

20.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 20.2).

Table 20.2

Performance measure

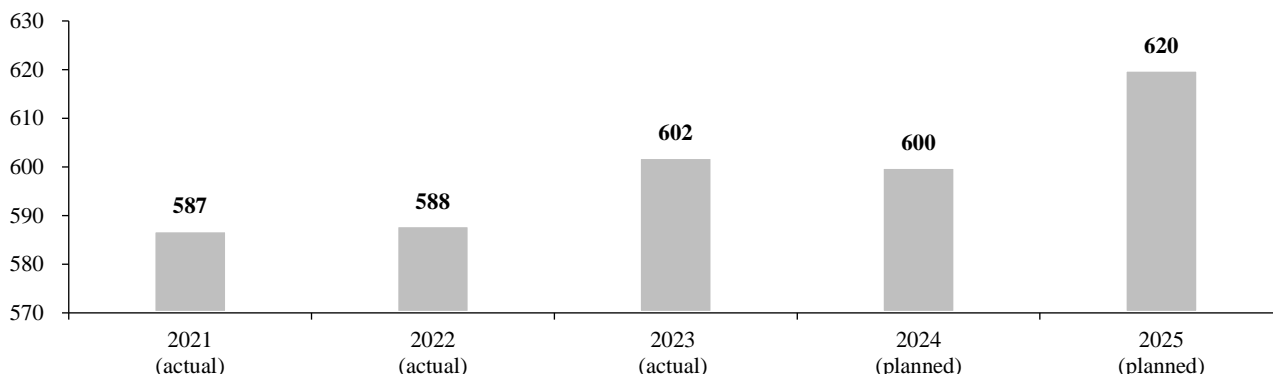
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Serbia established a national policy dialogue steering committee	Serbian national policy dialogue meeting addressed issues of national	National policy dialogues were sustained and implemented by Serbia	National policy dialogues are sustained and implemented by Serbia	Action plan for the implementation of the national programme on

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Central Asian countries reviewed industrial safety legislation to align with the Convention's requirements	concern, involving relevant authorities Finalization of review of industrial safety legislation to align with the Convention's requirements	Interinstitutional working groups were sustained in Kazakhstan and Tajikistan	Serbia finalizes the national programme on industrial safety	industrial safety in Serbia developed Interinstitutional working groups are sustained and meetings held in at least two Central Asian countries

Result 2: increased number of United Nations Member States becoming parties to multilateral environmental agreements serviced by the Economic Commission for Europe

- 20.23 The subprogramme's work contributed to 602 United Nations Member States becoming parties to multilateral environmental agreements serviced by ECE, which exceeded the planned target of 593 parties.
- 20.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.II).

Figure 20.II
Performance measure: number of parties to multilateral environmental agreements serviced by the Economic Commission for Europe (cumulative)



Result 3: modernized database on pollutants to enable responsive fact-based decisions

Proposed programme plan for 2025

- 20.25 Digital modernization of the pollutant release and transfer registers, governed by the Protocol on Pollutant Release and Transfer Registers, as a comprehensive database for decision-making and reporting for various processes is needed for effective policy decisions. The subprogramme strengthened the capacity of member States with regard to international and national reporting obligations, including advisory support, the preparation of materials and thematic events. Those efforts led to the recognition by member States of the pressing need to integrate data on different emissions into a single portal within a wider information system covering environmental, social and economic data.

Lessons learned and planned change

- 20.26 The lesson for the subprogramme was that pollution-related databases could be better integrated to improve the utility of the data. In applying the lesson, the subprogramme will support preparation of a draft decision to integrate databases using technological advances and guidance to integrate pollutant release and transfer registers with other systems. The subprogramme will provide technical

assistance to enhance decision-making on pollution prevention, impact assessments, sustainability and a circular economy.

20.27 Expected progress is presented in the performance measure below (see table 20.3).

**Table 20.3
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	Background material on modernizing pollutant release and transfer registers considered by the Working Group of the Parties to the Protocol on Pollutant Release and Transfer Registers	Draft decision on modernizing pollutant release and transfer registers agreed by the Protocol's Bureau	Draft decision on modernizing pollutant release and transfer registers approved by the Working Group of the Parties to the Protocol on Pollutant Release and Transfer Registers	Meeting of the Parties to the Protocol adopts a decision on modernizing pollutant release and transfer registers

Deliverables

20.28 Table 20.4 lists all deliverables of the subprogramme.

**Table 20.4
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory**

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	183	139	168	260
1. The Committee on Environmental Policy and subsidiary bodies	19	21	16	20
2. The Meeting of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes and subsidiary bodies and the Meeting of the Parties to the Protocol on Water and Health and subsidiary bodies	24	13	26	26
3. The Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents and subsidiary bodies	4	2	15	2
4. The Executive Body for the Convention on Long-range Transboundary Air Pollution and subsidiary bodies	34	28	24	24
5. The Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies and the Meeting of the Parties to the Convention serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies	42	37	16	16
6. The Meeting of the Parties to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters and subsidiary bodies and the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Register to the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters and subsidiary bodies	50	31	60	161
7. The High-level Meeting on Transport, Health and Environment and subsidiary bodies	3	3	3	3
8. The Steering Committee on Education for Sustainable Development	7	4	8	8

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Substantive services for meetings (number of three-hour meetings)	236	232	219	243
9. The Committee on Environmental Policy and subsidiary bodies	30	32	26	28
10. The Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes and subsidiary bodies and the Parties to the Protocol on Water and Health and subsidiary bodies	46	39	44	47
11. The Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents and subsidiary bodies	17	14	15	19
12. The Executive Body for the Convention on Long-range Transboundary Air Pollution and subsidiary bodies	31	34	27	23
13. The Parties to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies and the Parties to the Convention serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment to the Convention on Environmental Impact Assessment in a Transboundary Context and subsidiary bodies	34	42	34	34
14. The Parties to the Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters and subsidiary bodies and the Parties to the Protocol on Pollutant Release and Transfer Register and subsidiary bodies	70	63	65	84
15. The High-level Meeting on Transport, Health and Environment and subsidiary bodies	2	2	2	2
16. The Steering Committee on Education for Sustainable Development	6	6	6	6
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	68	72	30	32
17. Workshops on environmental issues for government officials and other stakeholders in the ECE region to improve environmental governance and performance	68	72	30	32
Publications (number of publications)	13	6	18	9
18. On environmental issues and multilateral environmental agreements administered by the subprogramme	8	4	10	7
19. Progress reports and performance reviews on environmental issues	4	2	7	2
20. Multilateral environmental agreements administered by the subprogramme	1	–	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services for some 100 government officials and other stakeholders of States participating in the United Nations Special Programme for the Economies of Central Asia on water, energy and other environmental issues.				
D. Communication deliverables				
Outreach programmes, special events and information materials: environmental performance review highlights and a brochure on assistance and cooperation programme under the Convention on the Transboundary Effects of Industrial Accidents to facilitate broad dissemination of key messages and recommendations in the reviewed countries.				
External and media relations: press releases on environmental issues.				
Digital platforms and multimedia content: website of the subprogramme.				

Subprogramme 2 Transport

Objective

- 20.29 The objective, to which the subprogramme contributes, is to advance an intraregionally and interregionally sustainable inland transport (road, rail, inland waterway and intermodality) system by making it safer, cleaner, more efficient, more inclusive and more affordable, both for freight transport and people's mobility.

Strategy

- 20.30 To contribute to the objective, the subprogramme will:
- (a) Service the Inland Transport Committee and its 21 working parties and 13 administrative committees, as well as the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals and more than 50 formal and informal expert networks;
 - (b) Administer the international regulatory framework for inland transport, which includes 61 United Nations legal instruments on safety, pollution, efficiency, multimodality and effectiveness (normative function) and ensure that the Committee's regulatory functions are up to date with current technologies and transport innovations – such as intelligent transport systems, autonomous vehicles, digitization of customs and transport documents, and electric vehicles – and all legal instruments are open to all United Nations Member States, as appropriate, by developing new and updating existing legal instruments, as necessary, including maintaining the database of international regulatory frameworks for inland transport;
 - (c) Provide an intergovernmental policy dialogue platform at the annual sessions of the Inland Transport Committee to review emerging challenges and emergency situations; support consensus-building during the Committee's events in favour of regional and interregional connectivity, and climate change mitigation and adaptation, among other matters, including through the adoption of strategies, action plans, high-level statements or resolutions on harmonized actions by member States and contracting parties in order to enable the full implementation of the Committee's mandate;
 - (d) Analyse and provide technical assistance and capacity-building on accession to and implementation of legal instruments, at the request of member States and contracting parties within and beyond the ECE region;
 - (e) Facilitate global improvements in road safety, through policy dialogue at Committee meetings, and by contributing to the work of the Special Envoy of the Secretary-General for Road Safety and the operation of the United Nations Road Safety Fund, in cooperation with other international organizations, and provide capacity-building and advisory assistance with regard to promoting legal instruments, calls for proposals and other related activities, as appropriate;
 - (f) Support the efforts of member States to respond to and recover from emergency situations, including pandemics, and foster the functioning and development of national, regional and international inclusive transport systems and the implementation of the sustainable development agenda;
 - (g) Promote knowledge-sharing and cooperation among Governments and key stakeholders, raise awareness of emerging issues and best responses, contribute to the improved monitoring and measuring of the Sustainable Development Goals, facilitate the adaptation of legally binding instruments and frameworks to new realities, and prepare new guidance materials.
- 20.31 The above-mentioned work is expected to contribute to the achievement of Sustainable Development Goals 3, 5, 6 to 9 and 11 to 13 and result in:
- (a) Improvements in sustainable mobility, and in monitoring and measuring the Goals;
 - (b) Improvements in inland transport, leading to safer, cleaner, more efficient, more inclusive and more affordable multimodal systems for contracting parties to the United Nations inland transport conventions;
 - (c) Enhanced efforts towards net-zero emissions by 2050, guided by a strategy for reducing greenhouse gas emissions in inland transport to be adopted by the Committee in February 2024;
 - (d) More efficient and resilient cross-border flows of goods and people regionally and globally;

- (e) Enhanced intergovernmental cooperation in emergency situations and minimized disruptions to the continued implementation and updating of United Nations inland transport conventions.

Programme performance in 2023

Increased accession to legal instruments for the digitalization of transport and border-crossing procedures

- 20.32 In response to inland transportation challenges in border crossing that arose during the coronavirus disease (COVID-19) pandemic, the subprogramme intensified efforts to digitalize applications of relevant legal instruments and developed tools and applications to further promote accessions. Specifically, it: (a) interconnected the eTIR international system with customs systems of five countries and completed the gap analysis for three others; (b) prepared high-level architecture, concepts and functional specifications for future eCMR operations; (c) defined high-level architecture for the digitalization of the *carnet de passages en douane* (eCPD); (d) developed the International Transport Infrastructure Observatory; (e) developed Sustainable Inland Transport Connectivity Indicators; and (f) continued to develop the e-learning platform LearnITC that was launched in 2022 to promote understanding of the United Nations inland transport legal instruments and their digitization.
- 20.33 Progress towards the objective is presented in the performance measure below (see table 20.5).

Table 20.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
164 accessions (cumulative) by Member States to legal instruments for the digitalization of transport and border-crossing procedures	166 accessions (cumulative) to legal instruments for the digitalization of transport and border-crossing procedures	170 accessions (cumulative) to legal instruments for the digitalization of transport and border-crossing procedures
	44 countries enrolled in LearnITC platform and 123 users registered on the platform	79 countries enrolled in the LearnITC platform and 330 users registered on the platform

Note: Accessions to the Convention on the Contract for the International Carriage of Goods by Road, eCMR and the Customs Convention on the International Transport of Goods under Cover of TIR Carnets (cumulative). Countries enrolled include the number of countries with at least one user enrolled in one or more e-courses; users include the number of persons registered on the LearnITC platform.

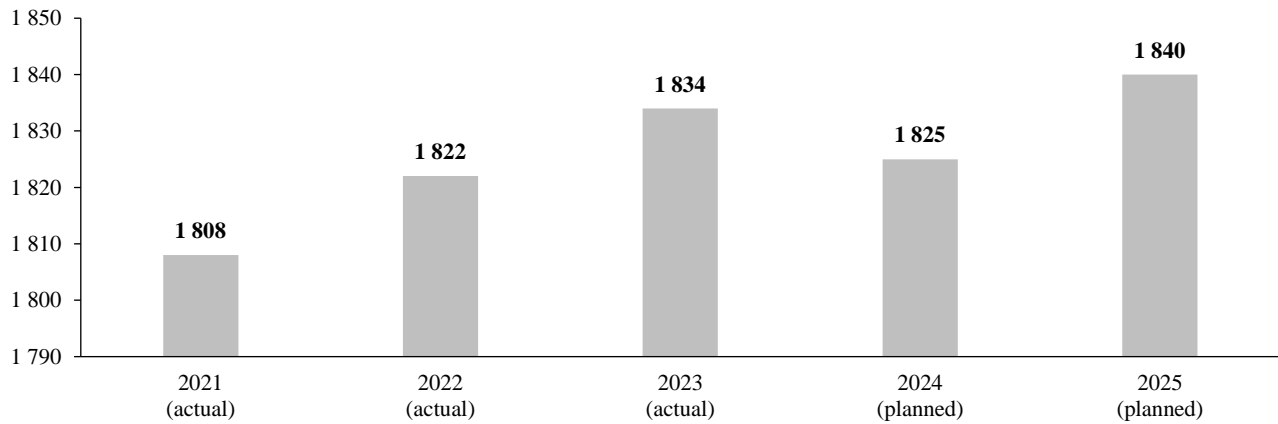
Planned results for 2025

Result 1: enhanced regulatory framework for sustainable inland transport systems

Programme performance in 2023 and target for 2025

- 20.34 The subprogramme’s work contributed to 1,834 contracting parties to United Nations legal instruments on transport administered by ECE, which exceeded the planned target of 1,813.
- 20.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.III).

Figure 20.III
Performance measure: number of contracting parties to United Nations legal instruments on transport administered by the Economic Commission for Europe (cumulative)

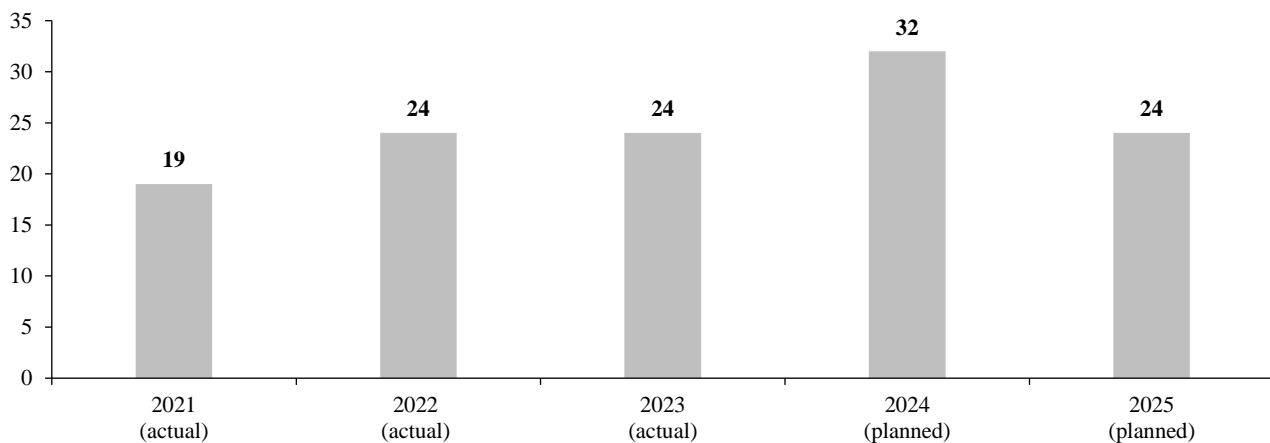


Result 2: increased number of new and updated legal instruments strengthening the capacity of United Nations Member States to address climate change

Programme performance in 2023 and target for 2025

- 20.36 The subprogramme’s work contributed to 23 updates to the existing legal instruments on vehicle regulations and one new legal instrument, which entered into force in 2023, which did not meet the planned target of 28 owing to a change in the methodology in which contracting parties requested rationalizing amendments for more regulatory continuity and robustness and bundling them on a fixed basis rather than discussing them individually at every session (ECE/TRANS/WP.29/GRPE/86/Rev.1, paras. 18–19). While with the new methodology the number of amendments is lower, each amendment may include multiple updates and can be considered more comprehensive.
- 20.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.IV).

Figure 20.IV
Performance measure: number of new and updated United Nations legal instruments under ECE purview, entering into force annually and improving the climate performance of the transport sector (cumulative)^a



^a The figure reflects data since the 2015 Paris Agreement.

Result 3: increased accessions to core road safety conventions as an initial step to contribute to fewer worldwide road accident fatalities and injuries

Proposed programme plan for 2025

20.38 In 2020, the General Assembly proclaimed the Second Decade of Action for Road Safety 2021–2030, aiming to reduce road traffic deaths and injuries by at least 50 per cent from 2021 to 2030 (see Assembly resolution [74/299](#)). The subprogramme's work contributed to 486 contracting parties to the eight core United Nations road safety conventions, which is the prerequisite initial step to supporting countries in building road safety systems.

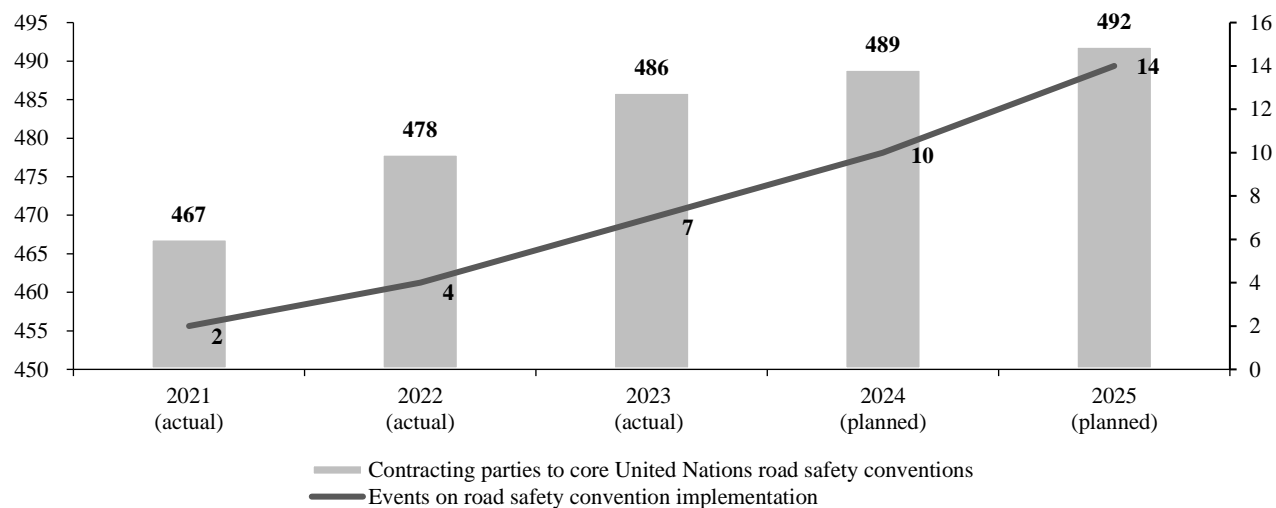
Lessons learned and planned change

20.39 The lesson for the subprogramme was that scattered accessions to the conventions do not always contribute to effective national road safety systems. In applying the lesson, the subprogramme will strengthen the provision of guidance on national road safety systems and intraregional and interregional assistance to support full accessions to all core road safety conventions and their subsequent implementation.

20.40 Expected progress towards the objective is presented in the performance measure below (see figure 20.V).

Figure 20.V

Performance measure: number of contracting parties to core United Nations road safety conventions and number of events during which member States share challenges and good practices on road safety convention implementation (cumulative)



Deliverables

20.41 Table 20.6 lists all deliverables of the subprogramme.

Table 20.6

Subprogramme 2: Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1 266	1 186	1 145	1 155
1. Documentation for the Inland Transport Committee				
a. Inland Transport Committee and Bureau	31	45	31	31
b. World Forum for Harmonization of Vehicle Regulations	500	523	550	550
c. Working Party on the Transport of Perishable Foodstuffs	33	32	33	33
d. Working Party on the Transport of Dangerous Goods	214	206	160	160
e. Working Party on Transport Trends and Economics and subsidiary groups of experts	28	28	23	28
f. Working Party on Transport Statistics	14	14	14	14
g. Working Party on Road Transport and subsidiary groups of experts	28	31	15	26
h. Global Forum for Road Traffic Safety and subsidiary groups of experts	40	19	22	20
i. Working Party on Rail Transport and subsidiary groups of experts	30	34	30	30
j. Working Party on Intermodal Transport and Logistics	15	18	12	12
k. Working Party on Inland Water Transport	47	50	45	45
l. Working Party on Customs Questions Affecting Transport and subsidiary groups of experts	100	70	50	50
2. Documentation for the Economic and Social Council				
a. Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	1	1	5	1
b. Subcommittee of Experts on the Transport of Dangerous Goods	150	88	120	120
c. Subcommittee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals	32	24	32	32
3. Documentation for the High-level Meeting on Transport, Health and Environment	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	456	402	407	410
4. Meetings of the Inland Transport Committee				
a. Inland Transport Committee and Bureau	16	16	16	16
b. World Forum for Harmonization of Vehicle Regulations	111	112	121	121
c. Working Party on the Transport of Perishable Foodstuffs	8	7	8	8
d. Working Party on the Transport of Dangerous Goods	68	58	58	58
e. Working Party on Transport Trends and Economics and subsidiary groups of experts	22	22	18	18
f. Working Party on Transport Statistics	6	6	6	6
g. Working Party on Road Transport and subsidiary groups of experts	30	28	12	24
h. Global Forum for Road Traffic Safety and subsidiary groups of experts	28	28	28	28
i. Working Party on Rail Transport and subsidiary groups of experts	30	30	24	30
j. Working Party on Intermodal Transport and Logistics	12	12	6	6
k. Working Party on Inland Water Transport	18	18	18	18
l. Working Party on Customs Questions Affecting Transport and subsidiary groups of experts	70	30	50	40
5. Meetings of the Economic and Social Council				
a. Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals	–	–	1	–
b. Subcommittee of Experts on the Transport of Dangerous Goods	25	23	29	25
c. Subcommittee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals	10	10	10	10

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
6. Meetings of the High-level Meeting on Transport, Health and Environment	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
7. On the Trans-European North-South Motorway	1	1	1	1
8. On the Trans-European Railway	1	1	1	1
Seminars, workshops and training events (number of days)	10	21	13	11
9. Workshops for government officials and other stakeholders in the ECE region and in contracting parties to legal instruments under the purview of the Inland Transport Committee on intelligent transport systems; transport statistics and trends; road, rail, inland water, intermodal and intersectoral transport issues; and vehicle agreements and regulations	9	16	10	5
10. Seminars for national coordinators, experts, customs officials and transport industry on the efforts to digitalize the inland transport conventions	1	5	3	6
Publications (number of publications)	9	12	10	11
11. On the transport of dangerous goods	3	3	2	3
12. On the transport of perishable foodstuffs	1	1	1	1
13. On decarbonization of the inland transport sector and safe transport and cross-cutting issues	3	5	4	4
14. On vehicle regulations	1	1	1	1
15. On statistics	1	1	1	1
16. On border crossing facilitation	-	1	1	1
Technical materials (number of materials)	1	2	2	2
17. Recommendations for performance evaluation of automated driving systems	-	1	1	1
18. Transport statistics – country profiles	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services for contracting parties of United Nations transport conventions administered by ECE on legal instruments relating to inland transport, facilitation of transport, border crossing, road safety, vehicle construction, and transport of dangerous goods and other special cargo.				
Databases and substantive digital materials: the International TIR Data Bank for users from more than 70 contracting parties of the TIR Convention; TIR and eTIR portals; the eTIR international system; the International Transport Infrastructure Observatory; the Sustainable Inland Transport Connectivity Indicators online user platform; the inventory of standards on inland water infrastructure; inventory of existing European Agreement on Main International Railway Lines and European Agreement on Important International Combined Transport Lines and Related Installations standards and parameters; databases on transport statistics, road traffic accidents, transport of dangerous goods, transport of perishable foodstuffs, urban transport and transport and environment; Rail Security Observatory; digitized signs and signals (E-CoRSS) under the Convention on Road Signs and Signals; and smart and sustainable connectivity e-learning platform.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information materials, including brochures on legal instruments and activities of the subprogramme for global and regional access.				
External and media relations: press releases for the subprogramme.				
Digital platforms and multimedia content: LearnITC and other digital platforms and multimedia content on sustainable transport and mobility; and website of the subprogramme.				

Subprogramme 3 Statistics

Objective

- 20.42 The objective, to which the subprogramme contributes, is to advance official statistics at the national and international levels for evidence-based policymaking and assessing progress towards achieving the Sustainable Development Goals and to ensure the coordination of statistical activities in the ECE region under the Conference of European Statisticians.

Strategy

- 20.43 The strategy of the subprogramme is guided by the priorities and needs of member States and is based on the core interlinked functions: the streamlining of international statistical work in the ECE region through policy dialogue; methodological work to develop and promote guidelines and recommendations to enhance the quality of statistics; and the statistical capacity development of ECE member States with less developed statistical systems.
- 20.44 To contribute to the objective, the subprogramme will:
- (a) Promote in-depth statistical dialogue at the Conference of European Statisticians and expert meetings;
 - (b) Launch regional and country-specific initiatives related to methodological work to develop and disseminate statistical models, guidelines and recommendations to enhance the quality of statistics, to support modernization of national statistical offices and their changing role to become data stewards, and to promote the use of official statistics;
 - (c) Maintain and develop the ECE statistical database;
 - (d) Establish and strengthen partnerships between geospatial experts and statisticians to support the integration of statistical and geospatial information, in cooperation with statistical departments of other regional entities, as well as international specialized agencies active in the region;
 - (e) Facilitate the exchange of experiences and good practices in population and housing censuses, price statistics and environment statistics, including adaptations that occurred during COVID-19 restrictions allowing for improved timeliness and granularity of official statistics;
 - (f) Provide support to countries in planning and conducting their census and developing their statistical capacity, including cross-cutting topics such as statistics for the Sustainable Development Goals, statistical legislation, data collection, integration and dissemination, and human resource management.
- 20.45 The above-mentioned work is expected to result in:
- (a) Improved statistical methodology and capacity of member States to measure and monitor the Sustainable Development Goals;
 - (b) Member States using innovative and efficient approaches to conducting censuses that result in the improved cost-efficiency, coverage, accuracy, comparability and timeliness of dissemination of the census results;
 - (c) Improved capacity by member States to provide the statistics necessary to develop evidence-based policies to manage their post-pandemic recovery.

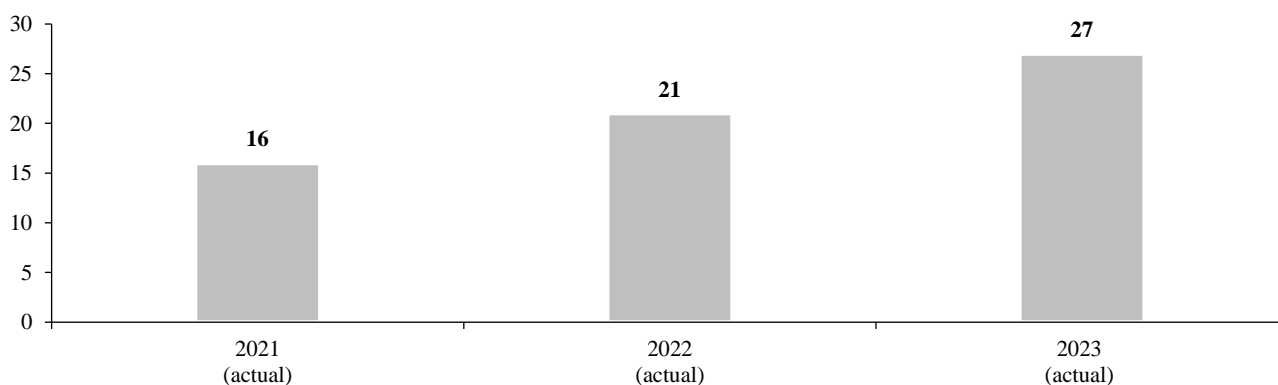
Programme performance in 2023

Improved measurement of economic globalization and of the activities of multinational enterprise groups

- 20.46 Economic globalization and the activities of multinational enterprise groups play a significant role in national economies. Measuring economic globalization and multinational enterprise activities is a challenge facing producers of official statistics. To this end, the subprogramme has developed recommendations and guidelines to assist countries in measuring economic globalization: the “Impact of globalization on national accounts” (2011); the “Guide to measuring global production” (2015); and the *Guide to Sharing Economic Data in Official Statistics* (2020). The subprogramme has also promoted the establishment in national statistical offices of specialized units responsible for multinational enterprise groups, so-called “large cases units”, to account for their activities more consistently across national and international economic statistics and to improve the measurement of economic globalization and of the activities of multinational enterprise groups.
- 20.47 Progress towards the objective is presented in the performance measure below (see figure 20.VI).

Figure 20.VI

Performance measure: number of countries that have established large cases units (cumulative)



Planned results for 2025

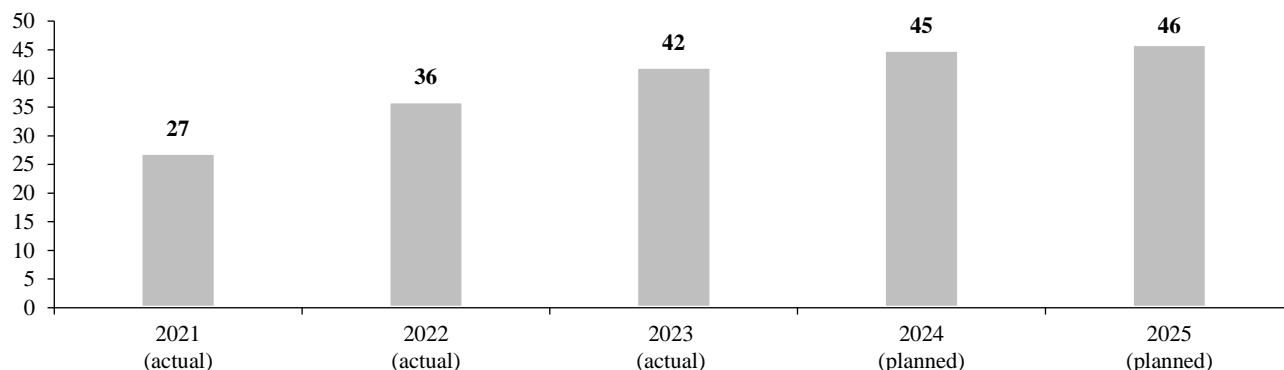
Result 1: increased number of countries collaborating on developing and using machine learning techniques for the production of official statistics

Programme performance in 2023 and target for 2025

- 20.48 The subprogramme’s work contributed to 42 member States actively collaborating in developing and using machine learning techniques for the production of official statistics, which exceeded the planned target of 33 member States.
- 20.49 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.VII).

Figure 20.VII

Performance measure: number of member States actively collaborating in developing and using machine learning techniques for the production of official statistics (cumulative)



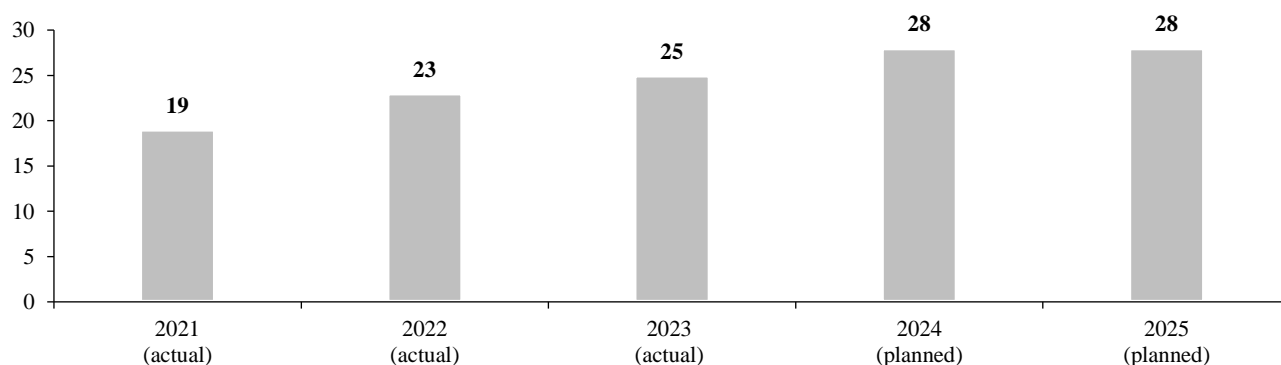
Result 2: improved environmental statistics and indicators in the Economic Commission for Europe region

Programme performance in 2023 and target for 2025

- 20.50 The subprogramme's work contributed to 25 member States actively improving environmental statistics and indicators through the Joint Task Force on Environmental Statistics and Indicators, which met the planned target.
- 20.51 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.VIII).

Figure 20.VIII

Performance measure: number of countries improving environmental statistics and indicators through the Joint Task Force on Environmental Statistics and Indicators (annual)



Result 3: Economic Commission for Europe statistical database for improved research and decision-making

Proposed programme plan for 2025

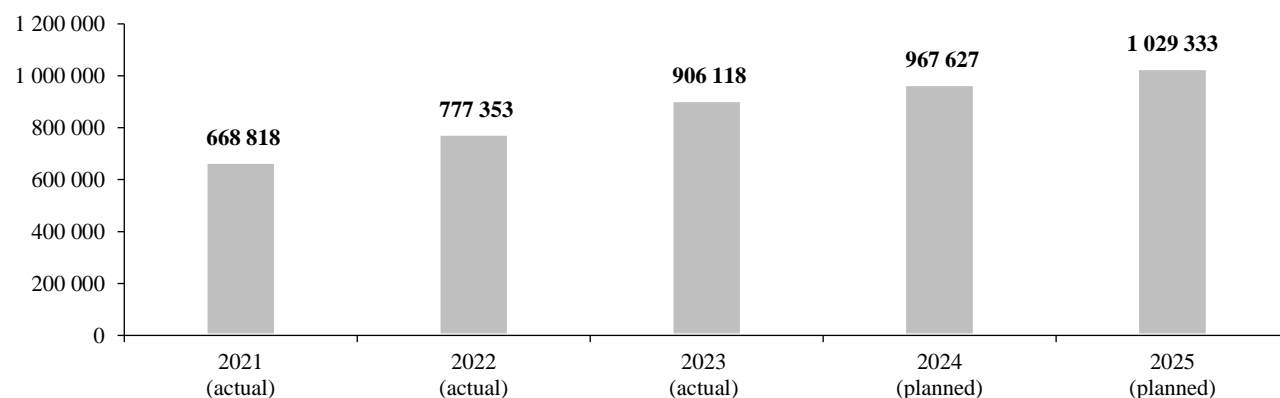
- 20.52 The ECE statistical database provides key economic indicators, population figures, and statistics on gender equality and migration. ECE helps member States to enhance the international comparability and quality of national statistics and facilitates access to policy-relevant numbers in the statistical database for all member States. In 2022, the subprogramme developed a new statistical data portal, which offers user-friendly access to data, with a focus on data visualizations.

Lessons learned and planned change

- 20.53 The lesson for the subprogramme was that further visualization of data and developing data stories could help to reach wider audiences and improve user satisfaction. In applying the lesson, the subprogramme will conduct regular surveys to gather insights into what enhancements to data visualization would be most useful and will prioritize improvements based on feedback.
- 20.54 Expected progress towards the objective is presented in the performance measure below (see figure 20.IX).

Figure 20.IX

Performance measure: number of downloads from the Economic Commission for Europe statistical database (annual)



Notes: The increase of downloads from 2021 to 2023 is understood as exceptionally high because of the launch and expansion of a new Sustainable Development Goals section of the database. No such expansion is foreseen for 2024 and 2025, and this is reflected in the values forecasted for those years.

Deliverables

- 20.55 Table 20.7 lists all deliverables of the subprogramme.

Table 20.7

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	81	75	69	69
1. Documentation for the Conference of European Statisticians	43	43	43	43
2. Documentation for groups of experts on statistical issues	38	32	26	26
Substantive services for meetings (number of three-hour meetings)	85	83	85	85
3. Meetings of the Conference of European Statisticians and its Bureau	13	13	13	13
4. Meetings of groups of experts on statistical issues	72	70	72	72
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	–
5. On social and economic statistics	1	1	1	–
Seminars, workshops and training events (number of days)	6	6	6	7
6. Workshops on social and economic statistics	3	3	3	4

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
7. Workshops on innovating statistical production	3	3	3	3
Publications (number of publications)	7	6	7	7
8. On topics covering multiple statistical areas, including social, environmental and economic statistics	7	6	7	7

C. Substantive deliverables

Consultation, advice and advocacy: advisory services for more than 100 government officials and other stakeholders of up to 4 programme countries in the ECE region on economic, social, demographic and environment statistics, statistics for the Sustainable Development Goals, geospatial statistics and institutional issues and modernization of official statistics.

Databases and substantive digital materials: Maintaining 5 ECE data domains.

D. Communication deliverables

External and media relations: articles for the “UNECE Weekly” and “EnvStats” newsletters for regional access.

Digital platforms and multimedia content: interactive digital workspaces (wikis, including the ECE census wiki); and website of the subprogramme.

Subprogramme 4 Economic cooperation and integration

Objective

- 20.56 The objective, to which the subprogramme contributes, is to strengthen policies on innovation, competitiveness and public-private partnerships in the ECE region.

Strategy

- 20.57 The strategy of the subprogramme is based on the implementation of three core interlinked functions in the subprogramme’s two areas of work (innovation and competitiveness policies; and public-private partnerships): international policy dialogue; normative and analytical work; and capacity-building and the sharing of best practices and lessons learned.
- 20.58 To contribute to the objective, the subprogramme will:
- (a) Support member States in creating a conducive business environment by developing good practices to inform innovation policy reforms in order to drive sustainable development, including through on-demand analyses of national innovation systems, policies and institutions; and through capacity-building workshops and seminars at the national and subregional levels;
 - (b) Build the capacity of member States in creating regulatory frameworks and public-private partnership project pipelines that can help to close the Sustainable Development Goals infrastructure financing gap, including through:
 - (i) The promotion of innovative modalities of financing, development and management of critical infrastructure;
 - (ii) The development of international guidelines and standards to design public-private partnership projects and legal and regulatory frameworks;
 - (iii) The use, on-demand, of a methodology to evaluate and score public-private partnership projects in support of sustainable development;

- (iv) Cooperation with multilateral platforms for sustainable infrastructure (including SOURCE);¹
 - (c) Focus some of its policy dialogues, analyses and recommendations, standards, and capacity-building on addressing economic challenges through innovation policies and public-private partnership infrastructure projects that can facilitate innovation and develop infrastructure to make economies more resilient and sustainable.
- 20.59 This work will help member States to make progress towards achieving Sustainable Development Goals 8, 9, 12 and 17 and contribute to enhancing the sustainable use of natural resources, and digital and green transformations for sustainable development.
- 20.60 The above-mentioned work is expected to result in:
- (a) Improved innovation-related policies and institutions in member States for sustainable development;
 - (b) The improved design and operation of public-private partnerships by member States that contribute to sustainable development and lead to more sustainable projects.

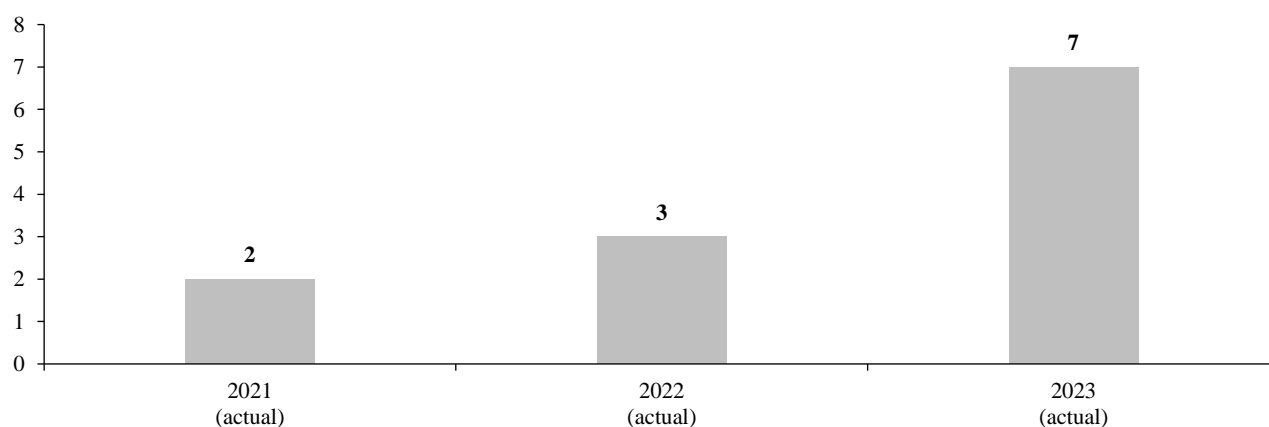
Programme performance in 2023

United Nations programme countries in the Economic Commission for Europe region have improved their national policies in support of innovation for sustainable development

- 20.61 Innovation efforts of programme countries in the ECE region have been constrained by a lack of effective supporting policies. The subprogramme has supported programme countries in the ECE region (upon request) with in-depth analyses of their national innovation policies, resulting in detailed recommendations for policy reforms, and with tailored training programmes building the capacity of policymakers for implementing reforms.
- 20.62 Progress towards the objective is presented in the performance measure below (see figure 20.X).

Figure 20.X

Performance measure: number of programme countries in the Economic Commission for Europe region having implemented innovation policy reforms with Commission support (cumulative)



¹ SOURCE is the multilateral platform for sustainable infrastructure.

Planned results for 2025

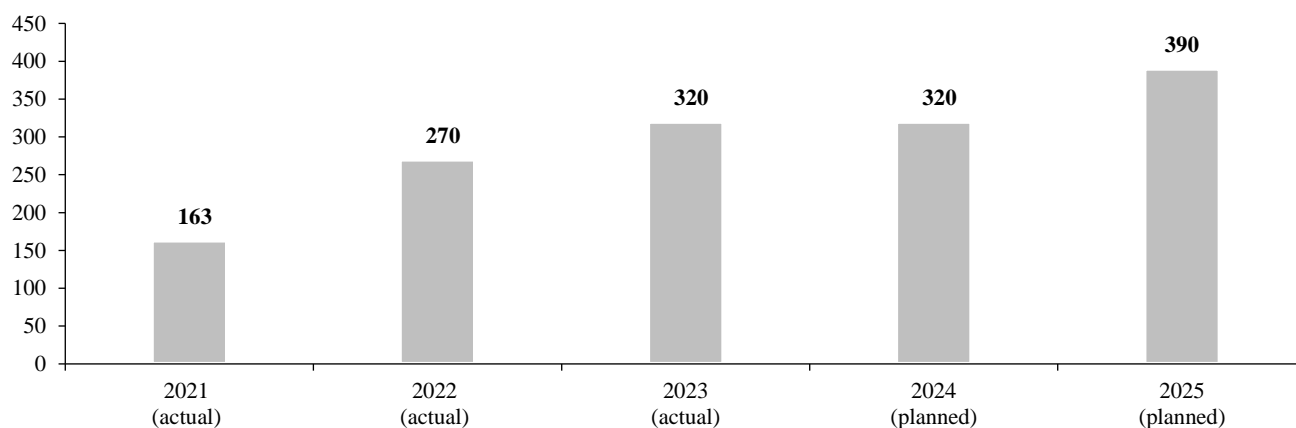
Result 1: Improved capacity of member States in the development of infrastructure projects in support of the Sustainable Development Goals and the circular economy

Programme performance in 2023 and target for 2025

- 20.63 The subprogramme's work contributed to 320 policymakers from member States using the ECE standards and guidelines on public-private partnership for the Sustainable Development Goals, which exceeded the planned target of 300 policymakers.
- 20.64 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.XI).

Figure 20.XI

Performance measure: number of policymakers from member States that have used the ECE standards and guidelines on public-private partnership for the Sustainable Development Goals to identify and prepare infrastructure projects aligned with the Goals and the circular economy and the sustainable use of natural resources (cumulative)



Result 2: member States implement transformative innovation² policies and good practices for sustainable development

Programme performance in 2023 and target for 2025

- 20.65 The subprogramme's work contributed to improving the evidence base for policymaking and to increasing the capacity of policymakers to promote transformative innovation, as demonstrated by member States endorsing 10 additional good practices on transformative innovation policy, which met the planned target.
- 20.66 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 20.8).

² Economic Commission for Europe (ECE), "Report of the ECE Committee on Innovation, Competitiveness and Public-Private Partnerships on its fifteenth session" (ECE/CECI/2022/2, paras. 57 and 69 (Decision 2022 – 5.2)).

Table 20.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States endorsed good practices on innovation policies for the circular economy transformation, and noted the need for more policy learning	Member States endorsed the establishment of an ECE transformative innovation network of innovation agencies	Member States endorse an additional 10 good practices on transformative innovation policy	At least 3 member States implement policies and good practices to stimulate transformative innovation for sustainable development	At least 3 additional member States implement policies and good practices to stimulate transformative innovation for sustainable development

Result 3: more public-private partnership infrastructure projects assessed as compliant with the Sustainable Development Goals

Proposed programme plan for 2025

20.67 Scaling up investment in public infrastructure and mobilizing private sector finance and expertise can help to implement the 2030 Agenda. The subprogramme has developed a public-private partnership and infrastructure evaluation and rating system, a methodology for assessing infrastructure public-private partnerships on their contributions to sustainable development. The subprogramme is training policymakers and practitioners on using this methodology for self-assessments of public-private partnership projects, including in landlocked developing countries in Central Asia, as called for in the Vienna Programme of Action. The assessments reveal the degree to which proposed projects contribute to increased access and equity, climate resilience, environmental sustainability, economic effectiveness, replicability and stakeholder engagement. The results provide important insights into sustainability gaps and help to improve project proposals. Project proposals assessed to date have covered both economic and social infrastructure.

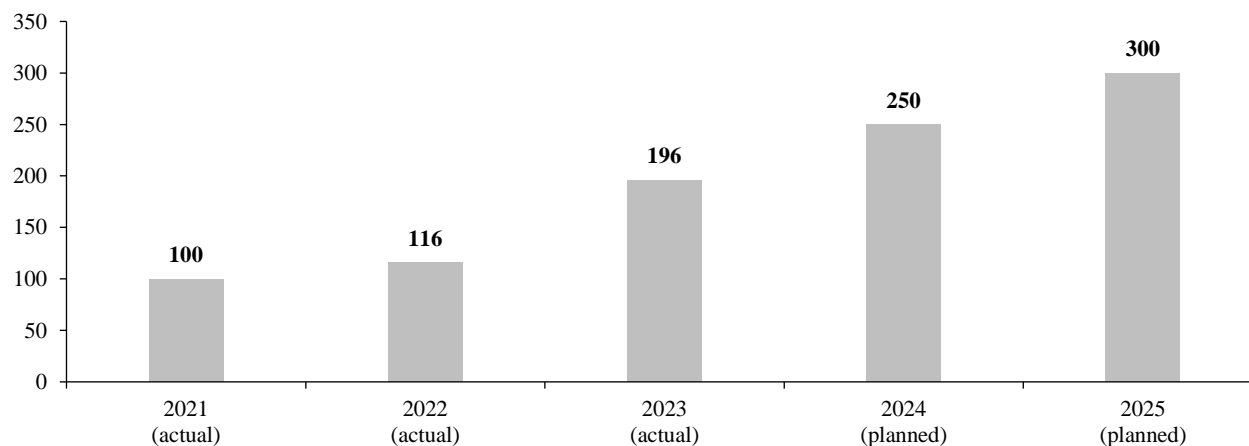
Lessons learned and planned change

20.68 The lesson for the subprogramme was that a thorough self-assessment took public-private partnership units up to 40 hours, generating delays in project implementation. In applying the lesson, the subprogramme will offer to public-private partnership units additional technical assistance, with the aim of cutting the assessment time by 75 per cent.

20.69 Expected progress towards the objective is presented in the performance measure below (see figure 20.XII).

Figure 20.XII

Performance measure: number of public-private partnership infrastructure projects assessed as Sustainable Development Goal-compliant using the public-private partnership and infrastructure evaluation and rating system methodology (cumulative)



Deliverables

20.70 Table 20.9 lists all deliverables of the subprogramme.

Table 20.9

Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies:				
Parliamentary documentation (number of documents)	18	18	18	18
1. Documentation for the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18	18	18	18
Substantive services for meetings (number of three-hour meetings)	19	20	19	19
2. Meetings of the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18	19	18	18
3. Meetings of the Working Group on Innovation and Technology for Sustainable Development	1	1	1	1
B. Generation and transfer of knowledge:				
Field and technical cooperation projects (number of projects)	3	2	3	–
4. On innovation and competitiveness policies	2	2	2	–
5. On public-private partnerships	1	–	1	–
Seminars, workshops and training events (number of days)	16	19	16	16
6. Capacity-building and policy advisory workshops, seminars and training on innovation and competitiveness policies for sustainable development	8	9	8	8
7. Capacity-building and policy advisory workshops, seminars and training on public-private partnerships	8	10	8	8
Publications (number of publications)	3	3	3	3
8. Innovation for Sustainable Development Reviews	1	1	1	1
9. Comparative reviews on innovation policy and/or public-private partnership	2	2	2	2

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Fact-finding, monitoring and investigation missions (number of missions)	3	1	3	3
10. Fact-finding missions for Innovation for Sustainable Development Reviews and public-private partnership needs assessments	3	1	3	3

C. Substantive deliverables:

Consultation, advice and advocacy: advisory services under the Working Party on Public-Private Partnership and the Team of Specialists on Innovation and Competitiveness Policies reaching 30 government ministries and agencies and stakeholder entities.

Databases and substantive digital materials: database of public-private partnership case studies from approximately 15 member States.

D. Communication deliverables:

External and media relations: press releases and launch events for the above publications for regional, subregional and national access.

Digital platforms and multimedia content: website of the subprogramme.

Subprogramme 5 Sustainable energy

Objective

- 20.71 The objective, to which the subprogramme contributes, is to ensure secure access to affordable, reliable, sustainable and modern energy for all and to reduce greenhouse gas emissions and the carbon footprint of the energy sector in the region.

Strategy

- 20.72 To contribute to the objective, the subprogramme will support international policy dialogue and cooperation among Governments, energy industries and other stakeholders to foster sustainable energy development; develop and deploy ECE policy recommendations, norms, standards, guidelines and tools on energy-related issues; and provide capacity-building and assistance to member States, at their request, through training programmes, advisory services and technical cooperation projects. Through its work, the subprogramme will contribute to ECE work on cross-sectoral collaboration areas and priorities relating to the circular economy. Specifically, the subprogramme will:
- (a) Further develop normative instruments (e.g., best practices and principles), awareness-raising campaigns and the deployment of ECE tools through workshops, seminars and technical projects to help member States to meet their commitments to the 2030 Agenda and the Paris Agreement with regard to reducing their environmental footprint related to energy, accelerating the deep transformation of the energy sector to meet future needs, ensuring the sustainable management of resources and assessing options to ensure energy for sustainable development;
 - (b) Promote policy dialogue and cooperation among member States, regional entities and other partners on sustainable energy issues;
 - (c) Provide technical assistance and guidance on energy transitions in the context of sustainable development, disseminate best practices and improve information-sharing;
 - (d) Promote collaboration among private and public stakeholders that are key to implementing national and regional policies, including with regard to normative instruments and their deployment and dissemination;
 - (e) Coordinate and promote efforts related to energy resilience across the ECE region and to provide an ECE platform on resilient energy systems for inclusive dialogue;

- (f) Explore and increase understanding on energy-related climate financing in the ECE region, including policies and mechanisms for increasing financing for low- and zero-carbon technologies, the critical raw materials needed for low-carbon and low-emissions transformations and sustainable infrastructure projects;
- (g) Support countries across the ECE region in applying the United Nations Framework Classification for Resources and the United Nations Resource Management System to assure sustainable development of their natural resources, including critical raw materials;
- (h) Support ECE member States in enhancing their understanding of the benefits of low- and zero-carbon technology interplay for more resilient energy systems across the ECE region;
- (i) Support ECE member States in broadening and accelerating the deployment of energy efficiency measures across buildings, industry, transport and other end-use sectors while embracing sector-wide digitalization;
- (j) Support and guide ECE member States in their efforts to accurately measure and report methane emissions from the energy sector and the related extractive industries, and to effectively mitigate those emissions by detecting and repairing leaks from the installed infrastructure and by capturing and destroying or utilizing gas from active and abandoned coal mines;
- (k) Explore the notion of “just transition”, being an integrated approach to sustainable development, which brings together social progress, environmental protection and economic success into a framework of democratic governance; and increase ECE member States’ understanding of that concept and its complexity and improve their capacity to plan and implement transformation strategies in accordance with its principles.

20.73 The above-mentioned work is expected to contribute to the achievement of Sustainable Development Goals 7, 12 and 13 and result in:

- (a) More effective integration of sustainable energy across national policies and normative frameworks in support of the 2030 Agenda and the Paris Agreement;
- (b) Enhanced dialogue and cooperation among energy actors to boost transformational investment in the energy sector and, consequently, accelerate the modernization of the energy system to meet countries’ sustainable development and climate commitments;
- (c) Improved access of member States to frameworks and tools required for integrated and sustainable resource management that aid the progress towards a more circular economy and contribute to the food-water-energy nexus;
- (d) Improvement in the performance of buildings from a health perspective (e.g., temperatures, comfort, effective air intake and recycling filters), which will improve the protection and resilience of populations;
- (e) Increased understanding and implementation of climate-friendly policies and mechanisms by member States, which are aimed at addressing issues such as financing for low- and zero-carbon technologies and sustainable infrastructure, and critical raw materials needed for such transformations;
- (f) Improved capacity of ECE member States to design and implement policies setting up effective mechanisms for accurate measurement and reporting of methane emissions from the energy sector and the related extractive industries, as well as for their effective mitigation;
- (g) Improved understanding of a “just transition” concept and increased capacity of ECE member States for its effective application of national energy transition strategies, at the planning and implementation stages.

Programme performance in 2023

Global application of the United Nations Resource Management System to help member States to manage natural resources sustainably

- 20.74 Balancing resource use and conservation can be enhanced through innovation. The subprogramme supported the development of the United Nations Resource Management System to help member States to balance economic development, environmental sustainability and social responsibility. The System's principles and requirements were developed by the subprogramme and case studies and workshops were undertaken. The subprogramme enhanced member States' capacity to use the System through the development and dissemination of policy and technical briefs and the provision of technical support for its application.
- 20.75 Progress towards the objective is presented in the performance measure below (see table 20.10).

Table 20.10

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Draft of the United Nations Resource Management System available	United Nations Resource Management System made available	Economic and Social Council endorsed the United Nations Resource Management System for global application United Kingdom of Great Britain and Northern Ireland tested the application of the United Nations Resource Management System for critical transition minerals

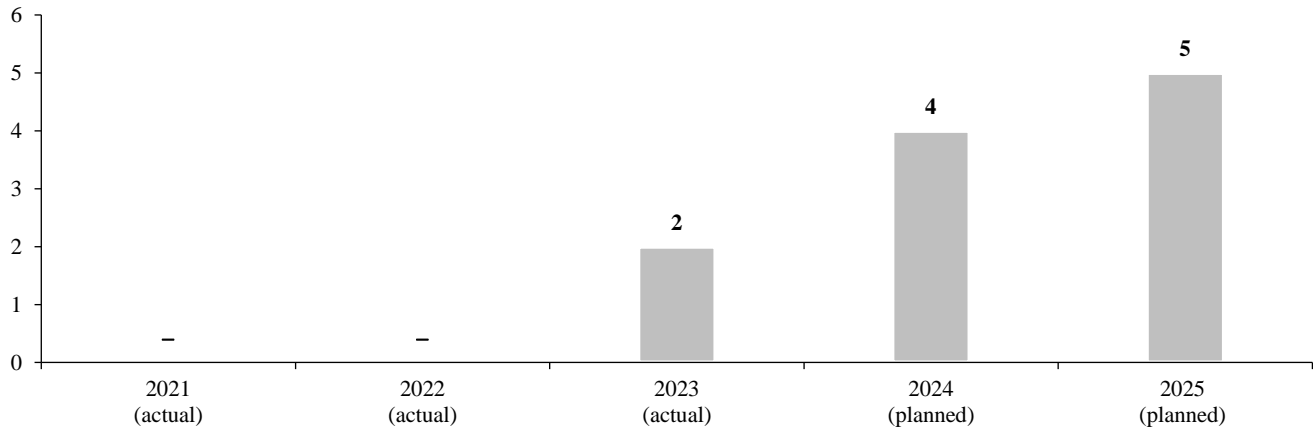
Planned results for 2025

Result 1: digitalization of the energy sector as an enabler of a circular economy and the sustainable use of natural resources

Programme performance in 2023 and target for 2025

- 20.76 The subprogramme's work contributed to the development of national case studies from two member States and the application of ECE recommendations on digitalization of the energy sector to them, which met the planned target.
- 20.77 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.XIII).

Figure 20.XIII
Performance measure: number of member States applying Economic Commission for Europe recommendations on digitalization by developing national case studies (cumulative)



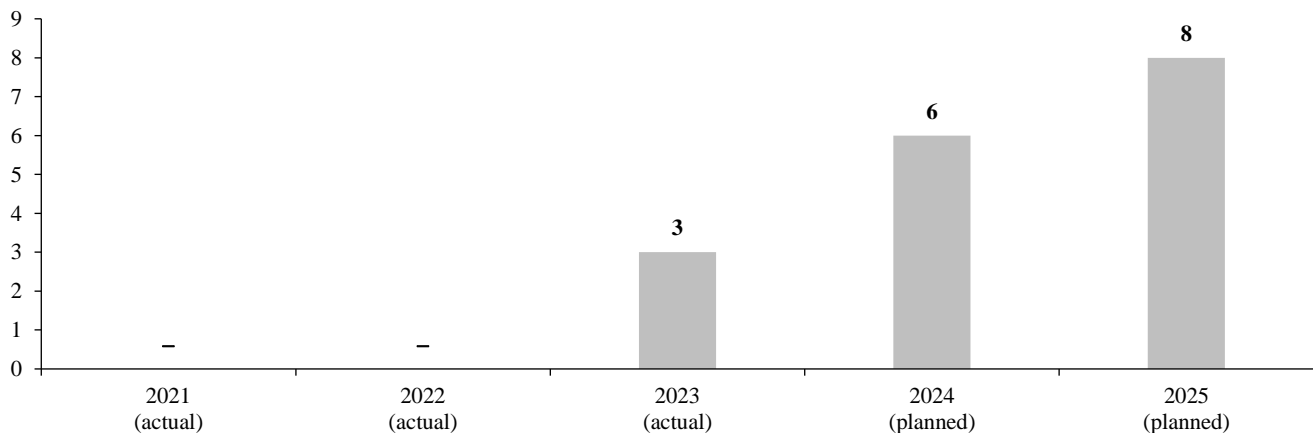
Result 2: enhanced resilience of energy systems in the Economic Commission for Europe region

Programme performance in 2023 and target for 2025

20.78 The subprogramme’s work contributed to the application by three member States of mechanisms developed by ECE to enhance the resilience of energy systems and progress towards the attainment of the targets of Sustainable Development Goal 7, which met the planned target.

20.79 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.XIV).

Figure 20.XIV
Performance measure: number of member States using Economic Commission for Europe mechanisms to enhance the resilience of energy systems in the Economic Commission for Europe region (cumulative)



Result 3: more sustainable and resilient natural resource management based on the United Nations Framework Classification for Resources

Proposed programme plan for 2025

20.80 The subprogramme provides technical assistance to member States to implement the United Nations Framework Classification for Resources for national resource management strategies and policies and to assess critical raw materials for the energy transition.

Lessons learned and planned change

- 20.81 The lesson learned for the subprogramme was the United Nations Framework Classification for Resources could be more responsive to changing demands and expectations of member States, other stakeholders and regional contexts. In applying the lesson, the subprogramme will organize workshops and dialogues, tailor its approach to various regions and sectors in collaboration with United Nations country teams, and engage with International Centres of Excellence on Sustainable Resource Management.
- 20.82 Expected progress towards the objective is presented in the performance measure below (see table 20.11).

**Table 20.11
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
International Centre of Excellence on Sustainable Resource Management established in the Russian Federation to deploy the United Nations Framework Classification for Resources in Eurasia	International Centre of Excellence on Sustainable Resource Management established in Mexico to deploy the United Nations Framework Classification for Resources in Latin America	United Nations Framework Classification for Resources included in European Union’s Critical Raw Materials Act	Two additional International Centres of Excellence on Sustainable Resource Management established	Five additional countries adopt the United Nations Framework Classification for Resources guidelines
Economic and Social Council endorsed the United Nations Framework Classification for Resources for global application	African Union Heads of State endorsed adoption of the United Nations Framework Classification for Resources and United Nations Resource Management System as African Minerals and Energy Resources Classification and Management System	One bridging document between the United Nations Framework Classification for Resources and Russia’s petroleum classification updated and endorsed	Five countries adopt the United Nations Framework Classification for Resources guidelines	Ten Member States provide input to the United Nations Framework Classification for Resources knowledge hub
	Two bridging documents between the United Nations Framework Classification for Resources and China’s mineral and petroleum classifications developed and endorsed			

Deliverables

20.83 Table 20.12 lists all deliverables of the subprogramme.

Table 20.12

Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	45	45	40	40
1. Documentation for the Committee on Sustainable Energy and related subsidiary bodies	45	45	40	40
Substantive services for meetings (number of three-hour meetings)	38	40	38	38
2. Meetings of the Committee on Sustainable Energy, its Bureau and related subsidiary bodies	38	40	38	38
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	9	9	5	3
3. On sustainable resource management	3	3	2	1
4. On reducing the environmental footprint of energy	1	1	1	–
5. On accelerating transformations of the energy sector	3	3	1	1
6. On supporting member States in securing sustainable energy	2	2	1	1
Seminars, workshops and training events (number of days)	10	10	13	11
7. Workshops for experts and government officials on the application of the United Nations Framework Classification for Resources and the United Nations Resource Management System	2	2	2	2
8. Seminars and workshops on energy efficiency measures, accelerators and standards	2	2	4	2
9. Seminars on renewable energy development and policy reforms for climate change mitigation	2	2	2	2
10. International Forum on Energy for Sustainable Development	4	4	3	3
11. Training and workshops on methane management	–	–	2	2
Publications (number of publications)	2	2	3	3
12. On hydrogen, the United Nations Framework Classification for Resources and the United Nations Resource Management System	2	2	1	1
13. On digitalization and on best practices in methane management	–	–	2	1
14. On resilient energy systems	–	–	–	1
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets on sustainable energy and related topics, for regional access.				
External and media relations: press releases, keynote speeches and articles on the activities of the energy subprogramme.				
Digital platforms and multimedia content: website of the subprogramme.				

Subprogramme 6 Trade

Objective

- 20.84 The objective, to which the subprogramme contributes, is to strengthen trade facilitation and electronic business, regulatory cooperation and standardization policies, agricultural quality standards and trade-related economic cooperation in the ECE region and beyond.

Strategy

- 20.85 The strategy of the subprogramme is to support international policy dialogue on reducing regulatory and procedural barriers to trade, including those caused by cumbersome trade procedures and paperwork, by differences in trade procedures, standards and documents, or by divergent regulatory approaches and product standards; to facilitate the development of standards and recommendations in the areas of trade facilitation and e-business, agricultural quality standards and regulatory cooperation; and to provide capacity-building and enable the sharing of best practices and lessons learned.
- 20.86 To contribute to the objective, the subprogramme will:
- (a) Promote simple, transparent and effective processes for global trade through its normative work to develop standards and recommendations in the areas of trade facilitation and electronic business;
 - (b) Facilitate international policy dialogue on establishing digital trading environments and on compliance with the multilateral trading system requirements, including the dissemination of standards, recommendations and guidelines;
 - (c) Promote the circular economy and the sustainable use of natural resources, sustainable and resilient value chains and the enhanced traceability of supply chains (e.g., minimizing waste and maximizing the use of natural resources towards the circular economy) through studies, policy dialogues and technology-based pilot initiatives such as blockchain-based traceability for textile value chains;
 - (d) Strengthen regulatory cooperation and promote standards and best practices in regulatory frameworks, risk management, conformity assessment and market surveillance to facilitate a predictable and harmonized regulatory environment;
 - (e) Provide practical ways forward for standards bodies wishing to mainstream a gender perspective into standards. The subprogramme will further support capacity-building and dissemination on the use of standards and regulatory cooperation, notably with its standards for the Sustainable Development Goals portal (<https://standards4sdgs.unecce.org/>) and its initiative on education on standards (<https://learnqi.unecce.org/>);
 - (f) Promote up-to-date agricultural quality standards and explanatory guidelines through its normative work and promote awareness of food loss reduction through policy dialogues, partnerships with international organizations and technology-based initiatives to address food loss and waste;
 - (g) Identify regulatory and procedural barriers to trade and assist Governments in setting action-oriented recommendations for implementing the instruments developed by the subprogramme through analytical evidence-based studies;
 - (h) Deepen its international policy dialogue, normative, technical assistance and capacity-building activities on the digitalization of trade processes in order to support a sustainable and resilient recovery.

- 20.87 The above-mentioned work is expected to contribute to the achievement of Sustainable Development Goals 2, 5, 8, 9, 12 and 17 and to result in:
- (a) Increased implementation of simplified trade processes, and the digitalization of member States’ trading environments, leading to greater productivity;
 - (b) Increased transparency and traceability of the value chains and reduction of waste, promoting sustainable consumption and production patterns;
 - (c) Increased uptake of international standards by countries to enable the implementation of internationally harmonized regulatory processes;
 - (d) Improved gender equality in trade through the increased participation of women traders;
 - (e) Enhanced digitalization of trade procedures (e.g., progress towards the adoption of trade-related digital services such as Single Window) to support public and private sectors’ efforts in member States to facilitate trade.

Programme performance in 2023

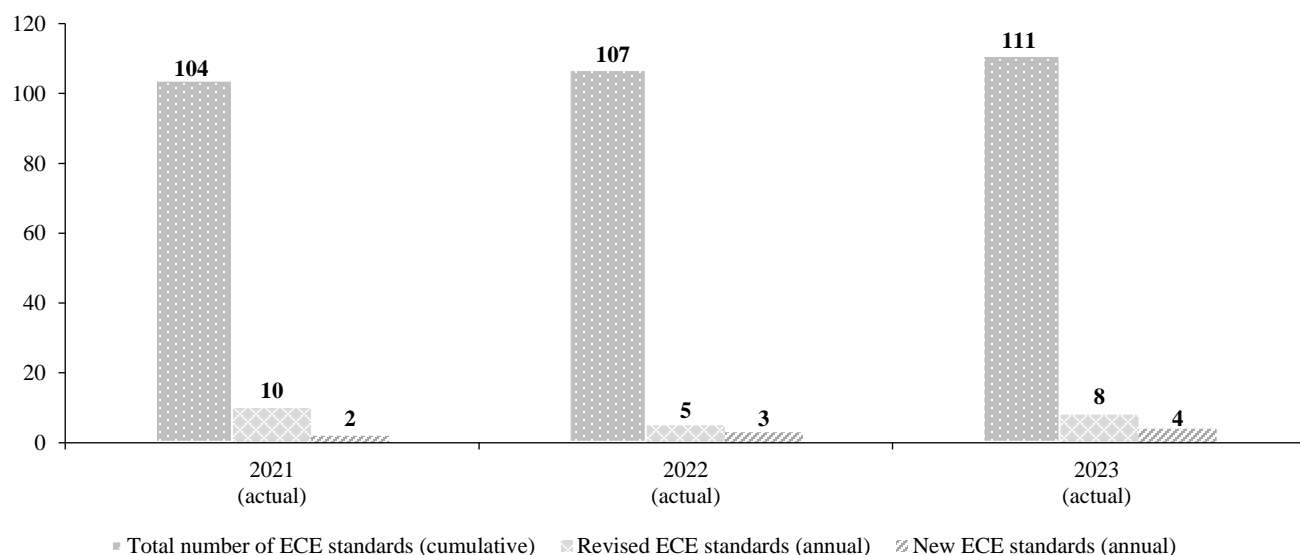
Economic Commission for Europe agricultural quality standards enhance trade and preserves the livelihood of farmers

20.88 Under its Working Party on Agricultural Quality Standards, ECE sets internationally agreed commercial quality standards for fresh fruit and vegetables, dried fruit and nuts, meat, egg, seed potatoes and cut flowers. The standards are used by traders and retail chains, enabling them to order with confidence, by authorities to check against rules and by producers to improve production and reach new markets. Between 2021 and 2023, several new standards were adopted, including those at the request of stakeholders in Central Asia. A 2022 a joint ECE/Organisation for Economic Co-operation and Development study found conclusive evidence of a positive impact of new or revised ECE agricultural quality standards on the trade in fresh fruit and vegetables. In 2023, the European Union updated its legislation on marketing standards for fresh fruit and vegetables, retaining the dynamic link (harmonization) with ECE standards. This means that, in European Union countries, ECE standards are mandatory for the 10 most traded fresh fruit and vegetables, corresponding to some 33 per cent of European Union imports of fresh and dried fruits, vegetables and nuts.

20.89 Progress towards the objective is presented in the performance measure below (see figure 20.XV).

Figure 20.XV

Performance measure: number of Economic Commission for Europe agricultural quality standards adopted



Planned results for 2025

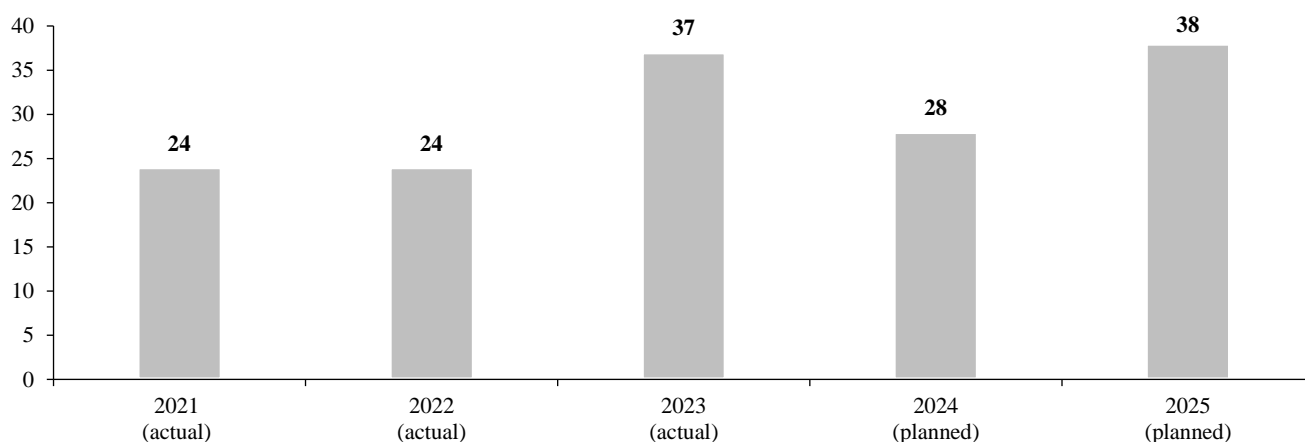
Result 1: increased facilitation of agricultural trade through the adoption of agricultural quality and electronic business standards in Economic Commission for Europe member States

Programme performance in 2023 and target for 2025

- 20.90 The subprogramme's work contributed to 37 ECE member States fully or partially implementing the Commission's standard for "electronic application and issuance of electronic sanitary and phytosanitary certificates", which exceeded the planned target of 28.
- 20.91 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.XVI).

Figure 20.XVI

Performance measure: number of Economic Commission for Europe member States fully or partially implementing the Commission's standard for "electronic application and issuance of electronic sanitary and phytosanitary certificates"^a (cumulative)



^a The data for 2022 are based on past progress as reflected in the survey conducted in 2021, given that the data are captured every two years through the United Nations Global Survey on Digital and Sustainable Trade Facilitation.

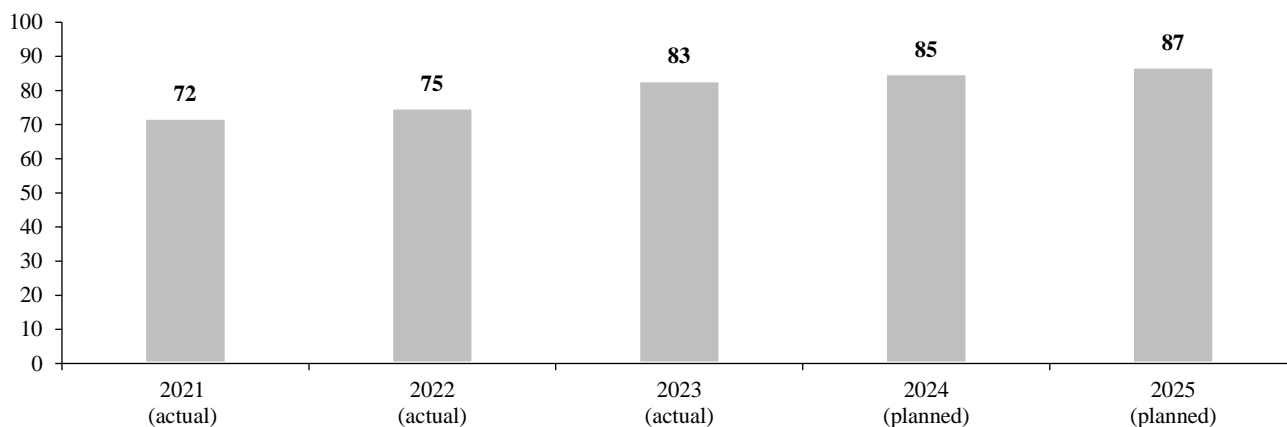
Result 2: mainstreaming a gender perspective into standards development organizations

Programme performance in 2023 and target for 2025

- 20.92 The subprogramme's work contributed to 83 standards development organizations that have committed themselves to implementing the ECE Declaration for Gender Responsive Standards and Standards Development, which exceeded the planned target of 80.
- 20.93 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.XVII).

Figure 20.XVII

Performance measure: number of standards development organizations that have committed themselves to implementing the Economic Commission for Europe Declaration for Gender Responsive Standards and Standards Development (cumulative)



Result 3: enhanced digitalization of trade

Proposed programme plan for 2025

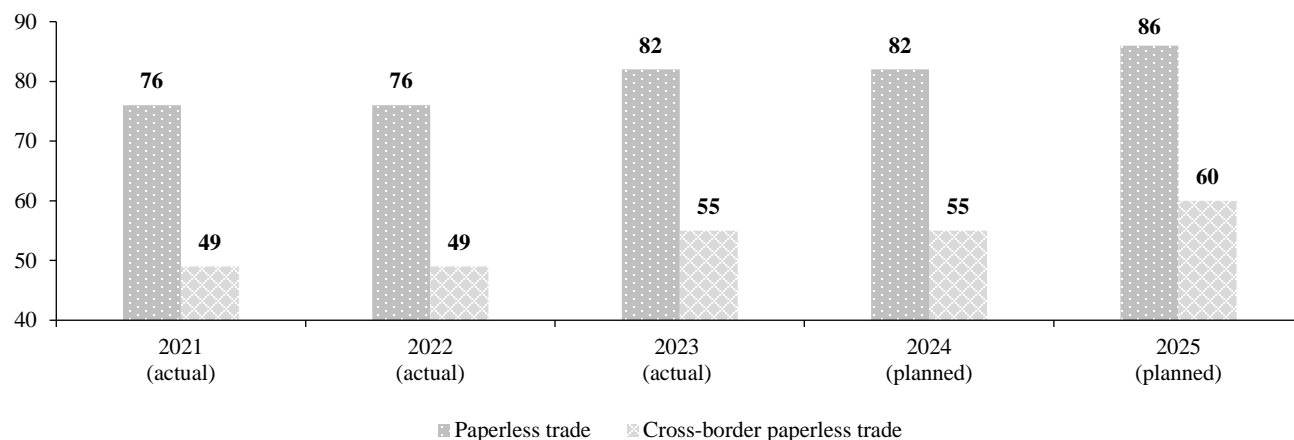
- 20.94 Facilitating trade through increased digitalization of trade processes such as the simplification and dematerialization of trade processes, the adoption and harmonization of international standards and guidelines and the promotion of interoperable digital systems are a priority of the subprogramme. To date, the United Nations Centre for Trade Facilitation and Electronic Business has produced more than 40 policy recommendations on trade facilitation, 400 electronic business standards, and several training and guidance materials, which are available freely to the global trading community. This normative work, along with policy guidance, technical assistance and capacity-building activities, are geared towards greater digitalization of trade to help to facilitate trade, reduce the cost of trading and, in turn, increase competitiveness.

Lessons learned and planned change

- 20.95 The lesson for the subprogramme was that there was a growing demand to integrate cross-cutting themes, such as digitalization, a circular economy and resource efficiency, into trade-related work. For example, electronic traceability systems will increasingly be used to provide proof of the origin, content and sustainability of traded goods. In applying the lesson, the subprogramme will expand work on cross-cutting issues, with a focus on the minerals, textiles and agri-food sectors. For example, the ECE Team of Specialists on Environmental, Social and Governance Traceability of Sustainable Value Chains in the Circular Economy will develop digital standards for product circularity data and for environmental, social and governance traceability in critical minerals.
- 20.96 Expected progress towards the objective is presented in the performance measure below (see figure 20.XVIII).

Figure 20.XVIII
Performance measure: average implementation rate of trade facilitation measures in the Economic Commission for Europe region

(Percentage)



Deliverables

20.97 Table 20.13 lists all deliverables of the subprogramme.

Table 20.13

Subprogramme 6: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	108	111	107	102
1. The Steering Committee on Trade Capacity and Standards	10	11	13	13
2. The Working Party on Regulatory Cooperation and Standardization Policies	14	14	14	14
3. The Working Party on Agricultural Quality Standards	60	61	60	60
4. The United Nations Centre for Trade Facilitation and Electronic Business	24	25	20	15
Substantive services for meetings (number of three-hour meetings)	96	104	99	96
5. The Steering Committee on Trade Capacity and Standards and its Bureau	4	4	7	4
6. The Working Party on Regulatory Cooperation and Standardization Policies, its Bureau and related expert bodies	13	21	13	13
7. The Working Party on Agricultural Quality Standards and its specialized sections	26	26	26	26
8. The United Nations Centre for Trade Facilitation and Electronic Business	53	53	53	53
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	3	5	5
9. On enhancing usage and uptake of standards for sustainable development, gender equality and the empowerment of women and girls	–	–	1	1
10. On food loss reduction in agriculture supply chains	1	–	1	1
11. On trade facilitation	3	3	3	3

Section 20 Economic development in Europe

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Seminars, workshops and training events (number of days)	14	17	18	18
12. Workshops for policymakers and experts in low- and middle-income countries in the ECE region on trade procedures, supply chain management, conformity assessment and market surveillance, and women’s entrepreneurship	2	4	6	6
13. Seminars for standardization and inspection agencies and other stakeholders in transition economies and developing countries in the ECE region or beyond on ECE agricultural quality standards	6	6	3	3
14. Seminars for policymakers and experts in countries with economies in transition and developing countries in the ECE region or beyond on support for the implementation of trade-related standards, recommendations and guidelines	6	7	9	9
Publications (number of publications)	10	7	11	9
15. On regulatory and procedural barriers to trade in a country to be decided	1	1	1	1
16. On trade standard guidance in the following areas: quality infrastructure, risk management, education and sustainable development	1	1	2	2
17. On mainstreaming a gender perspective into standards	3	2	2	1
18. On agricultural trade, supply chains and food loss and waste	–	–	1	1
19. On trade facilitation recommendations, standards and strategies	5	3	5	4
Technical materials (number of materials)	8	10	8	8
20. Guidelines on cross-border trade	1	1	1	1
21. Training material and guidelines on trade standards and/or regulatory cooperation	2	2	2	2
22. Standards and guidelines on agricultural quality	4	4	4	4
23. Training material on trade facilitation and electronic business	1	3	1	1
Fact-finding, monitoring and investigating missions (number of missions)	3	3	3	3
24. Fact-finding missions on trade facilitation and electronic business, agricultural quality standards, regulatory cooperation and standardization, and regulatory and procedural barriers to trade	3	3	3	3

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to government officials and other stakeholders in at least 10 ECE member States on trade facilitation and electronic business, agricultural quality standards, regulatory cooperation and standardization, and regulatory and procedural barriers to trade.

Databases and substantive digital materials: databases for e-business standards and codes.

D. Communication deliverables

Outreach programmes, special events and information materials: booklets, promotional materials, fact sheets and information brochures reaching at least all programme countries in the ECE region and for more than 1,000 public and private sector experts.

External and media relations: press releases, publication launch events and articles in external newsletters intended for government officials and experts working on trade.

Digital platforms and multimedia content: website of the subprogramme.

**Subprogramme 7
Forests and the forest industry**

Objective

20.98 The objective, to which the subprogramme contributes, is to strengthen the sustainable management of trees and forests and enhance the contribution of forests and forest products to sustainable development, climate action and biodiversity in the ECE region.

Strategy

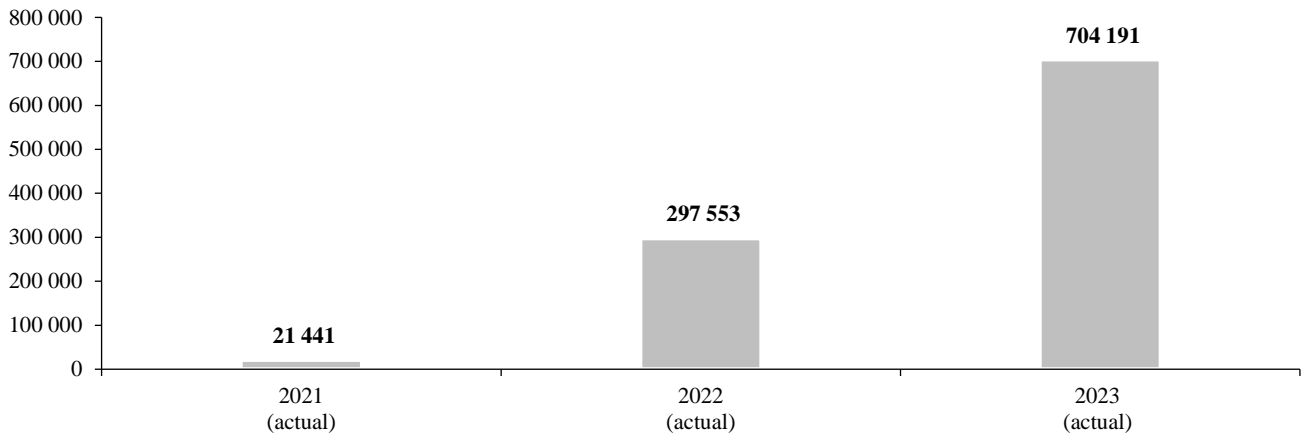
- 20.99 The strategy of the subprogramme is based on the implementation of core interlinked functions, namely, analytical and normative work, international policy dialogue, capacity-building and communication.
- 20.100 To contribute to the objective, the subprogramme will:
- (a) Promote cooperation for sustainable forest management, forest landscape restoration, sustainable use of forest products and services, linkages between sustainable food systems and forests, and urban and peri-urban forestry;
 - (b) Collect, validate and disseminate information, research and analysis related to sustainable forest management and the sustainable production and consumption of wood products, including wood energy;
 - (c) Facilitate exchange of national and subnational experiences and best practices and monitor progress on achieving sustainable forest management, which will help member States to measure progress towards achieving the relevant Sustainable Development Goals and the United Nations strategic plan for forests 2017–2030;
 - (d) Organize capacity-building seminars and webinars and prepare dedicated publications on the forest sector and wood energy, including on crisis response and solutions for more resilient economies.
- 20.101 The subprogramme will carry out its work in partnership with the Food and Agriculture Organization of the United Nations and other relevant organizations and processes.
- 20.102 The above-mentioned work is expected to contribute to the achievement of Sustainable Development Goals 7, 11–13 and 15 and result in:
- (a) The ability of ECE member States to sustainably manage healthy forest ecosystems to provide important ecosystem goods and services to benefit society, including climate mitigation and adaptation;
 - (b) Increased and more efficient use by ECE member States of sustainable forest products that contribute to the circular economy and sustainable use of natural resources;
 - (c) The integration of forest resources and products into planning and recovery from economic, health and environmental shocks, to increase the resilience of member States and their most vulnerable persons.

Programme performance in 2023

Increased access to knowledge for evidence-based policymaking for management of forests and the forest industry

- 20.103 Communicating effectively within and outside the forest and forest products sector can help to promote evidence-based decision-making for sustainable management of the forest sector and forest industry. The subprogramme has strengthened the dissemination of information resulting from the implementation of the programme of work, developing a diverse set of communication products to enhance the subprogramme's capacity to reach stakeholders in the sector, including policymakers and experts and the general public. This has included policy briefs, press releases, a quarterly information billboard, videos and podcasts, among other formats. Efforts to amplify the outreach of the subprogramme's work also include actively engaging on social media channels and the Forest Information Billboard.
- 20.104 Progress towards the objective is presented in the performance measure below (see figure 20.XIX).

Figure 20.XIX
Performance measure: social media reach (cumulative)
 (Number of impressions across social media platforms managed by the subprogramme)



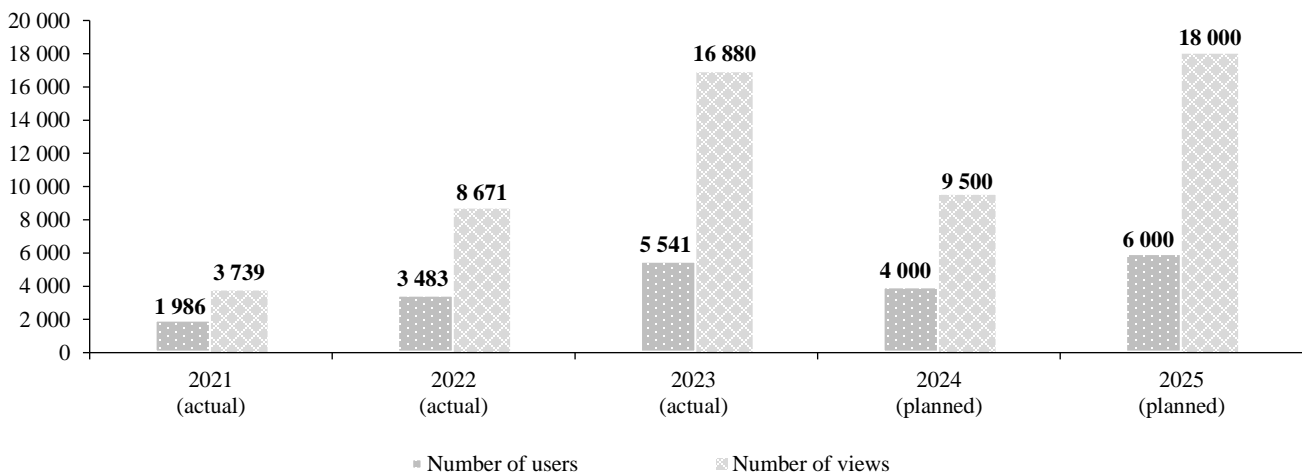
Planned results for 2025

Result 1: enhanced accessibility and timeliness of sustainable forest management information and improved monitoring of the impact of increased wood use in a circular economy

Programme performance in 2023 and target for 2025

- 20.105 The subprogramme’s work contributed to 16,880 views by 5,541 users, which exceeded both the planned target of 6,000 views and of 2,500 users.
- 20.106 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.XX).

Figure 20.XX
Performance measure: number of public users and number of views of up-to-date data on sustainable forest management from the INForest platform that is accessible to persons with disabilities (cumulative)



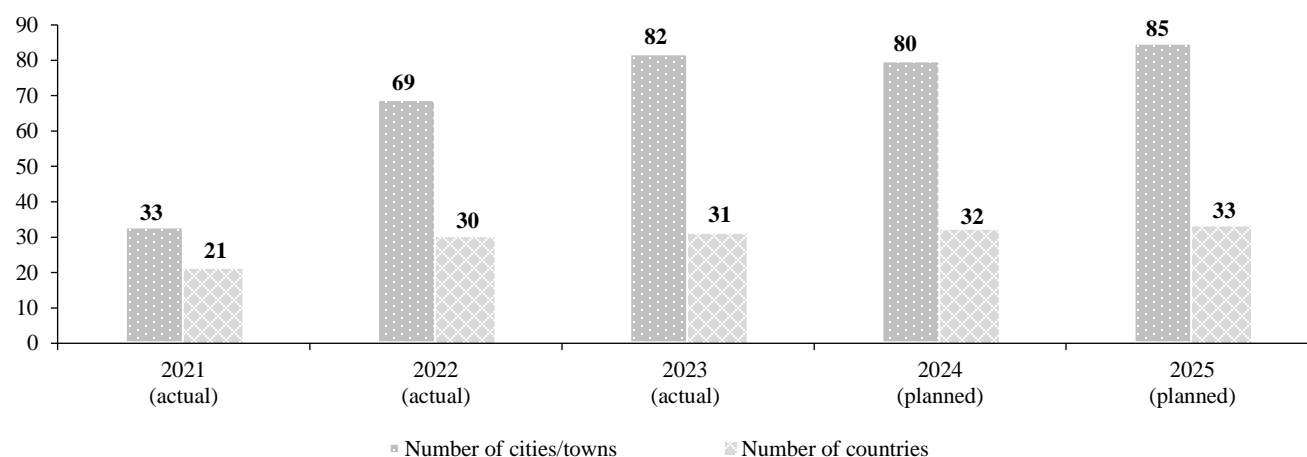
Result 2: cities and towns commit themselves to expanding sustainable urban and peri-urban forest cover

Programme performance in 2023 and target for 2025

- 20.107 The subprogramme's work contributed to a cumulative total of 82 cities from 31 countries that made pledges and commitments to increasing sustainable urban tree and forest cover, which exceeded the planned target of 75 cities and met the planned target of 31 countries.
- 20.108 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 20.XXI).

Figure 20.XXI

Performance measure: number of cities and towns making pledges and commitments to increasing sustainable urban tree and forest cover (cumulative)



Result 3: evidence-based planning and action for the sustainable production and consumption of forest products

Proposed programme plan for 2025

- 20.109 Sustainably produced wood is a global commodity used widely for many products. ECE member States account for approximately 40 per cent of global forest resources and more than 60 percent of wood harvested globally for wood products manufacturing (excluding wood energy).³ The subprogramme contributes to increased access to forest products information by collecting data annually from member States on their production, trade and consumption of wood and wood-based products and developing technical and policy-oriented reports and assessments.

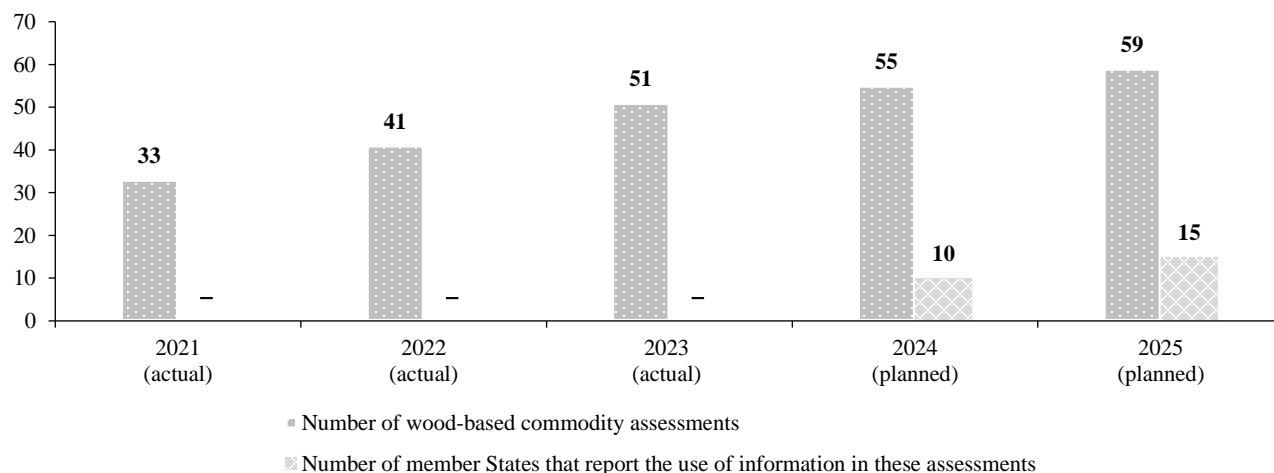
Lessons learned and planned change

- 20.110 The lesson for the subprogramme was that there was a strong demand for timely information on forest products from within the forest industry and that there were knowledge and awareness gaps outside of the forest sector and industry such as the role that forest products could play in meeting Sustainable Development Goal 12. In applying the lesson, the subprogramme will provide information on forest products, including tailored formats to enhance outreach.
- 20.111 Expected progress towards the objective is presented in the performance measure below (see figure 20.XXII).

³ See United Nations, Economic Commission for Europe, and Food and Agriculture Organization of the United Nations, *Forest Products Annual Market Review 2022–2023* (Geneva, 2023).

Figure 20.XXII

Performance measure: number of assessments of wood-based commodities, regarding their production, trade and consumption, and number of member States that report the use of information from these assessments (cumulative)



Deliverables

20.112 Table 20.14 lists all deliverables of the subprogramme.

Table 20.14

Subprogramme 7: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	24	31	16	24
1. Documentation for the Committee on Forests and the Forest Industry/European Forestry Commission	18	25	10	18
2. Documentation for the Joint ECE/FAO Working Party on Forest Statistics, Economics and Management	6	6	6	6
Substantive services for meetings (number of three-hour meetings)	24	25	20	22
3. The Committee on Forests and the Forest Industry/European Forestry Commission	8	8	6	8
4. The Bureau of the Committee on Forests and the Forest Industry	2	3	2	2
5. The Joint ECE/FAO Working Party on Forest Statistics, Economics and Management and of Teams of Specialists	14	14	12	12
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	–	1
6. Safeguarding forest management in the ECE region	–	–	–	1
Seminars, workshops and training events (number of days)	12	15	12	12
7. Training events for policymakers, experts and relevant stakeholders from countries in the ECE region on topics related to the ECE/FAO integrated programme	12	15	12	12
Publications (number of publications)	7	7	7	5
8. Forest Products Annual Market Review	1	1	1	1
9. On sustainable forest management and forest products	6	6	6	4

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advisory services, forest policy dialogues at the request of countries and support for forest policy issues, for up to 3 member States.

Databases and substantive digital materials: ECE region databases on forest policies and institutions; forest products; production, consumption, removals and trade, including prices; and wood energy for global access; ECE regional databases on forest resources and forest ownership.

D. Communication deliverables

Outreach programmes, special events and information materials: events celebrating the International Day of Forests; brochures and information materials on various forest-related topics; and presentations at round tables and international forest-related events.

External and media relations: press releases for the subprogramme; and Forest Information Billboard newsletter.

Digital platforms and multimedia content: website of the subprogramme; social media accounts; and videos and other media on forest-related topics.

Subprogramme 8 Housing, land management and population

Objective

- 20.113 The objective, to which the subprogramme contributes, is to strengthen member State-owned and city-level programmes and policies promoting decent, adequate, affordable, energy-efficient and healthy housing for all, smart sustainable cities, sustainable urban development and land management, and to advance evidence-based population and social cohesion policies.

Strategy

- 20.114 The subprogramme comprises two components: (a) housing and land management; and (b) population.
- 20.115 The strategy of the subprogramme is based on the implementation of the core interlinked functions, namely, international policy dialogue, normative work and capacity-building and the sharing of best practices and lessons learned in all areas of the subprogramme's work.
- 20.116 To contribute to the objective, the housing and land management component of the subprogramme will:
- (a) Support member States' national, regional and local governments and other key stakeholders in the review of progress in achieving Sustainable Development Goals 3, 5, 7, 9, 11 and 12, and build their capacities for the implementation of measures to accelerate achieving the Goals through technical assistance projects, thematic studies, training, exchange of experiences and best practices and policy advice on: affordable climate-neutral and decent housing for all; housing finance; smart sustainable cities, digitalization in cities and innovative financial mechanisms for cities; land administration and management, including informal settlements; and urban strategies and programmes that integrate climate change measures and promote the climate neutrality of buildings;
 - (b) Support local governments in the development of the evidence-based policies on sustainable housing and urban development through the application of the ECE/International Telecommunication Union key performance indicators on smart sustainable cities, indicators on urban economic resilience and the United Nations system-wide urban monitoring framework; and in the preparation of smart sustainable cities profiles and Sustainable Development Goals voluntary local reviews based on the assessments of achievement of the Goals;

- (c) Provide assistance to national and local governments in the development of evidence-based urban and housing policies through the preparation of country profiles on urban development, housing and land management;
 - (d) Support the strengthening of the capacities of national Governments and local ones in the design, implementation and monitoring of urban resilience plans and sustainable urban infrastructure development projects, including those that provide support to the most vulnerable persons, especially those in informal settlements;
 - (e) Promote multi-stakeholder partnerships and innovative financing instruments to unlock further financing and partnerships for the implementation of these plans and projects, in collaboration with the Geneva United Nations Charter Centres of Excellence;
 - (f) Subject to approval by the ECE Executive Committee, organize the fifth Forum of Mayors to discuss the challenges for sustainable housing and urban development.
- 20.117 To contribute to the objective, the population component of the subprogramme will:
- (a) Continue to facilitate cooperation among member States, regional agencies and other partners;
 - (b) Support national and regional review and follow-up activities to assess progress in implementing the Madrid International Plan of Action on Ageing and its Regional Implementation Strategy by providing a platform for intergovernmental policy debate on matters related to mainstreaming ageing, and facilitate communication with a wider network of experts and non-governmental organizations;
 - (c) Coordinate data collection on ageing indicators, including intergenerational and sex-disaggregated data, as well as policy-oriented research on ageing and intergenerational and gender relations, to support evidence-based policymaking and the monitoring of the implementation of the Madrid International Plan of Action on Ageing and its Regional Implementation Strategy;
 - (d) Support the development of national capacities for policy formulation through policy discussions, policy briefs and the showcasing of good practices from member States.
- 20.118 The above-mentioned work in the area of housing and land management is expected to contribute to the achievement of Sustainable Development Goal 11 and, to a lesser extent, Goals 3, 5, 7, 9 and 12, and result in:
- (a) Improved national and local policies for housing affordability, adequacy and accessibility for all; the energy efficiency and climate neutrality of buildings; and sustainable and resilient urban development;
 - (b) Increased capacity of national and local governments for the development of housing and urban development policies and programmes, which integrate the concepts of the 2030 Agenda, the Geneva UN Charter on Sustainable Housing and relevant best practices, including those developed and shared by the Geneva UN Charter Centres of Excellence, and the action plan titled *Place and Life in the ECE – A Regional Action Plan 2030: Tackling Challenges from the COVID-19 Pandemic, Climate and Housing Emergencies in the Region, City, Neighbourhood and Homes*;
 - (c) Improved understanding by city authorities of their socioeconomic development priorities through the preparation of smart sustainable cities profiles and voluntary local reviews of the achievement of the Sustainable Development Goals, based on the revised guidelines for the development of voluntary local reviews in the ECE region and using ECE/International Telecommunication Union key performance indicators for smart sustainable cities, urban economic resilience indicators and a United Nations system-wide urban monitoring framework;
 - (d) Increased capacity of land administration authorities to develop national land administration and management systems based on thematic studies and capacity-building activities in land administration and management;

- (e) More effective local urban development and housing policies and related resilience plans, in particular for people living in informal settlements.
- 20.119 The above-mentioned work in the area of population is expected to contribute to the achievement of Sustainable Development Goals 1, 3–5, 8, 10, 11, 16 and 17 and result in:
- (a) Demonstrated progress by member States in mainstreaming ageing across all policy fields and governance levels;
 - (b) Enhanced capacities of member States in mainstreaming ageing across all policy fields and governance levels;
 - (c) Policy approaches adopted by member States that advance the rights and dignity of older persons and their contribution to a sustainable and inclusive society for all ages.

Programme performance in 2023

Enhanced city-to-city cooperation and multilevel governance to strengthen cooperation with national Governments to address city-level challenges

- 20.120 To address pressing urban challenges such as urban sprawl, air pollution, a lack of affordable and decent housing urban infrastructure, and extreme weather events, cities can exchange experiences and best practices and cooperate with one other and with their national Governments through multilevel governance approaches.
- 20.121 Following an independent evaluation requested by member States, ECE created the Forum of Mayors as a formal subsidiary body of the Commission, a team of specialists to promote both city-to-city and local government-to-national Government cooperation.
- 20.122 Progress towards the objective is presented in the performance measure below (see table 20.15).

Table 20.15
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Second Forum of Mayors brought together 250 participants, including leaders from 44 cities, and resulted in increased city-to-city cooperation to address city-level challenges	Third Forum of Mayors brought together 300 participants, including leaders from 61 cities, and resulted in enhanced city-to-city cooperation and multilevel governance to strengthen cooperation with the national Governments to address city-level challenges

Planned results for 2025

Result 1: acceleration of the city-level implementation of the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 20.123 The subprogramme’s work contributed to the development of the smart sustainable cities profile for Almaty, Kazakhstan, and Ålesund, Asker, Bærum, Rana and Trondheim, (Norway, using evidence-based approaches, which met the planned target.
- 20.124 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 20.16).

Table 20.16
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Two smart sustainable cities profiles (for Hrodna, Belarus, and Bishkek, Kyrgyzstan) using evidence-based approaches developed	Two smart sustainable cities profile (for Tbilisi, Georgia, and Podgorica, Montenegro) and one smart sustainable country/city profile (for San Marino and its cities) developed using evidence-based approaches	Six smart sustainable cities profile using evidence-based approaches developed	Four additional country/city profiles and smart sustainable city profiles and voluntary local reviews using evidence-based approaches developed Two cities implementing the recommendations contained in the profiles and voluntary local reviews	One additional country/city profile/voluntary local review using evidence-based approaches developed Four cities implementing recommendations contained in the profiles and voluntary local reviews

Result 2: acceleration of the city-level implementation of best practices in housing and land management and urban development

Programme performance in 2023 and target for 2025

- 20.125 The subprogramme’s work contributed to the implementation of one country profile for Albania (as requested by the Government, the profile combined a country-wide analysis with cities’ analysis), which met the planned target.
- 20.126 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 20.17).

Table 20.17
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	<i>Place and Life in the ECE – A Regional Action Plan 2030: Tackling Challenges from the COVID-19 Pandemic, Climate and Housing Emergencies in the Region, City, Neighbourhood and Homes</i> adopted by member States	One country profile (Albania) implemented recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development	Two countries/cities implementing recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development	Four countries/cities implementing recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development

Result 3: more age-sensitive and inclusive policies to respond to the opportunities and challenges of individual and population ageing

Proposed programme plan for 2025

20.127 The demographic transition to population ageing calls for societal adaptation. The subprogramme has been working with countries to develop and monitor ageing-related policies aligned with the Madrid International Plan of Action on Ageing and its regional implementation strategy across its diverse activities.

Lessons learned and planned change

20.128 The lesson for the subprogramme was that enhanced information-sharing on ageing-related policies was needed. In applying the lesson, the subprogramme will develop a database to facilitate the sharing of good practices across the ECE region. It will contribute to monitoring the implementation of the Madrid International Plan of Action on Ageing and its regional implementation strategy and provide an important information resource supporting countries in mainstreaming ageing, adjusting to demographic change while mainstreaming a gender perspective, and creating an environment that is conducive to the full realization of the individual and societal potential of longevity.

20.129 Expected progress towards the objective is presented in the performance measure below (see table 20.18).

Table 20.18
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Development of an ageing policies database was included in the programme of work of the Standing Working Group on Ageing	Member States agreed on the scope and design of the ageing policies database	Ageing policies database is accessible	At least 15 member States share ageing-related policy updates for inclusion in the ageing policies database

Deliverables

20.130 Table 20.19 lists all deliverables of the subprogramme.

Table 20.19
Subprogramme 8: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	25	26	16	23
1. The Committee on Urban Development, Housing and Land Management	11	11	11	11
2. The Working Party on Land Administration	7	7	–	7
3. The Standing Working Group on Ageing	5	5	5	5
4. The regional conference on population and development issues	2	3	–	–

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Substantive services for meetings (number of three-hour meetings)	37	38	33	33
5. The Committee on Urban Development, Housing and Land Management, its Bureau and expert bodies	14	15	18	14
6. The Working Party on Land Administration and its Bureau	10	10	6	10
7. The Standing Working Group on Ageing and its Bureau	9	9	9	9
8. The regional conference on population and development issues	4	4	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	1	3	2
9. Country profiles on urban development, housing and land management	1	1	2	1
10. Road maps on mainstreaming ageing	1	–	1	1
Seminars, workshops and training events (number of days)	10	11	10	10
11. Workshops, seminars and training on urban development, housing and land management (including real estate)	8	9	8	8
12. Workshops and policy discussions on population ageing issues	2	2	2	2
Publications (number of publications)	6	6	6	6
13. Country profiles and studies on urban development, housing and land management	4	4	4	4
14. On population	2	2	2	2
Technical materials (number of materials)	4	4	3	3
15. Technical guidelines on urban development, housing and land management	2	2	2	2
16. Toolkit and training course material on mainstreaming ageing	2	2	1	1
Fact-finding, monitoring and investigation missions (number of missions)	2	2	2	2
17. Fact-finding missions for policymakers in preparation for and follow-up to the country profiles on urban development, housing and land management	1	1	1	1
18. Fact-finding missions to develop national capacities in designing and implementing ageing-related policies and programmes	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services for up to 4 countries regarding the country profiles on urban development, housing, land management; “generations and gender programme” advocacy to support evidence-based policymaking; and advisory services for government officials and other stakeholders to develop national capacities in designing and implementing ageing-related policies and programmes.				
Databases and substantive digital materials: ageing indicators data set for global access and database on ageing-related policies.				
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets and fact sheets.				
External and media relations: press releases and social media posts.				
Digital platforms and multimedia content: websites of the subprogramme and Active Ageing Index wiki.				

B. Proposed post and non-post resource requirements for 2025

Overview

- 20.131 As a part of its 2025 budget submission, ECE undertook a spending review in line with paragraph 20 of General Assembly resolution 77/262. Detailed staffing tables along with the related organigramme featuring the reporting lines of all staff have been reviewed by all subprogramme managers, accompanied by justifications for the continuing need for each position, including any updates to functions, as appropriate, in line with the approved programme of work. The workforce review has been further enriched with detailed information for each subprogramme regarding current composition across a number of dimensions, including the distribution of staff per grade, the projected retirements by level and by year up through 2050, and current vacancy rates by count and by level in order to comprehensively review the changing nature of the workforce and identify any current or future opportunities to optimize or enhance organizational structures. The review also involved an analysis of opportunities to strengthen future skill requirements, including in areas such as data analytics and management, digital transformation, strategic communications, innovation, strategic foresight and behavioural science, in order to fully consider and reflect, if appropriate, these requirements in the underlying job descriptions. While the spending review did not lead to proposed changes in the distribution or grades of existing posts, the results of the spending review will enable ECE to improve the existing post profiles to become more effective in delivering mandates in the future by rejuvenating the workforce through the use of retirement projections and strengthening workforce capabilities in the aforementioned areas.
- 20.132 ECE encountered limited opportunities to leverage greater efficiencies in its non-post budget, given that the majority of non-post resources are dedicated to the basic support costs of the organization, such as corporate email accounts and software licence packages, as well as equipment such as laptops and monitors for staff. Given the non-discretionary nature of these costs, there was little room to seek further improvements or optimize utilization when the resources are only sufficient to provide for these basic requirements. While subprogramme managers conducted a review of consumption against their non-post budgets for the past five years, the analysis resulted in minimal changes to resource distribution. Of note, a number of subprogrammes placed renewed emphasis on the importance of face-to-face meetings with member States, and proposed the redeployment of resources from experts or consultants to the travel of staff. Furthermore, due to the relatively small nature of non-post resources, ECE programme managers across all subprogrammes reiterated that they regularly seek to collaborate, plan and align events across ECE subprogrammes as well as with external partner entities, including United Nations common system organizations. This includes leveraging support from partners wherever possible. In addition, other measures for increased efficiency, such as arranging meetings in a back-to-back manner or merging meetings wherever appropriate or feasible to make the most efficient use of resources by reducing costs in terms of travel and number of meeting days, while at the same time seeking to maximize participation, are regularly pursued by ECE programme managers. In addition, in efforts to reduce electronic information purchasing costs, under programme support, resources are proposed to be redeployed from supplies and materials to general operating expenses related to library-related subscription fees for the United Nations System Electronic Information Acquisition Consortium.
- 20.133 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 20.20 to 20.22.

Table 20.20
Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	36 173.2	37 726.2	193.6	–	–	193.6	0.5	37 919.8
Other staff costs	161.5	605.6	–	–	–	–	–	605.6
Hospitality	5.5	5.7	–	–	–	–	–	5.7
Consultants	153.2	169.9	(21.0)	–	(11.8)	(32.8)	(19.3)	137.1
Experts	69.7	40.0	–	–	0.2	0.2	0.5	40.2
Travel of staff	156.0	188.0	–	–	11.7	11.7	6.2	199.7
Contractual services	774.0	824.8	–	–	(0.1)	(0.1)	–	824.7
General operating expenses	65.5	69.0	–	–	12.0	12.0	17.4	81.0
Supplies and materials	29.1	40.6	–	–	(12.0)	(12.0)	(29.6)	28.6
Furniture and equipment	211.5	200.6	(3.9)	–	–	(3.9)	(1.9)	196.7
Other	4.9	–	–	–	–	–	–	–
Total	37 804.1	39 870.4	168.7	–	–	168.7	0.4	40 039.1

^a At the time of reporting, the expenditure presented in this table and subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 20.21
Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	188	1 USG, 1 D-2, 8 D-1, 23 P-5, 35 P-4, 39 P-3, 21 P-2/1, 3 GS (PL), 57 GS (OL)
Post changes	–	–
Proposed for 2025	188	1 USG, 1 D-2, 8 D-1, 23 P-5, 35 P-4, 39 P-3, 21 P-2/1, 3 GS (PL), 57 GS (OL)

Table 20.22
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	8	–	–	–	–	8
P-5	23	–	–	–	–	23

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

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Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
P-4	35	–	–	–	–	35
P-3	39	–	–	–	–	39
P-2/1	21	–	–	–	–	21
Subtotal	128	–	–	–	–	128
General Service and related						
GS (PL)	3	–	–	–	–	3
GS (OL)	57	–	–	–	–	57
Subtotal	60	–	–	–	–	60
Total	188	–	–	–	–	188

20.134 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 20.23 to 20.25 and figure 20.XXIII.

20.135 As reflected in tables 20.23 (1) and 20.24 (1), the overall net resources for 2025 amount to \$40,039,100 before recosting, reflecting a net increase of \$168,700 (or 0.4 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 20.23

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
A. Executive direction and management	5 177.8	5 130.3	(21.0)	–	–	(21.0)	(0.4)	5 109.3
B. Programme of work								
1. Environment	6 340.4	6 531.8	–	–	–	–	–	6 531.8
2. Transport	7 050.3	7 462.5	–	–	–	–	–	7 462.5
3. Statistics	4 863.8	5 347.6	–	–	–	–	–	5 347.6
4. Economic cooperation and integration	2 056.7	2 327.3	–	–	–	–	–	2 327.3
5. Sustainable energy	2 477.4	2 697.2	–	–	–	–	–	2 697.2
6. Trade	3 658.7	4 014.9	–	–	–	–	–	4 014.9
7. Forests and the forest industry	1 509.8	1 589.9	96.8	–	–	96.8	6.1	1 686.7
8. Housing, land management and population	1 167.4	1 296.2	–	–	–	–	–	1 296.2
Subtotal, B	29 124.4	31 267.4	96.8	–	–	96.8	0.3	31 364.2
C. Programme support	3 501.9	3 472.7	92.9	–	–	92.9	2.7	3 565.6
Subtotal, 1	37 804.1	39 870.4	168.7	–	–	168.7	0.4	40 039.1

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(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Executive direction and management	2 610.5	2 285.8	243.2	10.6	2 529.0
B. Programme of work					
1. Environment	11 691.3	12 829.6	469.1	3.7	13 298.7
2. Transport	2 318.8	2 349.9	(56.8)	(2.4)	2 293.1
3. Statistics	416.2	373.2	–	–	373.2
4. Economic cooperation and integration	1 089.7	1 026.6	(494.0)	(48.1)	532.6
5. Sustainable energy	1 466.0	1 714.1	147.8	8.6	1 861.9
6. Trade	599.9	1 331.5	109.3	8.2	1 440.8
7. Forests and the forest industry	311.9	354.0	–	–	354.0
8. Housing, land management and population	860.6	4 245.6	(3 720.8)	(87.6)	524.8
Subtotal, B	18 754.4	24 224.5	(3 545.4)	(14.6)	20 679.1
C. Programme support	1 351.6	1 491.3	36.1	2.4	1 527.4
Subtotal, 2	22 716.5	28 001.6	(3 266.1)	(11.7)	24 735.5
Total	60 520.6	67 872.0	(3 097.4)	(4.6)	64 774.6

Table 20.24

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Executive direction and management	23	–	–	–	–	23
B. Programme of work						
1. Environment	31	–	–	–	–	31
2. Transport	38	–	–	–	–	38
3. Statistics	27	–	–	–	–	27
4. Economic cooperation and integration	11	–	–	–	–	11
5. Sustainable energy	11	–	–	–	–	11
6. Trade	20	–	–	–	–	20
7. Forests and the forest industry	8	–	–	–	–	8
8. Housing, land management and population	7	–	–	–	–	7
Subtotal, B	153	–	–	–	–	153
C. Programme support	12	–	–	–	–	12
Subtotal, 1	188	–	–	–	–	188

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(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Executive direction and management	8	–	8
B. Programme of work			
1. Environment	27	2	29
2. Transport	8	(1)	7
3. Statistics	–	–	–
4. Economic cooperation and integration	2	(2)	–
5. Sustainable energy	2	1	3
6. Trade	3	–	3
7. Forests and the forest industry	–	–	–
8. Housing, land management and population	–	–	–
Subtotal, B	42	–	42
C. Programme support	7	–	7
Subtotal, 2	57	–	57
Total	245	–	245

Table 20.25

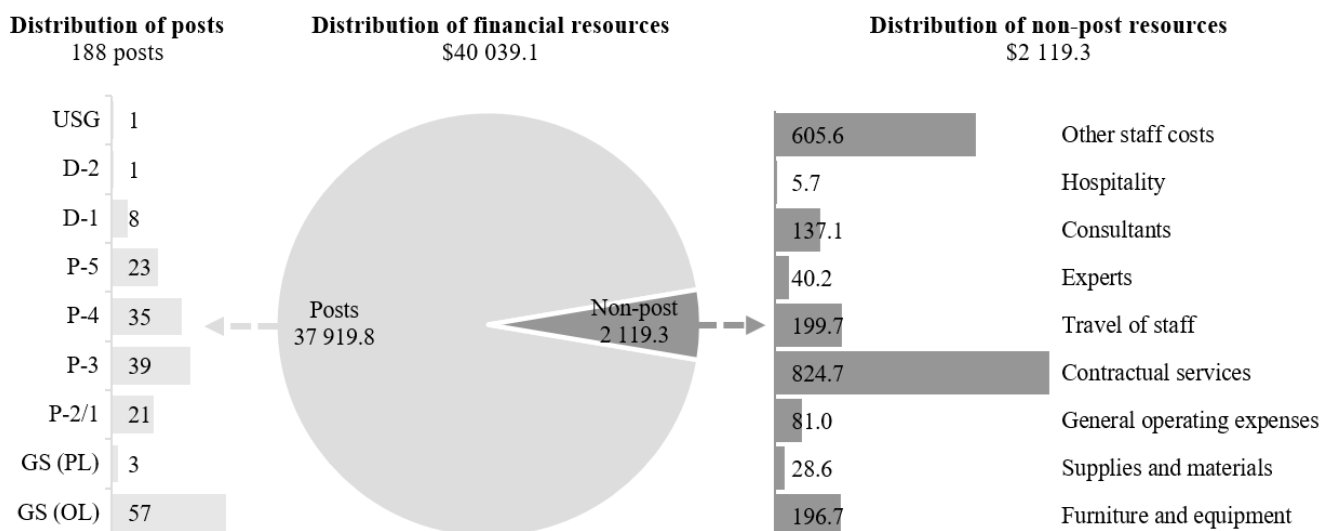
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>					<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Posts	36 173.2	37 726.2	193.6	–	–	193.6	0.5	37 919.8
Non-post	1 630.9	2 144.2	(24.9)	–	–	(24.9)	(1.2)	2 119.3
Total	37 804.1	39 870.4	168.7	–	–	168.7	0.4	40 039.1
Post resources by category								
Professional and higher		128	–	–	–	–	–	128
General Service and related		60	–	–	–	–	–	60
Total		188	–	–	–	–	–	188

Figure 20.XXIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

20.136 As reflected in table 20.23 (1), resource changes reflect a net increase of \$168,700, as follows:

- (a) **Executive direction and management.** The decrease relates to the removal of non-recurrent non-post provisions under consultants (\$21,000) for the advance preparation of analytical reference materials (in 2024) for the seventy-first session of the Commission, to be held in 2025, in accordance with General Assembly resolution [62/225](#) and paragraph 9 of annex I to Economic and Social Council resolution 2006/38;
- (b) **Subprogramme 7, Forests and the forest industry.** The increase of \$96,800 relates to the higher provision at continuing vacancy rates for the Data Analyst (P-3) post established in 2024 pursuant to the General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (c) **Programme support.** The net increase of \$92,900 reflects the increase of \$96,800 relating to the higher provision at continuing vacancy rates for the Management and Programme Analyst (P-3) post established in 2024 pursuant to the General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts, and the decrease of \$3,900 under furniture and equipment relating to the discontinuation of the one-time provision for equipment approved for 2024, which is not required for 2025.

Extrabudgetary resources

20.137 As reflected in tables 20.23 (2) and 20.24 (2), extrabudgetary resources amount to \$24,735,500. The resources would complement regular budget resources and would be used mainly to provide for 57 posts (1 D-1, 2 P-5, 12 P-4, 21 P-3, 6 P-2, 15 GS (OL)) to perform mainly the functions required to deliver technical cooperation projects and activities approved by ECE governing bodies. In addition,

non-post resources would be used for capacity building and technical support in relation to the ECE programme of work.

- 20.138 The extrabudgetary resources under the present section are subject to the oversight of the Executive Committee of ECE and the governing bodies of the conventions.

Executive direction and management

- 20.139 The executive direction and management component comprises the Office of the Executive Secretary, the Sustainable Development Unit and the Information Unit. It also includes the Programme Management Unit, which falls under the Programme Management and Support Services Division.

- 20.140 The overall responsibilities of the executive direction and management component include the following functions:

- (a) To facilitate the debate among member States on the strategic direction of ECE and to develop a forward-looking strategy for adjusting ECE activities to respond to emerging and foreseeable priorities of its member States;
- (b) To provide guidance and direction for the work of the ECE secretariat, and to promote transparency and interdivisional cooperation;
- (c) To service meetings of the Commission and its Executive Committee and ensure the follow-up to their decisions;
- (d) To provide guidance and overall coordination of ECE programme management and evaluation, including under technical cooperation, and to promote the application of evaluation findings to the subprogrammes' work;
- (e) To undertake regional policy reviews relating to major cross-sectoral issues, in particular sustainable development, gender, and the 2030 Agenda and its Sustainable Development Goals;
- (f) To contribute to increasing the visibility of ECE and to raising the awareness and use of ECE products through the dissemination of information about its activities;
- (g) To promote synergies and cooperation with other United Nations entities active in the ECE region, including with the resident coordinator system at the country level and the United Nations Sustainable Development Group for Europe and Central Asia at the regional level;
- (h) To foster and mainstream a gender perspective and disability inclusion into ECE subprogrammes;
- (i) To ensure effective financial, human and information and communications technology (ICT) resources management, as well as the implementation of recommendations of oversight bodies and internal controls.

- 20.141 The Office of the Executive Secretary, which includes the Executive Secretary, the Deputy Executive Secretary and the Secretary of the Commission, has the overall responsibility for providing policy guidance and leadership in the ECE secretariat, including the coordination of the work of the Commission; overseeing and developing relations with Governments; coordination with the United Nations Secretariat; reporting to the General Assembly and the Economic and Social Council; overseeing and developing relations with other United Nations entities and with non-United Nations organizations, civil society and non-governmental organizations; and mainstreaming a gender perspective across all subprogrammes through the development and implementation of the ECE gender policy and action plan and the gender parity strategy.

- 20.142 The Programme Management Unit, under the Programme Management and Support Services Division, provides guidance and ensures overall coordination of ECE programme management (planning, monitoring, reporting and evaluation). The Unit also ensures the follow-up to and

implementation of the recommendations of United Nations oversight bodies, promotes synergies between the normative and operational work of ECE and provides guidance and overall coordination of technical cooperation. The Unit coordinates with other regional commissions and United Nations entities on programmatic and technical cooperation issues in support of the resident coordinator system countries within the ECE region.

- 20.143 The Sustainable Development Unit provides policy advice, analysis and advocacy on cross-cutting issues relating to the implementation of, follow-up on and review of the 2030 Agenda, in partnership with other United Nations entities and stakeholders, as relevant. The Unit convenes the annual Regional Forum on Sustainable Development for the ECE region, in cooperation with the entities of the regional United Nations system, providing the regional contribution to the global follow-up on and review of the 2030 Agenda. It plays a leading role in carrying out the functions of the regional collaborative platform, which gathers the heads of the regional offices for Europe and Central Asia of the United Nations entities. The Unit leads the internal work on the alignment of ECE activities with the Sustainable Development Goals through a cross-cutting approach.
- 20.144 The Information Unit is responsible for implementing the ECE information strategy aimed at raising awareness and mobilizing support for the work of ECE. The Unit manages ECE relations with the media, ensures the Commission's presence on social media and provides related monitoring and analysis. It advises the Executive Secretary, senior managers and the staff of ECE on outreach and advocacy.
- 20.145 In 2025, the executive direction and management component will coordinate the planning of the ECE programme of work leading towards the 2025 session and ensure monitoring of progress towards achieving planned results. The 2025 annual exchange on evaluation will foster the use of evaluation results to improve programme planning and internal processes, which will be documented in the 2024 annual report on evaluation presented to the Executive Committee. To improve data quality and use, the component will guide and support, in cooperation with substantive divisions, the operationalization of the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, based on the ECE ICT strategy and substantive divisions' related action plans. The component will support the United Nations reform implementation and accelerated action for implementing the 2030 Agenda and the outcomes of the 2023 Sustainable Development Goals Summit and of the 2024 Summit of the Future, as applicable, by improving system-wide coherence and coordination of programme delivery at the regional and country levels. This will be done, among others, through the facilitation of the implementation of the 2025 workplan of the Regional Collaborative Platform for Europe and Central Asia, ensuring a successful meeting of the Regional Forum on Sustainable Development for the ECE Region and continuing active engagement in the 17 programme countries in partnership with resident coordinator offices and United Nations country teams, including in the preparation of United Nations Sustainable Development Cooperation Frameworks, to be signed in 2025. Structured around the Goals, the 2024 technical cooperation report, to be presented to the Executive Committee, will include all the technical assistance provided to member States. The component will also continue to foster and mainstream a gender perspective by coordinating the implementation of the ECE gender action plan for 2025–2026, which will continue to act as the primary vehicle for implementation of the ECE policy for gender equality and the empowerment of women (2021–2025). In line with the United Nations Disability Inclusion Strategy, executive direction and management will continue to mainstream disability inclusion into ECE work, by reporting on the implementation of the ECE disability inclusion action plan for 2024 and planning for 2026.
- 20.146 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), ECE is integrating environmental management practices into its operations. ECE will continue to collaborate with the United Nations Office at Geneva on sustainability reporting and will highlight its sustainable practices in its formal reports.

Part V Regional cooperation for development

20.147 Information on the timely submission of documentation and advance booking for air travel is reflected in table 20.26. The compliance rate of 96 per cent in 2023 for the timely submission of documentation relates to ECE meetings organized through the Division of Conference Management of the United Nations Office at Geneva and marks a slight decrease compared with the prior period. The compliance rate of 67 per cent for air tickets purchased at least two weeks before the commencement of travel relates to all travel requests, including of staff, experts and consultants, and participants, the latter funded exclusively through extrabudgetary resources, processed by ECE in 2023 through the Travel and Logistics Unit of the United Nations Office at Geneva, and represents an increase when compared with 2022. ECE will continue to work closely with the travel and logistics counterparts on early planning to improve compliance rates in 2024 and 2025.

Table 20.26
Compliance rate
(Percentage)

	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Actual 2023</i>	<i>Planned 2024</i>	<i>Planned 2025</i>
Timely submission of documentation	94	98	96	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	51	52	67	100	100

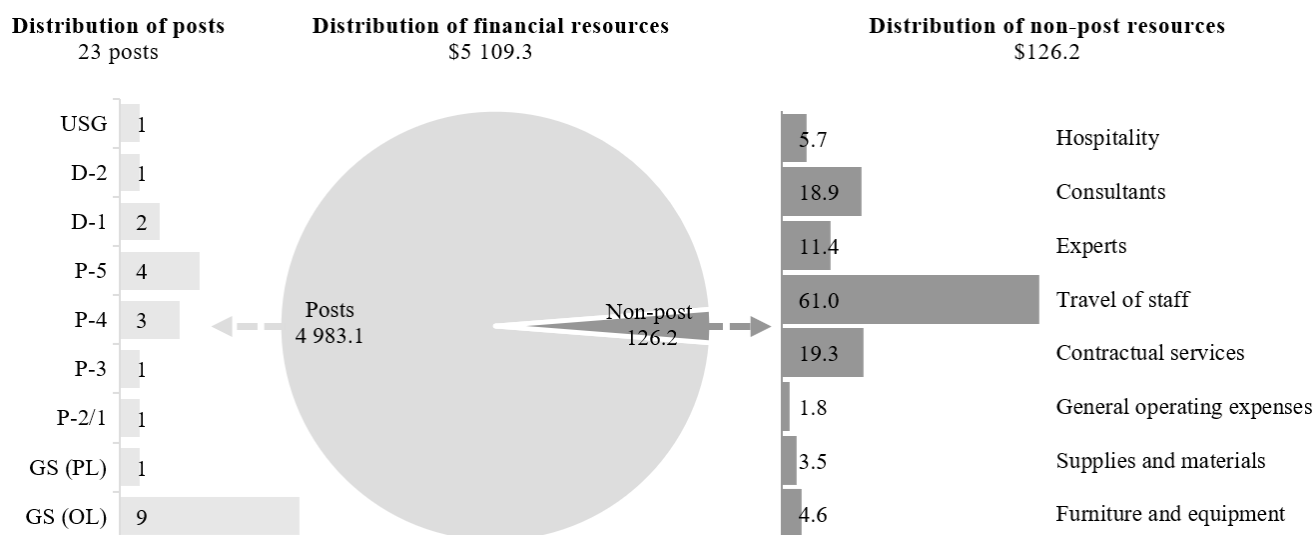
20.148 The proposed regular budget resources for 2025 amount to \$5,109,300 and reflect a decrease of \$21,000 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 20.136 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.27 and figure 20.XXIV.

Table 20.27
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 estimate (before recosting)</i>	
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total Percentage</i>		
Financial resources by main category of expenditure								
Posts	4 996.5	4 983.1	–	–	–	–	–	4 983.1
Non-post	181.3	147.2	(21.0)	–	–	(21.0)	(14.3)	126.2
Total	5 177.8	5 130.3	(21.0)	–	–	(21.0)	(0.4)	5 109.3
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		10	–	–	–	–	–	10
Total		23	–	–	–	–	–	23

Figure 20.XXIV
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1 Environment

20.149 The proposed regular budget resources for 2025 amount to \$6,531,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.28 and figure 20.XXV.

Table 20.28
Subprogramme 1: evolution of financial and post resources

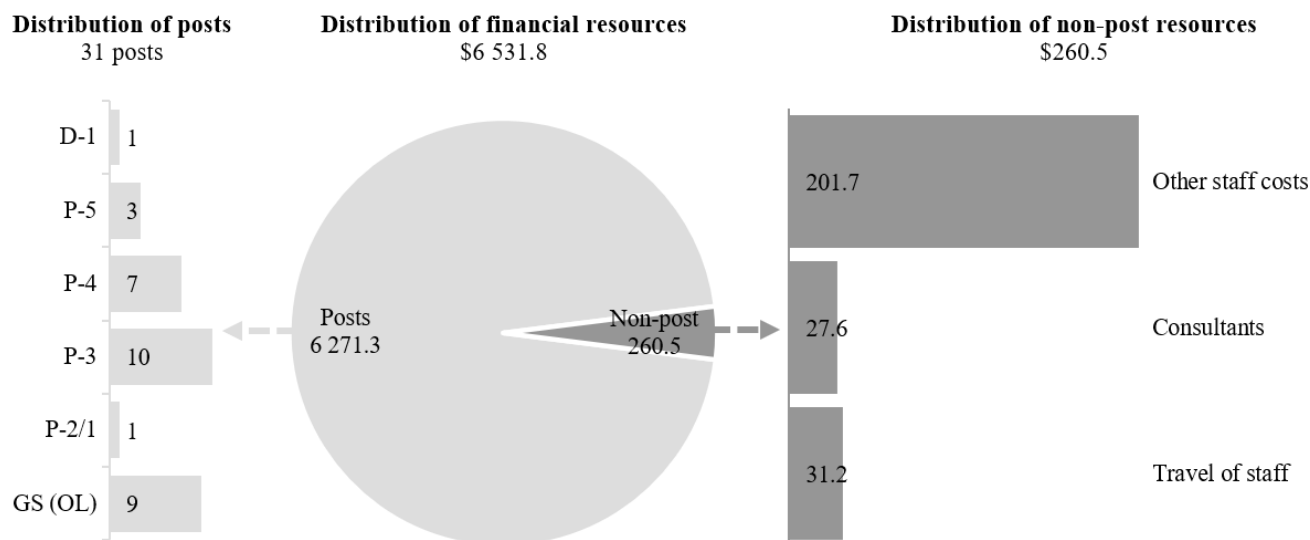
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	6 318.5	6 271.3	–	–	–	–	6 271.3
Non-post	21.9	260.5	–	–	–	–	260.5
Total	6 340.4	6 531.8	–	–	–	–	6 531.8
Post resources by category							
Professional and higher		22	–	–	–	–	22
General Service and related		9	–	–	–	–	9
Total		31	–	–	–	–	31

Figure 20.XXV

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
Transport**

20.150 The proposed regular budget resources for 2025 amount to \$7,462,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.29 and figure 20.XXVI.

Table 20.29

Subprogramme 2: evolution of financial and post resources

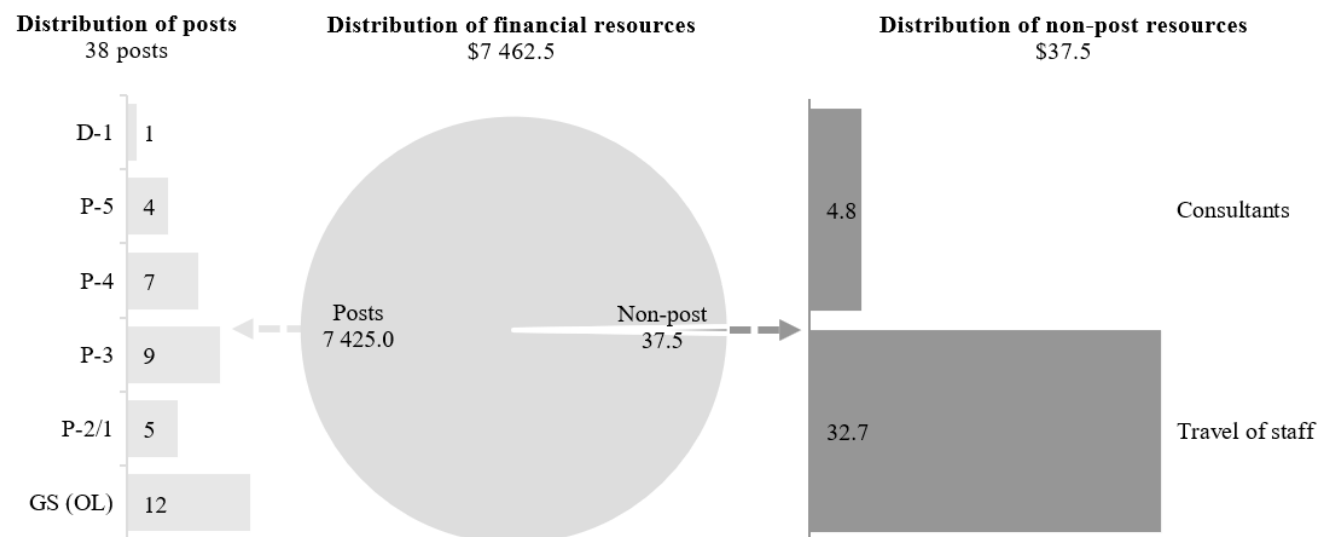
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	7 018.3	7 425.0	–	–	–	–	7 425.0
Non-post	32.0	37.5	–	–	–	–	37.5
Total	7 050.3	7 462.5	–	–	–	–	7 462.5
Post resources by category							
Professional and higher		26	–	–	–	–	26
General Service and related		12	–	–	–	–	12
Total		38	–	–	–	–	38

Figure 20.XXVI

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Statistics**

20.151 The proposed regular budget resources for 2025 amount to \$5,347,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.30 and figure 20.XXVII.

Table 20.30

Subprogramme 3: evolution of financial and post resources

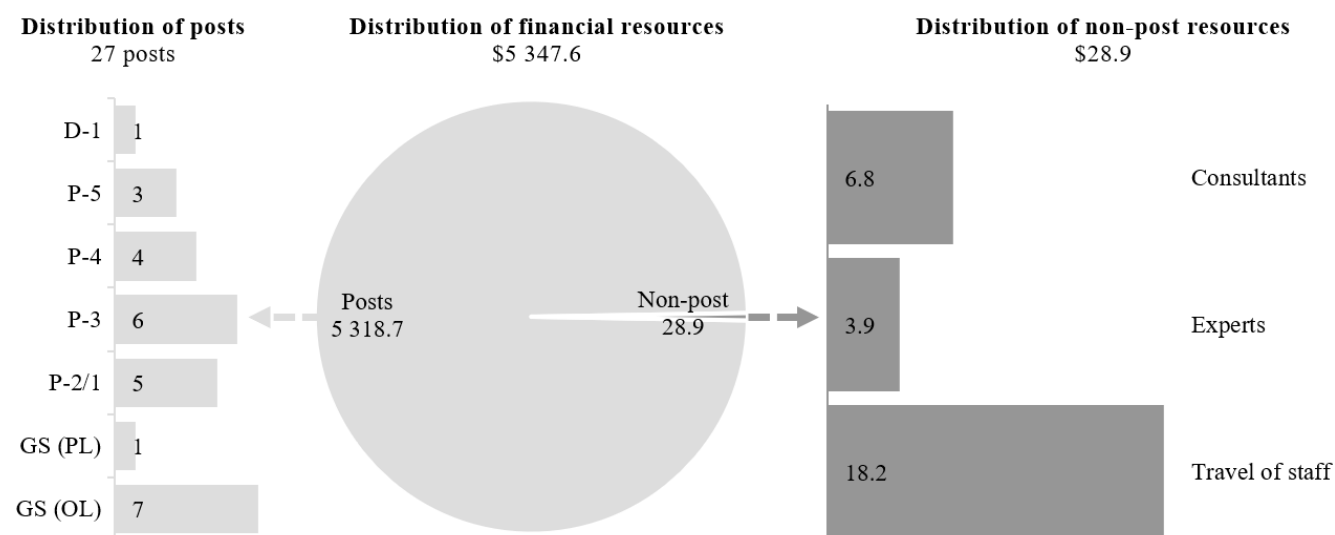
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	4 843.5	5 318.7	–	–	–	–	5 318.7
Non-post	20.3	28.9	–	–	–	–	28.9
Total	4 863.8	5 347.6	–	–	–	–	5 347.6
Post resources by category							
Professional and higher		19	–	–	–	–	19
General Service and related		8	–	–	–	–	8
Total		27	–	–	–	–	27

Figure 20.XXVII

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Economic cooperation and integration**

20.152 The proposed regular budget resources for 2025 amount to \$2,327,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.31 and figure 20.XXVIII.

Table 20.31

Subprogramme 4: evolution of financial and post resources

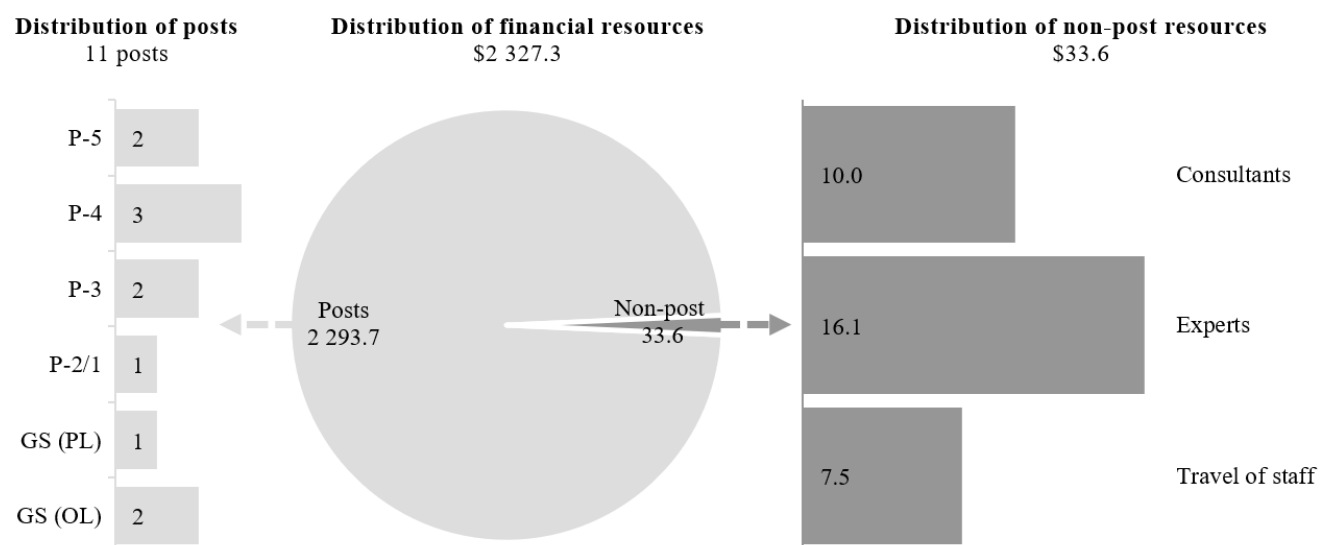
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 027.3	2 293.7	–	–	–	–	–	2 293.7
Non-post	29.4	33.6	–	–	–	–	–	33.6
Total	2 056.7	2 327.3	–	–	–	–	–	2 327.3
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		3	–	–	–	–	–	3
Total		11	–	–	–	–	–	11

Figure 20.XXVIII

Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 5
Sustainable energy**

20.153 The proposed regular budget resources for 2025 amount to \$2,697,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.32 and figure 20.XXIX.

Table 20.32

Subprogramme 5: evolution of financial and post resources

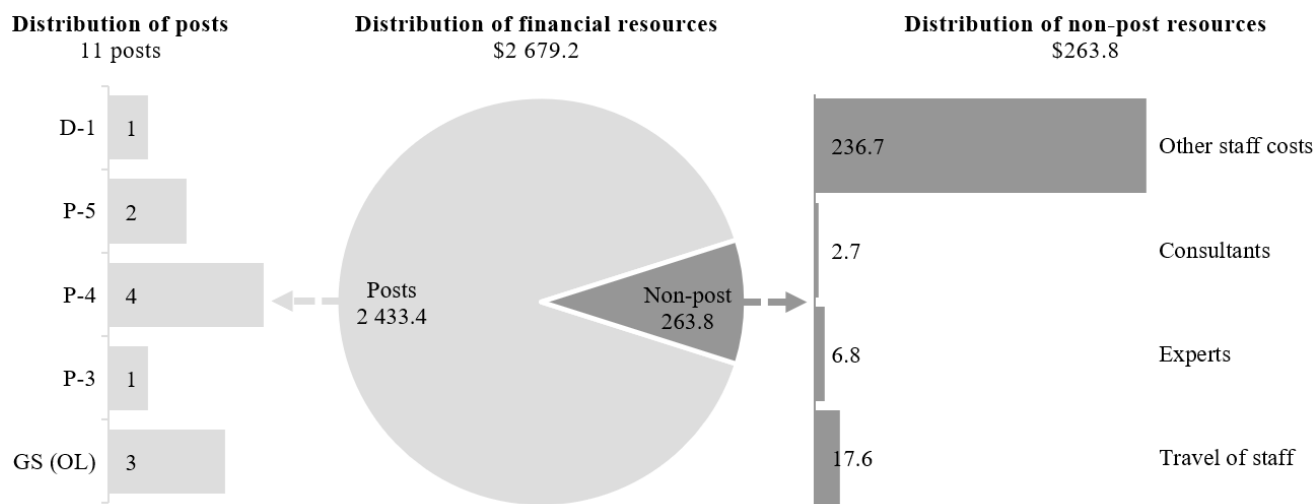
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 462.3	2 433.4	–	–	–	–	2 433.4
Non-post	15.1	263.8	–	–	–	–	263.8
Total	2 477.4	2 697.2	–	–	–	–	2 697.2
Post resources by category							
Professional and higher		8	–	–	–	–	8
General Service and related		3	–	–	–	–	3
Total		11	–	–	–	–	11

Figure 20.XXIX

Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 6
Trade**

20.154 The proposed regular budget resources for 2025 amount to \$4,014,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.33 and figure 20.XXX.

Table 20.33

Subprogramme 6: evolution of financial and post resources

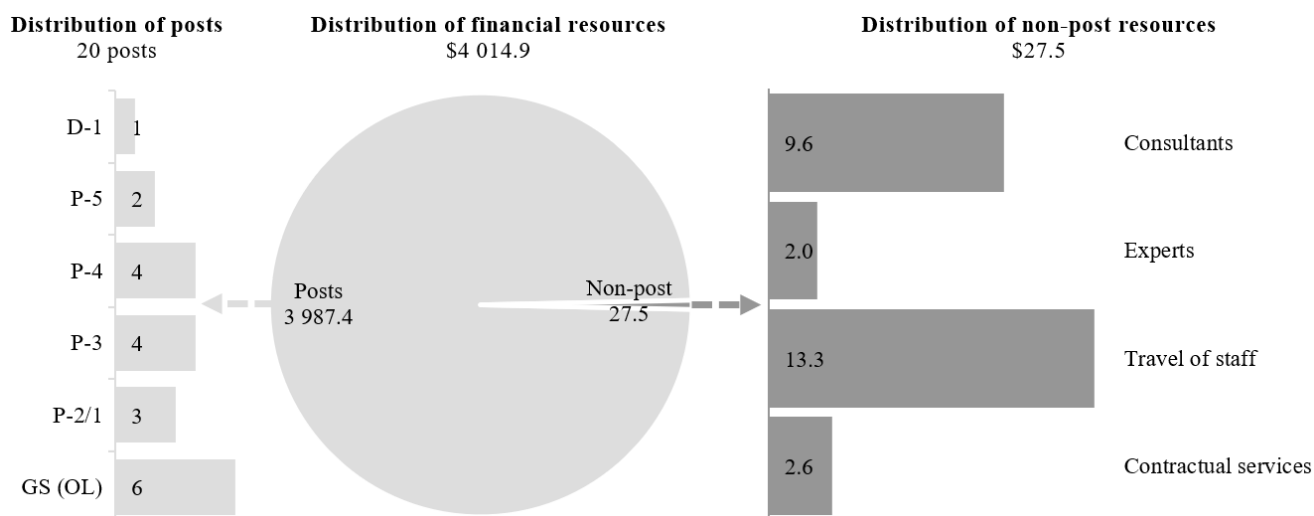
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	3 635.8	3 987.4	–	–	–	–	3 987.4
Non-post	22.9	27.5	–	–	–	–	27.5
Total	3 658.7	4 014.9	–	–	–	–	4 014.9
Post resources by category							
Professional and higher		14	–	–	–	–	14
General Service and related		6	–	–	–	–	6
Total		20	–	–	–	–	20

Figure 20.XXX

Subprogramme 6: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 7
Forests and the forest industry**

20.155 The proposed regular budget resources for 2025 amount to \$1,686,700 and reflect an increase of \$96,800 compared with the approved budget for 2024. The proposed increase is explained in paragraph 20.136 (b) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.34 and figure 20.XXXI.

Table 20.34

Subprogramme 7: evolution of financial and post resources

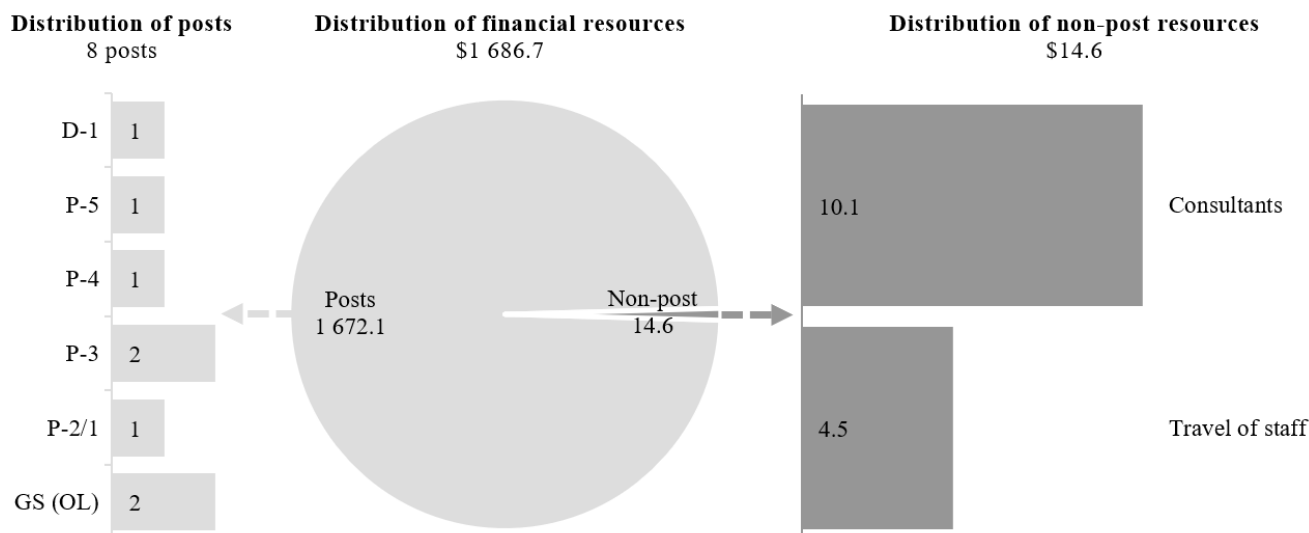
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 496.7	1 575.3	96.8	–	–	96.8	6.1	1 672.1	
Non-post	13.1	14.6	–	–	–	–	–	14.6	
Total	1 509.8	1 589.9	96.8	–	–	96.8	6.1	1 686.7	
Post resources by category									
Professional and higher		6	–	–	–	–	–	6	
General Service and related		2	–	–	–	–	–	2	
Total		8	–	–	–	–	–	8	

Figure 20.XXXI

Subprogramme 7: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



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

20.156 The proposed regular budget resources for 2025 amount to \$1,296,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.35 and figure 20.XXXII.

Table 20.35

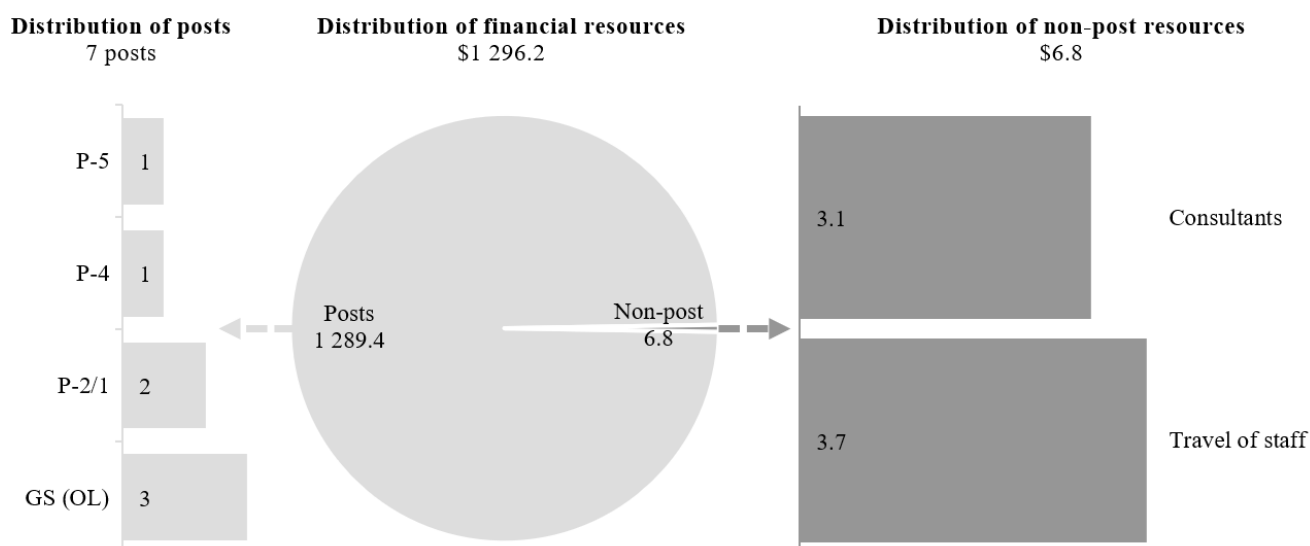
Subprogramme 8: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 163.7	1 289.4	–	–	–	–	–	1 289.4
Non-post	3.7	6.8	–	–	–	–	–	6.8
Total	1 167.4	1 296.2	–	–	–	–	–	1 296.2
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		3	–	–	–	–	–	3
Total		7	–	–	–	–	–	7

Figure 20.XXXII
Subprogramme 8: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

20.157 The Programme Management and Support Services Division carries out activities related to programme planning, oversight, technical cooperation support, administration and common services such as budget and financial management, human resource management and information systems management and technology services for ECE. It also ensures compliance with organizational policies in these areas and liaises with Headquarters and the United Nations Office at Geneva, the designated service provider for ECE. The Division comprises the Office of the Director, which manages all aspects of programme planning, oversight and administration; the Programme Management Unit, under executive direction and management (explained in paragraph 20.142 above); and the Executive Office, which oversees and manages all aspects of administration, budget, finance, human resources and information systems.

20.158 The proposed regular budget resources for 2025 amount to \$3,565,600 and reflect an increase of \$92,900 compared with the approved budget for 2024. The proposed increase is explained in paragraph 20.136 (c) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 20.36 and figure 20.XXXIII.

Table 20.36
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	2 210.7	2 148.9	96.8	–	–	96.8	4.5	2 245.7	
Non-post	1 291.2	1 323.8	(3.9)	–	–	(3.9)	(0.3)	1 319.9	
Total	3 501.9	3 472.7	92.9	–	–	92.9	2.7	3 565.6	

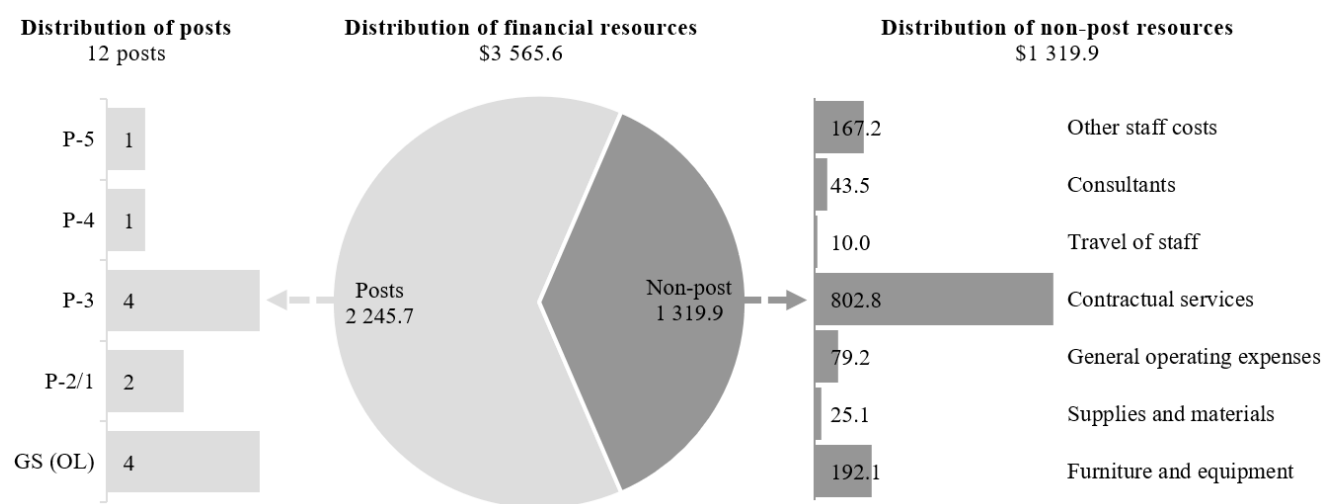
Part V Regional cooperation for development

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		8	–	–	–	–	8
General Service and related		4	–	–	–	–	4
Total		12	–	–	–	–	12

Figure 20.XXXIII

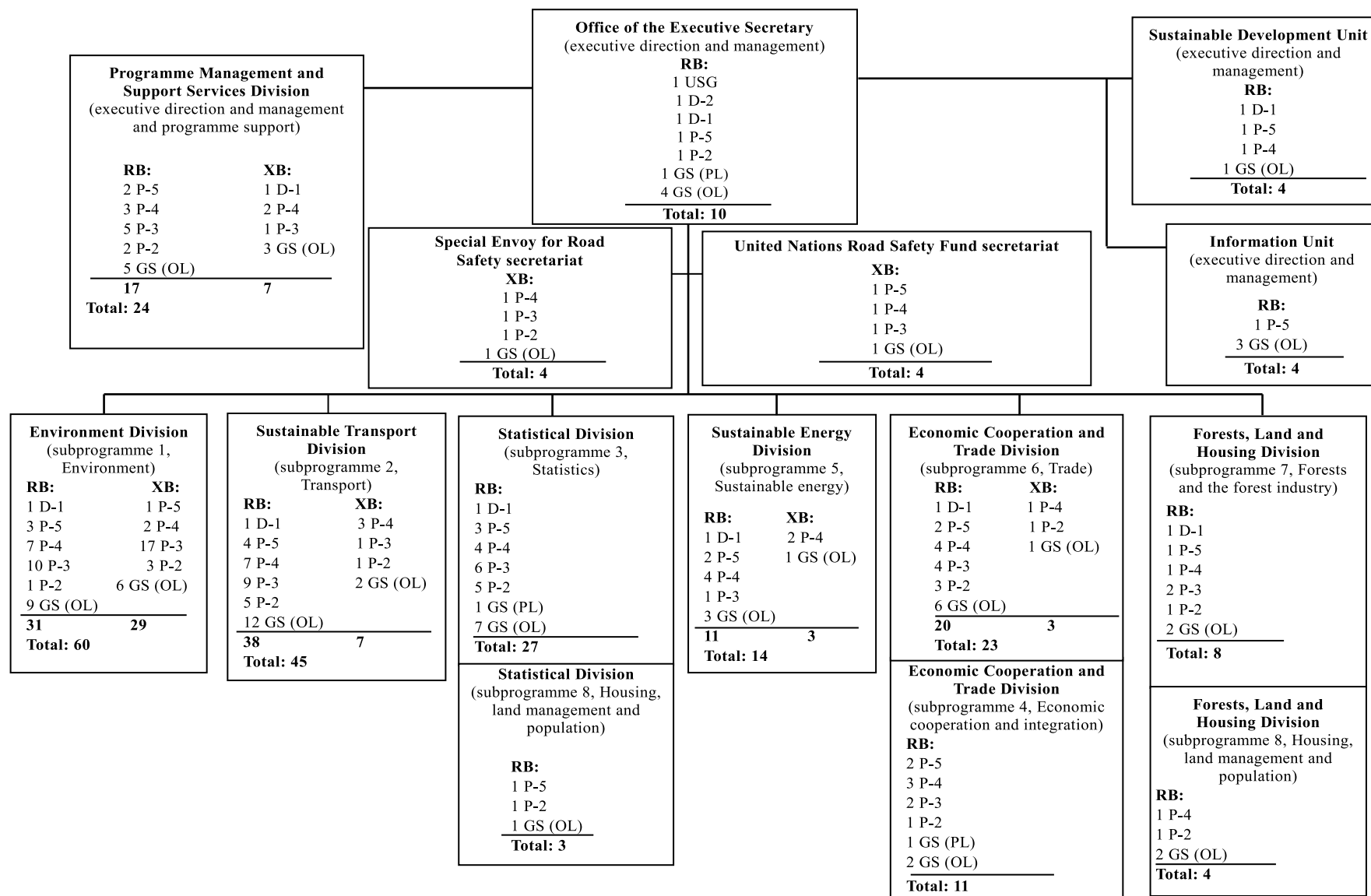
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2025



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



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part V

Regional cooperation for development

Section 21

Economic and social development in Latin America and the Caribbean

Programme 18

Economic and social development in Latin America and the Caribbean

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 21.1 The Economic Commission for Latin America and the Caribbean (ECLAC) is responsible for fostering the economic, social and environmentally sustainable development of Latin America and the Caribbean through international cooperation, by undertaking applied research and evidence-based comparative analysis of development processes, by providing normative and operational capacity development, and by providing normative and operational capacity-building, technical cooperation and advisory services in support of regional development efforts. The mandate for the programme derives from the priorities established in relevant General Assembly resolutions and decisions, as well as Economic and Social Council resolution 106 (VI), by which the Council established the Commission for the purpose of contributing to, and coordinating action towards, the economic and social development of the region and reinforcing economic relationships among the countries of Latin America and the Caribbean and with other regions of the world. In 1996, pursuant to ECLAC resolution 553 (XXVI), the Commission decided, inter alia, to collaborate with member States in the comprehensive analysis of development processes geared towards the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination. The support delivered by the Commission to member States is also provided through the regular programme of technical cooperation, Development Account projects and extrabudgetary projects and programmes.

Strategy and external factors for 2025

- 21.2 The Commission will continue to support the development pillar of the United Nations, to foster economic integration at the subregional and regional levels, to support member States in the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, as well as the implementation of the international agreements stemming from the major summits and conferences in the development field, and to facilitate sustainable development by helping to bridge economic, social and environmental gaps within and among countries of the region, as well as with other regions of the world.
- 21.3 The achievement of the 2030 Agenda and the Goals in Latin American and Caribbean countries has been hampered by global instability and changing globalization trends, as well as technological changes that are transforming the production paradigm. These challenges are compounded by difficulties and uncertainties related to the environment (climate change and biodiversity loss), social issues (health, employment, education, food security, water supply and energy security) and the increase in the cost of living, all of which contribute to worsening poverty and inequality. A more ambitious approach is needed to drive the structural transformations required to resume and sustain the path towards the fulfilment of the 2030 Agenda and the Goals.
- 21.4 To address these challenges, ECLAC will continue to offer its value proposition to member States by combining its three main functions: the think tank and thought leadership role in performing analytical, normative and knowledge management work; the convening role through its intergovernmental platforms and subsidiary bodies; and the operational role by providing technical cooperation, peer learning, and advisory and capacity-building services, anchored in data and evidence-based analysis and understanding of the realities of the region. The Commission will continue to foster a multisectoral approach to development and to give a voice to countries in special situations, such as the one least developed country in the region, landlocked developing countries, Caribbean small island developing States and middle-income countries, which constitute most of the Latin American and Caribbean economies.

- 21.5 At the thirty-ninth session of the Commission, held in Buenos Aires, ECLAC presented to its member States the document *Towards Transformation of the Development Model in Latin America and the Caribbean: Production, Inclusion and Sustainability*, which considers the complex conditions that pose significant challenges to accelerating growth, addressing high inflation and boosting investment. The document also makes policy recommendations for advancing towards a more productive, inclusive and sustainable development model.
- 21.6 To continue strengthening ECLAC support to member States in their efforts to implement the 2030 Agenda, changes are proposed to subprogramme 2, Production and innovation, and subprogramme 8, Natural resources. In Latin American and Caribbean countries, the agriculture sector faces the productive development challenge of increasing productivity and production to meet the growing demand for food while addressing the impacts of climate change and biodiversity degradation and loss, and the need to ensure food security. Except for some small island developing States in the Caribbean, the region is well positioned to produce food. However, overexploitation of the biological natural resources that sustain agricultural production and the failure to properly account for the environmental impacts of production often result in their degradation. New production models and the reform of agrifood systems are needed to address these challenges. Furthermore, given the close relationship between the agriculture sector and manufacturing industries and services, there are opportunities, such as the incorporation of digital technologies, to formulate productive development policies that take into consideration productive chains which can generate greater added value. In this regard, it is proposed that sustainable agriculture be included as a subject area in subprogramme 2, which would allow for the establishment of more comprehensive productive development agendas addressing the challenges faced by this sector and foster increases in productivity, employment and economic growth.
- 21.7 Biodiversity loss and degradation can be associated with climate change. Therefore, their impacts on resources such as water and energy (droughts, floods, pollution, greenhouse gas emissions, and soil and ecosystem destruction), as well as proposals to address them, should be connected. In this regard, and under subprogramme 8, Natural resources, it is proposed that biodiversity be included in the water and energy subject area, to support the consideration of more coherent policies for the management of biodiversity, water and energy resources.
- 21.8 The Commission will continue to offer its intergovernmental architecture for consensus-building and regional dialogues, to analyse the key means of implementation of the 2030 Agenda and share experiences in this area, and will continue to perform its role as technical secretariat for ECLAC subsidiary bodies and intergovernmental meetings. ECLAC will continue to provide integrated and comprehensive follow-up to world summits from a regional perspective, by coordinating the region's approach to the implementation of the 2030 Agenda. It will also continue to act as the secretariat of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, supporting the follow-up and review process of the implementation of the 2030 Agenda at the regional level, and the reporting by the Forum to the high-level political forum on sustainable development at the global level, thereby linking the national, regional and global dimensions of the process.
- 21.9 ECLAC will continue to work closely with the Governments of the region and other stakeholders (such as the business community, academia and civil society) to reinforce linkages between national experiences and regional perspectives, comparability and exchange of good practices, and to provide effective technical cooperation services for transboundary issues. Lastly, the Commission will continue its close coordination and collaboration with United Nations agencies, funds and programmes in the region, as well as the resident coordinator system, including through the Regional Collaborative Platform for Latin America and the Caribbean.
- 21.10 ECLAC will also continue to collaborate with the Bretton Woods institutions, in particular the International Monetary Fund and the World Bank, and with other inter-American and Ibero-American organizations and other relevant organizations, such as the Organization of American States, the Inter-American Development Bank, the Ibero-American General Secretariat and the Development Bank of Latin America and the Caribbean. ECLAC will reinforce its close cooperation with various subregional integration mechanisms and strengthen its collaboration with private sector associations, non-governmental and civil society organizations, think tanks and academia to encourage policy

dialogue and engage them in the implementation of the 2030 Agenda, which is primarily driven by member States. The Commission will continue its active participation to foster substantive global coordination among all participating entities in the United Nations Sustainable Development Group.

- 21.11 ECLAC will continue to enhance its bilateral and multilateral collaboration with cooperation partners within and outside the United Nations system, to strengthen its strategic partnerships and mobilize additional extrabudgetary resources to enhance the implementation of the programme of work and maximize its impact in beneficiary countries and at the regional level. The Commission will consolidate development partners' trust and confidence by undertaking strategic dialogues with them on a regular basis, ensuring the efficient delivery of mandates, showing concrete achievements and providing comprehensive information on the use of their contributions.
- 21.12 The Commission's overall strategy for achieving the objectives of the programme is structured around 13 interdependent and complementary subprogrammes that are to be implemented using a multidisciplinary and integrated approach. The present proposed programme budget is also aimed at being responsive to the priorities, policy needs and emerging challenges of member States against a backdrop of increasing challenges and uncertainties.
- 21.13 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The international community continues to be committed to implementing the 2030 Agenda and achieving the Sustainable Development Goals and to sustaining coordinated multilateral actions to secure a transformative recovery;
 - (b) The countries of Latin America and the Caribbean continue to support and attach high priority to multilateralism, regional and subregional cooperation, integration and the gradual convergence of integration schemes with a view to broadening the opportunities for achieving economic, social and environmentally sustainable development;
 - (c) The regional and international communities support the member States of ECLAC and respond to their specific needs and concerns.
- 21.14 The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For instance, result 3 of subprogramme 5 reflects the importance of making advances in the production of gender statistics on time use and unpaid care work to inform the design of policies relating to care. The Commission will continue to ensure that gender focal points (see General Assembly resolution [78/182](#)) are consulted in programme formulation and that gender analysis (see Assembly resolution [77/181](#)) is integrated into all areas under the Commission's mandate.
- 21.15 In line with the United Nations Disability Inclusion Strategy and the ECLAC Disability Inclusion Strategy 2021–2025, the Commission is implementing inclusive and comprehensive measures regarding accessibility, security and improvements in audiovisual technology in conference rooms, and reasonable adaptation of office spaces and furniture to facilitate the full participation of persons with disabilities in the daily work of the Commission, with a view to further advancing their inclusion.

Legislative mandates

- 21.16 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

55/2	United Nations Millennium Declaration	60/1	2005 World Summit Outcome
58/269	Strengthening of the United Nations: an agenda for further change	60/4	Global Agenda for Dialogue among Civilizations
59/57	A Fair Globalization: Creating Opportunities for All – report of the World Commission on the Social Dimension of Globalization	63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization
		63/260	Development-related activities

Part V Regional cooperation for development

64/172; 66/155; 68/158; 71/192; 73/166; 75/182; 77/212; 78/203	The right to development	67/148; 69/151; 70/133; 74/128; 76/142; 78/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
64/200; 70/204 64/222	International Strategy for Disaster Reduction Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation	67/164; 69/183; 71/186; 73/163; 75/175	Human rights and extreme poverty
64/289 65/1	System-wide coherence Keeping the promise: united to achieve the Millennium Development Goals	67/205; 75/214; 77/163	Towards the sustainable development of the Caribbean Sea for present and future generations
66/71	International cooperation in the peaceful uses of outer space	67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/84	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	67/215; 69/225	Promotion of new and renewable sources of energy
66/125; 73/141; 75/151	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	67/217; 73/240; 75/225; 77/174	Towards a New International Economic Order
66/157	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity	67/218 67/226; 71/243; 75/233	Promoting transparency, participation and accountability in fiscal policies Quadrennial comprehensive policy review of operational activities for development of the United Nations system
66/161; 70/159; 71/197	Globalization and its impact on the full enjoyment of all human rights	67/230; 69/202 68/1	The role of the United Nations in promoting a new global human order Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
66/165; 68/180	Protection of and assistance to internally displaced persons	68/4	Declaration of the High-level Dialogue on International Migration and Development
66/166; 70/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals
66/172; 68/179; 70/147; 74/148; 76/172; 78/217	Protection of migrants	68/134; 69/146; 71/164; 74/125; 75/152; 76/138; 77/190; 78/177	Follow-up to the Second World Assembly on Ageing
66/200; 71/228; 75/217; 76/205; 77/165	Protection of global climate for present and future generations of humankind	68/151	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
66/210; 70/211; 77/175	Role of the United Nations in promoting development in the context of globalization and interdependence	68/160; 70/153	Enhancement of international cooperation in the field of human rights
66/213	Fourth United Nations Conference on the Least Developed Countries	68/192; 70/179	Improving the coordination of efforts against trafficking in persons
66/216; 70/219; 77/181	Women in development	68/198	Information and communications technologies for development
66/217; 68/228; 72/235	Human resources development	68/201; 73/220; 75/204; 76/192; 77/152	International financial system and development
66/288	The future we want	68/202; 71/216; 72/204; 73/221; 75/205; 76/193; 77/153; 78/137	External debt sustainability and development
67/12; 75/14; 77/117	Cooperation between the United Nations and the Latin American and Caribbean Economic System		
67/140	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond		

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68/204	Follow-up to the International Conference on Financing for Development	70/223; 71/245; 73/253; 75/235; 77/186; 78/168	Agriculture development, food security and nutrition
68/210; 71/223; 73/227; 74/216	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development	70/299 71/177; 73/155; 76/147	Follow-up and review of the 2030 Agenda for Sustainable Development at the global level Rights of the child
68/220; 72/228	Science, technology and innovation for development	71/178; 74/135; 75/168; 76/148; 77/203; 78/189	Rights of Indigenous Peoples
68/222; 70/215; 72/230; 74/231; 76/215; 78/162	Development cooperation with middle-income countries	71/180	International Convention on the Elimination of All Forms of Racial Discrimination
68/230; 70/222; 71/244; 72/237; 73/249; 74/239; 75/234; 76/221; 77/185; 78/167	South-South cooperation	71/190; 72/172 71/225; 75/215; 76/203; 77/245; 78/232	Promotion of a democratic and equitable international order Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
68/234; 73/254	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners	71/229; 75/218	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway		Implementation of the Convention on Biological Diversity and its contribution to sustainable development
69/177; 71/191; 73/171; 75/179; 76/166; 77/217	The right to food	71/230; 75/219; 77/167	Ensuring access to affordable, reliable, sustainable and modern energy for all
69/187	Migrant children and adolescents		
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	71/233; 73/236; 74/225; 75/221; 76/210; 77/170; 78/157	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	72/279	
70/126; 72/142; 74/120; 76/136; 78/178	Promoting social integration through social inclusion		
70/127; 74/121; 76/137; 78/179	Policies and programmes involving youth	73/142; 75/154; 77/189	Inclusive development for and with persons with disabilities
70/131	Convention on the Elimination of All Forms of Discrimination against Women	73/148	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: sexual harassment
70/132; 74/126; 76/140; 78/181	Improvement of the situation of women and girls in rural areas		The right to privacy in the digital age
70/138; 76/146	The girl child	73/179; 75/176 73/219; 74/201; 75/203; 76/190; 77/151; 78/134	International trade and development
70/140; 73/262; 75/237; 77/205	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action	73/223; 75/208; 76/198; 77/156; 78/231	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
70/163	National institutions for the promotion and protection of human rights	73/225; 75/211; 77/160	Entrepreneurship for sustainable development
70/164	Measures to enhance the promotion and protection of the human rights and dignity of older persons	73/239; 75/224	Implementation of the outcomes of the United Nations Conferences on Human Settlements and on Housing and Sustainable Urban Development and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
70/189; 72/206; 76/195; 78/138	Financial inclusion for sustainable development		
70/217; 72/232; 75/228; 77/246; 78/163	Follow-up to the second United Nations Conference on Landlocked Developing Countries	73/246; 75/230; 77/179	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)

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73/247 ; 75/231 ; 77/180	Industrial development cooperation	75/161	Intensification of efforts to prevent and eliminate all forms of violence against women and girls
73/291	Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation	75/170	International Day for People of African Descent
73/347 ; 75/323 ; 77/337	Cooperation between the United Nations and the Caribbean Community	75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
74/197 ; 75/202 ; 76/189 ; 78/132	Information and communications technologies for sustainable development		Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
74/199 ; 75/207 ; 76/197 ; 77/155	Promoting investments for sustainable development	75/213 ; 76/202 ; 77/162	
74/223 ; 76/209	Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development		Disaster risk reduction
74/229 ; 76/213	Science, technology and innovation for sustainable development	75/216 ; 76/204 ; 77/164 ; 78/152	
74/230 ; 76/214	Culture and sustainable development	75/226 ; 77/176	International migration and development
74/237 ; 75/232 ; 76/219 ; 77/183	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development	75/269 ; 77/21	Cooperation between the United Nations and the Organisation for Economic Co-operation and Development (OECD)
74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)	76/154	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: participation
74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic	77/178	Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection
74/307	United response against global health threats: combating COVID-19		
75/4	Special session of the General Assembly in response to the coronavirus disease (COVID-19) pandemic	77/242 ; 78/128	2025 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
75/131	United Nations Decade of Healthy Ageing (2021–2030)		
75/156	Strengthening national and international rapid response to the impact of the coronavirus disease (COVID-19) on women and girls	77/282	Building global resilience and promoting sustainable development through regional and interregional infrastructure connectivity
75/157	Women and girls and the response to the coronavirus disease (COVID-19)	78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals

Economic and Social Council resolutions and decisions

Decision 2004/310	Implementation of and follow-up to major United Nations conferences and summits	2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2008/18	Promoting full employment and decent work for all		
2009/5	Recovering from the crisis: a Global Jobs Pact		
2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education	2013/16 ; 2016/2 ; 2018/7 ; 2019/2 ; 2020/9 ; 2021/7 ; 2022/18 ; 2023/11	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2012/9	Poverty eradication	2013/44 ; 2014/11	Follow-up to the International Conference on Financing for Development
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16	2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all
		2014/32	Establishment of the Regional Conference on Social Development in Latin America and the Caribbean

Section 21 Economic and social development in Latin America and the Caribbean

2016/8	Rethinking and strengthening social development in the contemporary world	2019/24; 2021/28	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2016/12	Establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development	2020/7	Affordable housing and social protection systems for all to address homelessness
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development	2020/13; 2021/29	Science, technology and innovation for development
2018/5	Strategies for eradicating poverty to achieve sustainable development for all	2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2018/21	Admission of French Guiana as an associate member of the Economic Commission for Latin America and the Caribbean	2021/31	Follow-up to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean
2019/15	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system	2022/7	Inclusive and resilient recovery from COVID-19 for sustainable livelihoods, well-being and dignity for all: eradicating poverty and hunger in all its forms and dimensions to achieve the 2030 Agenda

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean	717 (XXXVII)	Havana resolution
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean	722 (XXXVII); 742 (XXXVIII)	Regional Conference on Social Development in Latin America and the Caribbean
615 (XXXI)	International migration	728 (XXXVII)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2020
650 (XXXIII)	Brasilia resolution		
653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean	736 (PLEN.34)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2021
655 (XXXIII); 746 (XXXVIII); 764 (XXXIX)	Caribbean Development and Cooperation Committee	737 (XXXVIII) 748 (XXXVIII)	San José resolution Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2022
657 (XXXIII); 670 (XXXIV)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean	751 (PLEN.36)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2023
666 (XXXIV)	San Salvador resolution		
690 (XXXV)	Lima resolution	754 (XXXIX)	Buenos Aires resolution
697 (XXXVI)	Horizons 2030 resolution	762 (XXXIX)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2024
699 (XXXVI); 719 (XXXVII); 739 (XXXVIII)	Regional Conference on Women in Latin America and the Caribbean	767 (PLEN.37)	Programme of work and priorities of the Economic Commission for Latin America and the Caribbean for 2025
700 (XXXVI)	Mexico resolution on the establishment of the Forum of the Countries of Latin America and the Caribbean on Sustainable Development		

**Subprogramme 1
International trade, integration and infrastructure**

General Assembly resolutions

64/255; 66/260; 74/299	Improving global road safety	75/17	International cooperation to address challenges faced by seafarers as a result of the COVID-19 pandemic to support global supply chains
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[76/229](#) Report of the United Nations Commission on International Trade Law on the work of its fifty-fourth session

Economic Commission for Latin America and the Caribbean resolutions

608 (XXX) Promotion of coordination in studies and activities concerning South America 711 (XXXVI) Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024

Subprogramme 2
Production and innovation

General Assembly resolutions

[70/198](#); [74/215](#); [76/200](#) Agricultural technology for sustainable development

Economic and Social Council resolutions

2011/37 Recovering from the world financial and economic crisis: a Global Jobs Pact

Economic Commission for Latin America and the Caribbean resolutions

672 (XXXIV) Establishment of the Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean 729 (XXXVII); 747 (XXXVIII); 750 (XXXVIII) Ministerial Conference on the Information Society in Latin America and the Caribbean
Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean

Subprogramme 3
Macroeconomic policies and growth

General Assembly resolutions

[63/229](#) Role of microcredit and microfinance in the eradication of poverty [73/222](#); [75/206](#); [76/196](#); [77/154](#) Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development

[64/193](#) Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development) [77/244](#); [78/230](#) Promotion of inclusive and effective international tax cooperation at the United Nations

[65/146](#) Innovative mechanisms of financing for development

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2008/16 Committee of Experts on International Cooperation in Tax Matters [2017/3](#) United Nations code of conduct on cooperation in combating international tax evasion

2009/30 A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up [2019/6](#) Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies

2011/39 Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts [2022/3](#) Ensuring that the work in the field of statistics and data is adaptive to the changing statistical and data ecosystem

Economic Commission for Latin America and the Caribbean resolutions

713 (XXXVI) Regional follow-up to the outcomes of conferences on financing for development

**Subprogramme 4
Social development and equality**

General Assembly resolutions

66/164	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms	75/130 75/199 76/1	Global health and foreign policy: strengthening health system resilience through affordable health care for all Education for democracy United against racism, racial discrimination, xenophobia and related intolerance
66/168	Elimination of all forms of intolerance and of discrimination based on religion or belief	77/188; 78/174	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
74/2	Political declaration of the high-level meeting on universal health coverage		

Economic and Social Council resolutions

2012/11	Mainstreaming disability in the development agenda	2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all
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Economic Commission for Latin America and the Caribbean resolutions

759 (XXXIX)	Regional Conference on Social Development in Latin America and the Caribbean		
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**Subprogramme 5
Gender equality and women's autonomy**

General Assembly resolutions

66/173; 68/173	Follow-up to the International Year of Human Rights Learning	73/17; 75/316	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons	73/146; 75/158; 77/194	Trafficking in women and girls
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families	73/151; 74/130; 75/163; 76/143; 77/198	Office of the United Nations High Commissioner for Refugees
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders	73/153; 75/167; 77/202 73/154; 75/166; 77/201	Child, early and forced marriage Protecting children from bullying
68/191; 70/176	Taking action against gender-related killing of women and girls	73/209; 76/119 73/210; 75/144; 76/120	Protection of persons in the event of disasters Strengthening and promoting the international treaty framework
69/132	Global health and foreign policy	73/294	Twenty-fifth anniversary of the Fourth World Conference on Women
69/147	Intensification of efforts to eliminate all forms of violence against women and girls	73/302; 75/321; 76/303	United Nations action on sexual exploitation and abuse
69/176; 73/170; 75/177; 77/216	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all	76/7	2021 Political Declaration on the Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
69/236	World Survey on the Role of Women in Development		
70/130; 76/141	Violence against women migrant workers		
71/170	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: domestic violence	77/193	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: gender stereotypes and negative social norms
72/1	Political declaration on the implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons		

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2008/33	Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons	2015/21	Taking action against gender-related killing of women and girls
2009/15; 2022/4	Future organization and methods of work of the Commission on the Status of Women	2015/23	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women	2020/15	Multi-year programme of work of the Commission on the Status of Women
2012/16	Promoting efforts to eliminate violence against migrants, migrant workers and their families	2022/5	Thirtieth anniversary of the Fourth World Conference on Women

Economic Commission for Latin America and the Caribbean resolutions

756 (XXXIX)	Regional Conference on Women in Latin America and the Caribbean
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**Subprogramme 6
Population and development***General Assembly resolutions*

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	75/314	Establishment of the Permanent Forum of People of African Descent
61/295	United Nations Declaration on the Rights of Indigenous Peoples	76/266	Progress Declaration of the International Migration Review Forum

Economic and Social Council decisions

2022/332	Cycle for the review and appraisal of the implementation of the Programme of Action of the International Conference on Population and Development	2022/354	Report of the Permanent Forum on Indigenous Issues on its twenty-first session and provisional agenda of its twenty-second session
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Economic Commission for Latin America and the Caribbean resolutions

569 (XXVII)	Latin American and Caribbean Demographic Centre-Population Division of ECLAC	760 (XXXIX)	Regional Conference on Population and Development in Latin America and the Caribbean
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**Subprogramme 7
Sustainable development and human settlements***General Assembly resolutions*

48/189	United Nations Framework Convention on Climate Change	71/235	Implementation of the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
63/281	Climate change and its possible security implications		
64/203	Convention on Biological Diversity	71/256	New Urban Agenda
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	76/300	The human right to a clean, healthy and sustainable environment
71/231	Report of the United Nations Environment Assembly of the United Nations Environment Programme		

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2017/24	Human settlements	2021/31	Follow-up to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean
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Economic Commission for Latin America and the Caribbean resolutions

594 (XXIX)	World Summit on Sustainable Development	725 (XXXVII);	Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean
686 (XXXV);	Application of Principle 10 of the Rio	744 (XXXVIII)	
693 (PLEN.30);	Declaration on Environment and		
706 (XXXVI)	Development in Latin America and the Caribbean		

United Nations Environment Assembly resolutions

1/13	Implementation of Principle 10 of the Rio Declaration on Environment and Development	2/25	Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region
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**Subprogramme 8
Natural resources**

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests	71/222	International Decade for Action, “Water for Sustainable Development”, 2018–2028
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session	73/226	Midterm comprehensive review of the implementation of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation	76/129	International Year of Sustainable Mountain Development, 2022
70/235 ; 77/248 ; 78/69	Oceans and the law of the sea	76/153 ; 78/206	The human rights to safe drinking water and sanitation

Economic and Social Council resolutions and decisions

Decision 2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources	2006/49	Outcome of the sixth session of the United Nations Forum on Forests
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Economic Commission for Latin America and the Caribbean resolutions

669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
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**Subprogramme 9
Planning and public management for development**

General Assembly resolutions

69/327	Promoting inclusive and accountable public services for sustainable development	71/327	The United Nations in global economic governance
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Economic and Social Council resolutions

2016/26	Report of the Committee of Experts on Public Administration on its fifteenth session	2021/12	Report of the Committee of Experts on Public Administration on its twentieth session
2017/23	Report of the Committee of Experts on Public Administration on its sixteenth session	2022/9	Report of the Committee of Experts on Public Administration on its twenty-first session
2018/12	Report of the Committee of Experts on Public Administration on its seventeenth session		

Economic Commission for Latin America and the Caribbean resolutions

701 (XXXVI); Support for the work of the Latin American
740 (XXXVIII); and Caribbean Institute for Economic and
757 (XXXIX) Social Planning (ILPES)

**Subprogramme 10
Statistics***General Assembly resolutions*

68/261 Fundamental Principles of Official Statistics

Economic and Social Council resolutions and decisions

2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean	Decision 2014/219	Report of the Statistical Commission on its forty-fifth session and the provisional agenda and dates for the forty-sixth session of the Commission
2006/6	Strengthening statistical capacity		
2013/21	Fundamental Principles of Official Statistics	2016/27	Strengthening institutional arrangements on geospatial information management

Economic Commission for Latin America and the Caribbean resolutions

702 (XXXVI); 741 (XXXVIII); 758 (XXXIX)	Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean	712 (XXXVI)	Regional integration of statistical and geospatial information
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**Subprogramme 11
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico***General Assembly resolutions*

68/207; 76/201	Sustainable tourism and sustainable development in Central America	69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
69/16	Programme of activities for the implementation of the International Decade for People of African Descent	71/101 A 77/177; 78/233	Information in the service of humanity Follow-up to the Fifth United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

2004/52	Long-term programme of support for Haiti	2014/7	Further implementation of the Madrid International Plan of Action of Ageing, 2002
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women	2022/19 2023/29	Programme of action for the least developed countries for the decade 2022–2031 Doha Programme of Action for the Least Developed Countries for the decade 2022–2031

Economic Commission for Latin America and the Caribbean resolutions

624 (XXXI) Support for the United Nations Stabilization Mission in Haiti

**Subprogramme 12
Subregional activities in the Caribbean***General Assembly resolutions*

68/304	Towards the establishment of a multilateral legal framework for sovereign debt restructuring processes	70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society
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Section 21 Economic and social development in Latin America and the Caribbean

70/128; 76/135 70/263	Cooperatives in social development Cooperation between the United Nations and the International Organization for Migration	75/122; 77/149; 78/101	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
70/296	Agreement concerning the Relationship between the United Nations and the International Organization for Migration	75/229	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development	77/178	Promotion of sustainable and resilient tourism, including ecotourism, for poverty eradication and environment protection
73/2	Political declaration of the third high-level meeting of the General Assembly on the prevention and control of non-communicable diseases	77/283 77/289	Strengthening Voluntary National Reviews through Country-led Evaluation Political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030
73/104; 76/86; 77/130; 78/82	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories	77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, “Water for Sustainable Development”, 2018–2028
73/292	2020 United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development		

Economic and Social Council resolutions

2015/10	2020 World Population and Housing Census Programme	2021/27	United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases
2020/8	Modalities for the fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002	2022/8	Report of the Committee for Development Policy on its twenty-fourth session
2021/2 A and B; 2022/21; 2023/33	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations	2023/10 2023/12	Report of the Committee for Development Policy on its twenty-fifth session Future organization and methods of work of the Commission for Social Development
2021/11	Report of the Committee for Development Policy on its twenty-third session	2023/15	Fourth review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Subprogramme 13**Support for regional and subregional integration and cooperation processes and organizations***General Assembly resolutions*

65/177	Operational activities for development of the United Nations system	76/175	Ensuring equitable, affordable, timely and universal access for all countries to vaccines in response to the coronavirus disease (COVID-19) pandemic
66/223	Towards global partnerships		
71/318	Second High-level United Nations Conference on South-South Cooperation	77/29; 78/120	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
74/274	International cooperation to ensure global access to medicines, vaccines and medical equipment to face COVID-19		

Economic Commission for Latin America and the Caribbean resolutions

730 (XXXVII); 749 (XXXVIII)	Committee on South-South Cooperation	752 (PLEN.36)	Establishment of the Regional Conference on South-South Cooperation in Latin America and the Caribbean
731 (XXXVII)	Seventieth anniversary of the Economic Commission for Latin America and the Caribbean		

Deliverables

21.17 Table 21.1 lists all cross-cutting deliverables of the programme.

Table 21.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	5	3
1. Draft of the programme of work of the ECLAC system	1	1	1	1
2. Report on the activities of the Commission	1	1	1	1
3. Report on the session of the Commission	–	–	1	–
4. Report on the Forum of the Countries of Latin America and the Caribbean on Sustainable Development	1	1	1	1
5. Main substantive document to be discussed at the session of the Commission	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	19	19	32	19
Meetings of:				
6. The Commission	–	–	15	–
7. The Committee of the Whole	2	2	–	2
8. The Forum of the Countries of Latin America and the Caribbean on Sustainable Development	10	10	10	10
9. The Regional Collaborative Platform	2	2	2	2
10. The Committee for Programme and Coordination	1	1	1	1
11. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
12. The Fifth Committee	2	2	2	2
B. Generation and transfer of knowledge				
Publications (number of publications)	5	5	5	5
13. <i>CEPAL Review</i>	3	3	3	3
14. On the implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals in Latin America and the Caribbean	1	1	1	1
15. On the joint activities with agencies, funds and programmes with a presence in the region	1	1	1	1
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets, fact sheets, wall charts and information kits; the <i>ECLAC Notes</i> electronic newsletter; and public information materials related to events and special observances.				
External and media relations: tours of ECLAC premises; photographic coverage of meetings and activities, and audiovisual products on the work of ECLAC; press conferences and media events for flagship publications and other relevant documents; press releases and interviews with United Nations/ECLAC spokespersons by national and international news media.				
Digital platforms and multimedia content: regional inter-agency knowledge and data platform on the implementation of the Sustainable Development Goals; ECLAC digital repository; and social media campaigns.				

Evaluation activities

21.18 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:

- (a) Office of Internal Oversight Services evaluation of Secretariat support for the Goals;
- (b) Midterm evaluation of the gender mainstreaming strategy of ECLAC;
- (c) Evaluations of projects on road safety in Brazil and Argentina (subprogramme 1) and on value chain development for deeper integration of East Asia and Latin America (subprogramme 1).

- 21.19 In response to the results of the evaluations referenced above, ECLAC will report on results achieved with support activities for the Goals in its annual report of activities. ECLAC will take steps to mainstream a gender perspective more systematically throughout its programme of work in line with the findings of the evaluation. ECLAC will also take into account the recommendations regarding value chains to better support participation in global and regional value chains, as articulated under subprogramme 1.
- 21.20 The following evaluations are planned for 2025:
- (a) Evaluation of projects on the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (subprogramme 7);
 - (b) Evaluation on road safety in Colombia (subprogramme 1).

Programme of work

Subprogramme 1

International trade, integration and infrastructure

Objective

- 21.21 The objective, to which this subprogramme contributes, is to advance sustainable development and strengthen the role of Latin America and the Caribbean in international trade and the global economy by deepening regional integration and enhancing logistics and infrastructure.

Strategy

- 21.22 To contribute to the objective, the subprogramme will:
- (a) Support the capacities of member States to face new challenges, such as digital trade and services, participation in global and regional value chains, the reduction of their dependency on the export of primary products, the internationalization of small and medium-sized enterprises, trade facilitation, new public and private standards, environmental sustainability and emerging issues in the area of trade infrastructure, by conducting analyses at the country and regional levels, thus helping member States to make progress towards the achievement of Goals 8, 9 and 12;
 - (b) Assist member States in the development and review of logistics policies at the national, subregional and transboundary levels, and provide policy recommendations and technical assistance to monitor the economic infrastructure gap and investment in the region;
 - (c) Disseminate new policy options and promote the exchange of good practices in logistics and transport infrastructure operations, with a particular focus on landlocked developing countries and other member States with special needs, taking into consideration the outcomes of the third United Nations Conference on Landlocked Developing Countries and the fourth International Conference on Small Island Developing States, thus helping member States to make progress towards the achievement of target 17.11 of the Goals;
 - (d) Seek to mainstream the balance among efficiency, resilience and sustainability as a pillar for logistics infrastructure policies and support the implementation of policies that increase the share of industrialized goods in the exports of Latin American and Caribbean countries, thus helping member States to make progress towards the achievement of Goal 9.
- 21.23 The above-mentioned work is expected to result in:
- (a) National policies that promote more sustained, inclusive and sustainable economic growth through sustainable consumption and production patterns;

- (b) The formulation and negotiation of trade policies by countries and implementation and administration of trade agreements at the bilateral, regional, plurilateral and multilateral levels, while ensuring special and differentiated treatment for developing countries;
- (c) More effective participation by countries in the region in global and regional value chains, including through reduced logistics overcost and increased sustainable trade.

Programme performance in 2023

Improved speed management in Argentina

- 21.24 The subprogramme has been supporting Argentina on issues related to road safety, including through the provision of analysis and recommendations on the management of speed limits, and the strengthening of capacities and the sharing of best practices. Following the participation of Argentinian national authorities and stakeholders in a regional conference on best practices and innovations in speed management, a guide on best practices in speed management was published in 2022, together with a sensitization and education campaign about speed as a main risk factor in road fatalities and serious injuries. The National Road Safety Agency committed to pilot programmes proposed by ECLAC, and the support delivered by the subprogramme contributed to the design, modification and implementation of measures for speed management on urban and rural roads.
- 21.25 Progress towards the objective is presented in the performance measure below (see table 21.2).

Table 21.2
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Two of the three supported municipalities installed speed enforcement radars	The Argentinian municipal governments involved in the project committed to implement road safety interventions based on best practices Argentinian municipal governments experienced a 38 per cent decrease in speeding and a 75 per cent decrease in traffic accidents in three years

Planned results for 2025

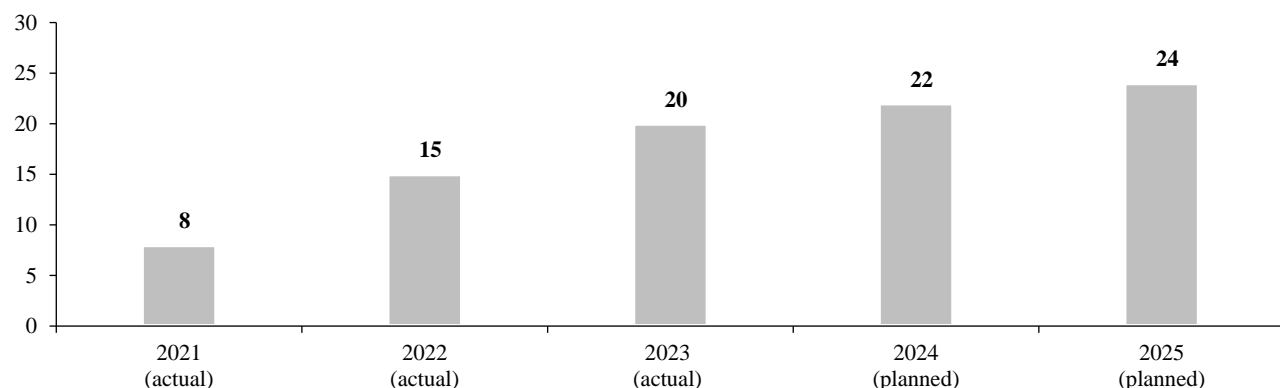
Result 1: improved capacity of member States to identify key economic sectors for sustainable recovery from the COVID-19 pandemic

Programme performance in 2023 and target for 2025

- 21.26 The subprogramme’s work contributed to the capacity of five additional national or regional institutions being improved, which met the planned target.
- 21.27 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.I).

Figure 21.I

Performance measure: number of Latin American and Caribbean national or regional institutions with improved capacity to identify vulnerable, resilient and potential sectors in the recovery from the pandemic (cumulative)



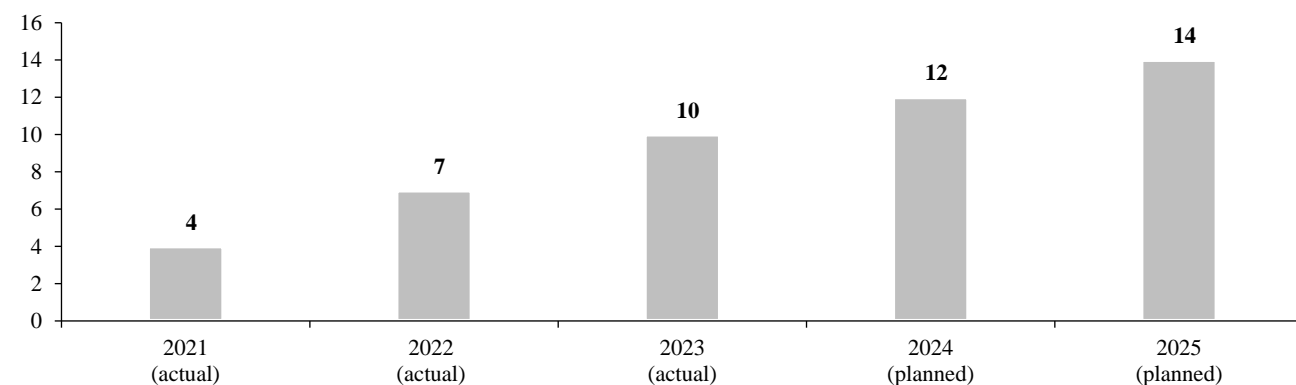
Result 2: member States promote the participation of small and medium-sized enterprises in cross-border e-commerce

Programme performance in 2023 and target for 2025

- 21.28 The subprogramme’s work contributed to three additional national institutions implementing new policy measures, which met the planned target.
- 21.29 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.II).

Figure 21.II

Performance measure: number of Latin American and Caribbean national institutions implementing new policy measures to foster the digital transformation of small and medium-sized enterprises and their participation in cross-border e-commerce (cumulative)



Result 3: improved coordination of policies on sustainable and resilient food trade, transport systems and logistics for better regional food security

Proposed programme plan for 2025

- 21.30 To address challenges related to the availability and affordability of food, it is crucial to develop sustainable and resilient food trade, transport systems and logistics, for which greater coordination among line ministries to support net food importer countries is required. In this regard, the subprogramme has promoted the exchange of experiences between authorities and experts on strengthening the multilateral trading system, on how to avoid the emergence of rules and regulations

on existing and new trade agreements that could affect agrifood trade, and on the increase in intraregional food trade.

Lessons learned and planned change

- 21.31 A lesson for the subprogramme was that coordination among line ministries, as well as with other stakeholders and actors involved at the national and the regional levels, can be further strengthened to improve food security strategies. In applying the lesson, the subprogramme will increase the participation of actors to exchange best practices and to facilitate their interaction, dialogue and policy coordination.
- 21.32 Expected progress towards the objective is presented in the performance measure below (see table 21.3).

Table 21.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Countries of the region proposed to establish a regional working group to support the implementation of a regional food security plan	Countries of the region agreed on strategic issues to improve coordination in agrifood trade	Countries identify gaps and opportunities regarding international food trade, transport systems and logistics	Countries develop policy measures to strengthen transport and logistics systems aimed at building more resilient food supply

Deliverables

- 21.33 Table 21.4 lists all deliverables of the subprogramme.

Table 21.4
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
1. Provision of infrastructure and logistics services that promote economic efficiency, social equality and environmental sustainability, and increasing the integration of physical infrastructure in the region	1	1	1	1
Seminars, workshops and training events (number of days)	8	8	8	8
2. Workshops and seminars on the relationship between regional trade policy and the attainment of the Sustainable Development Goals; comparative strategies for deepening regional value chains; new challenges in the region related to resilient infrastructure policies; links between trade and other public policies in the light of developments in the global economy and international trade; and cooperation and trade facilitation initiatives in the region	8	8	8	8
Publications (number of publications)	20	20	20	19
3. <i>International Trade Outlook for Latin America and the Caribbean</i>	1	1	1	1
4. On economic relations with the United States of America; capital flows to the region; emerging trade; and financial issues in the global economy and the implementation of the Sustainable Development Goals in Latin America and the Caribbean	8	8	8	7

Section 21 Economic and social development in Latin America and the Caribbean

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
5. On trade and development; maritime transport, sustainable logistics, mobility and infrastructure policies and regional integration; and value chains, modern services and e-commerce in the region	11	11	11	11
Technical materials (number of materials)	10	10	10	10
6. <i>Bulletin on the Facilitation of Transport and Trade in Latin America and the Caribbean</i>	6	6	6	6
7. On international trade in goods in Latin America and the Caribbean	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on value chains, trade policy, integration, sustainable logistics, mobility and infrastructure policies, and social and sustainability issues.				
Databases and substantive digital materials: databases on trade data and disputes, including the Interactive Graphic System for International Trade Data, bond issuance, spreads and credit ratings, the Maritime and Logistics Profile of Latin America and the Caribbean data tool, and other data on infrastructure services.				
D. Communication deliverables				
Outreach programmes, special events and information materials: <i>CEPAL News</i> newsletter.				

Subprogramme 2 Production and innovation

Objective

- 21.34 The objective, to which this subprogramme contributes, is to enhance the diversification and structural transformation of productive structures through investment, innovation and the diffusion of new technology and to strengthen linkages and networks between firms.

Strategy

- 21.35 To contribute to the objective, the subprogramme will:
- (a) Promote policy advocacy and the exchange of experiences and best practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels through meetings, seminars and virtual forums, including the provision of technical cooperation services, such as specific training courses and workshops;
 - (b) Focus on the integration of innovation and new, low-carbon and low-emission technologies in production processes with an emphasis on technology convergence (that is, the integration of the Internet of things, 5G, big data, artificial intelligence, information technology, cognitive science, nanotechnology and biotechnologies) and new manufacturing processes (e.g. the Industrial Internet and biomanufacturing); on capacity-building in convergent technologies; and on mainstreaming a gender perspective on structural change, for example, with regard to productivity, digital and employment gaps;
 - (c) Conduct economic analyses along with applied research on the basis of the generation, processing and analysis of information and indicators in various databases, disseminate the result of those studies and submit policy recommendations to governments, regional bodies and other relevant stakeholders;
 - (d) Facilitate the connection of micro-, small and medium-sized enterprises with larger firms that use advanced technologies so as to integrate them into the process of learning and competition in dynamic foreign and domestic markets and increase the dissemination of technology;
 - (e) Analyse and measure the impact of foreign direct investment so as to devise productive development policies that will have positive effects on learning and the diversification of the

production and export structures; and provide technical assistance, upon request by member States, on the assessment, development and implementation of productive development policies and strategies, thus contributing to the attainment of Goal 9;

- (f) Continue to provide its analysis of firms and sectors in the region and further support member States in mitigating fragilities and imbalances in the productive structure of the region, with particular attention given to the digitalization of the productive sector;
- (g) Conduct analyses and applied research on issues relevant to productive diversification and the sustainability and social inclusiveness of agriculture and bioeconomy development;
- (h) Promote the coherence, integration and coordination of national and regional policies and institutions in agricultural development and provide technical assistance on issues related to sustainable agriculture, bioeconomy development and sustainable use of genetic resources, helping member States to make progress towards the achievement of Goals 2, 8, 9, 12, 13, 14 and 15.

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

- (a) The design and implementation of productive development and technology policies by governments and regulators aimed at diversifying the productive structure and building capacities in Latin American and Caribbean countries;
- (b) The incorporation of innovation and new convergent technologies into production processes;
- (c) The design and implementation of policies by governments and regulators that heighten local innovation and adaptation, helping to leverage the potential of foreign direct investment;
- (d) Member States moving towards more sustainable patterns of consumption and production;
- (e) A diversification process associated with the creation of new opportunities for formal jobs and productivity growth;
- (f) Increased resilience of the productive sectors through a significant increase in the digitalization of firms in the region, including micro-, small and medium-sized enterprises;
- (g) The incorporation of new concepts and technologies in the design and implementation of evidence-based bioeconomy- and digitization-related policies and strategies for sustainable and inclusive agriculture, food systems and rural development;
- (h) The design and implementation of productive and technology policies in agriculture and bioeconomy aimed at diversifying the productive structure and increasing value addition.

Programme performance in 2023

Increased availability of statistical information for the design of digital policies in Latin America and the Caribbean

21.37 Measuring the evolution of digital transformation is essential to carry out diagnoses and develop public policies to achieve a greater use of digital technologies to foster productive development. The subprogramme developed and launched the Digital Development Observatory, which is an important upgrade of the Regional Broadband Observatory that served as a regional reference on digital connectivity issues. This new tool allows access to comparative and detailed information on indicators, data and elements that measure the degree of the digital development of the Latin American and Caribbean countries, contributing to informing decision-making, as well as to informing the discussions among countries of the region regarding the Digital Agenda for Latin America and the Caribbean.

Table 21.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Countries had access to 15 comparative statistical indicators regarding connectivity and digital infrastructure	Countries had access to 18 comparative statistical indicators regarding connectivity and digital infrastructure	Countries had access to new comparative statistical information in 12 areas and 81 indicators regarding digital economy topics, which were included in the Digital Agenda for Latin America and the Caribbean and monitored through the Digital Development Observatory

Planned results for 2025

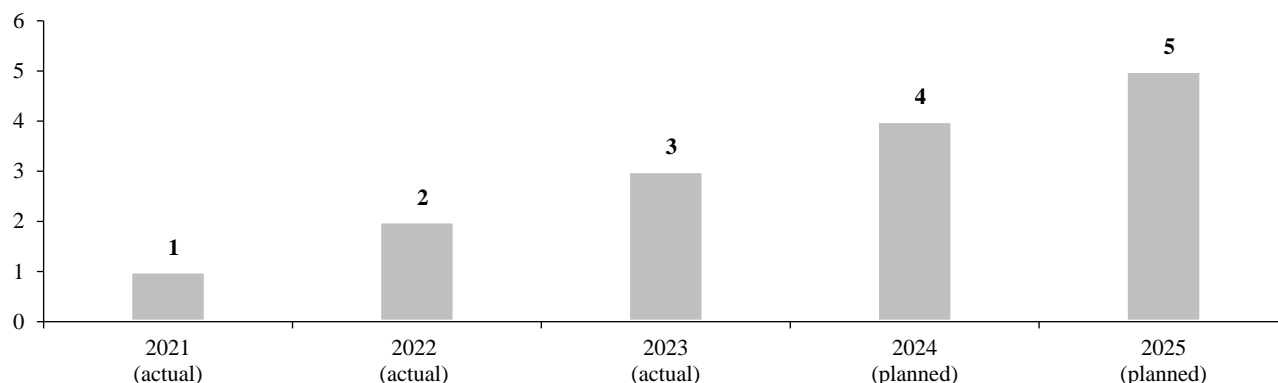
Result 1: policies to accelerate digital transformation

Programme performance in 2023 and target for 2025

- 21.38 The subprogramme’s work contributed to the development of one additional public policy, which met the planned target.
- 21.39 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.III).

Figure 21.III

Performance measure: number of new policies to accelerate digital transformation (cumulative)



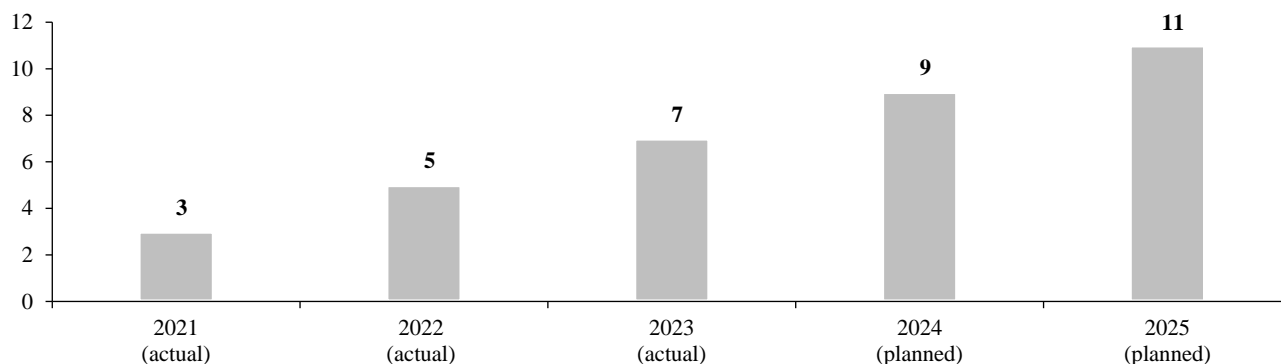
Result 2: improved policies to promote productive development in Latin America and the Caribbean

Programme performance in 2023 and target for 2025

- 21.40 The subprogramme’s work contributed to two additional policy measures, which met the planned target.
- 21.41 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.IV).

Figure 21.IV

Performance measure: number of policy measures implemented by government institutions to promote productive development in areas related to business strategies, investment and territorial economic development (cumulative)



Result 3: increased and enhanced cluster initiatives and other territorial productive articulation initiatives

Proposed programme plan for 2025

21.42 The adoption of an associative approach based on the collaboration of actors from the private and public sectors, academia and civil society has shown success in addressing the processes of sophistication and productive diversification that are required to promote a model of sustainable and inclusive development. To systematize the information related to the numerous experiences in the region where this approach has been adopted, the subprogramme has promoted the development of a digital platform to georeference programmes and initiatives, disseminate good practices, facilitate training and professional exchanges, and foster joint projects.

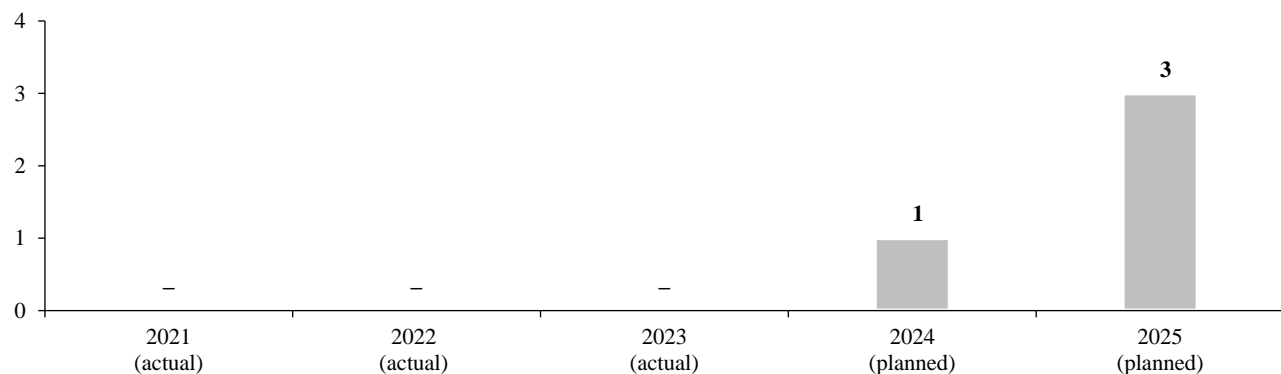
Lessons learned and planned change

21.43 The lesson for the subprogramme was that the growing cross-cutting nature of issues related to digital transformation and productive development requires greater coordination between different public sector institutions from different sectors and different levels (national, regional and municipal). In applying the lesson, the subprogramme will facilitate coordination using its convening power and through the organization of seminars and workshops to foster dialogue.

21.44 Expected progress towards the objective is presented in the performance measure below (see figure 21.V).

Figure 21.V

Performance measure: number of new policy measures adopted by productive development governmental institutions aimed at promoting cluster initiatives or other territorial productive articulation initiatives (cumulative)



Deliverables

21.45 Table 21.6 lists all deliverables of the subprogramme.

Table 21.6

Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	6	–	6	6
1. Meetings of the Conference on Science, Innovation and Information and Communications Technologies of ECLAC	6	–	–	6
2. Preparatory meetings of the Conference on Science, Innovation and Information and Communications Technologies of ECLAC	–	–	6	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	2
3. On the region's production structure, foreign direct investment, new and emerging technologies and policy; and on issues related to agriculture	1	1	1	2
Seminars, workshops and training events (number of days)	48	48	47	54
4. Training and seminars on foreign direct investment and small and medium-sized enterprises, new and emerging technologies and productive structure diversification; and on productive development in agriculture, the bioeconomy and the rural economy	7	7	6	9
5. Training courses on innovation policy management and economies of the region	35	35	35	35
6. Meeting of experts to analyse recent structural changes, study the trends and progress of the digital economy, and examine recent trends in the behaviour of economic agents in sectors and countries in the region; and meeting of experts to analyse productive development policies for sustainable agriculture, sustainable food systems, the bioeconomy or digitalization in agriculture	6	6	6	10
Publications (number of publications)	7	7	7	11
7. <i>The Outlook for Agriculture and Rural Development in the Americas</i>	–	–	–	1
8. <i>Foreign Direct Investment in Latin America and the Caribbean</i>	1	1	1	1
9. <i>Outlook of Productive Development Policies in Latin America and the Caribbean</i>	–	–	–	1
10. Position document for the Conference on Science, Innovation and Information and Communications Technologies	–	–	–	1
11. On the production structure of the region, foreign investment, industrial policies, digital technologies and innovation; and on structural, social, institutional or environmental challenges in agriculture	5	5	5	6
12. On technological, productive or trade performance in Argentina	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on policies and strategies for productive development and competitiveness, sustainable agriculture, sustainable food systems, bioeconomy, and digitalization in agriculture; public-private partnerships; foreign direct investment; small and medium-sized enterprises; and innovation systems and new and emerging technologies.				
Databases and substantive digital materials: databases on economic activity in specific sectors; software for the analysis of the competitiveness of nations; statistical information on the main economic agents in the region.				

Subprogramme 3

Macroeconomic policies and growth

Objective

- 21.46 The objective, to which this subprogramme contributes, is to foster sustainable and inclusive growth in Latin America and the Caribbean by strengthening the capacity of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and development finance issues and to evaluate, design and implement development-centred macroeconomic and development financing policies that incorporate a gender perspective and are based on comparative policy analysis.

Strategy

- 21.47 To contribute to the objective, the subprogramme will:
- (a) Prepare the annual *Economic Survey of Latin America and the Caribbean*, the *Preliminary Overview of the Economies of Latin America and the Caribbean*, the *Fiscal Panorama of Latin America and the Caribbean* and other reports focusing on Latin America and the Caribbean to support member States in responding to current and emerging macroeconomic and financing for development trends;
 - (b) Conduct applied policy analysis to support member States in the evaluation and formulation of macroeconomic and financing for development policies that promote equitable economic growth in line with the Goals;
 - (c) Facilitate South-South interaction of policymakers and dialogue with regional and international organizations through seminars, including the annual Regional Seminar on Fiscal Policy, and through workshops on macroeconomic and financing for development policies;
 - (d) Foster the establishment and operation of networks of key stakeholders, including policymakers, academics, private sector analysts, members of civil society organizations and the public at large, to enable regional discussion of key macroeconomic and financing for development issues;
 - (e) Provide technical cooperation and advisory services, upon request, in the areas of macroeconomic, labour and financing for development policies.
- 21.48 These workstreams will help member States to make progress towards achieving all of the Goals, with a particular emphasis on Goals 8, 10, 16 and 17.
- 21.49 The above-mentioned work is expected to result in:
- (a) Enhanced analysis of current and emerging macroeconomic and development finance issues by policymakers and other stakeholders in the region;
 - (b) Strengthened evaluation, design and implementation by policymakers of macroeconomic and development financing policies that mainstream a gender perspective and are based on comparative policy analysis.

Programme performance in 2023

Increased coordination of Latin American and Caribbean countries to build regional positions for international tax cooperation

- 21.50 The undertaking of changes in international tax cooperation may affect domestic resource mobilization, and new tax regulations developed in international forums do not necessarily address the concerns of the countries of the region. In this regard, Colombia, with the support of Brazil and Chile, created a regional platform for tax cooperation in Latin America and the Caribbean (Plataforma Regional de Cooperación Tributaria para América Latina y el Caribe) to find common

ground and build regional positions on the matter, coordinate efforts and exchange country experiences. The subprogramme supported the creation of the platform, in its capacity as technical secretariat, providing technical assistance to Colombia to develop the governance structure and coordinating the platform’s working groups.

21.51 Progress towards the objective is presented in the performance measure below (see table 21.7).

Table 21.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Countries of the region identified the need to have coordination mechanisms to advocate for their interests and priorities in international tax policy forums	–	The regional platform for tax cooperation in Latin America and the Caribbean (Plataforma Regional de Cooperación Tributaria para América Latina y el Caribe) was presented by Colombia at the thirty-fifth Regional Seminar on Fiscal Policy and a charter was opened for signature at the First Latin American and Caribbean Summit for an Inclusive, Sustainable and Equitable Global Tax Order

Planned results for 2025

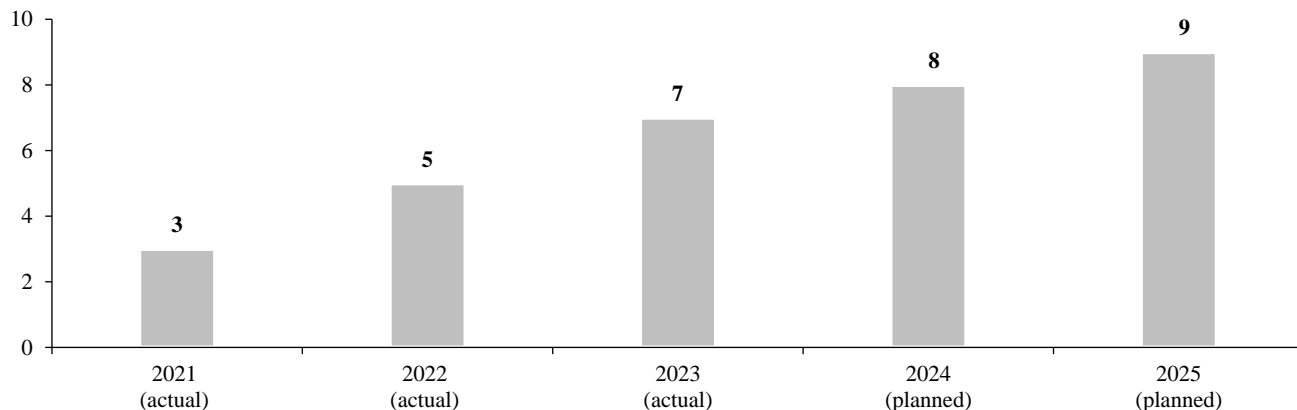
Result 1: fiscal, financial and employment policies for a transformative recovery

Programme performance in 2023 and target for 2025

21.52 The subprogramme’s work contributed to two additional official documents including references to the subprogramme’s analysis and policy recommendations, which met the planned target.

21.53 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.VI).

Figure 21.VI
Performance measure: number of references to the subprogramme analysis and policy recommendations in official documents (cumulative)

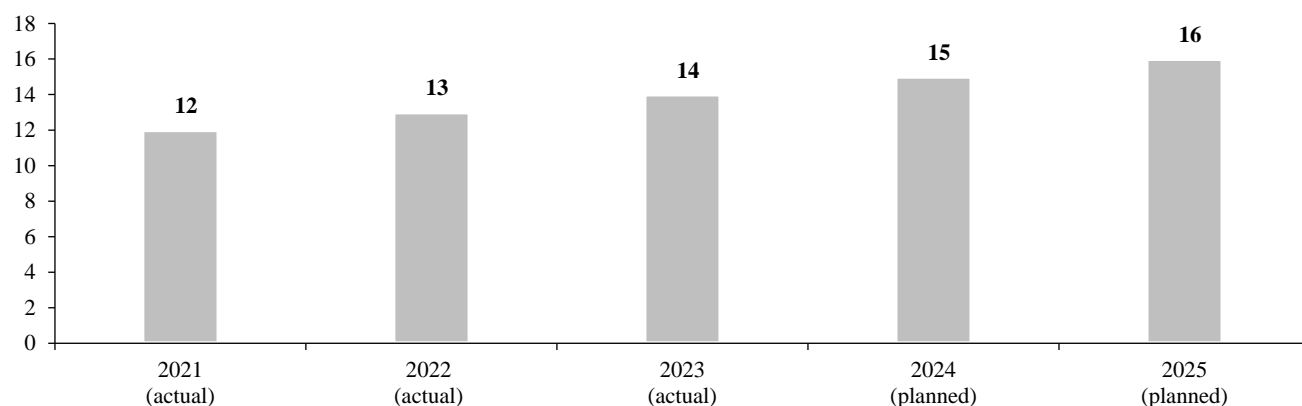


Result 2: strengthened resource mobilization to support sustainable development and the achievement of the Sustainable Development Goals in Latin America and the Caribbean

Programme performance in 2023 and target for 2025

- 21.54 The subprogramme’s work contributed to one additional national resource mobilization policy, which met the planned target.
- 21.55 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.VII).

Figure 21.VII
Performance measure: resource mobilization policies and strategies to support sustainable development and the achievement of the Sustainable Development Goals (cumulative)



Result 3: macroeconomic and financing for development policies for economic growth, investment, fiscal sustainability and climate resilience

Proposed programme plan for 2025

- 21.56 Economic growth in the region is slowing and returning to the low levels of the 2010s. During the period 2014–2023, the average regional gross domestic product growth rate per year was 0.8 per cent, lower than the 2 per cent average growth rate of the 1980s. The impact of climate change may further reduce economic growth unless proactive measures are taken to build resilience.¹ However, policy space to undertake front-loaded investment programmes is limited. The subprogramme is leveraging its knowledge products and forums to help countries to analyse economic growth, investment and climate change and to formulate and implement national macroeconomic and financing for development plans, strategies and policies.

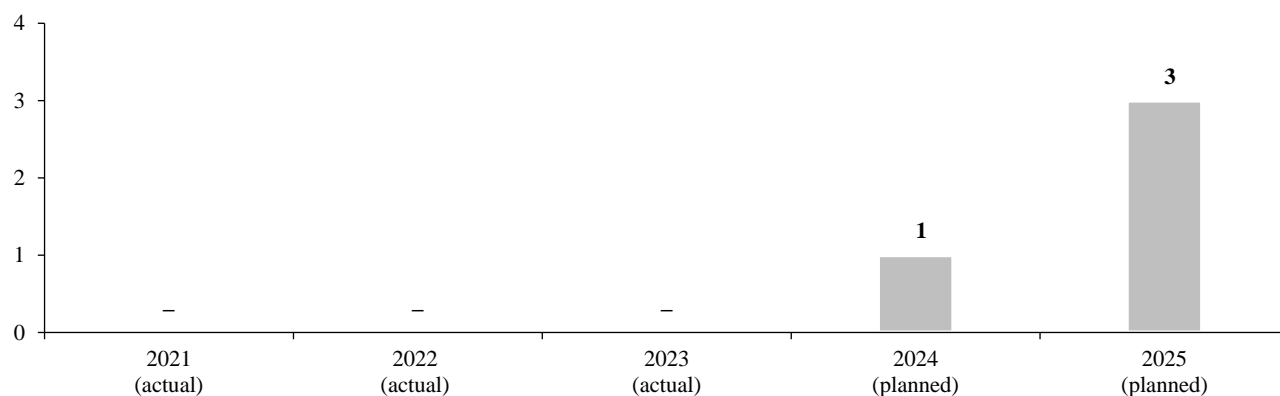
Lessons learned and planned change

- 21.57 The lesson for the subprogramme was that there was high demand from member States for analysis of specific policy issues coupled with technical workshops to inform their analysis and formulation of macroeconomic and financing for development policies. In applying the lesson, the subprogramme will strengthen the synergies between its knowledge products and technical workshops to support member States in this regard.
- 21.58 Expected progress towards the objective is presented in the performance measure below (see figure 21.VIII).

¹ Intergovernmental Panel on Climate Change, *Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change* (Geneva, 2023).

Figure 21.VIII

Performance measure: number of growth, investment or financing strategies adopted in line with objectives outlined during the United Nations climate change conferences starting in 2023 (cumulative)



Deliverables

21.59 Table 21.8 lists all deliverables of the subprogramme.

Table 21.8

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	6	6	6
1. Seminars, meetings of experts, workshops and training events on macroeconomic, fiscal and financing policies in Latin America and the Caribbean	6	6	6	6
Publications (number of publications)	13	13	13	13
2. <i>Economic Survey of Latin America and the Caribbean</i>	1	1	1	1
3. <i>Fiscal Panorama of Latin America and the Caribbean</i>	1	1	1	1
4. <i>Preliminary Overview of the Economies of Latin America and the Caribbean</i>	1	1	1	1
5. On macroeconomic, sectoral, fiscal and financing policies in Latin America and the Caribbean	7	7	7	7
6. On specific economic issues in Uruguay	1	1	1	1
7. On a high-priority issue concerning macroeconomic and development policies in Colombia	1	1	1	1
8. On current and emerging macroeconomic and development finance issues in Brazil to foster sustainable and inclusive growth	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on macroeconomic, fiscal and monetary policy analysis and formulation, macroeconomic analysis and systems for monitoring economic development, and on the design and implementation of financing for development schemes and policies geared towards financial and productive development and/or social protection; technical cooperation services, upon request, in the fields of social policy, equality and structural change in Uruguay; technical cooperation services to public agencies of Colombia, at their request.				
Databases and substantive digital materials: statistical information for policymakers, academia and private sector analysts on economic, monetary and financial variables for countries in the region; statistical data sets covering government operations, public debt, tax revenue and revenue from non-renewable natural resources.				

Subprogramme 4

Social development and equality

Objective

- 21.60 The objective, to which this subprogramme contributes, is to improve the overall well-being of the people of the region and achieve greater social and economic equality in line with the 2030 Agenda and with full respect for human rights.

Strategy

- 21.61 To contribute to the objective, the subprogramme will focus on the following priority areas: addressing the multiple dimensions of poverty, inequality and well-being; bridging gaps in well-being and tackling inequalities; ensuring access to universal, comprehensive and sustainable social protection; promoting social and labour inclusion policies; coordinating social, economic and environmental policies; and promoting health, pensions and educational policies as key elements of inclusive social development and improving the capacity of social policy to adapt to new and emerging challenges related to such topics as demographic transition, migration, changes in the world of employment, new technologies, pandemics and climate change. In implementing these priorities, the subprogramme will:
- (a) Support countries in implementing the Regional Agenda for Inclusive Social Development, in line with the outcomes and agreements reached at the Regional Conference on Social Development in Latin America and the Caribbean, by conducting applied research, generating analyses, disseminating results, providing training and advisory services and formulating policy recommendations, as well as by promoting policy dialogue for inclusive social development among policymakers, academics, members of civil society organizations and other stakeholders and by facilitating the exchange of experiences and good practices;
 - (b) Assist countries with capacity-building and technical cooperation in the design, implementation, monitoring and evaluation of strategies, policies and programmes. Research and advisory services will emphasize, in particular, social protection systems with full respect for human rights, taking an equality-oriented and sustainable approach; the protection and promotion of the rights of population groups subjected to discrimination and exclusion; social investment; and education and public health systems, thus helping member States to make progress towards the achievement of Goals 1, 2, 3, 4, 8, 10 and 16;
 - (c) Assist governments in tackling the socioeconomic consequences of crises through advisory services and knowledge-sharing activities in affected social policy areas.
- 21.62 The above-mentioned work is expected to result in:
- (a) Deeper understanding by policymakers of the structural social challenges and disparities that characterize the region;
 - (b) Measures and public policies promoting greater social and economic equality and overall well-being of the people of the region;
 - (c) Expanded and improved social protection systems that take into consideration the social impacts that arise from crises, emerging challenges and catastrophic events and the need to build greater resilience over time.

Programme performance in 2023

Improved decision-making and reduced information gaps to monitor inclusive social development in countries of the Pacific Alliance²

- 21.63 The countries of the Pacific Alliance (Chile, Colombia, Mexico and Peru) require relevant information to monitor policies on inclusive social development in order to reduce existing gaps in data on poverty reduction, inequalities and education access, among other social issues. Since 2021, to provide accurate and relevant information to assist national authorities in their decision-making process and to strengthen social institutional frameworks, the subprogramme has been delivering technical assistance to the four countries to build an observatory on social development policies, to select data sets and to identify relevant statistics on inclusive social development. The Observatory of Social Development of the Pacific Alliance was launched in 2023 to disseminate information, analysis and collective knowledge.
- 21.64 Progress towards the objective is presented in the performance measure below (see table 21.9).

Table 21.9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Countries of the Pacific Alliance identified gaps in information for monitoring policies on inclusive social development	Countries of the Pacific Alliance defined indicators and the selection of data sets to implement an observatory of social development policies	The Observatory of Social Development of the Pacific Alliance was launched to support member States in taking informed decisions and monitoring social policies

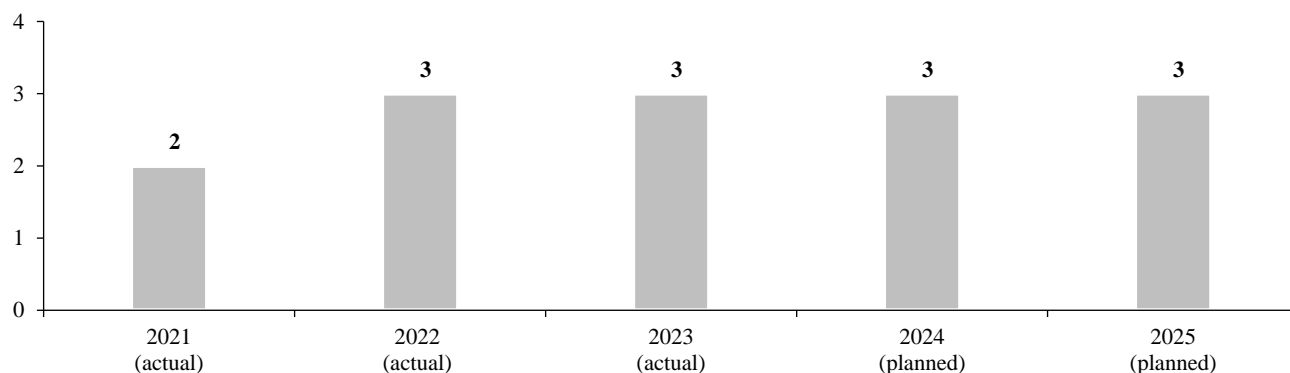
Planned results for 2025

Result 1: more resilient social protection systems

Programme performance in 2023 and target for 2025

- 21.65 The subprogramme’s work contributed to three national institutions with improved capacities, which met the planned target.
- 21.66 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.IX).

Figure 21.IX
Performance measure: number of national institutions with improved capacities to ensure social protection during periods of crisis (annual)



² See <https://alianzapacifico.net/en/what-is-the-pacific-alliance/>.

Result 2: strengthened comprehensive and universal social protection systems

Programme performance in 2023 and target for 2025

- 21.67 The subprogramme’s work contributed to 18 countries reaffirming their commitment to achieve universal and comprehensive social protection systems, which met the planned target.
- 21.68 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 21.10).

Table 21.10
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	Countries agreed on the importance of addressing social protection gaps to achieve universal and comprehensive social protection systems	Resolution 5 (V) of the Regional Conference on Social Development in Latin America and the Caribbean adopted by 18 countries, in which they reaffirmed their commitment to achieve universal and comprehensive social protection systems	Countries identify obstacles and challenges to achieving universal and comprehensive social protection systems	Countries draft strategies or programmes to achieve universal social protection systems

Result 3: expanding social protection systems to include informal and independent workers

Proposed programme plan for 2025

- 21.69 In Latin America and the Caribbean, 20 per cent of the population have no access to social protection,³ and approximately 49 per cent of workers are informal.⁴ The technological transformation has translated into changes in labour demand, and available information on digital platform workers shows their limited access to social protection.⁵ The subprogramme has sensitized member States on the importance of strengthening social protection systems to incorporate the excluded population and has delivered technical assistance to strengthen national capacities in the design and implementation of policies aiming at more universal and sustainable social protection systems.

Lessons learned and planned change

- 21.70 The lesson for the subprogramme was that the use of face-to-face modalities to deliver technical assistance is highly valued by member States as it enables this support to be better tailored to take into consideration country-specific needs. In applying the lesson, the subprogramme will strive to increase the provision of face-to-face workshops and training activities.
- 21.71 Expected progress towards the objective is presented in the performance measure below (see figure 21.X).

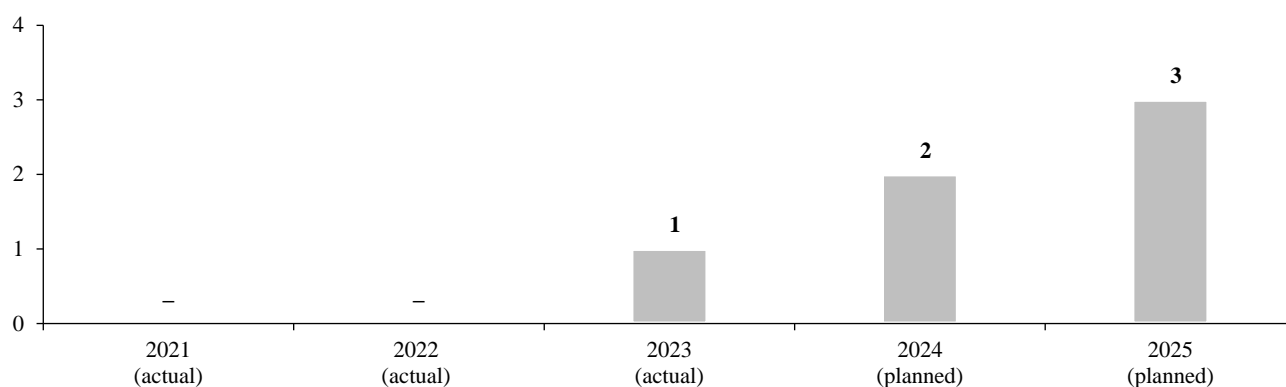
³ *The Future of Social Protection in the Midst of a Protracted Social Crisis in Latin America: Advancing towards Universal, Comprehensive, Sustainable and Resilient Systems*, ECLAC Social Policy series, No. 246 (United Nations publication, 2024).

⁴ *Social Panorama of Latin America and the Caribbean, 2023: Labour Inclusion as a Key Axis of Inclusive Social Development* (United Nations publication, 2023).

⁵ *Ibid.*, chap. II, sect. B.3.

Figure 21.X

Performance measure: number of national policies or strategies that include actions for the expansion of social protection measures oriented to informal and independent workers (cumulative)



Deliverables

21.72 Table 21.11 lists all deliverables of the subprogramme.

Table 21.11

Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	9	9	1	9
1. Session of the Regional Conference on Social Development in Latin America and the Caribbean	9	9	–	9
2. Meeting of the Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean	–	–	1	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
3. On social protection, social and labour inclusion policies, human capacities and full respect for human rights in social protection systems; social investment and emerging challenges for social policies; and education, health and pension systems	2	2	2	2
Seminars, workshops and training events (number of days)	14	14	14	14
4. Meetings of experts to examine mechanisms that contribute to increasing coverage, sufficiency and sustainability within national social protection systems with a rights and equality approach and to discuss trends in social issues and challenges for social policy institutions	8	8	8	8
5. Training activities on poverty reduction, equality and well-being, and access to social protection networks	6	6	6	6
Publications (number of publications)	8	8	8	9
6. <i>Social Panorama of Latin America and the Caribbean</i>	1	1	1	1
7. Position document for the Regional Conference on Social Development in Latin America and the Caribbean	–	–	–	1
8. Country office studies	2	2	2	2
9. On topics including social rights among specific population groups, social protection, productive and inclusive labour policies, pension systems, health, education, and social institutions, policies and programmes	5	5	5	5

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Technical materials (number of materials)	2	2	1	–
10. On social development policies; and on analytical and methodological proposals to foster the universal implementation of social policies, including on social protection, and enhance their impact on equality gaps, to enhance intersectoral and inter-institutional cooperation and increase the effectiveness and efficiency of social policies	2	2	1	–
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on social policies for equality, social investment and policies; analytical and methodological proposals to enhance intersectoral and inter-institutional cooperation aimed at improving effectiveness and efficiency; and design, implementation and evaluation of social policies for the needs of the most vulnerable.				
Databases and substantive digital materials: Observatory on Social Development in Latin America and the Caribbean, which includes databases on social development, young people, non-contributory social protection, social institutions and regional commitments.				
D. Communication deliverables				
Digital platforms and multimedia content: knowledge management tools, including on the strengthening of the Latin American and Caribbean Network on Social Development; and infographics or other material to disseminate research findings and policy recommendations.				

Subprogramme 5 Gender equality and women’s autonomy

Objective

- 21.73 The objective, to which this subprogramme contributes, is to strengthen gender equality and women’s autonomy in sustainable development strategies of the Latin American and Caribbean countries.

Strategy

- 21.74 To contribute to the objective, the subprogramme will:
- (a) Produce knowledge and develop gender statistics and indicators, expanding the scope and improving the quality of data and indicators available from the Gender Equality Observatory for Latin America and the Caribbean;
 - (b) Provide technical support to mainstream a gender perspective in the work of the Statistical Conference of the Americas of ECLAC and its working groups;
 - (c) Provide technical assistance to the countries in the region in developing policies to promote gender equality, and strengthen the capacities of national mechanisms for the advancement of women as well as those of national statistical offices;
 - (d) Foster increased dissemination of publications and research findings among policymakers and other relevant stakeholders. Particular attention will be devoted to the economic autonomy of women in an integrated framework, connected to physical autonomy and to decision-making autonomy.
- 21.75 The above-mentioned work is expected to result in:
- (a) Enhanced production of gender statistics by national statistical offices;
 - (b) Strengthened capacities of member States in building policies for gender equality along with the implementation of the 2030 Agenda;
 - (c) Advancement of gender equality across the region.

Programme performance in 2023

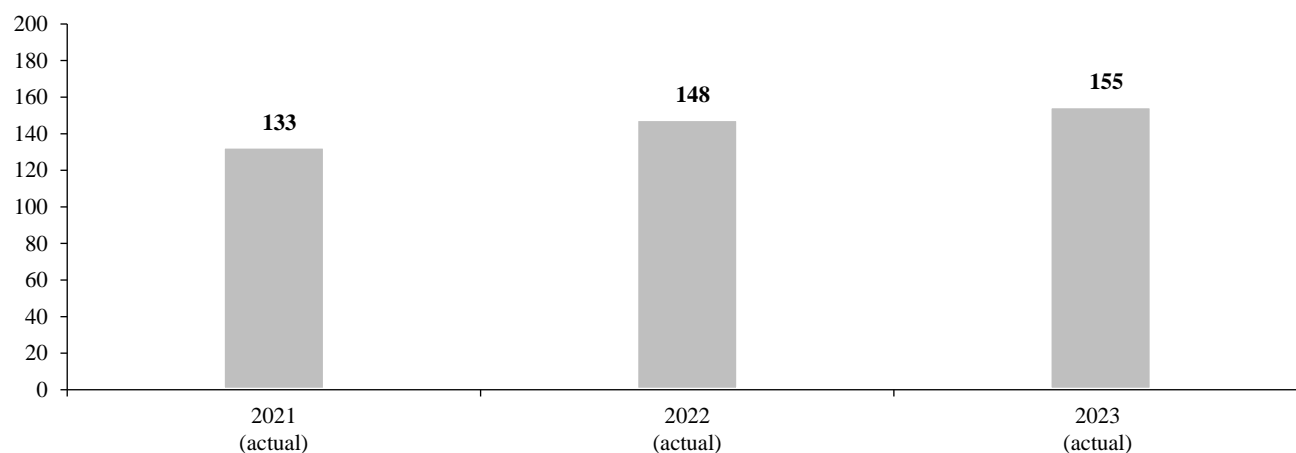
Increased knowledge to measure gender-based violence and advance gender equality

21.76 According to official statistics, available through the ECLAC Gender Equality Observatory for Latin America and the Caribbean, in 2022 more than 4,050 women were victims of femicide/feminicide. The subprogramme, in partnership with the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the Latin American Council of Social Sciences, has been delivering a specialized course on measuring gender-based violence against women, including femicide/feminicide. This course has been highly demanded by government officials and other stakeholders and, as a result, 436 national officers and other stakeholders have received a high-level diploma to better inform policymaking in the measurement of gender-based violence against women.

21.77 Progress towards the objective is presented in the performance measure below (see figure 21.XI).

Figure 21.XI

Performance measure: number of national governmental officials and other stakeholders receiving a high-level diploma to better inform policymaking in the measurement of gender-based violence against women (annual)



Planned results for 2025

Result 1: enhanced public policies related to the legal framework for care in the countries of the region

Programme performance in 2023 and target for 2025

21.78 The subprogramme's work contributed to the development of normative frameworks related to care, which met the planned target.

21.79 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 21.12).

Table 21.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Peru approved a ministerial resolution that defined care work and established the bases for a national care system	Enhanced public policies related to the legal framework of care At the fifteenth session of the Regional Conference on Women in Latin America and the Caribbean, member States adopted the Buenos Aires Commitment, in which they agreed to take steps towards a care society in the countries of the region	Brazil established an interministerial working group to develop proposals for a national care policy and a national care plan	Based on georeferenced information, countries strengthen and mainstream a gender perspective into the design of care-related policies	As an outcome of the sixteenth session of the Regional Conference on Women in Latin America and the Caribbean, countries agree on proposals for the political, economic, social, cultural and environmental transformations required to advance the care society and gender equality

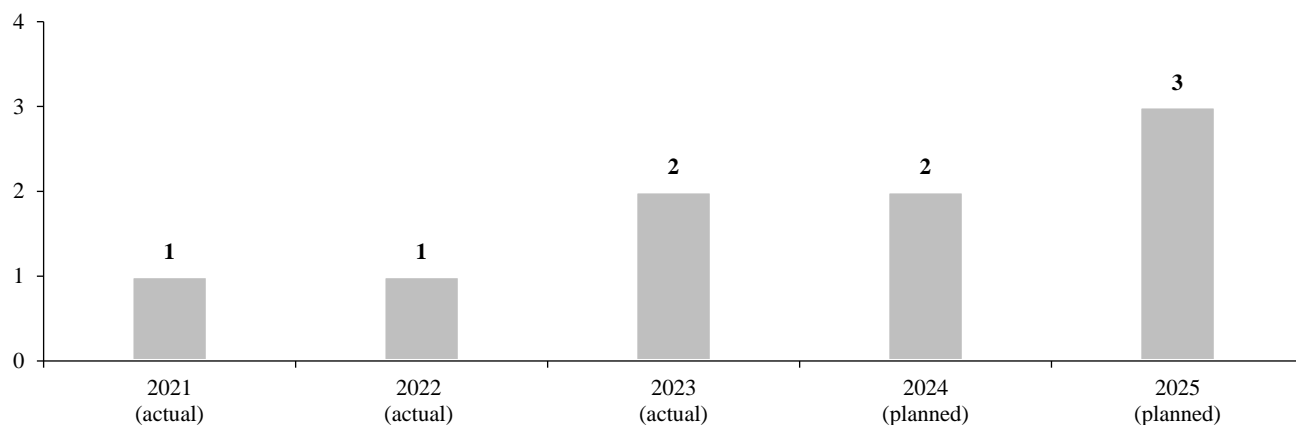
Result 2: increased use of new technologies and digital tools to design, implement and monitor care policies

Programme performance in 2023 and target for 2025

- 21.80 The subprogramme’s work contributed to one additional government using new technologies for the design and implementation of care policies, which met the planned target.
- 21.81 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XII).

Figure 21.XII

Performance measure: number of national or subnational governments that use new technologies for the design and implementation of care policies (cumulative)



Result 3: advances in the production of gender statistics on time use and unpaid care work

Proposed programme plan for 2025

21.82 Given that the burden of unpaid care and domestic work falls disproportionately on women,⁶ time-use measurements are critical to recognize and analyse gender inequality. The subprogramme has been supporting countries of the region in developing and updating time-use statistics, which are published by the ECLAC Gender Equality Observatory for Latin America and the Caribbean, to inform the design of policies that promote gender equality.

Lessons learned and planned change

21.83 The lesson for the subprogramme was that improvements in the collection and analysis of time-use statistics require close collaboration between national statistical offices and the machineries for the advancement of women. In applying the lesson, the subprogramme will disseminate the ECLAC methodological guide on time-use measurements and the methodological guide for mainstreaming a gender perspective into statistical production and provide technical assistance to countries that are in the process of updating their time-use data measurements, upon request.

21.84 Expected progress towards the objective is presented in the performance measure below (see table 21.13).

Table 21.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
16 countries of the region published time-use statistics	Countries of the region agreed to create a community of practice to advance time-use measurements	The community of practice for measuring the care society was launched within the framework of the Statistical Conference of the Americas	Two countries carry out time-use surveys	Five countries update time-use data between 2021 and 2025, which contributes to strengthening indicator 5.4.1 of the Sustainable Development Goals

Deliverables

21.85 Table 21.14 lists all deliverables of the subprogramme.

Table 21.14
Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	6	6	6	11
1. Session of the Regional Conference on Women in Latin America and the Caribbean	–	–	–	10
2. Meetings of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean	6	6	6	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. On unpaid work and social protection of women; gender equality and sustainable development policies; and the economic and physical autonomy of women	1	1	1	1

⁶ ECLAC, “The economic autonomy of women in a sustainable recovery with equality”, special report No. 9 on the COVID-19 response (Santiago, 2021).

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Seminars, workshops and training events (number of days)	9	9	9	9
4. Training programme on public policies for gender equality for government agencies, the economic autonomy of women, planning for development with a gender perspective and gender statistics for government agencies	5	5	5	5
5. Meetings to consider priority issues emerging from the fourteenth and fifteenth sessions of the Regional Conference on Women in Latin America and the Caribbean, and in preparation for the sixteenth session of the Conference, on best practices and challenges in the implementation of policies related to gender equality, the promotion of an economic agenda for gender equality, the monitoring of the Sustainable Development Goals and the analysis of policies on gender equality and the autonomy of women; a meeting with organizations participating in the Gender Equality Observatory for Latin America and the Caribbean; and an inter-agency meeting with United Nations agencies, funds and programmes	4	4	4	4
Publications (number of publications)	5	5	5	5
6. Gender Equality Observatory for Latin America and the Caribbean studies and series on gender analysis, including on gender mainstreaming policies, the economic and physical autonomy of women and poverty from a gender perspective	5	5	5	4
7. For the sixteenth session of the Regional Conference on Women in Latin America and the Caribbean	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on matters relating to the fulfilment of regional and international agreements on gender equality.				
Databases and substantive digital materials: Gender Equality Observatory for Latin America and the Caribbean; gender statistics with data from household and time-use surveys and other sources.				

Subprogramme 6 Population and development

Objective

21.86 The objective, to which this subprogramme contributes, is to fully integrate population issues into development planning, policies and programmes of the countries of Latin America and the Caribbean.

Strategy

21.87 To contribute to the objective, the subprogramme will:

- (a) Provide national and local institutions with training on demographic analysis, population estimates and projections; generate knowledge on population and demographic trends in the region to underpin evidence-based policymaking and improve the use of census data, vital statistics and surveys through the generation of data and the development of procedures, computer programmes and information systems; and, in the context of the regional implementation of the 2030 Agenda, help member States to make progress towards the achievement of Goals 1, 3, 5, 7, 10 and 17;
- (b) Provide technical support in the follow-up to international agreements, including the Framework of Action for the follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014, the Montevideo Consensus on Population and Development, the Madrid International Plan of Action on Ageing, 2002, and the Global Compact for Safe, Orderly and Regular Migration, with gender-sensitive, disability and ethnic analysis, and in the follow-up of the population-related targets of the 2030 Agenda;
- (c) Provide technical assistance in the planning, design, implementation and dissemination of population and housing censuses and in the inclusion of a sociodemographic perspective in public policies design and implementation at the national and local levels, and organize

workshops and seminars to facilitate South-South cooperation, networking and the sharing of successful experiences;

- (d) Conduct and disseminate applied research and analysis on key issues, such as population ageing, adolescent fertility, persons with disabilities, international migration, Indigenous Peoples, Afrodescendent populations and the socioeconomic impact of demographic transition, including recommendations on how to reduce inequalities;
- (e) Play a leading role for the region in the United Nations Network on Migration and in other networks relevant to population issues, such as the National Transfer Accounts network.

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

- (a) Enhanced monitoring of population trends by local and national authorities;
- (b) Increased use of demographic analysis, population estimates and other evidence for policymaking.

Programme performance in 2023

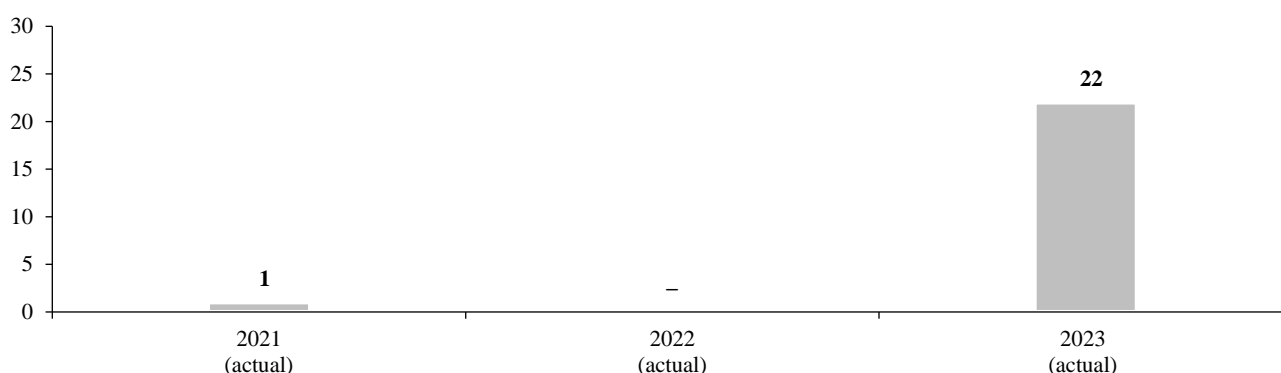
Countries follow up on the implementation of the regional agreement on population and development

21.89 In 2023, the subprogramme organized the fifth meeting of the Presiding Officers of the Regional Conference on Population and Development, and the special session to commemorate 10 years of the Montevideo Consensus on Population and Development, the regional road map for the promotion of the rights of the population within the framework of sustainable development. The 29 participating countries reaffirmed their commitment to the Montevideo Consensus, and throughout the year 22 countries prepared national voluntary reports on the results achieved, based on an operational guide prepared by the subprogramme and with inputs from different sectoral ministries and civil society.

21.90 Progress towards the objective is presented in the performance measure below (see figure 21.XIII).

Figure 21.XIII

Performance measure: number of national voluntary reports on the implementation of the Montevideo Consensus on Population and Development (annual)



Planned results for 2025

Result 1: innovative approaches to conducting censuses

Programme performance in 2023 and target for 2025

21.91 The subprogramme’s work contributed to the incorporation of technological innovations in two censuses processes, which met the planned target.

21.92 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 21.15).

Table 21.15
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Bolivia (Plurinational State of), Cuba, the Dominican Republic, Honduras and Paraguay evaluated the incorporation of innovative approaches	Argentina, Brazil, Costa Rica, the Dominican Republic and Ecuador carried out their censuses in 2022, incorporating innovative approaches	Panama applied innovations in the capture and processing of data Uruguay used web self-census and innovated in the methods for the management and control of the census operation	Countries that carried out their censuses in 2023 incorporate innovative approaches in the dissemination of the results Countries that carry out their censuses in 2024 incorporate innovative approaches	Countries that carried out their censuses in 2024 incorporate innovative approaches in the dissemination of the results

Result 2: countries of the region analyse the impact of population ageing on inclusive and sustainable economic growth using national transfer accounts

Programme performance in 2023 and target for 2025

- 21.93 The subprogramme contributed to seven countries analysing the impact of population ageing on inclusive and sustainable economic growth using national transfer accounts, which met the planned target.
- 21.94 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 21.16).

Table 21.16
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
10 countries developed national studies based on national transfer accounts	Colombia and Jamaica developed national studies based on national transfer accounts Colombia updated its national transfer account estimates	Guatemala published a study on national transfer accounts Representatives of Brazil, Colombia, Costa Rica, Guatemala, Jamaica and Mexico participated in technical discussions on the impact of changes in population growth and age structures on macroeconomic performance and gender and generational equality	Four countries produce updated national transfer accounts and conduct studies to examine inequalities between socioeconomic groups	Two additional countries produce updated national transfer accounts and conduct studies to examine inequalities between socioeconomic groups

Result 3: strengthened demographic analysis for public policy

Proposed programme plan for 2025

- 21.95 Sociodemographic data and their analysis support the follow-up and implementation of the 2030 Agenda. In 2023, the subprogramme delivered training courses on the measurement of Sustainable

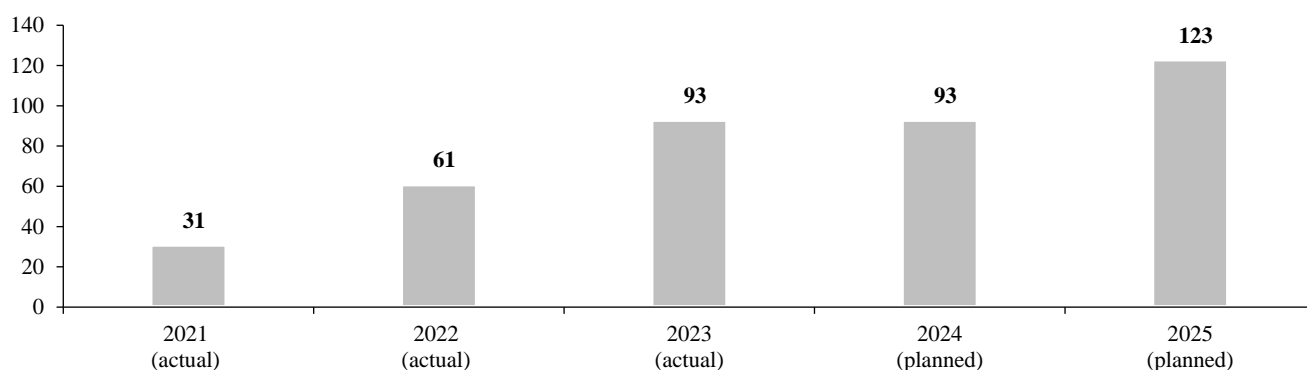
Development Goal indicators using census data and on the use of the REDATAM software, which is publicly available free of charge, and a six-month online regional specialization course on demographic analysis for sustainable development.

Lessons learned and planned change

- 21.96 The lesson for the subprogramme was that online courses are an effective way to reach national officials who cannot participate in in-person training. In applying the lesson, the subprogramme will evaluate the experience of the 2023 online course and adapt and update its curriculum to offer every two years an improved course aimed at strengthening demographic analysis at the national level.
- 21.97 Expected progress towards the objective is presented in the performance measure below (see figure 21.XIV).

Figure 21.XIV

Performance measure: number of participants from institutions in the region certified in demographic analysis for sustainable development (cumulative)



Deliverables

- 21.98 Table 21.17 lists all deliverables of the subprogramme.

Table 21.17

Subprogramme 6: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	9	9	9	5
1. Session of the Regional Conference on Population and Development in Latin America and the Caribbean	–	–	9	–
2. Meetings of the Presiding Officers of the Regional Conference on Population and Development in Latin America and the Caribbean	9	9	–	5
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. On migration; the socioeconomic impact of population dynamics; Indigenous Peoples and people of African descent; and ageing, including gender-sensitive analysis	1	1	1	1
Seminars, workshops and training events (number of days)	73	73	29	70
4. Meetings of experts on demographic change and its consequences for development, including issues related to Indigenous Peoples and people of African descent; ageing-related issues, persons with disabilities and migrants; the implementation of recommendations of the Regional Conference on Population and Development; and population censuses	5	5	5	2

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
5. Workshops on demographic analysis and projections; REDATAM ^a (information system on censuses); sociodemographic variables and emerging issues in development policies, programmes and projects; and population and development	20	20	20	20
6. Training course on demographic analysis with gender-sensitive analysis	44	44	–	44
7. Training courses on quantitative analytical methods and techniques	4	4	4	4
Publications (number of publications)	8	8	8	9
8. On demography and on population and development	3	3	3	3
9. On demography and a gender perspective; demographic trends of Indigenous Peoples and people of African descent; sociodemographic trends of persons with disabilities; and population and development	5	5	5	5
10. On socioeconomic development of the provinces in Argentina	–	–	–	1
Technical materials (number of materials)	3	3	3	3
11. On population projection and censuses	1	1	1	1
12. On ageing and development and on REDATAM ^a	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on population and development, including REDATAM-related computer applications, population and housing censuses and data collection, demographic analysis and methodologies for population projections and estimates; on the incorporation of sociodemographic variables into development policies, programmes and projects, with a gender perspective and considering specific groups; and on the implementation of the Montevideo Consensus on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, the 2030 Agenda for Sustainable Development and the Global Compact for Safe, Orderly and Regular Migration; advocacy at intergovernmental forums in the region on population and development issues.

Databases and substantive digital materials: guidelines on the production of demographic estimates and population projections at the national and subnational levels; a regional databank of censuses on population and housing, and vital statistics; databases on demographic trends and population projections, spatial distribution and urbanization; databases on Indigenous Peoples and peoples of African descent and on maternity and migration; REDATAM software for the processing, analysis and dissemination of census data; and a platform to follow up on the implementation of the Montevideo Consensus on Population and Development.

D. Communication deliverables

Digital platforms and multimedia content: subprogramme’s pages on the ECLAC website.

^a REDATAM is an acronym that stands for “retrieval of data for small areas by microcomputer”. REDATAM+SP (abbreviated R+SP) is the most recent version of the fourth generation of the software. It can be used in English, Portuguese or Spanish.

Subprogramme 7 Sustainable development and human settlements

Objective

- 21.99 The objective, to which this subprogramme contributes, is to ensure the integration and due consideration of environmental, climate and urban management concerns and opportunities in policymaking and policy implementation, with a rights-based approach and ensuring that no one is left behind.

Strategy

- 21.100 To contribute to the objective, the subprogramme will:
- (a) Enhance knowledge of the region’s economic, social and environmental profiles and continue to convene and involve national and subnational governments, academic institutions, civil society and other stakeholders to foster participatory decision-making;
 - (b) Assess the advances made by countries in integrating sustainability criteria into public policies, including monitoring the implementation of principle 10 of the Rio Declaration on

Environment and Development, as established in the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement), and providing support to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development;

- (c) Strengthen national capacities to design and implement public policies for the sustainability of human settlements and the implementation of the 2030 Agenda, the New Urban Agenda, the nationally determined contributions under the Paris Agreement and the decisions taken within the framework of the Conference of the Parties to the United Nations Framework Convention on Climate Change;
- (d) Conduct the above-mentioned activities through research, resulting in the publication of studies, the organization of expert group meetings, seminars and workshops, and the provision of technical assistance to member States, upon request, helping member States to make progress towards the achievement of Goals 11, 12, 13, 15 and 16;
- (e) Promote the creation of networks with a wide range of stakeholders in the environmental, economic and social sectors relevant to sustainable development, including government institutions, academia, civil society organizations, private sector representatives and relevant sectoral bodies.

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

- (a) Better-designed policies for sustainable development and environmental performance, policies to address the economics of climate change and policies that support sustainable and inclusive human settlements;
- (b) Sustainable development and climate change criteria effectively mainstreamed into more areas of government;
- (c) The design of guidelines for the implementation of economic plans towards a low-carbon, low-emission and more resilient economy that creates more employment and economic well-being.

Programme performance in 2023

Transformative strategies for land planning, financing and regulatory frameworks

21.102 Since 2022, the subprogramme has been providing technical support to Cuba on issues related to land planning, financing, regulatory frameworks and the urban economy. The subprogramme organized several technical workshops and trainings to develop instruments to be included in secondary legislation, involving the Ministry of Finance, national institutions responsible for urban planning and housing, academia and local urban development entities, which were attended by more than 100 participants at the policymaking and technical levels. Concrete plans on urban financing and planning were drafted and discussed with high-level national authorities as well as a working group. These plans also provided elements for the secondary legislation on instruments for financing and planning of land, adapted to the national context.

21.103 Progress towards the objective is presented in the performance measure below (see table 21.18).

Table 21.18

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	The first law on urban planning in Cuba was approved by the National Assembly, including general dispositions on financing and value capture	Two action plans on urban financing and land planning (at the national and local levels) were designed and validated with the working group and national authorities

Planned results for 2025

Result 1: progress towards financial systems that address the challenge of climate change and support the implementation of the 2030 Agenda and the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 21.104 The subprogramme's work contributed to the development of policy instruments that incorporate climate change criteria into financial systems, which met the planned target.
- 21.105 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 21.19).

Table 21.19

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Countries in the region increased awareness of the need to incorporate climate change considerations into financial systems	Central Bank of Mexico developed models to analyse the impact of climate change under different macroeconomic scenarios	Costa Rica and the Dominican Republic developed policy instruments to incorporate climate change criteria into the financial systems	Two additional countries develop strategies or policy instruments to incorporate climate change criteria and tools into the financial system	One additional country develops strategies or policy instruments to incorporate climate change criteria and tools into the financial system

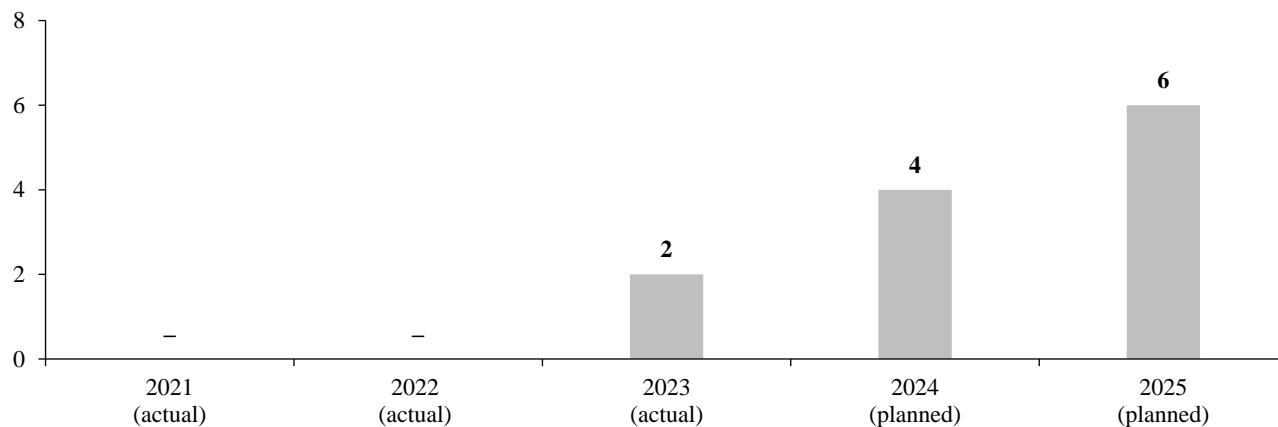
Result 2: national implementation plans aimed at strengthening environmental access rights

Programme performance in 2023 and target for 2025

- 21.106 The subprogramme's work contributed to two implementation plans being put in place, which met the planned target.
- 21.107 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XV).

Figure 21.XV

Performance measure: number of national implementation plans on environmental access rights in place (cumulative)



Result 3: development of strategies on circular economy for better environmental performance

Proposed programme plan for 2025

21.108 The subprogramme has been providing technical support to the development of comprehensive approaches, policies, methodologies and metrics for enhancing circular economy. During 2023, technical support was provided to Uruguay for the development of a national strategy on circular economy.

Lessons learned and planned change

21.109 The lesson for the subprogramme was the importance of identifying specific contributions of circular economy both at the national and regional levels to improve the regional level of circularity. In applying the lesson, the subprogramme will adapt its technical support to take into consideration national and regional specificities in the formulation and design of national regulatory and financial instruments for enhancing circular economy.

21.110 Expected progress towards the objective is presented in the performance measure below (see table 21.20).

Table 21.20
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Uruguay adopted a national strategy on circular economy	Two additional countries in the region adopt national regulatory and financial instruments for a circular economy	Two additional countries in the region adopt national regulatory and financial instruments for a circular economy

Deliverables

21.111 Table 21.21 lists all deliverables of the subprogramme.

Table 21.21
Subprogramme 7: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	21	21	21	21
1. Meetings of the General Assembly of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean	6	6	6	6
2. Meetings to strengthen regional cooperation and implementation on topics under the Escazú Agreement	6	6	6	6
3. Sessions of the Conference of the Parties to the Escazú Agreement	9	9	9	9
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	2
4. On adaptation to climate change and mitigation of its impact; and sustainable cities	1	1	1	2

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Seminars, workshops and training events (number of days)	8	9	9	9
5. Meetings of experts on policies for sustainable development of human settlements and climate change; climate change mitigation and adaptation; the Conference of the Parties to the United Nations Framework Convention on Climate Change; environmental and urban dimensions of the 2030 Agenda; and experiences in implementing policies related to sustainable development in the region	4	4	4	4
6. Training courses on sustainable development and/or environmental economics; climate change mitigation and adaptation assessment and policies; human settlement issues; and strategies for the implementation of the intended nationally determined contributions	4	5	5	5
Publications (number of publications)	9	9	8	8
7. On topics including climate change, sustainable development, the environmental impact of public policies, instruments for the reduction and control of greenhouse gases, low-carbon and low-emission economies, sustainable recovery policies, urban areas, the circular economy and sustainable consumption and production patterns, the integration of public policies for sustainable development and institution-building, the implementation of the New Urban Agenda with a gender perspective, and greenhouse gas emissions and related public policies	9	9	8	8
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on environmental public policies related to sustainable development and urban sustainability, risk reduction and adaptation to climate change, and strengthening national capacities.				
Databases and substantive digital materials: inputs for the General Assembly of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean; and databases on sustainable development, climate change and urban issues.				

Subprogramme 8 Natural resources

Objective

- 21.112 The objective, to which this subprogramme contributes, is to improve the governance and enhance the sustainable use and exploitation of natural resources in Latin America and the Caribbean, focusing on water resources management, affordable, inclusive and clean energy, extractive resources efficiency and biodiversity.

Strategy

- 21.113 To contribute to the objective, the subprogramme will:
- (a) Support countries of the region in the design of policies related to the energy transition, including greater participation of renewable sources of energy and increased energy efficiency, and to the water sustainable management transition, helping member States to make progress towards the achievement of Goals 6 and 7;
 - (b) Carry out studies on the governance of fossil and mineral resources (extractive resources), taking into consideration issues and challenges relating to the collection and use of resource rents, material efficiency and decoupling, helping member States to make progress towards the achievement of Goal 12;
 - (c) Provide technical assistance and support multi-stakeholder dialogue, within the framework of more sustainable governance of the extractive industries, focusing on critical minerals for the energy transition to make progress towards the achievement of Goal 13;

- (d) Reinforce the coherence, integration and coordination of national and regional biodiversity policies and provide technical assistance, upon request, to member States on issues related to conservation and sustainable use of biodiversity, helping member States to make progress towards the achievement of Goals 14 and 15.

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

- (a) Improved management of clean and affordable energy and water;
- (b) Better conservation and sustainable use of biodiversity;
- (c) More sustainable extractive industries.

Programme performance in 2023

Towards sustainable lithium exploitation with more added value in member countries of the Permanent Technical Dialogue Forum on Lithium Innovation, Technological Development and Value Addition

21.115 Following the approval by the Permanent Technical Dialogue Forum on Lithium Innovation, Technological Development and Value Addition of the “lithium triangle” countries of its biennial action plan, during 2023 the subprogramme supported implementation of the action plan. Two technical studies were carried out and two virtual technological surveillance workshops were organized, bringing together experts in the extraction, refining and value addition of lithium. In addition, the subprogramme developed a virtual course, attended by technical representatives from the four member countries, and organized three face-to-face workshops and technical tours to field operations related to lithium in Chile, Argentina and the Plurinational State of Bolivia, which provided the opportunity to exchange experiences and technical knowledge.

21.116 Progress towards the objective is presented in the performance measure below (see table 21.22).

Table 21.22
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Countries of the region proposed the creation of a regional forum on the exploitation of lithium	The Permanent Technical Dialogue Forum on Lithium Innovation, Technological Development and Value Addition of the “lithium triangle” countries was created	Mexico joined the Forum as a member and all four countries participated in the implementation of the biennial action plan

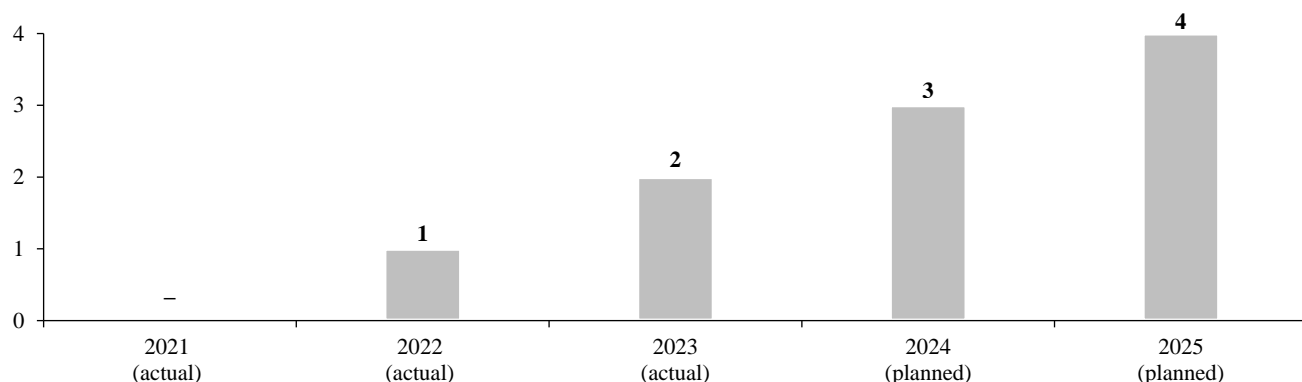
Planned results for 2025

Result 1: countries in the region adopt initiatives aimed at water management transition

Programme performance in 2023 and target for 2025

- 21.117 The subprogramme’s work contributed to the development of one initiative for the adoption of circular economy approaches in wastewater treatment plants, which met the planned target.
- 21.118 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XVI).

Figure 21.XVI
Performance measure: number of initiatives developed by countries in the region to implement more sustainable and inclusive water governance and management systems (cumulative)

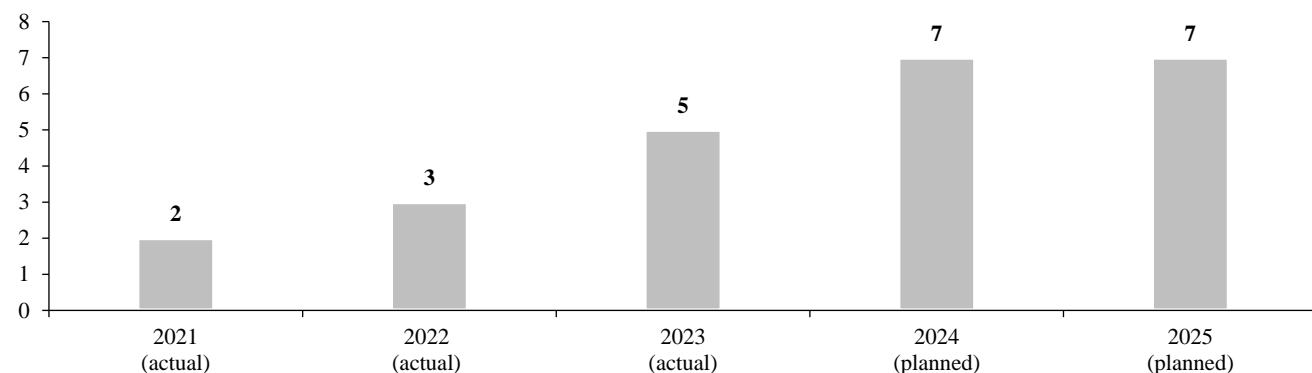


Result 2: digitalization in agriculture

Programme performance in 2023 and target for 2025

- 21.119 The subprogramme’s work contributed to two initiatives to support digital agriculture based on low-cost solutions and the coordination of public and private actors, which met the planned target.
- 21.120 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XVII).

Figure 21.XVII
Performance measure: number of initiatives implemented by countries in the region to support digital agriculture based on low-cost solutions and the coordination of public and private actors (cumulative)



Result 3: countries in the region supply critical minerals for the energy transition with increased economic, social and environmental sustainability

Proposed programme plan for 2025

- 21.121 Latin America and the Caribbean has significant levels of reserves and production of minerals critical for the energy transition, such as lithium and copper. The subprogramme has been providing technical support to the countries of the region on topics such as governance, regulatory and fiscal frameworks, and on to how to address socioeconomic and environmental impacts.

Lessons learned and planned change

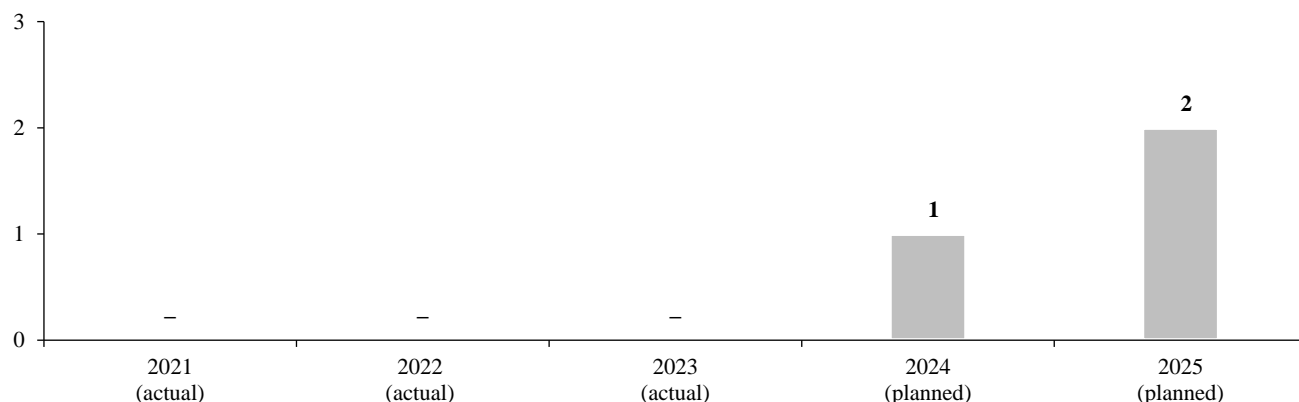
- 21.122 The lesson for the subprogramme was that technical support for the exchange of experiences and knowledge regarding critical materials among countries of the region could be improved through

comprehensive approaches to the sustainability of the mining industry. In applying the lesson, the subprogramme will promote dialogues, the exchange of experiences and the generation of knowledge, and will support the implementation of policies to promote a more economically, socially and environmentally sustainable supply of critical minerals for the energy transition.

21.123 Expected progress towards the objective is presented in the performance measure below (see figure 21.XVIII).

Figure 21.XVIII

Performance measure: number of new initiatives developed by countries in the region to promote the sustainable supply of critical minerals (cumulative)



Deliverables

21.124 Table 21.23 lists all deliverables of the subprogramme.

Table 21.23

Subprogramme 8: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	2
1. On energy, natural resources governance, the interlinkages between water, energy and food and non-renewable natural resources; water and energy transitions; environmental sustainability; agrifood systems; and bioeconomy, ecosystem-based solutions and biodiversity	3	3	3	2
Seminars, workshops and training events (number of days)	17	17	22	17
2. Meetings of experts on sustainable water and energy management; public policies linked to the governance of natural and extractive resources; environmental sustainability; agrifood systems; digitalization in agriculture and associated value chains; and bioeconomy, ecosystem-based solutions and biodiversity	8	8	10	8
3. Training and courses for public officials on agriculture, bioeconomy, ecosystem-based solutions and biodiversity, water, renewable energy, the management of natural and non-renewable resources and sustainable and inclusive energy transition	9	9	12	9
Publications (number of publications)	9	9	10	6
4. <i>Natural Resources and Development in Latin America and the Caribbean</i>	–	–	1	–
5. <i>The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean</i>	1	1	–	–

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
6. On issues relating to water resources and the interlinkages with other sectors; energy integration; governance of natural resources and the environment; natural resources and development; extractive industries; environmental sustainability; agrifood systems; bioeconomy, ecosystem-based solutions and biodiversity; and effects of technology and digitalization on agriculture value chains	8	8	9	6
Technical materials (number of materials)	1	1	1	1
7. Bulletin on natural resources for sustainable development in Latin America and the Caribbean	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on natural resources, on the design and implementation of policies and strategies for sustainable agricultural and rural development and bioeconomy, and in areas related to water, energy and non-renewable natural resources.				

Subprogramme 9 Planning and public management for development

Objective

- 21.125 The objective, to which this subprogramme contributes, is to enhance planning and public management processes in the region for the advancement of equitable and sustainable development.

Strategy

- 21.126 To contribute to the objective, the subprogramme will:
- (a) Promote the application of new methodologies, instruments and conceptual frameworks to strengthen capacities of government officials in the whole cycle of public management, including foresight, strategic and territorial planning, digital and open government, and monitoring and evaluation of plans and public policies for participatory planning and public management, while fostering high-quality public investment and strong linkages between development and sector-based plans and budgets;
 - (b) Encourage cooperation, peer-to-peer learning, innovation and the sharing of experiences and good practices in planning and public management through the provision of technical cooperation services and training and by conducting applied research, helping countries in the region to make progress towards the achievement of Goals 5, 11, 13, 16 and 17;
 - (c) Enhance regional capacities for building institutional resilience to cope with challenges posed by internal and external crises produced by natural disasters and/or human activities, such as pandemics, climate change impacts, social and political disruption and economic shocks.
- 21.127 The above-mentioned work is expected to result in:
- (a) Effective, inclusive, smart and strategic institutions and planning processes that prioritize comprehensive development through medium- and long-term visions;
 - (b) Reduced structural gaps by enhancing citizens' participation, deliberation and accountability, and the strengthening of territorial governance, planning and management in public policy processes;
 - (c) Strengthened capacities in Latin American and Caribbean institutions to withstand deep disruption and ensure continuity of basic services while enhancing preparedness and responsive, adaptive and transformational institutional capacities, including digital solutions, at both the national and subnational levels.

Programme performance in 2023

Panama develops a proposal for a national strategy for regional development to 2050 to close territorial gaps

- 21.128 Since 2021, the subprogramme has been providing technical assistance to Panama to strengthen national capacities for planning, including the creation of a national planning institute, as well as technical cooperation to support the formulation of a national strategy for territorial development, including the definition of pillars, objectives and strategic lines of action.
- 21.129 Progress towards the objective is presented in the performance measure below (see table 21.24).

Table 21.24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Panama established the Territorial Development Directorate in the Ministry of Economy and Finance	The Ministry of Economy and Finance started the development of a national strategy for territorial development	A proposal for a national strategy for territorial development was submitted for the consideration of the President of Panama

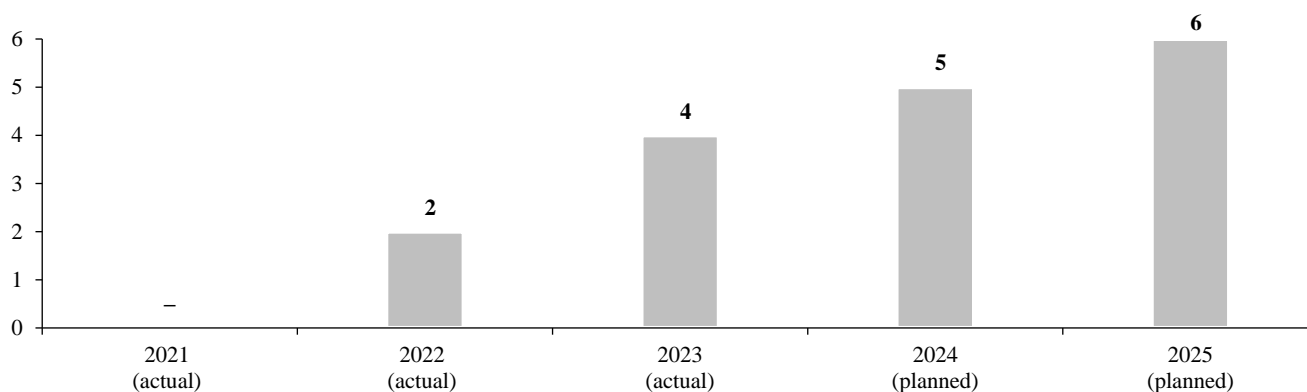
Planned results for 2025

Result 1: strengthened foresight capacities in national planning systems

Programme performance in 2023 and target for 2025

- 21.130 The subprogramme’s work contributed to strengthening foresight capacities in the national planning systems of two additional countries, which met the planned target.
- 21.131 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XIX).

Figure 21.XIX
Performance measure: number of countries with strengthened foresight capacities (cumulative)



Result 2: member States develop more efficient, collaborative and participatory public policies

Programme performance in 2023 and target for 2025

- 21.132 The subprogramme’s work contributed to the implementation of participatory planning processes in one additional country, which met the planned target.

21.133 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 21.25).

**Table 21.25
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Planning authorities gained access to methodologies and lessons learned to move towards facilitating effective and meaningful citizen participation in planning and public management	Planning authorities in Nuevo León, Mexico, made advancements in the co-creation of public policies by government together with civil society As part of a midterm review of the state’s development plan, planning authorities of Guanajuato, Mexico, identified recommendations for improving public participation in future planning processes	Argentina implemented participatory planning processes in Catamarca, Salta and Jujuy Provinces for the sustainable management of mineral resources	One additional country formulates or implements participatory public policies or participatory planning processes	One additional country formulates or implements participatory public policies or participatory planning processes

Result 3: integrated development policies to build more resilient territories to accelerate the implementation of the 2030 Agenda

Proposed programme plan for 2025

21.134 The subprogramme has been supporting countries of the region on issues related to territorial development and planning, and has developed a conceptual and theoretical framework and a toolbox for the elaboration of integrated territorial development policies.

Lessons learned and planned change

21.135 The lesson for the subprogramme was that flexible approaches to address the institutional, economic and social context of each country and territory are important to tailor to the local context the technical assistance delivered by the subprogramme. In applying the lesson, the subprogramme will adopt more flexible and context-based approaches to take into consideration specific institutional, economic and social contexts in the provision of technical assistance for the development of more integrated public policies.

21.136 Expected progress towards the objective is presented in the performance measure below (see table 21.26).

Table 21.26
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	A toolbox for the elaboration of integrated territorial development policies was piloted and applied by Costa Rica, the Dominican Republic and Panama	At least one additional country assesses an integrated approach to territorial development when designing public policies	At least two countries develop integrated development policies at the regional or national levels to build more resilient territories

Deliverables

21.137 Table 21.27 lists all deliverables of the subprogramme.

Table 21.27
Subprogramme 9: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings, per entity/theme)	6	12	6	6
1. Meetings of the Regional Council for Planning	6	6	–	6
2. Meetings of the Presiding Officers of the Regional Council for Planning	–	6	6	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. On development planning and public management for development	1	1	1	1
Seminars, workshops and training events (number of days)	53	53	53	53
4. Training courses on public management systems and practices, budgeting, evaluation and public investment; foresight and scenario planning techniques; multiscale and territorial governance, planning and management; planning, public value and public administration/management in cross-cutting and emerging issues; and public policies and programmes	50	50	50	50
5. Meetings of experts on foresight and planning; evaluation of public policies and programmes; multiscale and territorial governance; planning and development systems and institutions; and public value, public administration and open government policies	3	3	3	3
Publications (number of publications)	5	5	5	6
6. On planning and public management for development	5	5	5	5
7. Position document for the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning	–	–	–	1
Technical materials (number of materials)	1	1	1	1
8. On planning and public management for development	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on the strengthening of planning for development systems and institutions and integrated public management systems and practices, public policies and programmes, project formulation and evaluation, national systems for public investment, foresight for development, multilevel governance and planning, mainstreaming of a gender perspective and open government; and on assessing progress towards better planning, budgeting and implementation of government policies.				
Databases and substantive digital materials: Regional Observatory of Planning for Development in Latin America and the Caribbean; technical manuals and software that support training (in situ and e-learning) and technical assistance activities; and databases on planning and public management for development in Latin America and the Caribbean.				

Subprogramme 10 Statistics

Objective

- 21.138 The objective, to which this subprogramme contributes, is to improve the production, dissemination and use of statistics for evidence-based decision-making in the region.

Strategy

- 21.139 To contribute to the objective, the subprogramme will:
- (a) Deliver technical assistance, training courses and seminars related to: the development of basic statistics and institutional coordination mechanisms in areas of national accounts, economic and price statistics; environmental and climate change and disaster risk reduction statistics; poverty and inequality measurement, household survey design and integration of data sources; integration of statistical and geospatial information systems; development of digital platforms and data portals to disseminate official statistics; and national coordination mechanisms for the follow-up and review of the Sustainable Development Goals;
 - (b) Compile and harmonize statistical indicators and geospatial data from selected primary data sources, including household surveys, economic surveys and other non-traditional data sources, to produce regionally relevant economic, environmental and social statistics and indicators;
 - (c) Develop and maintain the ECLAC statistical data portal (CEPALSTAT) and geospatial data portal (CEPALGEO) and other regional statistical dissemination platforms, as well as the *Statistical Yearbook for Latin America and the Caribbean* and other publications;
 - (d) Provide secretariat services to the Statistical Conference of the Americas and its various working groups, ensuring the production of methodological outputs to be presented at the thirteenth meeting of the Conference;
 - (e) Encourage the use of administrative records and non-traditional data sources and the adoption of new methodologies for the integration of different data sources.
- 21.140 The above-mentioned work is expected to result in:
- (a) Production of reliable economic, social and environmental statistics and new indicators in emerging areas and the improvement of non-traditional sources of information;
 - (b) Increased availability of regionally comparable data, required as a benchmark for regional statistical development;
 - (c) Greater regional coordination, leading to increased use of statistics at the regional and national levels;
 - (d) Increased production of geospatial statistics and indicators.

Programme performance in 2023

Interoperable geospatial data platforms within national statistical offices to disseminate official statistics

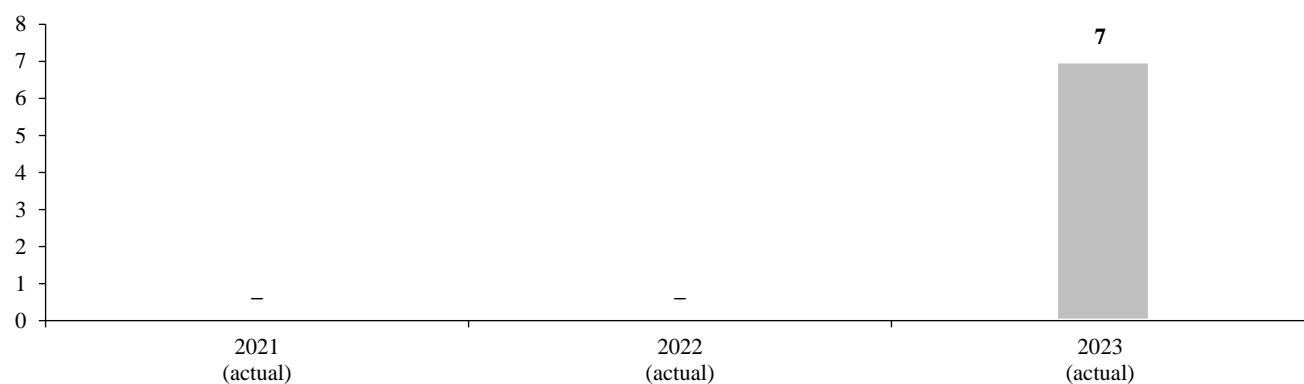
- 21.141 New geospatial data technologies can enhance the dissemination of official statistics through online platforms, facilitating access to georeferenced statistical data to inform decision-making. The subprogramme supported national statistical offices in the implementation of statistical “geoportals” equipped with tools and functionalities that allow interoperability between statistical and geospatial

databanks using open standards. Through digital maps, national statistical offices were able to disseminate data generated by different sources, such as population and housing censuses, agricultural censuses, household surveys and economic surveys, as well as a wide range of statistical indicators. The technological developments implemented enable interoperability and integration with other layers of geospatial information maintained by public actors and non-governmental sectors at the country level.

21.142 Progress towards the objective is presented in the performance measure below (see figure 21.XX).

Figure 21.XX

Performance measure: number of countries in which national statistical offices implemented statistical geoportals with interoperability and open standards (annual)



Planned results for 2025

Result 1: increased capacities to produce disaggregated Sustainable Development Goal indicators to leave no one behind

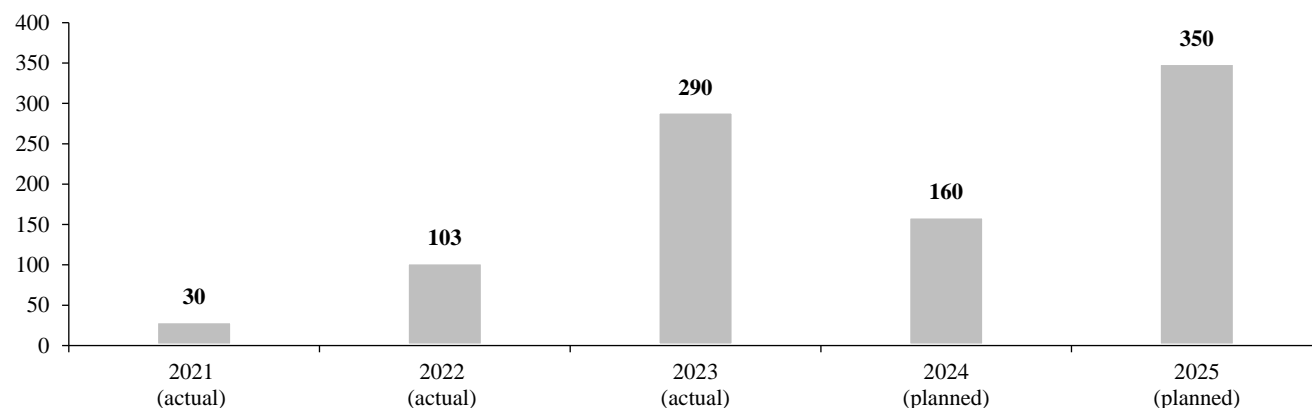
Programme performance in 2023 and target for 2025

21.143 The subprogramme’s work contributed to 290 trained practitioners with improved capacity to apply small area estimation techniques, which exceeded the planned target of 70.

21.144 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XXI).

Figure 21.XXI

Performance measure: number of national trained practitioners with improved capacity to apply small area estimation techniques to produce disaggregated statistics (cumulative)



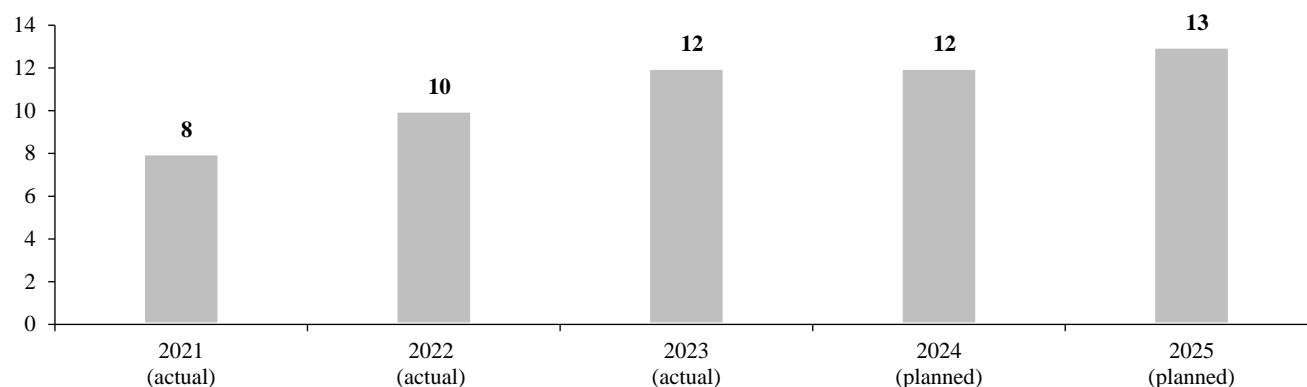
Result 2: improved data collection on prices to better inform policymaking

Programme performance in 2023 and target for 2025

- 21.145 The subprogramme’s work contributed to two additional countries having coordinated consumer price index and International Comparison Program data collection activities, which exceeded the planned target of one.
- 21.146 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XXII).

Figure 21.XXII

Performance measure: number of Latin American and Caribbean countries with coordinated consumer price index and International Comparison Program data collection activities (cumulative)



Result 3: increased implementation of the United Nations Integrated Geospatial Information Framework at the national level

Proposed programme plan for 2025

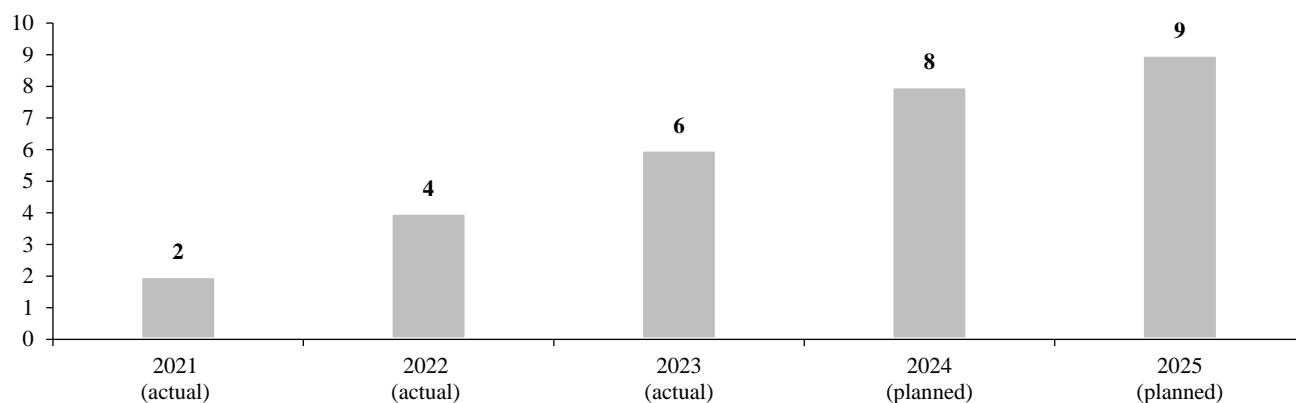
- 21.147 Geospatial information is increasingly used to inform decision-making and policy formulation. The United Nations Integrated Geospatial Information Framework, developed by the Committee of Experts on Global Geospatial Information Management, provides guidance in matters related to governance, policies, financing, data, innovation, standards, alliances, training and communication of geospatial information. In its capacity as technical secretariat of the Committee of Experts for the region, the subprogramme has been supporting countries in the implementation of the guidelines provided by the Integrated Geospatial Information Framework, delivering workshops and promoting their incorporation into plans and strategies.

Lessons learned and planned change

- 21.148 The lesson for the subprogramme was that countries can benefit from the use of the Integrated Geospatial Information Framework to conduct a national diagnosis and to develop action plans or road maps on geospatial information management. In applying the lesson, the subprogramme will, upon request, support countries of the region in the implementation of the Framework towards the elaboration of effective strategies and plans on geospatial information.
- 21.149 Expected progress towards the objective is presented in the performance measure below (see figure 21.XXIII).

Figure 21.XXIII

Performance measure: number of Latin American and Caribbean countries having taken actions to implement the United Nations Integrated Geospatial Information Framework (cumulative)



Deliverables

21.150 Table 21.28 lists all deliverables of the subprogramme.

Table 21.28

Subprogramme 10: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	18	18	6	12
1. Meetings of the Statistical Conference of the Americas	9	9	–	6
2. Meetings of the Executive Committee of the Statistical Conference of the Americas	9	9	6	6
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	3	3	3	3
3. On economic statistics and national accounts; household surveys, social indicators and statistics; environmental statistics; the framework for the 2030 Agenda; and statistical and geospatial information	3	3	3	3
Seminars, workshops and training events (number of days)	21	21	21	24
4. Seminars and workshops on social statistics and household surveys, environment and climate change statistics, the System of National Accounts, economic statistics and geospatial information	12	12	12	12
5. Meetings of experts on the System of National Accounts 2008 and on the System of National Accounts 2025 and economic statistics; environmental statistics and environmental accounts; statistics and indicators for follow-up to the 2030 Agenda; and improvements to household surveys and administrative records; and sessions of the Regional Committee of United Nations Global Geospatial Information Management for the Americas	9	9	9	12
Publications (number of publications)	5	5	5	6
6. <i>Statistical Yearbook for Latin America and the Caribbean</i>	1	1	1	1
7. Document of the working groups of the Statistical Conference of the Americas of ECLAC	–	–	–	1
8. On economic, environmental and social statistics and geospatial information	4	4	4	4
Technical materials (number of materials)	6	7	6	4
9. Bulletins on economic, social and environmental statistics and geospatial information	6	7	6	4

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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C. Substantive deliverables

Consultation, advice and advocacy: advice to member States, upon request, on environment, climate change and disaster statistics and indicators; economic statistics; household surveys, poverty, inequality and other social statistics; geospatial information; and follow-up of the 2030 Agenda.

Databases and substantive digital materials: the statistical information system and databases (CEPALSTAT) for 800,000 annual visits; the household survey database (BADEHOG); and the economic survey database (BADECON).

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

Objective

- 21.151 The objective, to which this subprogramme contributes, is to improve the formulation of evidence-based public policies in the economic, social and environmental fields in the countries in the subregion.

Strategy

- 21.152 To contribute to the objective, the subprogramme will support the implementation of national development agendas and strategic reforms towards generating economic and social impacts, and social compacts for equality benefiting those in vulnerable situations in the countries of Central America, Cuba, the Dominican Republic, Haiti and Mexico. Special emphasis will be placed on economic and social development, international trade, industry and integration, agriculture, food security and rural development, energy and natural resources, and climate change, thus helping member States to make progress towards the achievement of Goals 1, 2, 7, 8, 10, 13 and 17. Specifically, the subprogramme will:
- (a) Undertake analytical work to foster the generation, dissemination and implementation of innovative and sound approaches to address the subregion’s development challenges and build national and subregional capacities to formulate more integrated and coherent policies, taking into full consideration the different national contexts in the subregion;
 - (b) Strengthen its multisectoral and interdisciplinary approach by maintaining and updating relevant databases and developing quantitative and qualitative analytical models;
 - (c) Provide training activities, advisory services and fellowships, as well as organize and promote forums in the areas of economic, social and environmental public policies.
- 21.153 The above-mentioned work is expected to result in the design, implementation and evaluation of effective public policies, including those focused on fiscal matters, trade and integration, energy, agriculture, food security, social protection and climate change.

Programme performance in 2023

Public policies for care systems designed in the subregion

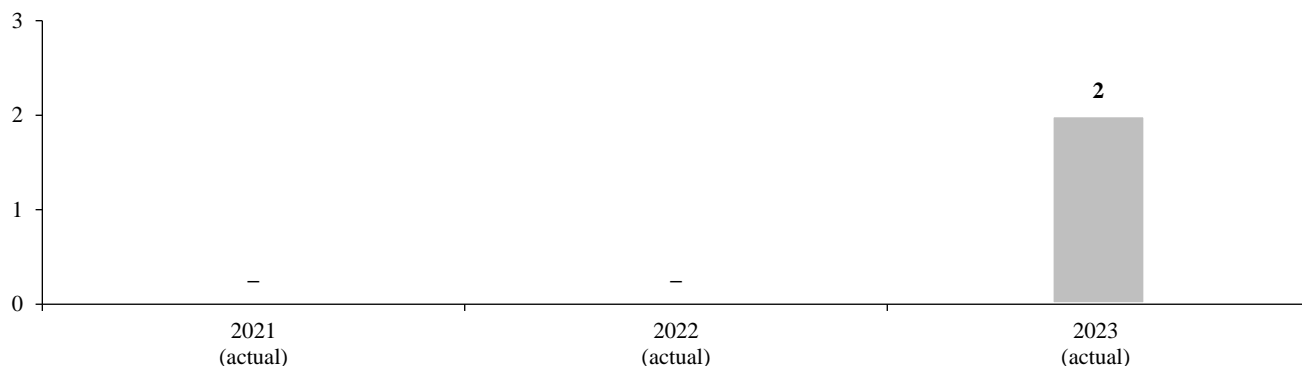
- 21.154 The subprogramme has delivered technical assistance to support countries of the subregion in the design of public policies for care systems in view of population ageing and the increased participation of women in the labour market. As part of a multi-year technical assistance programme to Cuba on care and ageing, a workshop and field visits were organized in Mexico for Cuban officials on the design, implementation and evaluation of care systems. As a result, in November 2023 the “Integral system of care for life in Cuba” was presented in the Council of Ministers and to the Human Rights Council. Technical support was also delivered to El Salvador for the elaboration of a public and territorially-

focused strategy to strengthen the integral care system in the metropolitan area of San Salvador, with a gender perspective, including the development of indicators to better monitor the demand for care.

21.155 Progress towards the objective is presented in the performance measure below (see figure 21.XXIV).

Figure 21.XXIV

Performance measure: number of public policy instruments designed for care systems (annual)



Planned results for 2025

Result 1: strengthened technical capacities of national and regional institutions to design better public policies for development focused on the role of the State

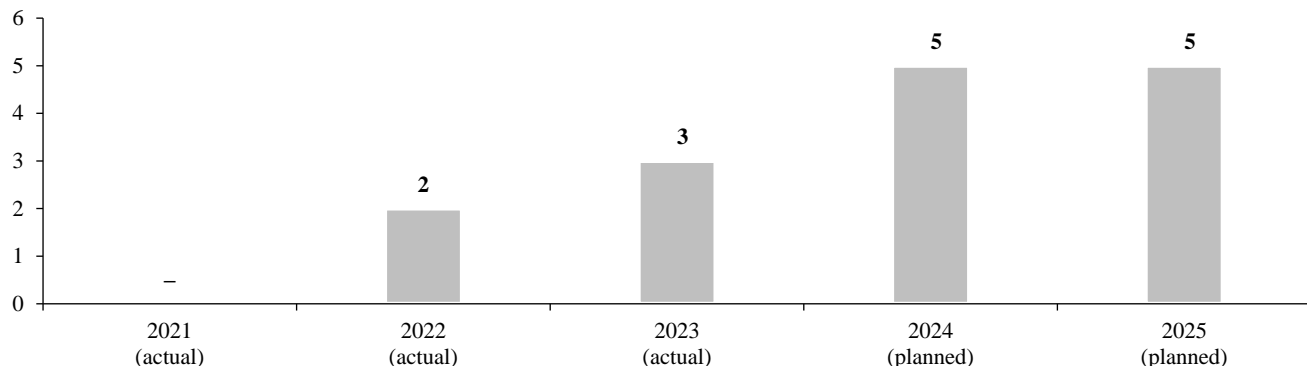
Programme performance in 2023 and target for 2025

21.156 The subprogramme’s work contributed to three public institutions strengthening technical capacities to design public policies for development, which met the planned target.

21.157 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XXV).

Figure 21.XXV

Performance measure: number of public institutions with strengthened technical capacity to design public policies for development focused on the role of the State (annual)



Result 2: increased contribution by subregional integration institutions to policy design on economic issues

Programme performance in 2023 and target for 2025

21.158 The subprogramme’s work contributed to one regional integration institution having access to technical knowledge, which met the planned target.

21.159 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 21.29).

Table 21.29
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Executive Secretariat of the Council of Ministers of Finance of Central America, Panama and the Dominican Republic started developing technical tools on specialized economic issues, such as fiscal policy and public debt	Central American Integration System had access to technical knowledge for the formulation of policy recommendations on paperless cross-border trade	One regional integration institution has installed capacities to formulate national economic forecasts and policy analysis	One regional integration institution organizes technical events to formulate economic policy analysis

Result 3: accelerated implementation of the Sustainable Development Goals by addressing structural gaps

Proposed programme plan for 2025

21.160 To help address structural gaps, the subprogramme has conducted analysis on policies that have an impact on Indigenous people in Mexico; gaps in access to education and health in Guatemala; and the effectiveness of public expenditure and social protection policies in several countries of the subregion.

Lessons learned and planned change

21.161 The lesson for the subprogramme was that for the design of policies, it is important to take into consideration not only the local and territorial dynamics, but also the different elements that have an impact on the poorest and the most vulnerable. In applying the lesson, the subprogramme will work with all relevant institutions and stakeholders in the design and implementation of policies to close structural gaps in order to accelerate implementation of the Sustainable Development Goals.

21.162 Expected progress towards the objective is presented in the performance measure below (see table 21.30).

Table 21.30
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Governments have access to specialized instruments, studies and data on structural gaps	At least one country in the subregion has initiated a process to integrate analysis on structural gaps into its policies

Deliverables

21.163 Table 21.31 lists all deliverables of the subprogramme.

Table 21.31

Subprogramme 11: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	1
1. On structural gaps and sustainable development	1	1	1	1
2. On climate change adaptation and disaster risk reduction	1	1	1	–
Seminars, workshops and training events (number of days)	16	16	16	16
3. Meetings of experts on debt sustainability, macroeconomic and public policies, social systems and structure, welfare systems and stratification, energy, food and agriculture, productive development, international and subregional trends in trade, climate change and the achievement of the Sustainable Development Goals	10	10	10	16
4. Training courses and workshops on policy options relating to climate change adaptation and mitigation, the Sustainable Development Goals and sustainable development, agriculture and food security	6	6	6	–
Publications (number of publications)	11	11	11	13
5. On macroeconomics, trade, external investments, social developments inclusive of labour markets, welfare systems, energy and agricultural sectors, climate change, productive development, social issues and regional integration for development	11	11	11	13
Technical materials (number of materials)	12	12	11	11
6. On subregional activities	2	2	1	–
7. On recent macroeconomic developments in the countries of the subregion	10	10	10	10
8. On social indicators	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on macroeconomic and macroprudential policies, the 2030 Agenda, social development issues, sectoral policy, energy and climate change, international trade and integration.				
Databases and substantive digital materials: databases on economic statistics and national accounts, social indicators, the agricultural sector and food security, trade integration, the hydrocarbon and electricity sectors and climate change in the subregion.				

Subprogramme 12 Subregional activities in the Caribbean

Objective

21.164 The objective, to which this subprogramme contributes, is to strengthen the sustainable development process in the Caribbean in the economic, social and environmental dimensions, and to enhance the subregion's cooperation with Latin America.

Strategy

21.165 To contribute to the objective, the subprogramme will:

- (a) Engage ECLAC member States, regional and extraregional entities and other partners in subregional and country-specific initiatives and convene high-level intergovernmental and technical meetings related to the follow-up to global and regional initiatives and conferences,

including the 2030 Agenda and the Goals, and explore and articulate strategies for and approaches towards sustainable development based on applied research and empirical and conceptual frameworks of analysis;

- (b) Support Caribbean countries in the development of evidence-based policies that promote sustainable development, helping member States to make progress towards the achievement of Goals 3, 4, 5, 8, 9, 10, 11, 12, 13, 14, 15 and 17;
- (c) Undertake research and analysis on emerging issues and challenges facing the Caribbean;
- (d) Build the capacities of development practitioners and decision makers in designing and implementing resilience-building measures for sustainable development that are inclusive of the special situation of women and persons with disabilities, in close cooperation with United Nations entities and Caribbean development partners.

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

- (a) Increased effective subregional and regional engagement and consensus, functional cooperation and enhanced political advocacy on issues critical to the development of the Caribbean;
- (b) Advancement of the implementation of national and subregional strategies and programmes.

Programme performance in 2023

Moving towards a free trade agreement between Belize and Mexico

21.167 The subprogramme has delivered technical support to Belize to identify areas of opportunity to increase its exports to Mexico and the economic activity of related economic sectors. In addition to the technical support provided both face-to-face and virtually, the subprogramme developed a dynamic computable general equilibrium model of the goods-producing sectors of the economy of Belize, which is being used by national authorities to better analyse the impact of a possible trade agreement on these specific sectors.

21.168 Progress towards the objective is presented in the performance measure below (see table 21.32).

Table 21.32

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	Belize used the dynamic computable general equilibrium model to assess and analyse the impact of a free trade agreement with Mexico on the goods-producing sectors of its economy

Planned results for 2025

Result 1: sourcing and leveraging financing for development through innovative instruments and mechanisms

Programme performance in 2023 and target for 2025

21.169 The subprogramme's work contributed to the finalization of the Articles of Agreement for the establishment of the Caribbean Resilience Fund, which did not meet the planned target of one Caribbean country initiating a debt swap/debt restructuring with creditors and/or private investors. The target was not met due to delays in the procedural and governance-related decision-making,

which slowed the consideration and adoption of the Articles of Agreement and progress towards the establishment of the Caribbean Resilience Fund.

21.170 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 21.33).

Table 21.33
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Endorsement of the structure, operation and governance of the Caribbean Resilience Fund by key stakeholders	Agreement on the establishment of the Caribbean Resilience Fund	Articles of Agreement for the establishment of the Caribbean Resilience Fund finalized	At least one additional Caribbean country has initiated a debt swap/debt restructuring with creditors and/or private investors	At least one additional Caribbean country has initiated a debt swap/debt restructuring with creditors and/or private investors

Result 2: gender-sensitive policies on paid and unpaid work in the Caribbean better informed through time-use surveys

Programme performance in 2023 and target for 2025

21.171 The subprogramme’s work contributed to two countries incorporating time-use modules in their labour force surveys, which exceeded the planned target of one country.

21.172 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 21.34).

Table 21.34
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Dominica, Jamaica and Trinidad and Tobago incorporated time-use modules in their labour force survey and/or population and housing censuses	Grenada and Saint Lucia incorporated time-use modules in their labour force surveys	At least one additional Caribbean country carries out a time-use survey as part of its population and housing census or labour force survey	At least one additional Caribbean country carries out a time-use survey as part of its population and housing census or labour force survey

Result 3: digital inclusion in the Caribbean

Proposed programme plan for 2025

21.173 The subprogramme has been supporting countries of the subregion in their efforts to adopt digital technologies to promote digital inclusion. Recently, the subprogramme organized a workshop on measuring the digital society for digital inclusion.

Lessons learned and planned change

21.174 The lesson for the subprogramme was that technical support delivered to Caribbean countries could contribute to further aligning policies on the digital transformation at the subregional level with

national priorities. In applying the lesson, the subprogramme will increase the generation of synergies between its applied research and the organization of workshops and training activities and provide technical support to countries in the subregion in the development of relevant and specific indicators, including data disaggregated by demographic groups, to inform decision-making and make advances in digital inclusion.

21.175 Expected progress towards the objective is presented in the performance measure below (see table 21.35).

Table 21.35
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Caribbean countries endorsed the need for the development of metrics to facilitate action on digital inclusion	Caribbean countries agree on the subregional priorities and indicators as a mechanism to measure the digital society and advance digital inclusion in the Caribbean	At least one Caribbean country has incorporated the subregional priorities and indicators into its national statistical and data collection framework

Deliverables

21.176 Table 21.36 lists all deliverables of the subprogramme.

Table 21.36
Subprogramme 12: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
1. Sessions of the Caribbean Development and Cooperation Committee	–	–	3	–
2. Meetings of the Monitoring Committee of the Caribbean Development and Cooperation Committee	3	3	–	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	1	1
3. On a relevant issue related to sustainable development in the Caribbean	2	2	1	1
Seminars, workshops and training events (number of days)	18	16	18	17
4. Meeting of the Caribbean Development Round Table	–	–	1	–
5. Meetings on issues related to economic development and finance; information and communications technology (ICT); statistics; selected population and social development issues; and selected issues related to the environment in the Caribbean	8	8	7	7
6. Workshops on ICT for sustainable development; trade policy and trade reforms for sustained growth and development; and selected issues related to social development and protection in the Caribbean	6	4	6	6
7. Training courses on the use of REDATAM to process and analyse data from censuses and household surveys; and on selected environmental development issues	4	4	4	4

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
Publications (number of publications)	10	13	10	9
8. <i>Economic Survey of the Caribbean</i>	1	1	1	1
9. <i>Preliminary Overview of the Economies of the Caribbean</i>	1	–	1	1
10. <i>Caribbean Development Report</i>	–	–	1	–
11. On issues related to economic development, ICT, statistics, the environment, and population and social development in the Caribbean	8	12	7	7
Technical materials (number of materials)	8	5	8	8
12. On issues related to economic development, ICT for development, statistics, social development, environmental development, and disaster risk reduction and resilience-building in the Caribbean	4	2	4	4
13. <i>FOCUS</i> magazine	4	3	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, on ICT for development, economic policies and integration, gender equality and social, population and environmental development, disaster preparedness and risk reduction, and statistics and statistical development.				
Databases and substantive digital materials: database on statistical indicators; and database on science and technology.				
D. Communication deliverables				
Outreach programmes, special events and information materials: <i>The Hummingbird</i> newsletter; and community outreach events.				
External and media relations: news items; media events; and television and radio interviews.				
Digital platforms and multimedia content: ECLAC Caribbean website and social media pages.				
Library services: information requests; library catalogue; interlibrary loans and services; and book displays (virtual).				

Subprogramme 13 Support for regional and subregional integration and cooperation processes and organizations

Objective

- 21.177 The objective, to which this subprogramme contributes, is to enhance regional and subregional integration processes in order to foster their convergence and the participation of the region through common positions in interregional and global political dialogues in support of the 2030 Agenda.

Strategy

- 21.178 To contribute to the objective, the subprogramme will:
- Promote coordination and cooperation among member States and associate members, subregional and regional entities, the resident coordinator system, United Nations agencies, funds and programmes, the private sector, civil society organizations (including the business community), academic institutions, extraregional stakeholders and other third parties through technical, logistical and substantive contributions to subregional and regional initiatives;
 - Support the development of joint regional positions in multilateral forums and global conferences in connection with important events, such as the meetings of the Community of Latin American and Caribbean States, the Central American Integration System, the Southern Common Market, the Pacific Alliance, the Caribbean Community, the Association of Caribbean States, the Organization of Eastern Caribbean States and other integration mechanisms that will report to the Forum of the Countries of Latin America and the Caribbean on Sustainable Development;

- (c) Develop activities to strengthen subregional and regional organizations, by fostering coordination, cooperation, complementarity and synergies, and by supporting political dialogues with multiple stakeholders when the participation of ECLAC is required;
- (d) Foster dialogue and cooperation through South-South, North-South, triangular, bilateral and multilateral cooperation initiatives, and specifically the Regional Conference on South-South Cooperation in Latin America and the Caribbean;
- (e) Support member States in capacity-building, and assessment – including using the ECLAC damage and loss assessment methodology – of the economic, social and environmental impacts of disasters, in line with the priorities of the Sendai Framework for Disaster Risk Reduction 2015–2030;
- (f) Provide technical cooperation and advisory services, upon request, and training activities;
- (g) Promote the sharing of knowledge and experiences to support the achievement of sustainable development, as well as promote discussions on shared targets, mainstreaming a gender perspective and in line with the Caribbean First strategy of the Commission;
- (h) Promote multilateral cooperation, in the context of integration schemes and organizations in the region, and help the region to make progress towards the achievement of the Goals, in particular Goals 16 and 17.

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

- (a) Reduced regional asymmetries and increased South-South and triangular cooperation initiatives, including subregional integration processes and the region's strategic positioning at the global level;
- (b) Common positions of the countries of the region in support of the implementation of the 2030 Agenda.

Programme performance in 2023

A strengthened institutional framework for international cooperation in Ecuador

21.180 Since 2022, the subprogramme has delivered technical support to the Ministry of Foreign Affairs and Human Mobility of Ecuador to strengthen the institutional mechanisms for the management of international cooperation, through the provision of technical analysis and recommendations. This technical support contributed to the elaboration of a proposal to create an agency or a vice-ministry of international cooperation.

21.181 Progress towards the objective is presented in the performance measure below (see table 21.37).

Table 21.37

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	A proposal to create an agency or a vice-ministry of international cooperation was presented by the Ministry of Foreign Affairs and Human Mobility to the President of Ecuador for consideration and as input for the preparation of the preliminary draft of the decree to be presented to the National Assembly

Planned results for 2025

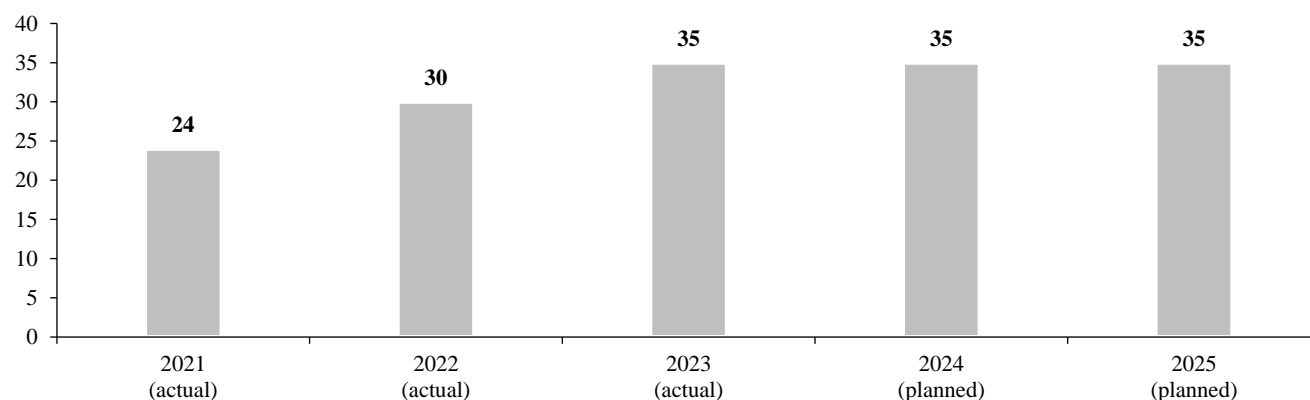
Result 1: strong regional and subregional participation of intergovernmental integration schemes and organizations in the region in support of the recovery from the pandemic in line with the 2030 Agenda

Programme performance in 2023 and target for 2025

- 21.182 The subprogramme's work contributed to the participation of 35 regional and subregional intergovernmental integration schemes and organizations in the Forum of the Countries of Latin America and the Caribbean on Sustainable Development, which met the planned target.
- 21.183 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XXVI).

Figure 21.XXVI

Performance measure: number of regional and subregional intergovernmental integration schemes and organizations participating in the Forum of the Countries of Latin America and the Caribbean on Sustainable Development (annual)



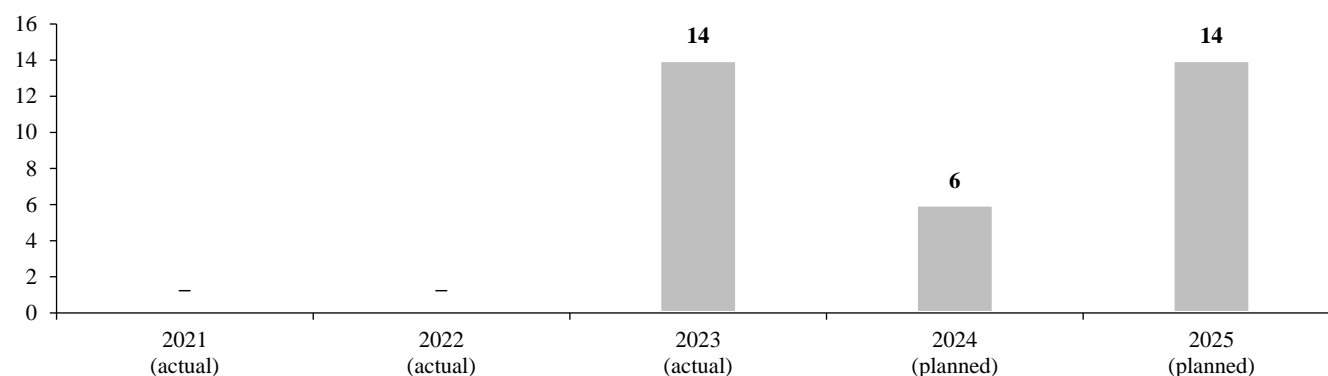
Result 2: strengthened South-South cooperation as an instrument of regional integration in line with the 2030 Agenda

Programme performance in 2023 and target for 2025

- 21.184 The subprogramme's work contributed to 14 regional and subregional intergovernmental integration schemes and multilateral organizations participating in the first session of the Regional Conference on South-South Cooperation of Latin America and the Caribbean, which exceeded the planned target of 5.
- 21.185 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 21.XXVII).

Figure 21.XXVII

Performance measure: number of regional and subregional intergovernmental integration schemes and multilateral organizations participating in the meetings of the Regional Conference on South-South Cooperation of Latin America and the Caribbean and those of its Presiding Officers (annual)



Result 3: strengthened multi-stakeholder initiatives in South-South and triangular cooperation

Proposed programme plan for 2025

21.186 During the first session of the Regional Conference on South-South Cooperation in Latin America and the Caribbean, ECLAC member States identified areas for coordination, cooperation and synergies, such as the urgency to address the vulnerabilities that are linked to development challenges, with a renewed agreement for international development cooperation.

Lessons learned and planned change

21.187 The lesson for the subprogramme was that the inclusion of different stakeholders in the discussions contributed to identifying areas for cooperation and joint coordinated work, to align positions and mobilize resources. In applying the lesson, the subprogramme will strengthen civil society and private sector participation in South-South and triangular projects and initiatives.

21.188 Expected progress towards the objective is presented in the performance measure below (see table 21.38).

Table 21.38

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Countries exchanged experiences and discussed challenges for innovative and coordinated work with cooperation agencies, non-governmental actors, the private sector and development banks on cross-cutting regional issues	Countries have access to systematized information on multi-stakeholder South-South cooperation initiatives in which social organizations and the private sector have participated	Countries identify areas of coordination, cooperation and synergies for work with the private sector and civil society

Deliverables

21.189 Table 21.39 lists all deliverables of the subprogramme.

Table 21.39

Subprogramme 13: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
1. Session of the Regional Conference on South-South Cooperation in Latin America and the Caribbean	2	2	–	2
2. Meeting of the Presiding Officers of the Regional Conference on South-South Cooperation in Latin America and the Caribbean	–	–	2	–
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	7	6	6
3. Training courses and seminars, in cooperation with government entities and regional and subregional organizations, on strategies and processes for convergence and integration; on South-South and triangular cooperation and strategies relating to extraregional stakeholders and third parties; on risk assessment and resilience-building; on regional economic and social policies; to assess progress in subregional and regional integration; and in the context of biregional dialogues	6	7	6	6
Publications (number of publications)	3	3	3	4
4. Position document for the Regional Conference on South-South Cooperation in Latin America and the Caribbean	–	–	–	1
5. On cooperation among and the integration of regional and subregional organizations and processes	3	3	3	3
Technical materials (number of materials)	2	2	2	2
6. Technical notes for intergovernmental meetings on integration and cooperation and the Regional Conference on South-South Cooperation in Latin America and the Caribbean about the inclusion of extraregional stakeholders and third parties	2	2	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: advice to member States, upon request, and to regional and subregional organizations and processes, including on integration and cooperation, the 2030 Agenda, the use of the ECLAC damage and loss assessment methodology, and relationships with extraregional stakeholders and third parties.				

B. Proposed post and non-post resource requirements for 2025

Overview

21.190 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 21.40 to 21.42.

Table 21.40

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	51 189.6	53 872.6	–	–	(18.2)	(18.2)	(0.0)	53 854.4
Other staff costs	1 356.4	1 655.5	–	–	–	–	–	1 655.5
Hospitality	0.5	5.2	–	–	–	–	–	5.2
Consultants	320.7	371.7	–	–	–	–	–	371.7
Experts	292.0	416.4	–	–	–	–	–	416.4
Travel of staff	697.6	750.1	–	–	–	–	–	750.1
Contractual services	2 087.2	2 072.8	–	–	–	–	–	2 072.8
General operating expenses	3 548.0	3 978.9	–	–	–	–	–	3 978.9
Supplies and materials	114.7	170.7	–	–	–	–	–	170.7
Furniture and equipment	995.2	568.2	–	–	–	–	–	568.2
Improvement of premises	9.9	27.0	–	–	–	–	–	27.0
Grants and contributions	24.8	475.1	(475.1)	–	–	(475.1)	(100.0)	–
Other	27.6	–	–	–	–	–	–	–
Total	60 664.1	64 364.2	(475.1)	–	(18.2)	(493.3)	(0.8)	63 870.9

^a At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 21.41

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	480	1 USG, 3 D-2, 12 D-1, 31 P-5, 61 P-4, 62 P-3, 47 P-2/1, 3 NPO, 4 GS (OL), 256 LL
Redeployment (geographical)	–	1 P-3 under subprogramme 1
Redeployment	–	1 P-5 from subprogramme 3 to subprogramme 1 1 P-3 from subprogramme 7 to subprogramme 9 1 P-5, 1 P-4, 1 P-3 and 1 P-2 from subprogramme 8 to subprogramme 2 1 P-4 from subprogramme 9 to subprogramme 7
Proposed for 2025	480	1 USG, 3 D-2, 12 D-1, 31 P-5, 61 P-4, 62 P-3, 47 P-2/1, 3 NPO, 4 GS (OL), 256 LL

Note: The following abbreviations are used in the tables and figures: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 21.42
Overall: proposed posts by category and grade^a

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	1	
D-2	3	–	–	–	–	3	
D-1	12	–	–	–	–	12	
P-5	31	–	–	–	–	31	
P-4	61	–	–	–	–	61	
P-3	62	–	–	–	–	62	
P-2/1	47	–	–	–	–	47	
Subtotal	217	–	–	–	–	217	
General Service and related							
NPO	3	–	–	–	–	3	
GS (OL)	4	–	–	–	–	4	
LL	256	–	–	–	–	256	
Subtotal	263	–	–	–	–	263	
Total	480	–	–	–	–	480	

^a Includes three temporary posts (1 P-4 and 2 P-3) that were approved pursuant to General Assembly resolution 71/272.

21.191 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 21.43 to 21.45 and figure 21.XXVIII.

21.192 As shown in tables 21.43 (1) and 21.44 (1), the overall resources proposed for 2025 amount to \$63,870,900 before recosting, reflecting a net decrease of \$493,300 (or 0.8 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

 Table 21.43
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

 (1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Policymaking organs	772.3	874.6	–	–	–	–	–	874.6	
B. Executive direction and management	4 254.2	4 075.6	–	–	–	–	–	4 075.6	
C. Programme of work									
1. International trade, integration and infrastructure	3 385.5	3 612.5	–	–	204.1	204.1	5.6	3 816.6	
2. Production and innovation	2 235.2	2 874.4	–	–	658.5	658.5	22.9	3 532.9	

Part V Regional cooperation for development

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
3. Macroeconomic policies and growth	4 519.6	4 905.6	–	–	(222.3)	(222.3)	(4.5)	4 683.3
4. Social development and equality	2 144.0	2 156.3	–	–	–	–	–	2 156.3
5. Gender equality and women's autonomy	1 103.7	1 366.6	–	–	–	–	–	1 366.6
6. Population and development	1 959.7	1 933.1	–	–	–	–	–	1 933.1
7. Sustainable development and human settlements	3 062.8	3 083.0	–	–	25.6	25.6	0.8	3 108.6
8. Natural resources	2 241.0	2 453.1	–	–	(658.5)	(658.5)	(26.8)	1 794.6
9. Planning and public management for development	1 372.3	1 296.3	–	–	(25.6)	(25.6)	(2.0)	1 270.7
10. Statistics	3 197.1	3 130.9	–	–	–	–	–	3 130.9
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	5 452.5	5 922.6	–	–	–	–	–	5 922.6
12. Subregional activities in the Caribbean	3 843.3	4 770.4	–	–	–	–	–	4 770.4
13. Support for regional and subregional integration and cooperation processes and organizations	1 016.3	1 008.4	–	–	–	–	–	1 008.4
Subtotal, C	35 533.0	38 513.2	–	–	(18.2)	(18.2)	(0.0)	38 495.0
D. Programme support	20 104.6	20 900.8	(475.1)	–	–	(475.1)	(2.3)	20 425.7
Subtotal, I	60 664.1	64 364.2	(475.1)	–	(18.2)	(493.3)	(0.8)	63 870.9

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	637.9	933.7	(22.5)	(2.4)	911.2
C. Programme of work					
1. International trade, integration and infrastructure	551.7	621.7	(31.1)	(5.0)	590.6
2. Production and innovation	1 101.3	1 119.5	(56.0)	(5.0)	1 063.5
3. Macroeconomic policies and growth	1 020.6	997.0	(49.8)	(5.0)	947.2
4. Social development and equality	658.0	782.3	(39.1)	(5.0)	743.2
5. Gender equality and women's autonomy	924.5	912.3	(45.7)	(4.8)	866.6
6. Population and development	587.6	369.3	(17.7)	(5.0)	351.6
7. Sustainable development and human settlements	1 846.9	1 682.2	(84.1)	(5.0)	1 598.1
8. Natural resources	1 022.2	1 022.8	(51.1)	(5.0)	971.7
9. Planning and public management for development	1 167.0	1 159.3	(48.7)	(4.2)	1 110.6
10. Statistics	262.5	353.0	(17.6)	(5.0)	335.4
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	1 776.3	1 326.9	(66.4)	(5.0)	1 260.5

Section 21 Economic and social development in Latin America and the Caribbean

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
12. Subregional activities in the Caribbean	171.2	254.5	(2.3)	(0.9)	252.2
13. Support for regional and subregional integration and cooperation processes and organizations	–	–	–	–	–
Subtotal, C	11 089.8	10 600.8	(509.6)	(4.8)	10 091.2
D. Programme support	1 585.6	1 194.5	–	–	1 194.5
Subtotal, 2	13 313.3	12 729.0	(532.1)	(4.2)	12 196.9
Total (1+2)	73 977.4	77 093.2	(1 025.4)	(1.3)	76 067.8

Table 21.44

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

 (1) *Regular budget*

<i>Component/subprogramme</i>	<i>Changes</i>					<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	32	–	–	–	–	32
C. Programme of work						
1. International trade, integration and infrastructure	25	–	–	1	1	26
2. Production and innovation	20	–	–	4	4	24
3. Macroeconomic policies and growth	36	–	–	(1)	(1)	35
4. Social development and equality	15	–	–	–	–	15
5. Gender equality and women's autonomy	9	–	–	–	–	9
6. Population and development	16	–	–	–	–	16
7. Sustainable development and human settlements	18	–	–	–	–	18
8. Natural resources	18	–	–	(4)	(4)	14
9. Planning and public management for development	12	–	–	–	–	12
10. Statistics	27	–	–	–	–	27
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	49	–	–	–	–	49
12. Subregional activities in the Caribbean	36	–	–	–	–	36
13. Support for regional and subregional integration and cooperation processes and organizations	6	–	–	–	–	6
Subtotal, C	287	–	–	–	–	287
D. Programme support	161	–	–	–	–	161
Subtotal, 1	480	–	–	–	–	480

Part V Regional cooperation for development

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Policymaking organs	–	–	–
B. Executive direction and management	5	(1)	4
C. Programme of work			
1. International trade, integration and infrastructure	1	–	1
2. Production and innovation	3	(1)	2
3. Macroeconomic policies and growth	3	1	4
4. Social development and equality	3	–	3
5. Gender equality and women's autonomy	4	1	5
6. Population and development	1	–	1
7. Sustainable development and human settlements	3	–	3
8. Natural resources	–	1	1
9. Planning and public management for development	11	(6)	5
10. Statistics	–	–	–
11. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico	3	–	3
12. Subregional activities in the Caribbean	1	(1)	–
13. Support for regional and subregional integration and cooperation processes and organizations	–	–	–
Subtotal, C	33	(5)	28
D. Programme support	15	6	21
Subtotal, 2	53	–	53
Total (1+2)	533	–	533

Table 21.45

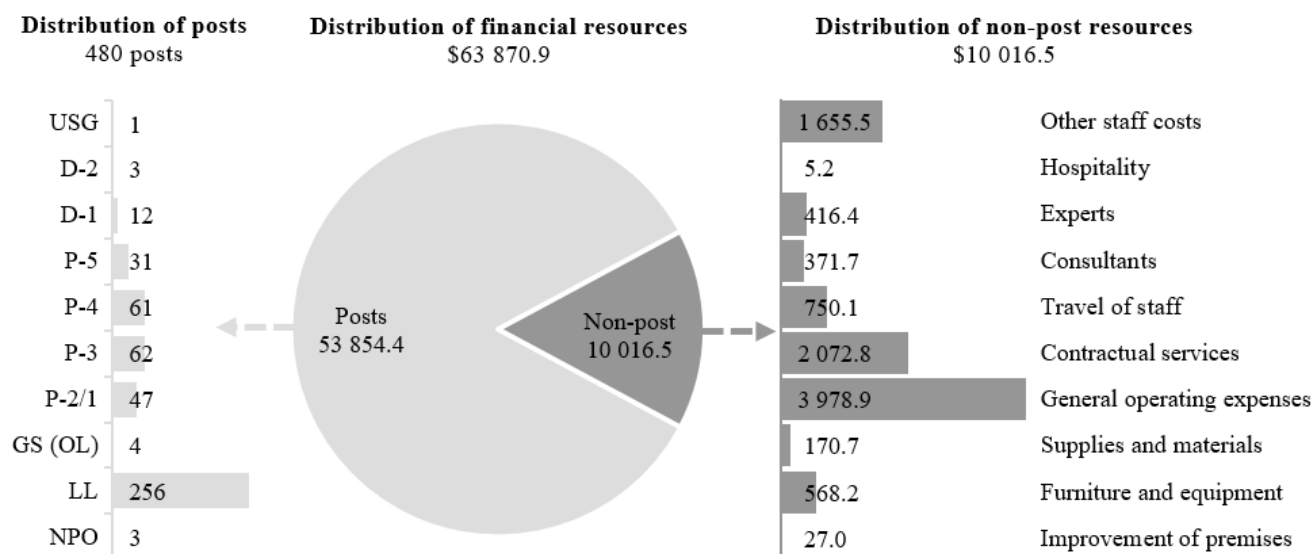
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>					<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Posts	51 189.6	53 872.6	–	–	(18.2)	(18.2)	(0.0)	53 854.4
Non-post	9 474.5	10 491.6	(475.1)	–	–	(475.1)	(4.5)	10 016.5
Total	60 664.1	64 364.2	(475.1)	–	(18.2)	(493.3)	(0.8)	63 870.9
Post resources by category								
Professional and higher		217	–	–	–	–	–	217
General Service and related		263	–	–	–	–	–	263
Total		480	–	–	–	–	–	480

Figure 21.XXVIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

21.193 As shown in table 21.43 (1), resource changes reflect a decrease of \$475,100 in grants and contributions under programme support, which relates to the removal of non-recurrent requirements for the North Building renovation project at the Economic Commission for Latin America and the Caribbean in Santiago, approved in General Assembly resolution [78/253](#) (sect. XVIII).

Other changes

21.194 As shown in tables 21.43 (1) and 21.44 (1), resource changes reflect a net decrease of \$18,200, as follows:

- (a) **Subprogramme 1, International trade, integration and infrastructure.** The net increase of \$204,100 relates to:
 - (i) The inward redeployment of one post of Senior Economic Affairs Officer (P-5) from subprogramme 3, Macroeconomic policies and growth, as detailed in annex II (increase of \$222,300);
 - (ii) The redeployment of one post of Economic Affairs Officer (P-3) from the liaison office in Washington, D.C., to ECLAC headquarters in Santiago, as detailed in annex II (decrease of \$18,200);
- (b) **Subprogramme 2, Production and innovation.** The increase of \$658,500 relates to the inward redeployment of one post of Senior Economic Affairs Officer (P-5), one post of Economic Affairs Officer (P-4), one post of Economic Affairs Officer (P-3) and one post of Associate Economic Affairs Officer (P-2) from subprogramme 8, Natural resources, as detailed in annex II;
- (c) **Subprogramme 3, Macroeconomic policies and growth.** The decrease of \$222,300 relates to the outward redeployment of one post of Senior Economic Affairs Officer (P-5) to subprogramme 1, International trade, integration and infrastructure, as detailed in annex II;

- (d) **Subprogramme 7, Sustainable development and human settlements.** The net increase of \$25,600 relates to:
- (i) The inward redeployment of one post of Economic Affairs Officer (P-4) from subprogramme 9, Planning and public management for development, as detailed in annex II (increase of \$178,300);
 - (ii) The outward redeployment of one post of Economic Affairs Officer (P-3) to subprogramme 9, Planning and public management for development, as detailed in annex II (decrease of \$152,700);
- (e) **Subprogramme 8, Natural resources.** The decrease of \$658,500 relates to the outward redeployment of one post of Senior Economic Affairs Officer (P-5), one post of Economic Affairs Officer (P-4), one post of Economic Affairs Officer (P-3) and one post of Associate Economic Affairs Officer (P-2) to subprogramme 2, Production and innovation, as detailed in annex II;
- (f) **Subprogramme 9, Planning and public management for development.** The net decrease of \$25,600 relates to:
- (i) The inward redeployment of one post of Economic Affairs Officer (P-3) from subprogramme 7, Sustainable development and human settlements, as detailed in annex II (increase of \$152,700);
 - (ii) The outward redeployment of one post of Economic Affairs Officer (P-4) to subprogramme 7, Sustainable development and human settlements, as detailed in annex II (decrease of \$178,300).

Extrabudgetary resources

- 21.195 As reflected in tables 21.43 (2) and 21.44 (2), extrabudgetary resources amount to \$12,196,900. These resources would complement regular budget resources and would be used mainly to provide for 53 posts (1 D-1, 1 P-3 and 51 Local level) to support activities under the programme of work, such as capacity-building and advisory and technical cooperation services for ECLAC member States and institutions of the region in areas relating to sustainable development and economic, social and environmental matters. In addition, non-post resources would be used for field projects, online and on-site training courses, applied research training and seminars and workshops in cooperation with governmental entities and academic, non-governmental, regional and subregional institutions. The goal of these activities is to foster cooperation, peer-to-peer learning, networking and sharing of best practices at the national, subregional and regional levels.
- 21.196 The extrabudgetary resources under the present section are subject to the oversight of the secretariat of ECLAC, which has delegated authority from the Secretary-General.

Policymaking organs

- 21.197 The resources proposed under this component would provide for the policymaking organs as shown in table 21.46.

Section 21 Economic and social development in Latin America and the Caribbean
Table 21.46
Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Session of the Economic Commission for Latin America and the Caribbean	Mandate: Economic and Social Council resolution 106 (VI) Membership: 60 government officials Number of sessions in 2025: –	199.2	–
Committee of the Whole	Mandate: Economic and Social Council resolution 106 (VI), para. 3, and ECLAC resolutions 419(PLEN.14) and 489(PLEN.19) Membership: 60 government officials Number of sessions in 2025: 1	–	51.0
Regional Conference on Women in Latin America and the Caribbean	Mandate: Decision adopted on 21 November 1977 by the Committee of the Whole at its eleventh special session Membership: 60 government officials Number of sessions in 2025: 1	–	78.7
Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean	Mandate: Regional Plan of Action on the Integration of Women into Latin American Economic and Social Development, para. 88.2 Membership: 60 government officials Number of sessions in 2025: 1	44.8	42.1
Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning	Mandate: ECLAC resolutions 351(XVI) and 553(XXVI) Membership: 33 government officials Number of sessions in 2025: 1	–	78.2
Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning	Mandate: ECLAC resolution 340(AC.66), adopted by the Committee of the Whole at its eighth extraordinary session. ECLAC resolutions 351(XVI) and 553(XXVI) Membership: 33 government officials Number of sessions in 2025: –	45.6	–
Caribbean Development and Cooperation Committee	Mandate: ECLAC resolution 358(XVI) and constituent declaration, functions and rules of procedure of the Committee (E/CEPAL/1022) Membership: 29 government officials Number of sessions in 2025: –	92.1	–
Monitoring Committee of the Caribbean Development and Cooperation Committee	Mandate: ECLAC resolutions 358(XVI), 419(PLEN.14), 489(PLEN.19) and 553(XXVI) Membership: 29 government officials Number of sessions in 2025: 1	–	48.8
Forum of the Countries of Latin America and the Caribbean on Sustainable Development	Mandate: ECLAC resolution 700(XXX) Membership: 33 government officials Number of sessions in 2025: 1	99.5	99.5
Ministerial Conference on the Information Society in Latin America and the Caribbean	Mandate: ECLAC resolution 610(XXX) Membership: 33 government officials Number of sessions in 2025: –	44.1	–
Preparatory meeting for the Ministerial Conference on the Information Society in Latin America and the Caribbean	Mandate: ECLAC resolution 610(XXX) Membership: 33 government officials Number of sessions in 2025: 1	–	31.0
Statistical Conference of the Americas	Mandate: ECLAC resolution 580(XXVIII) and Economic and Social Council resolution 2000/7 Membership: 60 government officials Number of sessions in 2025: 1	–	78.5

Part V Regional cooperation for development

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Executive Committee of the Statistical Conference of the Americas	Mandate: ECLAC resolution 580(XXVIII) and Economic and Social Council resolution 2000/7 Membership: 60 government officials Number of sessions in 2025: 1	44.6	50.5
Regional Conference on Social Development in Latin America and the Caribbean	Mandate: ECLAC resolution 682(XXXV) and Economic and Social Council resolution 2014/32 Membership: 60 government officials Number of sessions in 2025: 1	–	78.5
Presiding Officers of the Regional Conference on Social Development in Latin America and the Caribbean	Mandate: ECLAC resolution 682(XXXV) and Economic and Social Council resolution 2014/32 Membership: 60 government officials Number of sessions in 2025: –	44.6	–
Regional Conference on Population and Development in Latin America and the Caribbean	Mandate: ECLAC resolution 670(XXXIV), Agreement 1 of the ECLAC Ad Hoc Committee on Population and Development, Montevideo Consensus on Population and Development Membership: 60 government officials Number of sessions in 2025: –	95.6	–
Presiding Officers of the Regional Conference on Population and Development in Latin America and the Caribbean	Mandate: ECLAC resolution 670(XXXIV), Agreement 1 of the ECLAC Ad Hoc Committee on Population and Development, Montevideo Consensus on Population and Development Membership: 60 government officials Number of sessions in 2025: 1	–	49.6
Conference on Science, Innovation and Information and Communications Technologies	Mandate: ECLAC resolution 672(XXXIV) and Economic and Social Council resolution 2012/35 Membership: 60 government officials Number of sessions in 2025: 1	–	58.5
Executive Committee of the Conference on Science, Innovation and Information and Communications Technologies	Mandate: ECLAC resolution 672(XXXIV) and Economic and Social Council resolution 2012/35 Membership: 60 government officials Number of sessions in 2025: –	40.1	–
Regional Conference on South-South Cooperation in Latin America and the Caribbean	Mandate: General Assembly resolution 58/220, ECLAC resolutions 611(XXX) and 752(PLEN.36) Membership: 60 government officials Number of sessions in 2025: 1	–	49.6
Presiding Officers of the Regional Conference on South-South Cooperation in Latin America and the Caribbean	Mandate: General Assembly resolution 58/220, ECLAC resolutions 611(XXX) and 752(PLEN.36) Membership: 60 government officials Number of sessions in 2025: –	40.3	–
Conference of the Parties to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean	Mandate: Economic and Social Council resolution 2021/31 and the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean Membership: 33 government officials Number of sessions in 2025: 1	74.1	70.1
Committee of High-level Government Experts	Mandate: ECLAC resolutions 310(XIV), 419(PLEN.14), 422(XIX), para. 204, 425(XIX), 489(PLEN.19) and 553(XXVI) Membership: 33 government officials Number of sessions in 2025: 1	5.0	5.0
Central American Economic Cooperation Committee	Mandate: ECLAC resolutions 9(IV) and 553(XXVI) Membership: 7 government officials Number of sessions in 2025: 1	5.0	5.0
Total		874.6	874.6

21.198 The proposed regular budget resources for 2025 amount to \$874,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.47 and figure 21.XXIX.

Table 21.47

Policymaking organs: evolution of financial resources

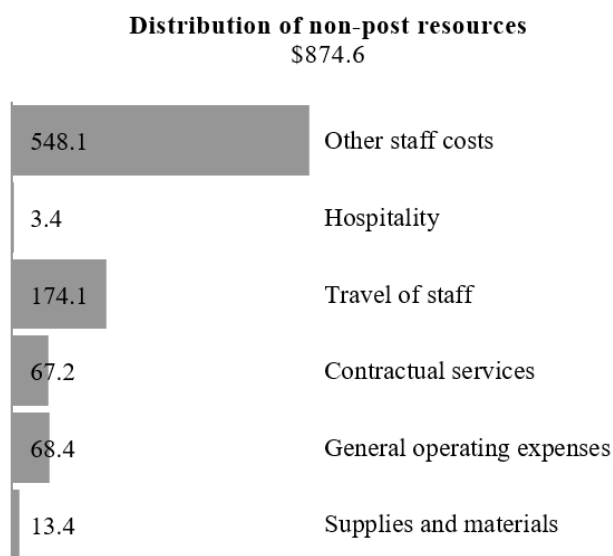
(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Non-post	772.3	874.6	–	–	–	–	874.6
Total	772.3	874.6	–	–	–	–	874.6

Figure 21.XXIX

Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Executive direction and management

21.199 The executive direction and management component comprises the Office of the Executive Secretary, the Programme Planning and Operations Division and the Public Information Unit.

21.200 Executive direction and management, headed by the Executive Secretary, is responsible for the overall direction, supervision and management of ECLAC in the implementation of its mandates and its approved programme of work. The Executive Secretary is assisted by the Deputy Executive Secretary.

21.201 The Office of the Executive Secretary oversees the coordination of regional efforts and progress reports on the implementation of the 2030 Agenda for Sustainable Development, the Sustainable Development Goals and the Addis Ababa Action Agenda, among other relevant intergovernmental agreements across Latin America and the Caribbean. It is also responsible for the report on the Forum

of the Countries of Latin America and the Caribbean on Sustainable Development, convened under the auspices of ECLAC. In addition, it ensures the integration of cross-cutting issues, such as gender mainstreaming, disability inclusion and sustainability, across the Commission's subprogrammes and programme support activities. The Office also harmonizes the ECLAC programme of work with other funds, programmes and specialized agencies of the United Nations system in the region. It includes the Office of the Secretary of the Commission, which handles political relations and protocol with the Governments and authorities of ECLAC member States and provides logistical support for the Commission's intergovernmental meetings.

- 21.202 The Programme Planning and Operations Division provides overall coordination, guidance and advice to the ECLAC subprogramme managers and ECLAC management in drafting the Commission's programme of work and coordinates the reporting on the implementation of its activities. The Division also coordinates the elaboration of the annual proposed programme budget, oversees the execution of the programme of work and reports on the implementation of the ECLAC evaluation plan.
- 21.203 The Public Information Unit works in close coordination with the Department of Global Communications of the Secretariat to conduct public information activities relating to the United Nations system and ECLAC, including organizing press conferences and issuing press releases, producing and disseminating booklets and information kits about the work of ECLAC and the United Nations and conducting campaigns, including through social media.
- 21.204 In accordance with the 2030 Agenda, in particular target 12.6 of the Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), ECLAC has integrated environmental management practices and mainstreamed environmental sustainability initiatives into its operations and management approach. A comprehensive phased environmental plan to further realize longer-term benefits for the sustainable operations of the Commission is foreseen as part of its capital investment plan. ECLAC will continue to strengthen these efforts and align its operations with the strategy for sustainability management in the United Nations system, 2020–2030 ([CEB/2019/1/Add.1](#)), as well as with its host countries' environmental policies.
- 21.205 Information on the timely submission of documentation and advance booking for air travel is reflected in table 21.48. The compliance rate reflects the impact of operational adjustments to provide travel services to the 26 resident coordinator offices and United Nations agencies, funds and programmes in the region, resulting in a significantly increased workload, as well as the challenges associated with the limited availability of connections and flight routes in the region. These factors require an enhanced level of coordination in the travel planning process. ECLAC will monitor the performance of contracted travel agencies and further optimize associated workflows based on lessons learned.

Table 21.48

Compliance rate

(Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	36	36	44	100	100

- 21.206 The proposed regular budget resources for 2025 amount to \$4,075,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.49 and figure 21.XXX.

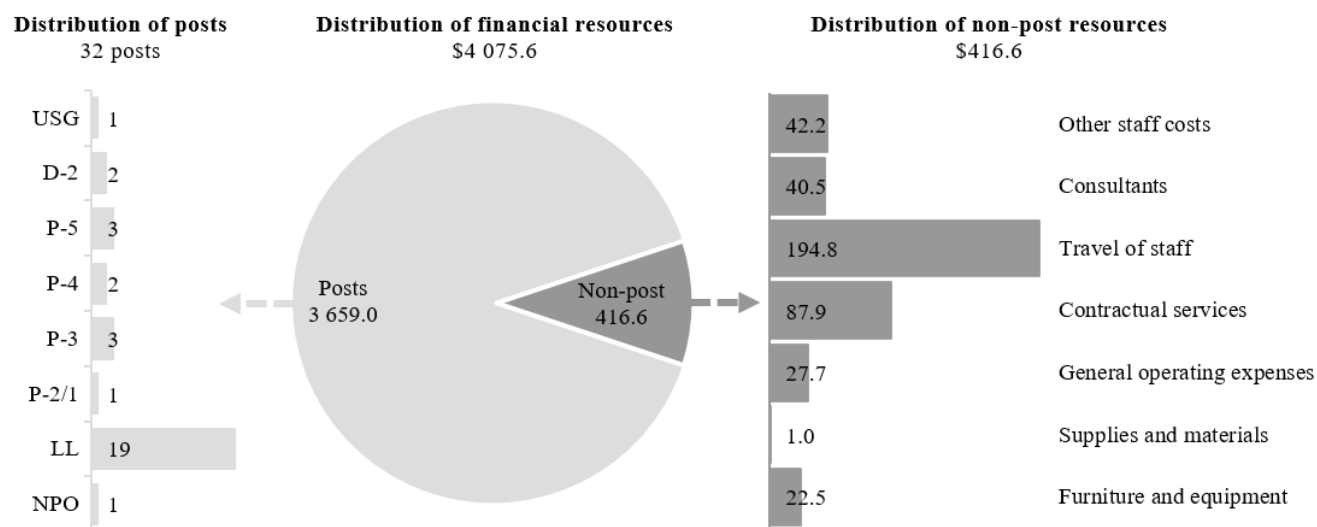
Table 21.49
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	3 911.1	3 659.0	–	–	–	–	–	3 659.0
Non-post	343.0	416.6	–	–	–	–	–	416.6
Total	4 254.2	4 075.6	–	–	–	–	–	4 075.6
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		20	–	–	–	–	–	20
Total		32	–	–	–	–	–	32

Figure 21.XXX
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

International trade, integration and infrastructure

21.207 The proposed regular budget resources for 2025 amount to \$3,816,600 and reflect a net increase of \$204,100 compared with the approved budget for 2024. The proposed change is explained in paragraph 21.194. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.50 and figure 21.XXXI.

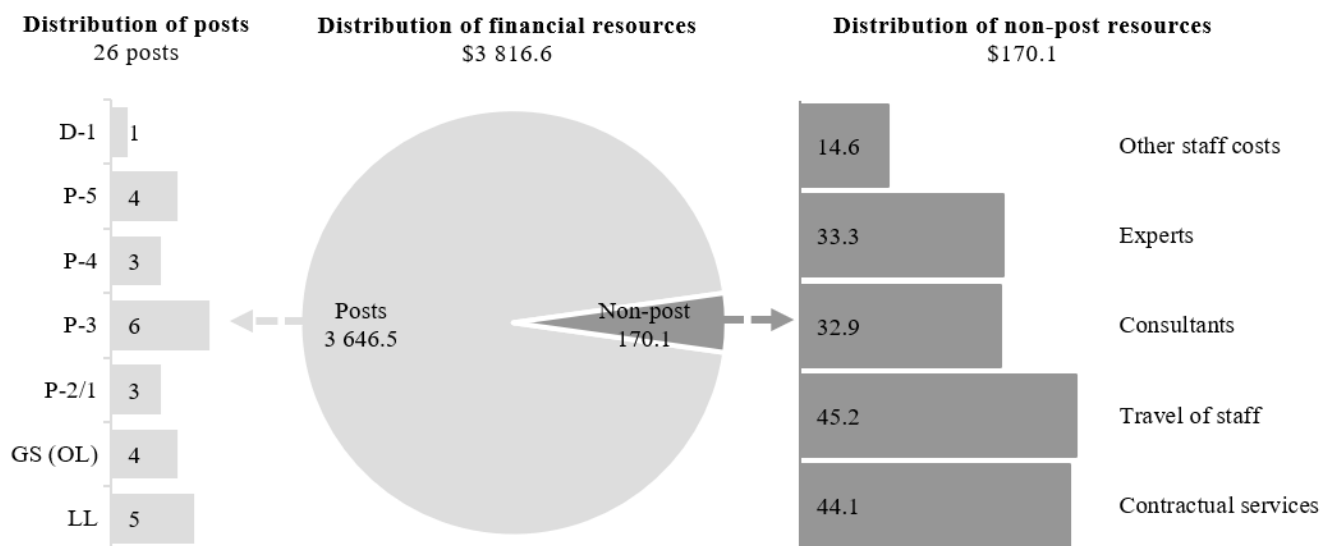
Table 21.50
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	3 261.0	3 442.4	–	–	204.1	204.1	5.9	3 646.5
Non-post	124.6	170.1	–	–	–	–	–	170.1
Total	3 385.5	3 612.5	–	–	204.1	204.1	5.6	3 816.6
Post resources by category								
Professional and higher		16	–	–	1	1	6.3	17
General Service and related		9	–	–	–	–	–	9
Total		25	–	–	1	1	4.0	26

Figure 21.XXXI
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
 Production and innovation**

21.208 The proposed regular budget resources for 2025 amount to \$3,532,900 and reflect an increase of \$658,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 21.194. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.51 and figure 21.XXXII.

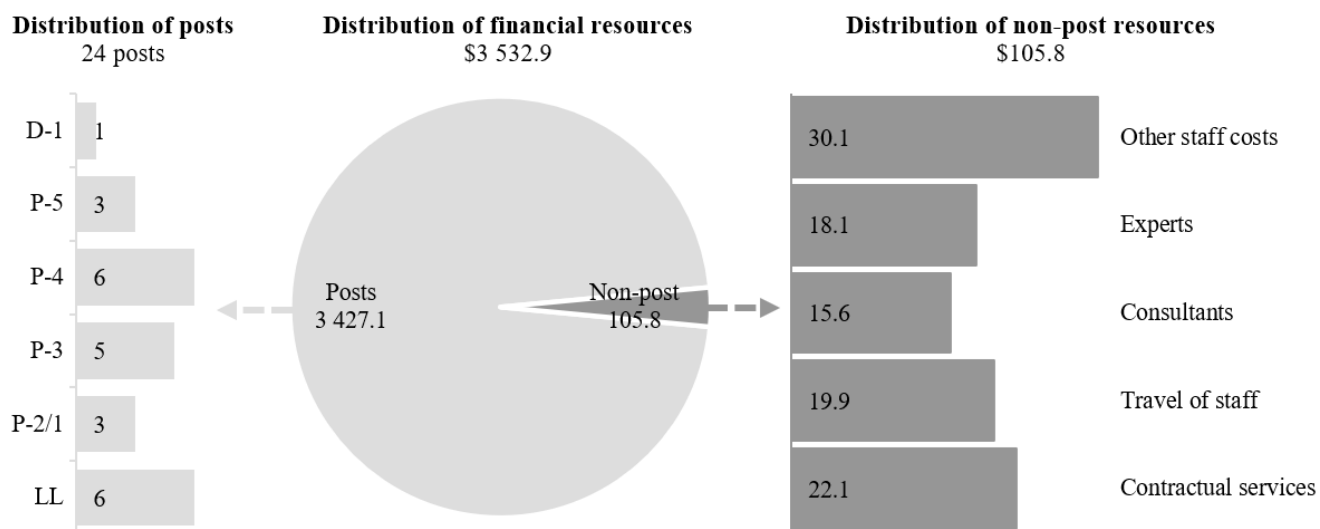
Table 21.51
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	2 146.8	2 768.6	–	–	658.5	658.5	23.8	3 427.1
Non-post	88.4	105.8	–	–	–	–	–	105.8
Total	2 235.2	2 874.4	–	–	658.5	658.5	22.9	3 532.9
Post resources by category								
Professional and higher		14	–	–	4	4	28.6	18
General Service and related		6	–	–	–	–	–	6
Total		20	–	–	4	4	20.0	24

Figure 21.XXXII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
 Macroeconomic policies and growth**

21.209 The proposed regular budget resources for 2025 amount to \$4,683,300 and reflect a decrease of \$222,300 compared with the approved budget for 2024. The proposed change is explained in paragraph 21.194. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.52 and figure 21.XXXIII.

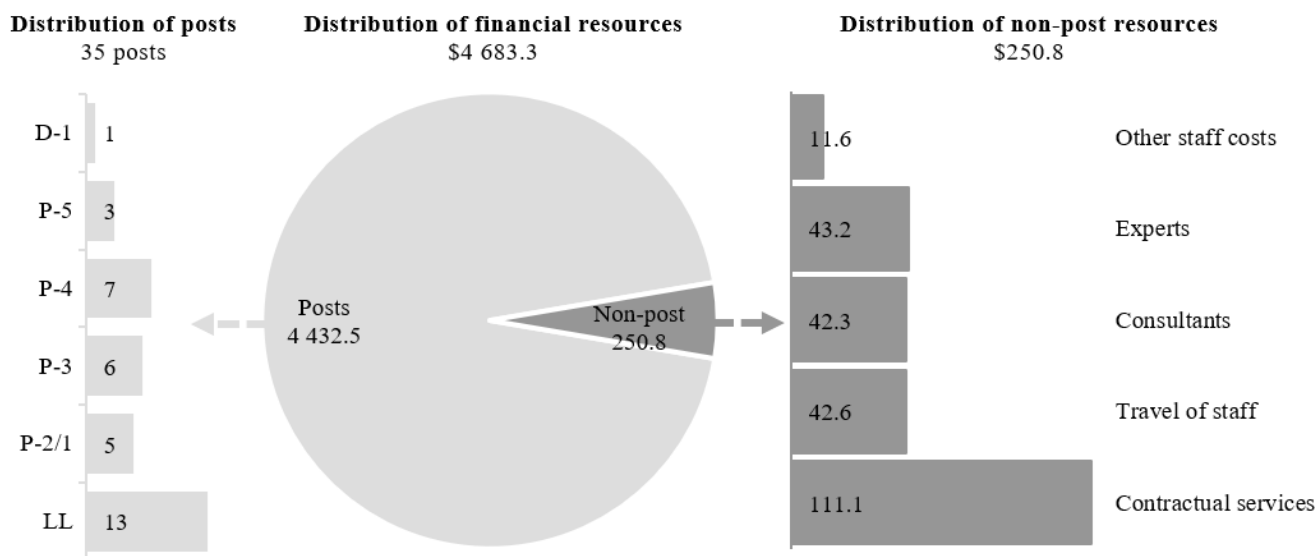
Table 21.52
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	4 277.6	4 654.8	–	–	(222.3)	(222.3)	(4.8)	4 432.5
Non-post	242.0	250.8	–	–	–	–	–	250.8
Total	4 519.6	4 905.6	–	–	(222.3)	(222.3)	(4.5)	4 683.3
Post resources by category								
Professional and higher		23	–	–	(1)	(1)	(4.3)	22
General Service and related		13	–	–	–	–	–	13
Total		36	–	–	(1)	(1)	(2.8)	35

Figure 21.XXXIII
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
 Social development and equality**

21.210 The proposed regular budget resources for 2025 amount to \$2,156,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.53 and figure 21.XXXIV.

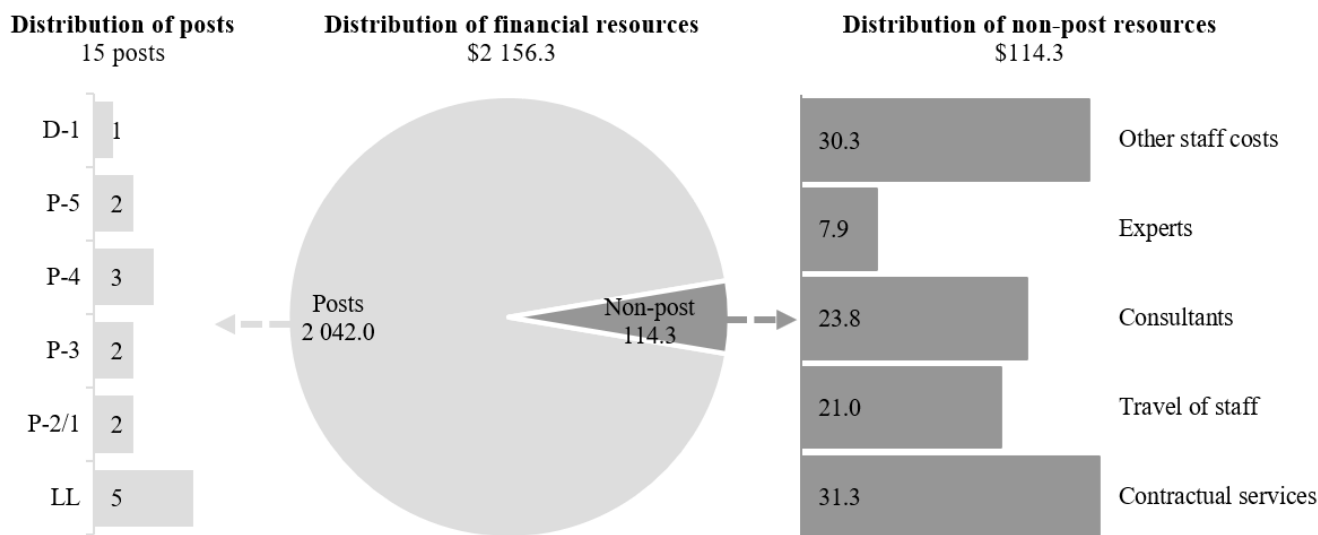
Table 21.53
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 044.8	2 042.0	–	–	–	–	2 042.0
Non-post	99.2	114.3	–	–	–	–	114.3
Total	2 144.0	2 156.3	–	–	–	–	2 156.3
Post resources by category							
Professional and higher		10	–	–	–	–	10
General Service and related		5	–	–	–	–	5
Total		15	–	–	–	–	15

Figure 21.XXXIV
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 5
 Gender equality and women’s autonomy**

21.211 The proposed regular budget resources for 2025 amount to \$1,366,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.54 and figure 21.XXXV.

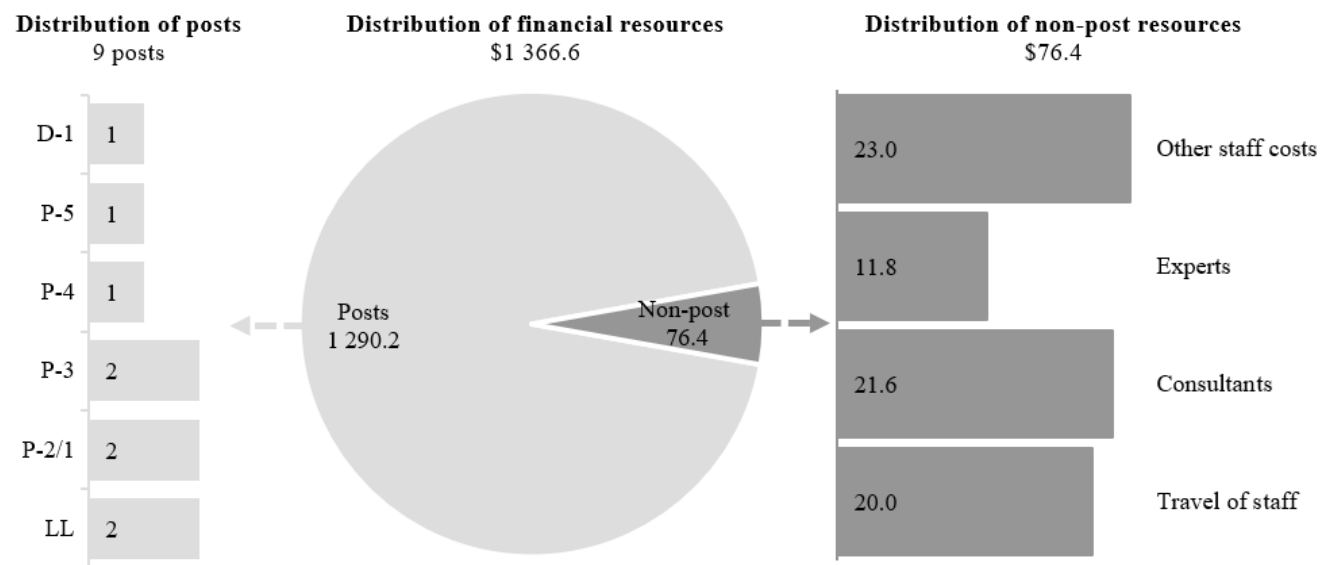
Table 21.54
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 035.0	1 290.2	–	–	–	–	1 290.2
Non-post	68.7	76.4	–	–	–	–	76.4
Total	1 103.7	1 366.6	–	–	–	–	1 366.6
Post resources by category							
Professional and higher		7	–	–	–	–	7
General Service and related		2	–	–	–	–	2
Total		9	–	–	–	–	9

Figure 21.XXXV
Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 6
 Population and development**

21.212 The proposed regular budget resources for 2025 amount to \$1,933,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.55 and figure 21.XXXVI.

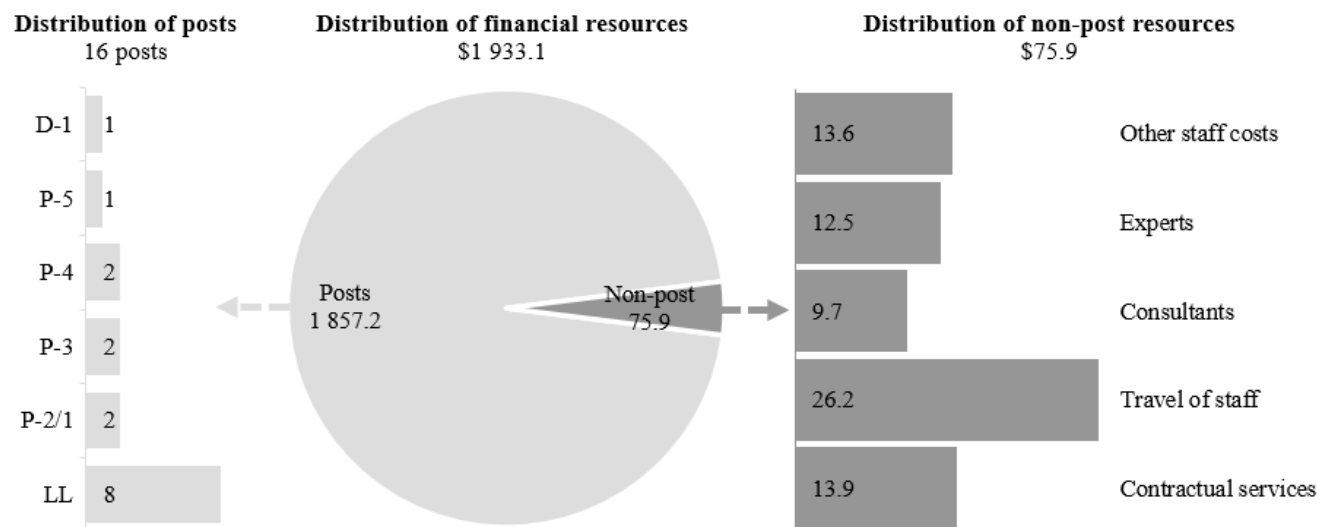
Table 21.55
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 885.1	1 857.2	–	–	–	–	1 857.2
Non-post	74.6	75.9	–	–	–	–	75.9
Total	1 959.7	1 933.1	–	–	–	–	1 933.1
Post resources by category							
Professional and higher		8	–	–	–	–	8
General Service and related		8	–	–	–	–	8
Total		16	–	–	–	–	16

Figure 21.XXXVI
Subprogramme 6: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 7
 Sustainable development and human settlements**

21.213 The proposed regular budget resources for 2025 amount to \$3,108,600 and reflect an increase of \$25,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 21.194. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.56 and figure 21.XXXVII.

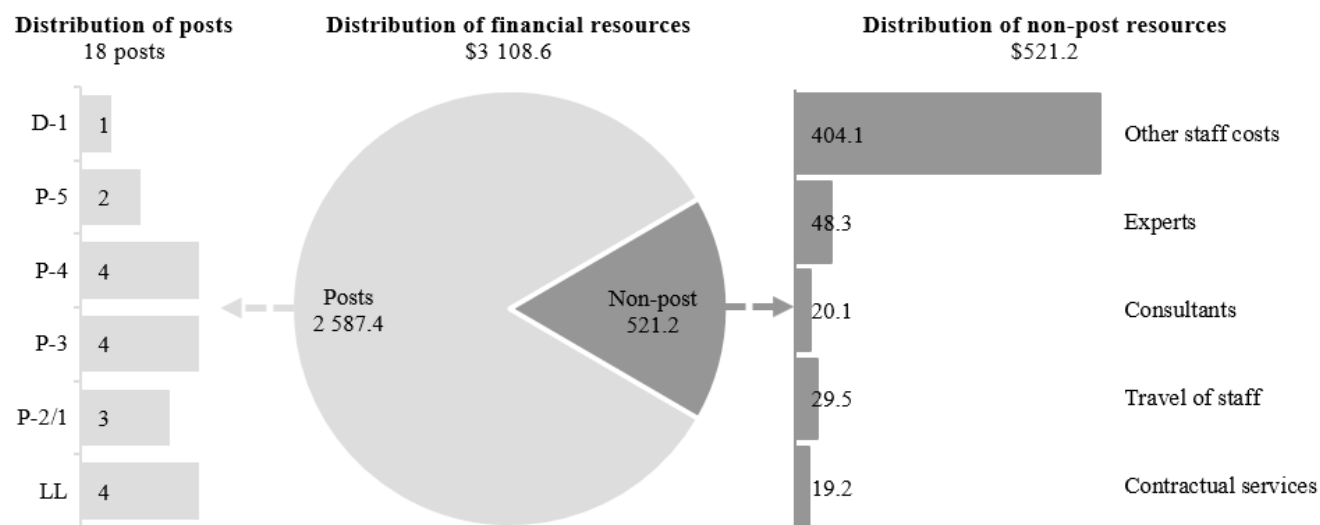
Table 21.56
Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 552.0	2 561.8	–	–	25.6	25.6	1.0	2 587.4
Non-post	510.8	521.2	–	–	–	–	–	521.2
Total	3 062.8	3 083.0	–	–	25.6	25.6	0.8	3 108.6
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		4	–	–	–	–	–	4
Total		18	–	–	–	–	–	18

Figure 21.XXXVII
Subprogramme 7: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 8
 Natural resources**

21.214 The proposed regular budget resources for 2025 amount to \$1,794,600 and reflect a decrease of \$658,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 21.194. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.57 and figure 21.XXXVIII.

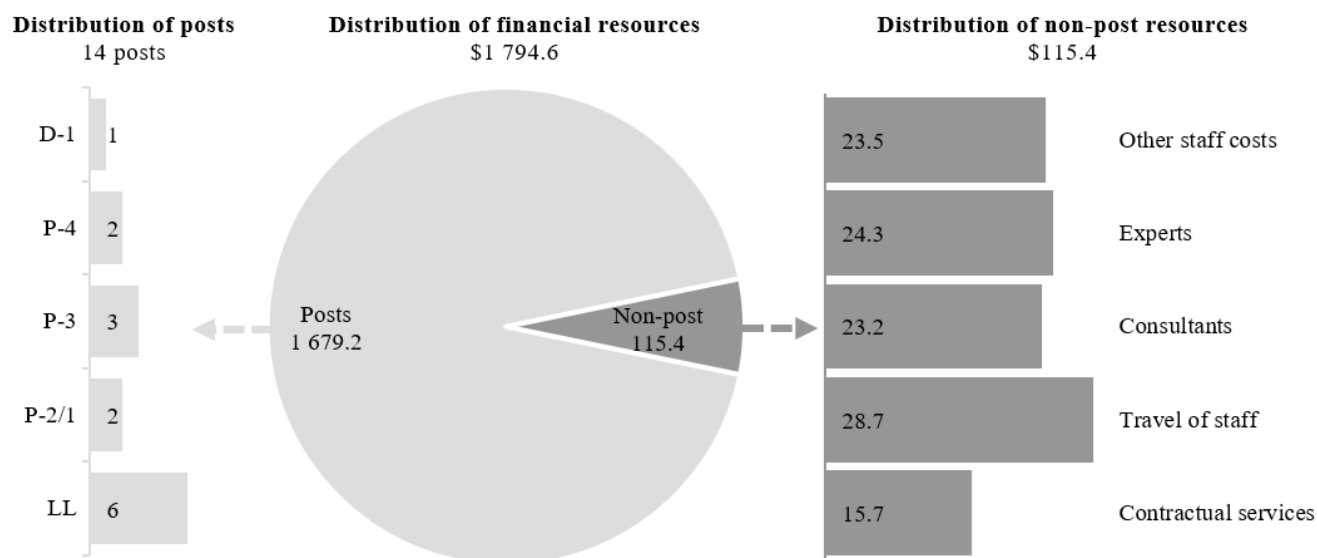
Table 21.57
Subprogramme 8: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	2 127.0	2 337.7	–	–	(658.5)	(658.5)	(28.2)	1 679.2
Non-post	114.0	115.4	–	–	–	–	–	115.4
Total	2 241.0	2 453.1	–	–	(658.5)	(658.5)	(26.8)	1 794.6
Post resources by category								
Professional and higher		12	–	–	(4)	(4)	(33.3)	8
General Service and related		6	–	–	–	–	–	6
Total		18	–	–	(4)	(4)	(22.2)	14

Figure 21.XXXVIII
Subprogramme 8: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 9
 Planning and public management for development**

21.215 The proposed regular budget resources for 2025 amount to \$1,270,700 and reflect a decrease of \$25,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 21.194. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.58 and figure 21.XXXIX.

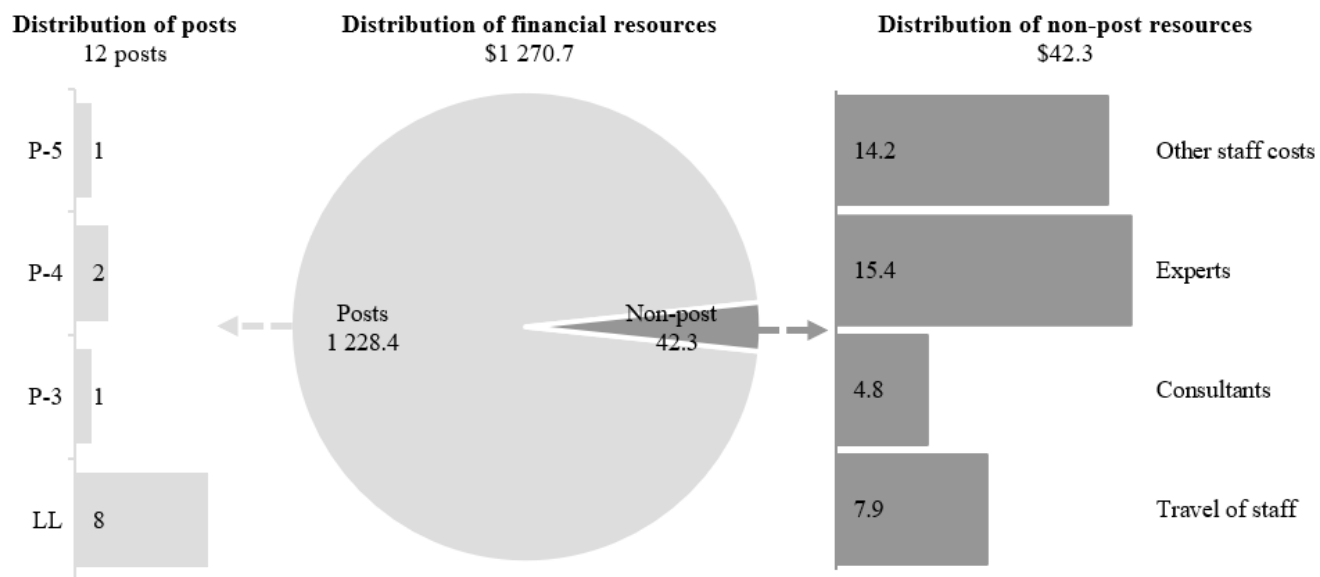
Table 21.58
Subprogramme 9: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	1 330.8	1 254.0	–	–	(25.6)	(25.6)	(2.0)	1 228.4
Non-post	41.5	42.3	–	–	–	–	–	42.3
Total	1 372.3	1 296.3	–	–	(25.6)	(25.6)	(2.0)	1 270.7
Post resources by category								
Professional and higher		4	–	–	–	–	–	4
General Service and related		8	–	–	–	–	–	8
Total		12	–	–	–	–	–	12

Figure 21.XXXIX
Subprogramme 9: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 10
 Statistics**

21.216 The proposed regular budget resources for 2025 amount to \$3,130,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.59 and figure 21.XL.

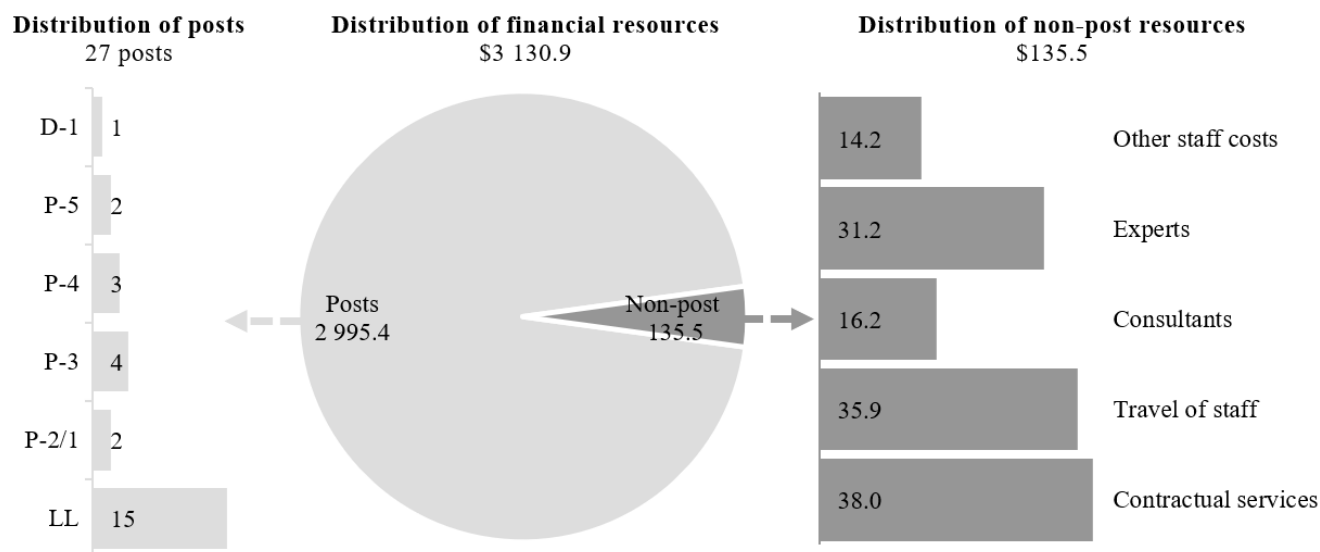
Table 21.59
Subprogramme 10: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	3 075.2	2 995.4	–	–	–	–	2 995.4
Non-post	121.9	135.5	–	–	–	–	135.5
Total	3 197.1	3 130.9	–	–	–	–	3 130.9
Post resources by category							
Professional and higher		12	–	–	–	–	12
General Service and related		15	–	–	–	–	15
Total		27	–	–	–	–	27

Figure 21.XL
Subprogramme 10: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



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

21.217 The proposed regular budget resources for 2025 amount to \$5,922,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.60 and figure 21.XLI.

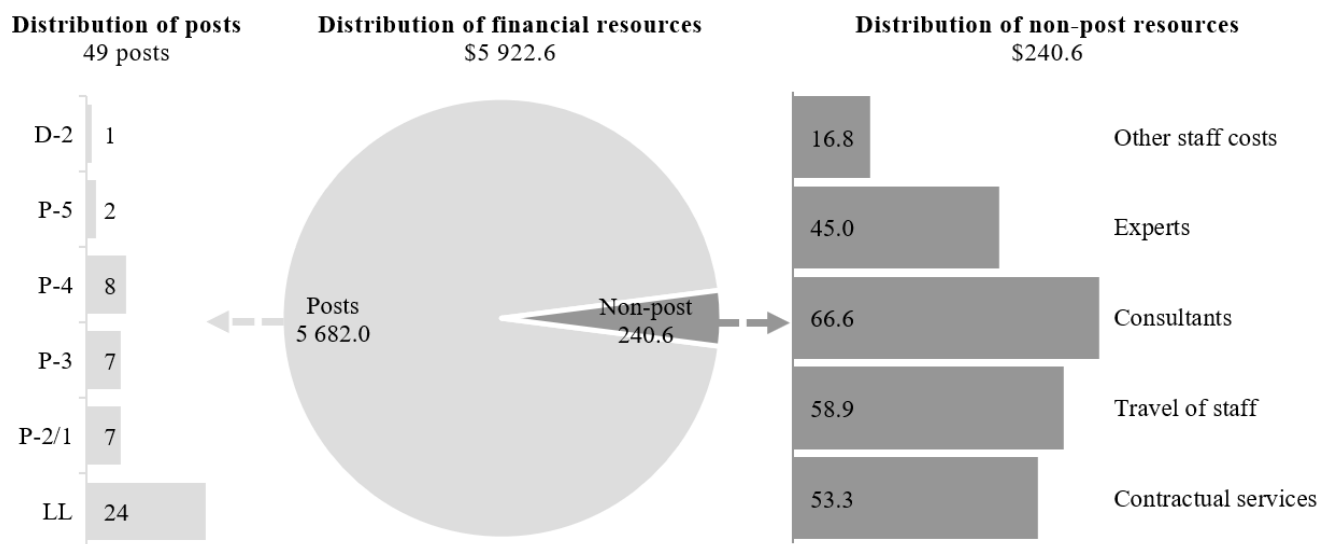
Table 21.60
Subprogramme 11: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	5 233.8	5 682.0	–	–	–	–	5 682.0
Non-post	218.7	240.6	–	–	–	–	240.6
Total	5 452.5	5 922.6	–	–	–	–	5 922.6
Post resources by category							
Professional and higher		25	–	–	–	–	25
General Service and related		24	–	–	–	–	24
Total		49	–	–	–	–	49

Figure 21.XLI
Subprogramme 11: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 12
 Subregional activities in the Caribbean**

21.218 The proposed regular budget resources for 2025 amount to \$4,770,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.61 and figure 21.XLII.

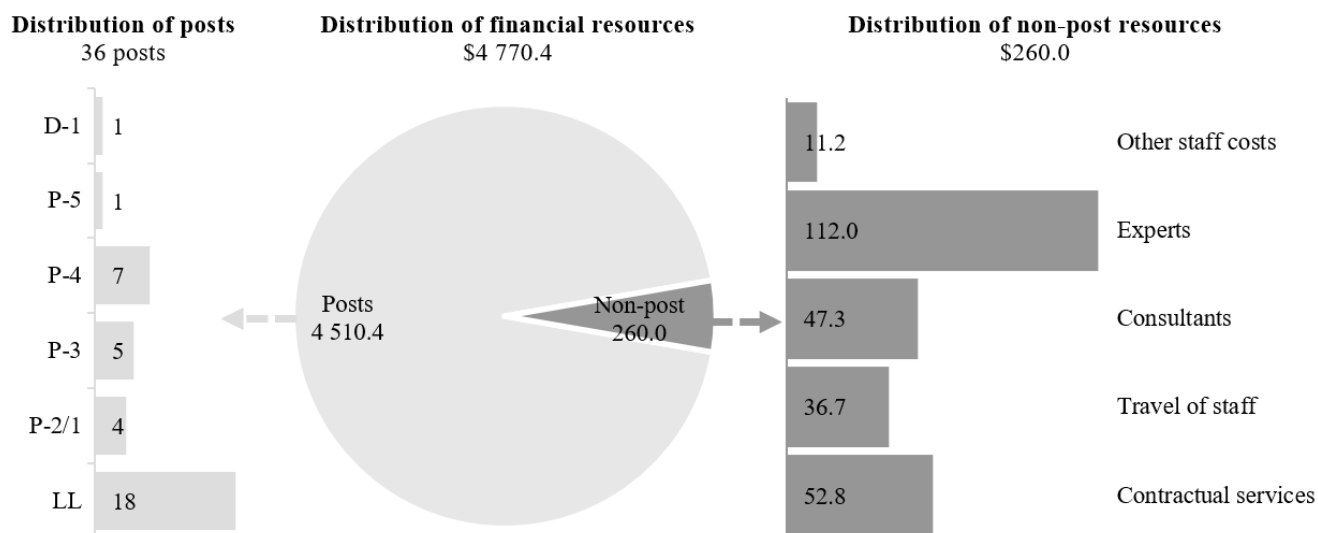
Table 21.61
Subprogramme 12: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	3 663.6	4 510.4	–	–	–	–	–	–	4 510.4
Non-post	179.7	260.0	–	–	–	–	–	–	260.0
Total	3 843.3	4 770.4	–	–	–	–	–	–	4 770.4
Post resources by category									
Professional and higher		18	–	–	–	–	–	–	18
General Service and related		18	–	–	–	–	–	–	18
Total		36	–	–	–	–	–	–	36

Figure 21.XLII
Subprogramme 12: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 13
Support for regional and subregional integration and cooperation processes and organizations

21.219 The proposed regular budget resources for 2025 amount to \$1,008,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.62 and figure 21.XLIII.

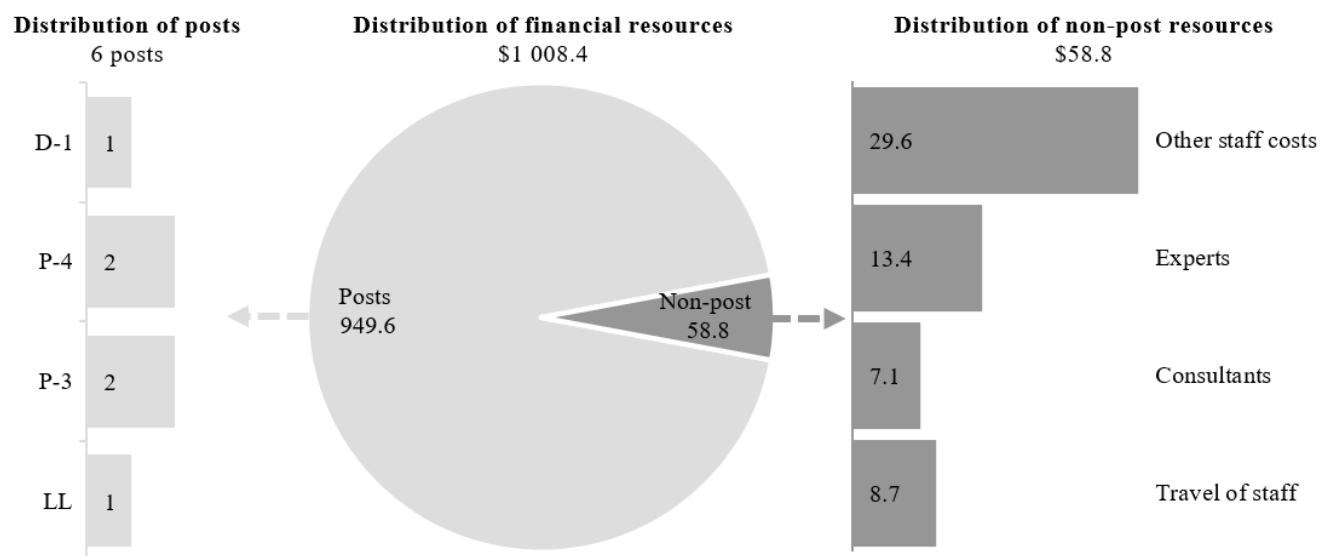
Table 21.62
Subprogramme 13: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	960.0	949.6	–	–	–	–	949.6
Non-post	56.3	58.8	–	–	–	–	58.8
Total	1 016.3	1 008.4	–	–	–	–	1 008.4
Post resources by category							
Professional and higher		5	–	–	–	–	5
General Service and related		1	–	–	–	–	1
Total		6	–	–	–	–	6

Figure 21.XLIII
Subprogramme 13: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

21.220 The programme support component comprises the Division of Administration, the Documents and Publications Division, the Human Resources Section, the Library, the Conference Services Unit, and the Project Management Unit, which assists the implementation of the substantive programme of work of ECLAC in the ECLAC headquarters in Santiago; the two ECLAC subregional headquarters, in Mexico City, serving the Central American subregion, and in Port of Spain, serving the Caribbean region; ECLAC national offices in Buenos Aires, Brasília, Bogotá and Montevideo; and the ECLAC liaison office in Washington, D.C.

21.221 The main responsibilities of the programme support component include:

- (a) Conference services, for meetings of ECLAC intergovernmental bodies and special events;

- (b) Documentation and publication services, including planning, editing and translation, text processing, printing and distribution of documents and publications;
- (c) Library services that provide access to resources and information services to both ECLAC staff members and external users;
- (d) Technical cooperation, including the management of activities that complement those funded from the regular budget. This also includes the application of research findings to the provision of advisory services and training activities for the benefit of ECLAC member States;
- (e) Common services related to administration, human resources management, financial management, ICT services and general support.

21.222 The proposed regular budget resources for 2025 amount to \$20,425,700 and reflect a net decrease of \$475,100 compared with the approved budget for 2024. The proposed change is explained in paragraph 21.193. Additional details on the distribution of the proposed resources for 2025 are reflected in table 21.63 and figure 21.XLIV.

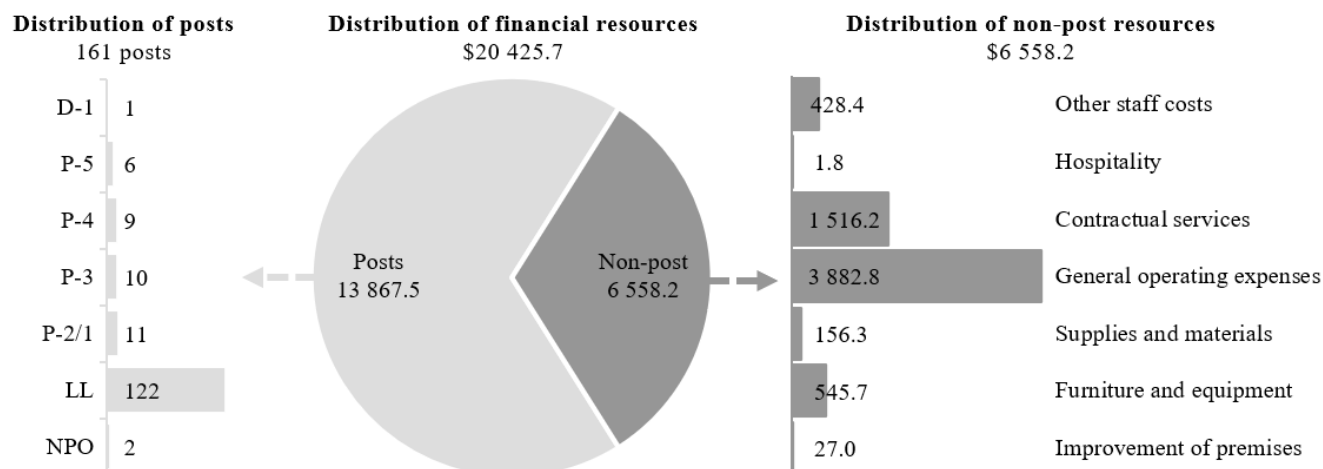
Table 21.63
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	13 685.8	13 867.5	–	–	–	–	–	13 867.5
Non-post	6 418.9	7 033.3	(475.1)	–	–	(475.1)	(6.8)	6 558.2
Total	20 104.6	20 900.8	(475.1)	–	–	(475.1)	(2.3)	20 425.7
Post resources by category								
Professional and higher		37	–	–	–	–	–	37
General Service and related		124	–	–	–	–	–	124
Total		161	–	–	–	–	–	161

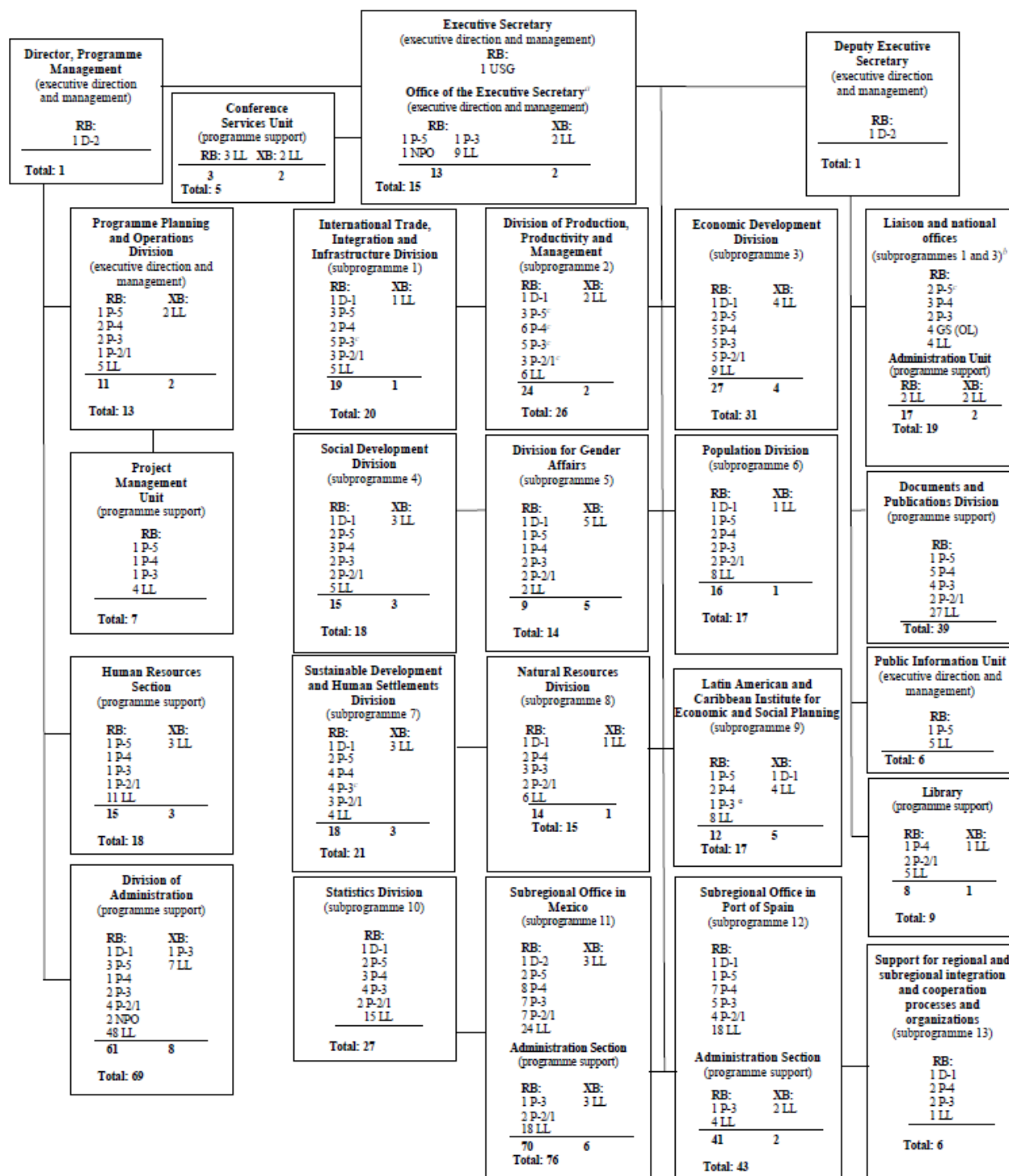
Figure 21.XLIV
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025



Abbreviations: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Includes the Office of the Secretary of the Commission of the Economic Commission for Latin America and the Caribbean.

^b Includes the ECLAC liaison office in Washington, D.C., and the ECLAC national offices in Buenos Aires, Bogotá, Brasília and Montevideo. Within these offices, seven RB posts (1 P-5, 1 P-4, 1 P-3 and 4 GS (OL)) are part of subprogramme 1, and eight RB posts (1 P-5, 2 P-4, 1 P-3 and 4 LL) are part of subprogramme 3.

^c Redeployment.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 1, International trade, integration and infrastructure	–	P-3	Redeployment (geographical) of one Economic Affairs Officer from the liaison office in Washington, D.C., to Santiago headquarters	The proposed redeployment (geographical) is aimed at strengthening the analysis of the economic prospects, and related data, regarding international trade, in order to enhance the support provided by the Commission to member States towards increased regional integration in Latin America and the Caribbean and greater integration of the region in international trade. The proposed redeployment (geographical) is enabled by the redistribution of functions which the proposed Senior Economic Affairs Officer (P-5) in the ECLAC liaison office would fulfil and expand.
Subprogramme 3, Macroeconomic policies and growth	(1)	P-5	Redeployment of one Senior Economic Affairs Officer	The streamlining and redistribution of functions within subprogramme 3, Macroeconomic policies and growth, would enable the strengthening of the liaison office in Washington, D.C., and would provide additional capacity to strengthen the analysis of the international economic landscape, as well as its related data, to better assess its impact in the countries of Latin America and the Caribbean. The Senior Economic Affairs Officer would also strengthen the role of the ECLAC liaison office with regard to the various international organizations situated in Washington, D.C., enhancing advocacy to address Latin American and Caribbean countries' development needs and challenges.
Subprogramme 1, International trade, integration and infrastructure (liaison office in Washington, D.C.)	1	P-5		
Subprogramme 7, Sustainable development and human settlements	(1)	P-3	Redeployment of one Economic Affairs Officer	The proposed redeployment is aimed at strengthening economic perspectives related to climate change and climate mitigation to increase the resilience of governments (local, regional and national) as part of the support delivered by the Commission to member States through subprogramme 9, Planning and public management for development. The proposed redeployment will enable direct support for the Economic Affairs Officer (P-4) in this growing demand area and is proposed in parallel with the redeployment of that post from subprogramme 9, Planning and public management for development, as explained below.
Subprogramme 9, Planning and public management for development	1	P-3		
Subprogramme 8, Natural resources	(1)	P-5	Redeployment of one Senior Economic Affairs Officer, two Economic Affairs Officers and one Associate Economic Affairs Officer	The proposed redeployments are related to the inclusion of the area of sustainable agriculture in subprogramme 2, Production and innovation, in order to strengthen the support delivered to member States to establish more comprehensive development policies to address the challenges faced by the agricultural sector, in particular the adoption of digital technologies to foster increases in productivity, employment and economic growth. In addition, through the provision of technical assistance, these redeployments would facilitate synergies and complementarities between the agricultural sector and manufacturing industries, generating opportunities for harmonization and coordination of regional policies and institutions. Subprogramme 8, Natural resources,
	(1)	P-4		
	(1)	P-3		
	(1)	P-2/1		
Subprogramme 2, Production and innovation	1	P-5		
	1	P-4		
	1	P-3		
	1	P-2/1		

Part V Regional cooperation for development

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 9, Planning and public management for development	(1)	P-4	Redeployment of Economic Affairs Officer	will include biodiversity in the water and energy subject area, reflecting the association between biodiversity loss and degradation and climate change, and the impact on resources such as water and energy. This adjustment will support more coherent policies for the management of biodiversity, water and energy resources. The management of issues related to the biodiversity area will be absorbed by a redistribution of functions within the energy and water unit in Subprogramme 8, Natural resources.
Subprogramme 7, Sustainable development and human settlements	1	P-4		The proposed redeployment, which is proposed in parallel to the proposed redeployment of one Economic Affairs Officer (P-3), would strengthen the economic perspective on issues related to climate change adaptation and mitigation actions and policies to support online courses delivered by the Latin American and Caribbean Institute for Economic and Social Planning (subprogramme 7, Sustainable development and human settlements) to national officers from member States.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part V

Regional cooperation for development

Section 22

Economic and social development in Western Asia

Programme 19

Economic and social development in Western Asia

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance for 2023

Overall orientation

Mandates and background

- 22.1 The Economic and Social Commission for Western Asia (ESCWA) is responsible for promoting inclusive and sustainable development in the Arab region. The mandate derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution 1818 (LV) establishing the Commission and resolution 1985/69 amending its terms of reference to emphasize its social functions. At the seventh special session of the Commission, member States welcomed the request by Djibouti to join the Commission. The recommendation was endorsed by the Council through its resolution [2023/22](#).
- 22.2 The horizon for implementing the 2030 Agenda for Sustainable Development is fast approaching, yet progress made in achieving its Goals within the region remains uneven. Development gains are jeopardized by: conflict, political instability and social unrest; governance, social and economic challenges; and the impact of the changing climate on ecosystems. At the recent Sustainable Development Goals Summit, member States reiterated their commitment to achieving the Goals, which can be done with support tailored to national development trajectories and priorities. Guided by universal principles and rights, as well as its own mandates, ESCWA is uniquely positioned to leverage its expertise, toolkit and partnerships in support of jointly owned development solutions and outcomes in the Arab region, including for the five Arab least developed countries.

Strategy and external factors for 2025

- 22.3 The Commission's programme of work for 2025 remains aligned with its mandates and centred around: defining evidence-based, novel policy options, underpinned by analysis, and expanding and consolidating its suite of interactive, data-driven modelling and policy simulation tools and knowledge repositories; providing technical advice and enhancing capacities, including through peer-to-peer exchanges and promoting South-South and interregional collaboration; leveraging its convening role to promote inclusive dialogue at the national, subregional and regional levels and forge consensus around viable development solutions; and advocating for whole-of-government and whole-of-society approaches to accelerate progress towards achieving the Goals and reaching their targets, while championing the perspective of the Arab region through a global lens. ESCWA will focus on high-impact interventions, aimed at boosting the potential for delivering results with a multiplier effect and mainstreaming the particular needs of women, young people, older persons and persons with disabilities for more inclusive and equitable development outcomes. Its support will remain tailored to the diverse and specific challenges of least developed and middle-income countries and countries in conflict and will remain aligned with the commitments of the Doha Programme of Action for the Least Developed Countries for the decade 2022–2031.
- 22.4 Thematically, the Commission will focus on such areas as: climate action and the sustainable management of natural resources; the transition to new and renewable sources of energy and sustainable food systems; multidimensional poverty reduction and inclusive social protection; social and gender justice and improved access to labour markets, as part of the commitment to leave no one behind; macroeconomic, fiscal and trade policies, regional integration, competitiveness of the business environment and opportunities for small and medium-sized enterprises; financing for development and sustainable debt management; information technology and statistics as a means of improving the availability and accessibility of evidence and the transparency and accessibility of public institutions; innovation and digital transformation; and governance, the assessment and mitigation of transboundary risks, including conflict, and boosting the effectiveness and efficiency of public administration.

- 22.5 With regard to cooperation with other entities, in addition to sustaining its strategic engagement with intergovernmental organizations, such as the League of Arab States (LAS) and the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee, and financial institutions, including the Islamic Development Bank (IsDB), the Commission will promote South-South and triangular cooperation and further enhance its outreach to academic institutions and think tanks, including through the established Academic Network for Development Dialogue platform, civil society organizations and the private sector. It will also promote a whole-of-government approach and pursue new partnership opportunities to expand the range of its support to member States, including by securing access to innovation, new technologies and financing.
- 22.6 With regard to inter-agency coordination and liaison, the Commission will continue to implement the Secretary-General's reform agenda, as approved by the General Assembly in its resolution [72/279](#). As co-coordinator of the regional collaborative platform and its subsidiary issue-based coalitions, ESCWA will work with the Development Coordination Office and resident coordinator offices of the United Nations, United Nations country teams, the World Bank, the United Nations Conference on Trade and Development (UNCTAD) and the United Nations Industrial Development Organization, to ensure that any support to member States is relevant, timely and effective and fully aligned with the commitments outlined in national United Nations Sustainable Development Cooperation Frameworks, while avoiding gaps and duplication of interventions.
- 22.7 With regard to external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The global, regional and national development and political landscapes remain conducive for ESCWA to provide policy advice and technical support;
 - (b) All Member States remain committed to collaboration on transboundary issues;
 - (c) Development partners remain engaged and interested in joint initiatives and projects;
 - (d) The operational environment is not hindered by safety and security concerns emerging from natural disasters, political and social instability or conflict.
- 22.8 ESCWA integrates a gender perspective in its activities, deliverables and results, as appropriate, including by supporting member States in developing inclusive, gender-sensitive policy frameworks to tackle a wide range of social and economic issues and in enhancing the capacity of national actors and institutions on gender and social justice, as part of the global accountability framework for gender equality, in line with Economic and Social Council resolution [2023/11](#).
- 22.9 In line with the United Nations Disability Inclusion Strategy, ESCWA will continue to make policy recommendations available to member States and advocate in favour of the adoption of national frameworks that promote greater inclusion and empowerment of persons with disabilities, including enhanced access to labour markets and basic social services.
- 22.10 The Commission's programme of work also incorporates the unique needs of young people and older persons, underscoring their inclusion and empowerment as vital conditions for inclusive sustainable development, by enhancing their access to employment opportunities and their understanding of the principles of, and interest in, actively contributing to the implementation of the 2030 Agenda.

Legislative mandates

- 22.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme:

General Assembly resolutions

68/196	United Nations Guiding Principles on Alternative Development	78/76	Work of the Special Committee to Investigate Israeli Practices Affecting the Human rights of the Palestinian People and Other Arabs of the Occupied Territories
69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations	78/77	The occupied Syrian Golan
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	78/133	Promoting creative economy for sustainable development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	78/136	International financial system and development
70/204	International Strategy for Disaster Reduction	78/137	External debt sustainability and development
71/313	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development	78/141	Promoting investments for sustainable development
71/327	The United Nations in global economic governance	78/156	Education for sustainable development in the framework of the 2030 Agenda for Sustainable Development
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	78/161	Culture and sustainable development
		78/162	Development cooperation with middle-income countries
		78/165	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development
75/228	Follow-up to the second United Nations Conference on Landlocked Developing Countries	78/166	Operational activities for development of the United Nations system
76/258	Doha Programme of Action for the Least Developed Countries	78/167	South-South cooperation
		78/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
77/189	Inclusive development for and with persons with disabilities		
78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly	78/203	The right to development
		78/231	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
78/11	The Syrian Golan		
78/74	Assistance to Palestine refugees		
78/75	Palestine refugees' properties and their revenues	78/233	Follow-up to the Fifth United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

1818 (LV)	Establishment of an Economic Commission for Western Asia	2016/10	Economic and Social Commission for Western Asia strategy and plan of action on the 2030 Agenda for Sustainable Development
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission	2017/7	Work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women	2020/5	Strengthening coordination of the statistical programmes in the United Nations system
2014/36	Redesignation of the Technical Committee of the Economic and Social Commission for Western Asia as the Executive Committee and amendment of its terms of reference	2021/3	New strategic vision of the Economic and Social Commission for Western Asia
		2023/14	Creating full and productive employment and decent work for all as a way of overcoming inequalities to accelerate the recovery from the COVID-19 pandemic and the full implementation of the 2030 Agenda for Sustainable Development
2015/10	2020 World Population and Housing Census Programme		

Part V Regional cooperation for development

2023/22	Admission of Djibouti to membership in the Economic and Social Commission for Western Asia	2023/35	Situation of and assistance to Palestinian women
2023/29	Doha Programme of Action for the Least Developed Countries for the decade 2022–2031		
2023/31	Progress in the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system		

Economic and Social Commission for Western Asia ministerial declarations and resolutions

Tunis Declaration on Social Justice in the Arab Region (2014)	331 (XXX)	Comprehensive approaches to technical cooperation in response to member States' emerging needs
Doha Declaration on the Implementation of the 2030 Agenda for Sustainable Development (2016)		
Beirut Consensus on Technology for Sustainable Development in the Arab Region (2018)	342 (XXXI)	Adoption of the session reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
Beirut Consensus on Financing for Development (2018)		
Arab Declaration on Progress in Implementation of the Beijing Declaration and Platform for Action after 25 Years (2019)	343 (XXXI)	Proposed programme plan of the Economic and Social Commission for Western Asia for 2025
286 (XXV) Gender statistics for equality and empowerment of women	335 (S-VI)	Programme Plan of the Economic and Social Commission for Western Asia for 2021
296 (XXVI) Enhancing public sector institutions and resources to attain national development goals	337 (S-VII)	Request from Djibouti for membership of the Economic and Social Commission for Western Asia

**Subprogramme 1
Climate change and natural resource sustainability***General Assembly resolutions*

69/283	Sendai Framework for Disaster Risk Reduction 2015–2030	77/334	Follow-up to the United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028
73/226	Midterm comprehensive review of the implementation of the International Decade for Action "Water for Sustainable Development", 2018–2028		
75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028	78/143 78/144 78/149	Oil slick on Lebanese shores Agricultural technology for sustainable development The pivotal role of reliable and stable energy connectivity in driving sustainable development
75/271	Nature knows no borders: transboundary cooperation – a key factor for biodiversity conservation, restoration and sustainable use	78/151	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21
75/280	International meeting entitled "Stockholm+50: a healthy planet for the prosperity of all – our responsibility, our opportunity"	78/152 78/153	Disaster risk reduction Protection of global climate for present and future generations of humankind
77/282	Building global resilience and promoting sustainable development through regional and interregional infrastructure connectivity	78/154	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
77/320	Impact of rapid technological change on the achievement of the Sustainable Development Goals		

Section 22 Economic and social development in Western Asia

78/155	Implementation of the Convention on Biological Diversity and its contribution to sustainable development	78/159	Strengthening cooperation for integrated coastal zone management for achieving sustainable development
78/157	Ensuring access to affordable, reliable, sustainable and modern energy for all	78/168	Agriculture development, food security and nutrition
78/158	Combating sand and dust storms		

Economic and Social Commission for Western Asia resolutions

281 (XXV)	Addressing climate change issues in the Arab region	329 (XXX)	Establishment of the Arab centre for climate change policies in the Arab region
305 (XXVII)	Sustainable development in the region and follow-up and implementation of the decisions of the Rio+20 Conference	339 (S-VII)	Establishment of a centre for advancing carbon emissions reduction under the Commission

United Nations Environment Assembly of the United Nations Environment Programme resolutions

5/11	Enhancing circular economy as a contribution to achieving sustainable consumption and production
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Subprogramme 2**Gender justice, population and inclusive development***General Assembly resolutions*

66/130	Women and political participation	78/177	Follow-up to the Second World Assembly on Ageing
66/131	Convention on the Elimination of All Forms of Discrimination against Women	78/178	Promoting social integration through social inclusion
69/236	World Survey on the Role of Women in Development	78/179	Policies and programmes involving youth
70/176	Taking action against gender-related killing of women and girls	78/180	Violence against women migrant workers
71/256	New Urban Agenda	78/181	Improvement of the situation of women and girls in rural areas
73/195	Global Compact for Safe, Orderly and Regular Migration	78/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility	78/185	Assistance to refugees, returnees and displaced persons in Africa
76/273	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system	78/188	The girl child
77/176	International migration and development	78/195	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situations of risk and humanitarian emergencies
77/181	Women in development		
77/193	Intensification of efforts to eliminate all forms of violence against women		
78/150	Achieving gender equality and empowering all women and girls for realizing all Sustainable Development Goals	78/216	Implementing the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human rights and Fundamental Freedoms through providing a safe and enabling environment for human rights defenders and ensuring their protection
78/164	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)		
78/174	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	78/217	Protection of migrants

Security Council resolutions

1325 (2000) 2535 (2020)

Economic and Social Council resolutions

2014/5	Promoting empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all	2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
2015/21	Taking action against gender-related killing of women and girls	2020/15	Multi-year programme of work of the Commission on the Status of Women
2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development	2023/11	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
		2023/12	Future organization and methods of work of the Commission for Social Development

Economic and Social Commission for Western Asia ministerial declarations and resolutions

Muscat Declaration: Towards the Achievement of Gender Justice in the Arab Region (2016)	304 (XXVII)	The role of participation and social justice in achieving sustainable development
Arab Declaration on Progress in the Implementation of the Beijing Declaration and Platform for Action after 25 Years (2019)		

**Subprogramme 3
Shared economic prosperity**

General Assembly resolutions

69/213	Role of transport and transit corridors in ensuring international cooperation for sustainable development	78/139	Financial inclusion for sustainable development
76/294	Improving global road safety	78/140	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
77/174	Towards a New International Economic Order		
77/175	Role of the United Nations in promoting development in the context of globalization and interdependence	78/141	Promoting investments for sustainable development
78/134	International trade and development	78/148	Strengthening the links between all modes of transport to achieve the Sustainable Development Goals
78/135	Unilateral economic measures as a means of political and economic coercion against developing countries	78/230	Promotion of inclusive and effective international tax cooperation at the United Nations
78/138	Commodities		

Economic and Social Commission for Western Asia resolutions

214 (XIX)	Establishment of a technical committee on liberalization of foreign trade and economic globalization in the countries of the ESCWA region	332 (XXX)	Developing the work of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development
303 (XXVII)	Towards enhancing the macroeconomic policy in ESCWA member countries	338 (S-VII)	Establishment of an Arab integrated road safety observatory
308 (XXVII)	The regional dimension of development		
313 (XXVII)	Frequency of sessions of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region		

**Subprogramme 4
Statistics, the information society and technology**

General Assembly resolutions

68/261	Fundamental Principles of Official Statistics	77/320	Impact of rapid technological change on the achievement of the Sustainable Development Goals and targets
70/125	Outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society	78/132 78/160	Information and communications technologies for sustainable development Science, technology and innovation for sustainable development

Economic and Social Council resolutions

2006/6	Strengthening statistical capacity	2023/3	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2011/24	Committee of Experts on Global Geospatial Information Management		Science, technology and innovation for development
2013/21	Fundamental Principles of Official Statistics	2023/4	
2014/35	Establishment of an intergovernmental committee on technology for development in the Economic and Social Commission for Western Asia		
2019/19	Promoting technical assistance and capacity-building to strengthen national measures and international cooperation to combat cybercrime, including information-sharing		

Economic and Social Commission for Western Asia ministerial declarations and resolutions

Beirut Consensus on Technology for Sustainable Development in the Arab Region (2018)	294 (XXVI)	Establishment of the ESCWA technology centre
276 (XXIV)	Strengthening statistical capacities in the ESCWA region	306 (XXVII)
287 (XXV)	Strengthening statistical capacities for evidence-based policymaking	332 (XXX)
283 (XXV)	ESCWA member country compliance with international standards for enhancing national statistical systems	Development of the Arab Internet Governance Forum process and sustaining efforts in the Arabic domain names field Developing the work of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development

**Subprogramme 5
2030 Agenda and SDG coordination**

General Assembly resolutions

75/290 A and B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council Review of the implementation of General Assembly resolutions 67/290 on the format and organizational aspects of the high-level political forum on sustainable development	78/1	and 70/299 on the follow-up and review of the 2030 Agenda for Sustainable Development at the global level Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly
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Economic and Social Commission for Western Asia resolutions

314 (XXVIII)	The Arab Forum on Sustainable Development	327 (XXIX)	Working mechanisms of the Arab Forum for Sustainable Development
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**Subprogramme 6
Governance and conflict prevention**

General Assembly resolutions

35/63	Restrictive business practices	77/22	Committee on the Exercise of the Inalienable Rights of the Palestinian People
55/96	Promoting and consolidating democracy	77/25	Peaceful settlement of the question of Palestine
60/34	Public administration and development	77/216	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
66/290	Follow-up to paragraph 143 on human security of the 2005 World Summit Outcome	78/74	Assistance to Palestine refugees
69/228	Promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions	78/77	The Syrian Golan
69/327	Promoting inclusive and accountable public services for sustainable development	78/121	Assistance to the Palestinian people
70/186	Consumer protection	78/170	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
70/304	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution	78/192	The right of the Palestinian people to self-determination
76/298	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	ES-10/22	Protection of civilians and upholding legal and humanitarian obligations

Security Council resolutions

1947 (2010)	2429 (2018)
2254 (2015)	2461 (2019)
2417 (2018)	

Economic and Social Council resolutions

2023/28	Report of the Committee of Experts on Public Administration on its twenty-second session	2023/35	Situation of and assistance to Palestinian Women
2023/34	Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan		

Economic and Social Commission for Western Asia resolutions

271 (XXIV)	Strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development	307 (XXVII); 316 (XXVIII); 330 (XXX)	Support for the Palestinian people
282 (XXV)	Mitigating the impact on development of conflict, occupation and instability in ESCWA member countries	326 (XXIX)	Justice for the Palestinian people: fifty years of Israeli occupation
292 (XXVI)	Upgrading the Section for Emerging and Conflict-Related Issues to the level of a division and establishing a governmental committee on emerging issues and development in conflict settings	345 (XXXI)	War on Gaza and support for the Palestinian people

Deliverables

22.12 Table 22.1 lists all cross-cutting deliverables of the programme.

Table 22.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	14	10	10
1. Documents for the ESCWA ministerial session (special session)	–	14	–	–
2. Documents for the Executive Committee	12	–	10	10
Substantive services for meetings (number of three-hour meetings)	17	12	15	17
Meetings of:				
3. The ESCWA ministerial session (special session)	–	5	–	–
4. The Executive Committee	8	–	6	8
5. The ESCWA Advisory Committee	2	2	2	2
6. The Committee for Programme and Coordination	1	1	1	1
7. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. The Fifth Committee	1	1	1	1
9. The regional collaborative platform	4	2	4	4
B. Generation and transfer of knowledge				
Publications (number of publications)	2	1	1	2
10. ESCWA annual report	1	–	1	–
11. Report on system-wide annual results	1	1	–	1
12. Report on megatrends (artificial intelligence)	–	–	–	1
C. Substantive deliverables				
Databases and substantive digital materials: the Manara and ESCWA Learn platforms.				
D. Communication deliverables				
Outreach programmes, special events and information materials: newsletters; celebrations of International Women’s Day, International Day of Persons with Disabilities and World Environmental Day; brochures, leaflets, posters, social media assets and other promotional material on ESCWA activities for the Arab Forum for Sustainable Development and the Arab Forum on Equality; and awareness-raising activities with universities and visitors on the work of the United Nations and ESCWA.				
External and media relations: press conferences, interviews and briefings by the Executive Secretary and other senior officials; ESCWA live television broadcasting services; press releases and media coverage on ESCWA activities and meetings; networking with influencers and prominent media figures to increase the visibility of the Commission’s work.				
Digital platforms and multimedia content: videos and other visual content on ESCWA activities and daily ESCWA news on the ESCWA website and social media accounts; ESCWApod (podcast series).				

Evaluation activities

22.13 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:

- (a) Evaluation conducted by ESCWA of its data strategy;
- (b) Independent review of the ESCWA executive management support function.

- 22.14 In response to the results of the evaluations referenced above, ESCWA will enhance its approach to the roll-out of policy simulation tools, by further aligning its information and communications technology functions and strengthening their strategic positioning in the Commission.
- 22.15 The following evaluations, to be conducted by ESCWA, are planned for 2025:
- (a) Evaluation of ESCWA reform and its new operational model;
 - (b) Evaluation of one of the Commission's six subprogrammes.

Programme of work

Subprogramme 1

Climate change and natural resource sustainability

Objective

- 22.16 The objective, to which this subprogramme contributes, is to advance climate action and integrated and sustainable policies in the areas of water, energy and food security.

Strategy

- 22.17 To contribute to the objective, the subprogramme will:
- (a) Deploy in-house expertise and collaborate with experts to analyse and assess the impact of trends and challenges; develop data-driven modelling platforms; and disseminate knowledge products pertaining to such issues as the transboundary management of natural resources (including water, land and soil), biodiversity, extractive industries and the transition to cleaner energy, food security, the transition to a circular economy, climate adaptation and mitigation, pathways to reducing climate vulnerability and financing for climate- and resilience-related interventions;
 - (b) Provide technical and policy advice and expertise to member States and strengthen capacities at the regional, national and sectoral levels to use the evidence and tools to identify and operationalize immediate, medium- and long-term solutions; mainstream climate- and natural resource management-related considerations into national development plans and budgets; and identify opportunities for financing climate change action and adaptation;
 - (c) Convene intergovernmental platforms and technical bodies to facilitate cross-sectoral dialogue, consensus-building and peer-to-peer exchanges between policymakers and practitioners, experts, civil society and other development partners from within and outside the region, in order to promote cooperation and coordination and foster consensus aimed at the development of national, transboundary and regional normative frameworks on: the sustainable management of natural resources; sustainable production and consumption pathways to a circular economy; access to affordable and sustainable sources of energy; and the resilience of individuals and livelihoods;
 - (d) Advocate with national Governments, regional intergovernmental bodies and relevant stakeholders, including through support for integrated, regional reporting and monitoring of progress made with regard to specific Sustainable Development Goal targets; promote joint solutions and harmonization of positions; and leverage partnerships in support of implementation and financing of such commitments;
 - (e) Through the centre for advancing emissions reduction, foster opportunities for regional collaboration to accelerate reduction of emissions and facilitate implementation of the circular

carbon economy as a key component for addressing emissions management towards more sustainable and equitable development.¹

- 22.18 The above-mentioned work is expected to result in:
- (a) The adoption by member States of national policy frameworks and regional agreements related to climate action and natural resources sustainability, reduced emissions, the transition to sustainable energy and resilient food systems supported by sustainable agriculture;
 - (b) Strengthened cooperation on issues outlined in paragraph 22.17, supported by inclusive networks and participatory coordination mechanisms.

Programme performance in 2023

Arab member States are better equipped to access climate finance for water action

- 22.19 Through the midterm comprehensive review of the International Decade for Action, “Water for Sustainable Development”, 2018–2028, climate financing for the water sector was identified as a priority accelerator for the realization of the 2030 Agenda. In response, the subprogramme, jointly with LAS, IsDB, the Green Climate Fund, the Food and Agriculture Organization of the United Nations (FAO) and the Government of Sweden launched the Arab Initiative for Mobilizing Climate Finance for Water. Recognizing the close interlinkages between water and climate change, and the vital role that public finance plays in providing other essential and catalysing resources, the initiative was focused on developing regional capacity to mobilize funding for water action under changing climate conditions. Concurrently, in order to foster understanding among national stakeholders and support access to and the mobilization of climate finance for water for individual member States, the subprogramme analysed climate finance data for water flows and needs in the region.
- 22.20 Progress towards the objective is presented in the performance measure below (see table 22.2).

Table 22.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Shortfall in financing is identified as a key factor impeding progress on water security	Member States identified climate finance for water as a priority accelerator for the Water Action Decade and the 2030 Agenda	5 member States (Egypt, Jordan, Lebanon, Saudi Arabia and Tunisia) presented their water and climate commitments to potential donors and multilateral development banks and climate funds at the Arab Forum for Mobilizing Climate Finance for Water

¹ See ESCWA resolution 339 (S-VII), on the establishment of a centre for advancing carbon emissions reduction under the Commission.

Planned results for 2025

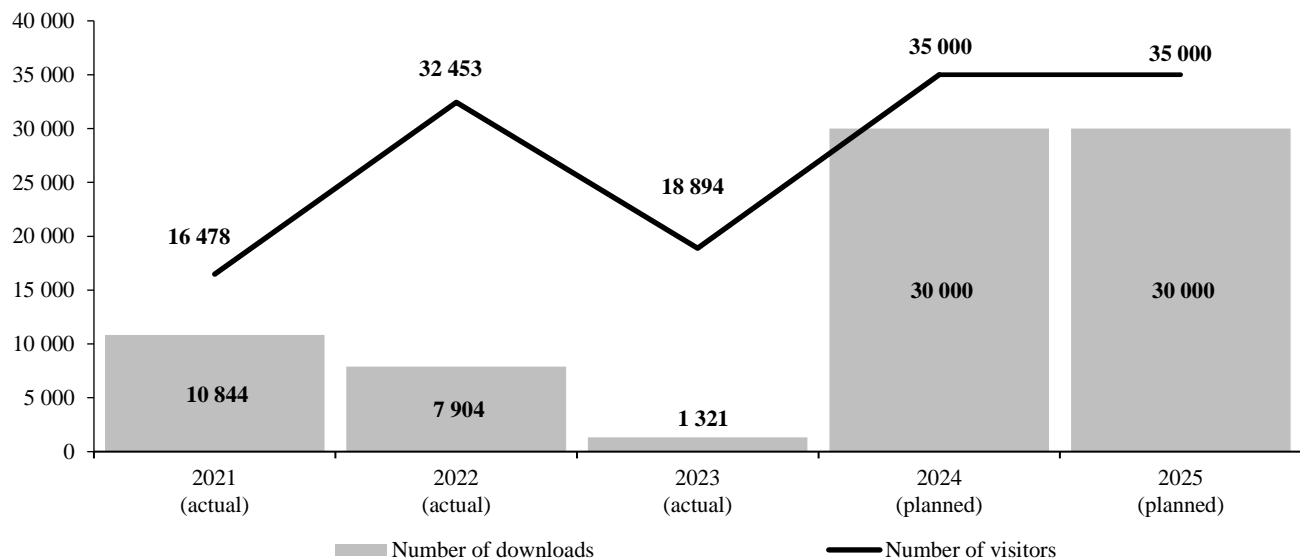
Result 1: increased use of regional knowledge platforms for informed climate action

Programme performance in 2023 and target for 2025

- 22.21 The subprogramme's work contributed to at least 18,894 visits to the regional knowledge platforms and at least 1,321 downloads, which did not meet the planned target of 31,000 visits and 29,000 downloads. Changes made to the governance structures of the platforms in 2023 resulted in limited access to usage data.
- 22.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 22.1).

Figure 22.1

Performance measure: number of visits to the regional knowledge platforms and number of downloads (annual)



Result 2: sustainable transition to new and renewable sources of energy underpinned by a transformed extractive industries sector

Programme performance in 2023 and target for 2025

- 22.23 The subprogramme's work contributed to member States having access to knowledge and evidence on the role of minerals and raw materials in supporting the energy transition in the region and to the exchange of expertise and good practices and the coordination of national actions at the regional level through the regional expert group on extractive industries and at the Middle East and North Africa Climate Week 2023, which met the planned target.
- 22.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.3).

Table 22.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Regional group of experts on extractive industries was established	Member States had access to information on extractive industries in the Arab region	Member States gained access to a suite of knowledge products and evidence on the role of minerals and raw materials in supporting the energy transition in the Arab region	Member States formulate national policy frameworks in support of transforming the extractive energy sector with a view towards a transition to affordable, reliable, sustainable and modern energy systems	2 member States implement policy recommendations and best practices for the sustainable production of critical raw materials
	Strategic framework and roadmap for enabling a just, inclusive, equitable and secure transition of the energy sector, based on the circular carbon economy framework, was developed for one member State (Kuwait)	Member States exchanged expertise and good practices and coordinated national actions at the regional level through the regional expert group on extractive industries, as well as a dedicated platform at the Middle East and North Africa Climate Week 2023		

Result 3: transitioning to sustainable food systems

Proposed programme plan for 2025

22.25 Over 50 million people in the region suffer from undernourishment. If no measures are adopted to transition to sustainable production and consumption, this number will grow. Recognizing the importance of sustainable food systems, the Arab Organization for Agricultural Development of LAS committed to developing and adopting a regional food security and agriculture strategy. In 2023, the subprogramme, in collaboration with FAO, developed a regional tool for assessing food security.

Lessons learned and planned change

22.26 The lesson for the subprogramme was that assessing food security alone was insufficient to inform policymaking on equitable access to food and that sustainability of natural resources, such as water and land, and production and consumption patterns were equally critical factors. In applying the lesson, the subprogramme will collaborate with partners on the development of a methodology and tool for comprehensive assessments of food systems and their sustainability, with a focus on outputs and environmental impact. It will also promote the exchange of knowledge and best practices and develop national capacities to apply the tool. The resulting evidence and policy recommendations related to agriculture and food production, including sustainable use of land and water resources, will enable member States to embark on and complete such a transition.

22.27 Expected progress towards the objective is presented in the performance measure below (see table 22.4).

Table 22.4
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	Member States gained access to a regional tool for assessing food security	1 member State assesses its national food systems	1 member State develops a framework for transitioning to sustainable food systems

Deliverables

22.28 Table 22.5 lists all deliverables of the subprogramme.

Table 22.5
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	14	–	12
1. Documents for the Committee on Energy	6	7	–	6
2. Documents for the Committee on Water Resources	6	7	–	6
Substantive services for meetings (number of three-hour meetings)	38	41	30	42
Meetings of:				
3. The Committee on Water Resources	4	4	–	4
4. The Committee on Energy and its expert group on extractive industries	4	5	–	5
5. The Committee on Water Resources and the Committee on Energy (joint)	–	1	–	1
6. The Executive Bureau of the Arab Ministerial Council for Electricity and its committees of experts on electricity and on renewable energy and energy efficiency	6	6	6	6
Sessions of:				
7. The Arab Ministerial Water Council and its Technical, Scientific and Advisory Committee	6	6	6	6
8. The Joint Ministerial Council for Water and Agriculture and its High-Level Joint Technical Committee	–	2	–	2
9. The Arab Council of Ministers Responsible for Meteorology and Climate and its Permanent Committee for Meteorology, the Sub-Committee on Weather and Climate Risk Information Management and the Arab Climate Outlook Forum	10	11	10	10
10. The Council of Arab Ministers Responsible for the Environment and its Technical Committee	8	6	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	7	5	9
11. On climate resilience through regional cooperation for inclusive sustainable development	1	1	1	1

Section 22 Economic and social development in Western Asia

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
12. The Arab Centre for Climate Change Policies	1	1	1	1
13. The Centre for advancing emissions reduction	–	–	1	1
14. The Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR)	1	1	1	1
15. The Arab Integrated Water Resources Management Network (AWARENET)	1	1	1	1
16. On increasing the resilience of both displaced persons and host communities to climate change-related water challenges in Jordan and Lebanon	1	1	–	1
17. The Regional Initiative on Water Scarcity for the Near East and North Africa (climate change and groundwater)	–	–	–	1
18. The Mashreq Waters Knowledge Series	1	1	–	1
19. The Regional Initiative for Promoting Small-Scale Renewable Energy Applications in Rural Areas of the Arab Region (REGEND)	1	1	–	1
Seminars, workshops and training events (number of days)	–	2	–	7
20. Seminars and workshops on topics related to climate change and sustainable natural resources management	–	2	–	7
Publications (number of publications)	2	1	1	2
21. On topics related to climate action and sustainable natural resource management	2	1	1	2
Technical materials (number of materials)	6	8	8	7
22. On topics related to climate action and sustainable natural resource management	6	8	8	8

C. Substantive deliverables

Consultation, advice and advocacy: substantive advice and input to standing and ad hoc expert groups on such issues as: the environment; water (security) and groundwater; energy; agriculture, food security, sustainable consumption and production and the circular economy; climate change, energy management and extractive industries.

Databases and substantive digital materials: RICCAR regional knowledge hub on climate change and water; groundwater knowledge platform; e-learning on food systems monitoring frameworks and on REGEND.

D. Communication deliverables

Outreach programmes, special events and information materials: briefs, fact sheets and booklets on topics identified in paragraph 22.17 (a) of the present report; side events at major meetings and global and regional events; and webinars for at least 2,000 stakeholders.

**Subprogramme 2
Gender justice, population and inclusive development**

Objective

- 22.29 The objective, to which this subprogramme contributes, is to achieve equitable and inclusive social development and reduced inequality, poverty and unemployment in line with the principle of leaving no one behind.

Strategy

- 22.30 To contribute to the objective, the subprogramme will:
- (a) Develop knowledge products and policy options and solutions, underpinned by analysis of trends, challenges and international norms, on a wide range of issues pertaining to social

inclusion and protection, social and gender justice; poverty reduction, labour market needs, migration and the socioeconomic participation and empowerment of women, young people, older persons and persons with disabilities, especially those in vulnerable situations;

- (b) Support mandated reviews using global commitments and agreements as benchmarks; provide technical and policy advice; and strengthen national capacities to assess existing policy and legislative frameworks, to identify and operationalize viable legislation and solutions and to mainstream the reduction of inequalities and the equal participation, protection and specific needs of those in vulnerable situations into national development plans and budgets;
- (c) Enhance existing and develop new methodologies and interactive tools for the simulation and analysis of policy options and their impacts on inclusive development trajectories;
- (d) Engage member States and development stakeholders in dialogue to advocate in favour of the adoption of policy solutions and to forge consensus on issues outlined in paragraph 22.30 (a), while promoting South-South collaboration and peer learning.

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

- (a) National policy frameworks and strategies adopted by member States to address structural inequalities and promote social justice and greater social inclusion, socioeconomic empowerment and participation of women, young people, older persons, persons with disabilities and migrants, especially those in vulnerable situations;
- (b) Enhanced coverage of peoples of the region, in particular persons in vulnerable situations, by social protection and poverty eradication programmes and their improved access to decent and equitable employment opportunities.

Programme performance in 2023

Legislation on the care economy boosts gender parity and the economic empowerment of women in Lebanon

22.32 The care economy is crucial for the achievement of social justice, but has not been considered a priority in the region, where labour participation by women remains one of the lowest in the world. This perspective shifted during the coronavirus disease (COVID-19) pandemic, which had a disproportionate impact on caregivers, the majority of whom were women. To support member States, the subprogramme developed country-specific recommendations for the enhancement of legal frameworks, underpinned by best practices and situational analysis. In Lebanon, the subprogramme also engaged with line ministries, which resulted in two new laws anchored in recognition of the care economy as a pillar of the economic empowerment of women. In addition, to raise awareness and elevate the discussion to the regional level, two training workshops were conducted for the relevant subcommittee of the ESCWA Committee on Women.

22.33 Progress towards the objective is presented in the performance measure below (see table 22.6).

Table 22.6

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Lawmakers in Arab member States gained access to policy recommendations and knowledge on interlinkages between care economies and gender parity	National dialogue on the care economy, gender parity and the economic empowerment of women was established in one member State (Lebanon)	1 member State (Lebanon) developed two new laws, anchored in recognition of the care economy as a pillar of the economic empowerment of women

Planned results for 2025

Result 1: increased effectiveness and efficiency of social protection systems in the Arab region

Programme performance in 2023 and target for 2025

- 22.34 The subprogramme’s work contributed to two member States (Tunisia and Yemen) identifying enhancements required to improve the efficiency and effectiveness of their social protection systems, which met the planned target.
- 22.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.7).

Table 22.7
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
179 people (66 men and 113 women) from 17 member States were trained on tools to increase the inclusiveness of social protection systems	Civil servants and professionals from three member States (Egypt, Jordan and Mauritania) trained on the social protection programme rapid assessment framework tool to increase inclusiveness of social protection systems	2 member States (Tunisia and Yemen) identified enhancements required to improve the efficiency and effectiveness of their social protection systems	2 member States adopt measures to enhance the efficiency and effectiveness of their social protection systems	2 additional member States adopt measures to enhance the efficiency and effectiveness of their social protection systems
1 member State (Jordan) analysed the inclusiveness of its social protection systems	2 member States (Egypt and Jordan) identified enhancements required to improve the efficiency and effectiveness of their social protection systems, in particular those related to effective coverage of currently excluded groups			

Result 2: skills-focused approaches to boost access to employment opportunities

Programme performance in 2023 and target for 2025

- 22.36 The subprogramme’s work contributed to policymakers in 11 member States (Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Oman, Qatar, Saudi Arabia and United Arab Emirates) gaining

access to evidence on factors affecting job markets (skill sets in demand, inclusiveness and other factors), which met the planned target.

22.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.8).

**Table 22.8
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Prototype of the artificial intelligence-based skills-to-jobs matching portal was piloted by 1 member State (Qatar)	Working-age populations in 4 member States (Jordan, Kuwait, Lebanon and Qatar) were able to identify job opportunities based on their skills through the artificial intelligence-based Skills Monitor portal	Policymakers in 11 member States gained access to evidence on factors affecting the job market (skillsets in demand, inclusiveness)	At least 10 academic institutions in the Arab region use the Skills Monitor as part of their career-planning support to graduates	2 member States develop policy frameworks aimed at boosting access to labour market

Result 3: member States adopt multidimensional approach to poverty reduction

Proposed programme plan for 2025

22.38 One in four people in the region are living in poverty. To eradicate it, poverty reduction strategies need to go beyond income levels to tackle all of its drivers, including education, employment, health, housing, safety and security. Building on the Multidimensional Poverty Index methodology, the subprogramme developed the Multidimensional Poverty Index Assist Tool, a policy tool that enables States to assess key drivers of poverty and simulate poverty reduction strategies.

Lessons learned and planned change

22.39 The lesson for the subprogramme was that, although some factors affecting poverty levels are regional, a one-size-fits-all approach cannot be applied across all member States, due to variations in the extent to which the different factors affect national poverty levels. In applying the lesson, the subprogramme will engage with relevant ministries in member States and with United Nations country teams to tailor the index to national contexts and enhance their capacity to apply the Assist Tool. It will promote the incorporation of consideration of the specific needs of women, young people, persons with disabilities and older persons into national multidimensional poverty indices. Subsequently, the subprogramme will support member States in using the index and the tool to develop national policy frameworks for reducing poverty in all its forms.

22.40 Expected progress towards the objective is presented in the performance measure below (see table 22.9).

Table 22.9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The Multidimensional Poverty Index and Assist Tool were available to member States	1 member State (State of Palestine) piloted a nationalized multidimensional poverty index	2 member States (Iraq and Somalia) adopted a nationalized multidimensional poverty index as a poverty analysis tool	2 additional member States use a nationalized multidimensional poverty index and the Assist Tool to assess drivers of poverty, including inequalities and exclusion	2 member States develop policy frameworks and/or strategies for the eradication of poverty

Deliverables

22.41 Table 22.10 lists all deliverables of the subprogramme.

Table 22.10
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	13	17	–	12
1. Documents for the Committee on Women	7	10	–	6
2. Documents for the Committee on Social Development	6	7	–	6
Substantive services for meetings (number of three-hour meetings)	11	9	1	9
Sessions of:				
3. The Committee on Social Development	4	2	–	2
4. The Committee on Women	4	4	–	4
5. Subcommittees on social protection, gender and the Sustainable Development Goals; and intersessional group of experts on disability	3	3	1	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	3	2	4
6. Enhancing the employment of persons with disability	–	–	–	1
7. Assessing skills and skills-matching techniques	–	1	1	1
8. Arab regional review of the Beijing Declaration and Platform for Action 30 years after their adoption	1	1	–	1
9. Strengthening social protection systems	–	1	–	1
10. Women and peace and security: moving from plans to actions	1	–	1	–
Seminars, workshops and training events (number of days)	26	28	20	22
Workshops on:				
11. Social justice, including integrating social justice principles into public policies and programmes	11	12	8	8
12. Gender justice and the empowerment of women	1	4	4	4
13. Population development and ageing	4	7	–	2

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
14. Multidimensional poverty and social protection	6	5	6	6
15. Migration	4	–	2	2
Publications (number of publications)	10	10	2	3
16. On the realization of human rights for women; social protection; poverty; inequality; the future of work; and migration	10	10	2	3
Technical materials (number of materials)	16	20	22	20
17. On the realization of human rights for women; social protection; poverty; inequality; the future of work; and migration	16	20	22	20

C. Substantive deliverables

Consultation, advice and advocacy: meetings of standing and ad hoc expert groups on violence against women; women and peace and security; economic empowerment of women; social protection; poverty; inequality; fiscal policy; informality and the labour market; the future of work; urban development; disability; migration; ageing and youth; and other related issues.

Databases and substantive digital materials: the social protection programme rapid assessment framework; ESCWA Skills Monitor; and virtual portal on gender justice and equality in law in the Arab region.

D. Communication deliverables

Outreach programmes, special events and information materials: campaign and promotional material and closing ceremony for the 16 Days of Activism against Gender-Based Violence event;^a materials on violence against women; information graphs on key results of publications and expert group meetings; advocacy campaigns on the International Day of Older Persons, International Migrants Day and International Day of Persons with Disabilities.

External and media relations: commentaries on violence against women and on the economic empowerment of women.

^a See General Assembly resolution [77/193](#).

Subprogramme 3 Shared economic prosperity

Objective

- 22.42 The objective, to which this subprogramme contributes, is to achieve equitable economic growth, amplify regional interconnectedness and integration, and advance the effective implementation of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development in support of the 2030 Agenda.

Strategy

- 22.43 To contribute to the objective, the subprogramme will:
- (a) Develop and make available knowledge products and evidence for policymaking related to: trade, logistics and transport, including regional integration; development planning, from a behavioural perspective; economic diversification and macroeconomic stability; debt sustainability and fiscal policies, as a means of enhancing investment in sustainable development priorities; and financing for development, including integrated national financing frameworks, to enhance the efficiency of public spending on national development priorities;
 - (b) Enhance existing and develop new interactive and data-driven policy simulation tools pertaining to trade flows, taxation, debt optimization, social expenditure, the impact of gendered policies on economies, contextualized economic modelling and other related issues; and promote the application of modern technologies (blockchain) to facilitate trade and logistics;

- (c) Make policy advice and technical expertise available to its member States and strengthen capacities to deploy behavioural insights and modelling and impact simulation tools in support of decision-making and policy development processes aimed at providing immediate, medium- and long-term solutions to national development challenges in the areas identified in paragraph 22.43 (a);
- (d) Promote collaboration, coordination and the exchange of good practices; and foster consensus on priorities and joint initiatives aimed at improving regional integration, facilitating trade, promoting innovative debt solutions and securing funding for sustainable development initiatives.

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

- (a) Evidence-backed development planning; member States adopting policy frameworks to tackle structural economic challenges; improved debt management and sustainability; enhanced equity, efficiency and effectiveness of public expenditure; new trade opportunities and economic diversification, including an enhanced operational environment for small and medium-sized enterprises; and the creation of fiscal space for social investment and expanded basic social services;
- (b) Increased contributions by small and medium-sized enterprises to national and regional economies and greater economic participation and empowerment by individuals, including those in vulnerable situations.

Programme performance in 2023

Egypt develops the first Arab integrated national financing strategy

22.45 Following the request by the Government of Egypt for support with developing an integrated national financing strategy, the subprogramme conducted 30 assessments, relying on the Commission’s policy and financing simulation tools. The analysis made it possible to discern financing inequalities, fiscal space constraints and funding shortfalls, which informed inclusive national discussions on opportunities, challenges and innovative approaches to financing national sustainable development commitments. Concurrently, ESCWA tools have been integrated into the guidance for global integrated national financing frameworks and supported “deep-dive” country analyses that enabled member States to define pathways for accelerated implementation of the 2030 Agenda.

22.46 Progress towards the objective is presented in the performance measure below (see table 22.11).

Table 22.11
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
1 member State (Egypt) requested support with the development of its integrated national financing strategy for the Sustainable Development Goals	2 member States (Egypt and Jordan) gained access to in-depth assessments of national development financing tools	1 member State (Egypt) developed the first integrated national financing strategy in the region

Planned results for 2025

Result 1: improved effectiveness of economic policies from a gender perspective

Programme performance in 2023 and target for 2025

- 22.47 The subprogramme’s work contributed to one member State (United Arab Emirates) strengthening its Global Gender Gap Index ranking from 120th to 68th position, which met the planned target.
- 22.48 In addition, the subprogramme contributed to one member State (Morocco) increasing its Index score from 0.598 to 0.624.
- 22.49 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.12).

Table 22.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Global Gender Gap Index scores of member States ranged between 0.492 and 0.716, compared with the global score of 0.677	2 member States (Morocco and United Arab Emirates) developed new policies to improve the economic participation of women	1 member State (United Arab Emirates) improved its Global Gender Gap Index ranking	Arab policymakers have access to a tool and the capacity deploy it to simulate the broader impact of policies geared towards gender equality on national economies	Improved Global Gender Gap Index score of 1 additional member State

Result 2: contextualized economic modelling informs development of economic, social and trade policies

Programme performance in 2023 and target for 2025

- 22.50 The subprogramme’s work contributed to three member States (Mauritania, Oman and United Arab Emirates) applying computable general equilibrium models, which did not meet the planned target of four additional member States using those models. The target was not met because the subprogramme’s work in support of the fourth member State was slower than expected, due to the worsening security situation.
- 22.51 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.13).

Table 22.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Pilot web-based computable general equilibrium model used by Jordan	2 member States (State of Palestine and Yemen) used national computable general equilibrium models	Three additional member States (Mauritania, Oman and United Arab Emirates) used computable general equilibrium models	Three additional member States use computable general equilibrium models	Two additional member States use computable general equilibrium models

Result 3: enhanced debt sustainability for increased investment in sustainable development priorities

Proposed programme plan for 2025

22.52 The COVID-19 pandemic, global inflationary pressures, rising interest rates and geopolitical uncertainty further exacerbated gaps in resources available for development priorities and debt sustainability. Public debt in the Arab region increased sharply over the past decade, to nearly half the regional gross domestic product, exerting significant fiscal stress on both Arab middle-income countries and the Arab least developed countries. The subprogramme has supported member States in the design and operationalization of debt swap for climate action and in the achievement of the Sustainable Development Goals and debt optimization initiatives.

Lessons learned and planned change

22.53 The lesson learned for the subprogramme was that the support provided to member States must be tailored to national financial structures and processes and must promote knowledge-sharing and peer-learning among practitioners. In applying the lesson, the subprogramme will further enhance its suite of knowledge products and develop standardized tools, contextualized to national needs, for sustainable debt management and optimization. It will also enhance capacities to deploy tools and make platforms available for peer-to-peer exchanges within the region and beyond.

22.54 Expected progress towards the objective is presented in the performance measure below (see table 22.14).

Table 22.14
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States gained access to regional tools for monitoring innovative financing solutions and improving debt sustainability	A regional network of debt management practitioners and experts was established	Member States gained access to regional and country-specific analyses on debt optimization and innovative debt solutions	2 member States have access and capacity to deploy the tool to optimize debt and identify innovative and sustainable debt financing strategies	2 member States develop innovative and sustainable debt financing strategies

Deliverables

22.55 Table 22.15 lists all deliverables of the subprogramme.

Table 22.15
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	12	17	12	12
Documents for:				
1. The Committee on Trade Policies	–	–	6	–
2. The Committee on Transport and Logistics	6	7	6	6
3. The Committee on Financing for Development	6	10	–	6

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Substantive services for meetings (number of three-hour meetings)	8	–	8	8
Meetings of:				
4. The Committee on Trade Policies	–	–	4	–
5. The Committee on Transport and Logistics	4	–	4	4
6. The Committee on Financing for Development	4	–	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	2	1
7. Arab integrated road safety observatory	–	–	1	1
8. National Agenda for the Future of Syria – phases II and III	1	1	1	–
9. Transformative actions for safe motorcycles in Tunisia	1	1	–	–
10. Reducing road deaths and injuries in Jordan	1	1	–	–
11. Strengthening evidence-based interventions for road safety in the Arab region through effective and reliable data recording, processing and analysis	1	1	–	–
Seminars, workshops and training events (number of days)	–	–	8	8
12. Seminars and workshops on transport and logistics, economic modelling and the use of policy simulators	–	–	8	8
Publications (number of publications)	2	2	2	1
13. On issues related to economic development	2	1	2	1
Technical materials (number of materials)	20	20	22	20
14. On public finance and inclusive fiscal policy, including in low- and middle-income countries; trade and industrial policy; trade facilitation; transport connectivity and logistics; the productive capacity of Arab least developed countries; illicit financial flows; financing for development and climate action	20	20	22	20
C. Substantive deliverables				
Consultation, advice and advocacy: consultations of expert groups on public finance and inclusive fiscal policy, including in low- and middle-income countries; trade and industrial policy; trade facilitation; transport connectivity and logistics; productive capacity of Arab least developed countries; illicit financial flows; financing for development and climate action; and strategic advice to the United Nations Road Safety Fund Steering Committee.				
Databases and substantive digital materials: the Arab Trade Gateway; a Sustainable Development Goals financing resources knowledge portal; a financing for development gateway and data analytics; a Sustainable Development Goal costing calculator for the Arab region; a dynamic financing for development simulator; national computable general equilibrium models; and a social expenditure monitor tool.				
D. Communication deliverables				
Outreach programmes, special events and information materials: side event at the Arab Forum for Sustainable Development.				

Subprogramme 4 Statistics, the information society and technology

Objective

- 22.56 The objective, to which this subprogramme contributes, is to strengthen the development of official statistical frameworks, improve the quality and availability of statistics and advance the information society by accelerating the integration of technology and innovation for sustainable development in the Arab region.

Strategy

- 22.57 To contribute to the objective, the subprogramme will:
- (a) Enhance the capacity of national statistical offices for the implementation of and adaptation to evolving international statistical standards, methodologies and best practices; and promote the complementary use of innovative data sources and geostatistical data;
 - (b) Provide policymakers and practitioners in member States with policy recommendations, underpinned by analysis of challenges and opportunities stemming from the emergence of technologies pertinent to modernizing statistical systems, enhancing digital government and e-accessibility and accelerating inclusive digital transformation;
 - (c) Enhance national capacities to produce and use quality statistics and data, including gender and disability statistics, for evidence-based policymaking related to social and economic development, technology and innovation and digital transformation; and provide technical expertise in support of the adoption of policy frameworks, statistical methodologies and strategies to harness emerging technologies and innovative solutions for sustainable development, in line with national plans and priorities;
 - (d) Convene intergovernmental and technical forums to foster consensus and facilitate dialogue and exchanges between policymakers and practitioners, experts, civil society, the private sector and other stakeholders, in order to incentivize investments in data and technology and promote cooperation, partnerships and coordination so as to increase value created from statistic, geospatially enabled data, digitization and emerging technologies, in support of the 2030 Agenda.
- 22.58 The above-mentioned work is expected to result in:
- (a) Improved availability of official statistics, compliant with international statistical principles, and of geospatially and location-enabled non-traditional data, as well as Sustainable Development Goal data, and their use by member States and development partners for evidence-based decision-making and policymaking;
 - (b) ESCWA member States adopting sound national and regional policy frameworks and deploying emerging technologies and innovation for digital transformation, digital accessibility, enhanced engagement by public institutions and citizens in decision-making, thereby enabling socioeconomic development.

Programme performance in 2023

Arab member States adopt a harmonized consumer price index

- 22.59 While national consumer price indices do not account for inflation trends and fluctuations in the cost of goods and services at the subregional and regional levels, those trends and fluctuations are equally important for economic integration and trade. The subprogramme developed a harmonized consumer price index based on a uniform basket of goods and services, aimed at facilitating cross-border comparisons of inflation and ensuring consistency in assessments of regional and subregional economic convergence. In addition to providing vital evidence for domestic macroeconomic policies, the index was designed to promote Arab-wide policy decisions, in particular those related to trade and cross-border economies. Subsequently, the subprogramme developed a tool for the establishment of national indices and built the capacity of national statistical offices to use it. Concurrently, a regional index was made available to the 10 member States that are also members of the Gulf Cooperation Council, along with indices for Council and non-Council subregions.
- 22.60 Progress towards the objective is presented in the performance measure below (see table 22.16).

Table 22.16
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Standardized methodology for cross-border and regional comparisons of inflation and consistent assessments of consumer prices (harmonized consumer price index) was developed	The index was piloted in 6 member States (Egypt, Iraq, Jordan, Morocco, State of Palestine and Sudan)	10 member States (Bahrain, Egypt, Iraq, Jordan, Kuwait, Morocco, Oman, Qatar, State of Palestine and Sudan) use the index to support evidence-based decision-making and policymaking in relation to national and cross-border economies and trade

Planned results for 2025

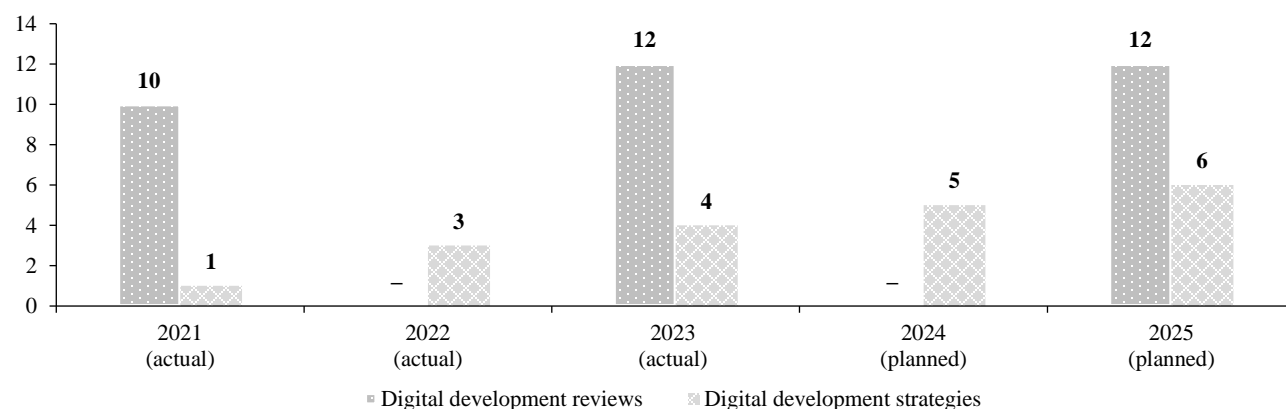
Result 1: advancement of digital development assessments and strategies at the national and regional levels in the Arab region

Programme performance in 2023 and target for 2025

- 22.61 The subprogramme’s work contributed to two additional member States (Algeria and Egypt) completing biennial national digital development reviews, for a total of 12 member States having undertaken such reviews, and to one additional member State (State of Palestine) developing a national digital development strategy, which met the planned target.
- 22.62 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 22.II).

Figure 22.II

Performance measure: number of member States having undertaken biennial national digital development reviews and designed digital development strategies (cumulative)



Result 2: Arab policymakers gain access to on-demand, reliable evidence enabled by artificial intelligence and geospatial capacities

Programme performance in 2023 and target for 2025

- 22.63 The subprogramme’s work contributed to the launch of the United Nations Arab Region Data and Policy Support Hub,² which met the planned target.

² Available at <https://data.as-rcp.org>.

22.64 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.17).

Table 22.17
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States gained access to 8 interactive policy simulation tools	Member States gained access to additional national, regional and global (statistical and non-statistical) data sets	Member States gained access to a centralized regional data management and analytics platform (United Nations Arab Region Data and Policy Support Hub)	Member States generate evidence and simulate policy options and related impacts through at least 5 artificial intelligence- and geospatial-enabled interactive tools	Member States have access to national data and policy dashboards through a one-stop shop for evidence-based policymaking

Result 3: geostatistical evidence enhances decision-making and development planning in the Arab region

Proposed programme plan for 2025

22.65 Leaving no one behind requires data on the “what”, the “when” and the “where”. Statistical data tend to address the “what” and the “when”. Geospatial data address the “where”. To better target policies and development plans, decision-makers require access to evidence that is granular enough to highlight location-specific needs and challenges. In response, national statistical offices in the region began to transition from national to district and city statistics, but few have access to or the capacity to use modern technologies, including satellite imagery and Earth observation. To address that gap, the subprogramme operationalized a geostatistical laboratory to consolidate and extend geostatistical information, available through open data sources, for synthesis, analysis and visualization of statistics.

Lessons learned and planned change

22.66 The lesson for the subprogramme was that enhancing the available statistical data with geostatistical information would enhance member States’ ability to develop targeted and localized development solutions. In applying the lesson, the subprogramme will collate and reconcile various layers of geostatistical information and make it available through a smart search engine, leveraging machine learning and enabling multidimensional analysis of indicators related to society, the economy and the environment. Concurrently, the subprogramme will build the capacity of national statistical offices to use the geospatial data sets for the production and dissemination of enhanced evidence for policymaking and development planning in the region.

22.67 Expected progress towards the objective is presented in the performance measure below (see table 22.18).

Table 22.18
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Geostatistical laboratory for the Arab region was established	All member States gained access to an initial 12 layers of geostatistical information 2 member States (Jordan and Lebanon) initiated pilot projects to enhance their statistical data sets with geospatial information	All member States have access to an additional 12 layers of geostatistical information, in particular those related to climate and environment	2 national statistical offices in the Arab region produce geostatistical datasets

Deliverables

22.68 Table 22.19 lists all deliverables of the subprogramme.

Table 22.19
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	–	10	–
1. Documents for the Committee on Technology for Development	4	–	4	–
2. Documents for the Statistical Committee	6	–	6	–
Substantive services for meetings (number of three-hour meetings)	26	19	27	12
Meetings of:				
3. The Committee on Technology for Development	4	–	4	–
4. The Statistical Committee	4	–	4	–
5. The ESCWA Technology Centre Advisory Board and Technical Committee	4	–	3	2
6. The Bureau of the Statistical Committee	2	2	2	–
7. The standing working groups of the Statistical Committee on economic statistics, demographic and social statistics and disability in the Sustainable Development Goals	4	5	6	4
8. The (regional) task force on Sustainable Development Goal data	2	6	2	–
9. The Regional Committee of United Nations Global Geospatial Information Management for the Arab States	2	2	2	2
10. LAS on Internet governance, automated digital network systems, the digital economy, innovation policies, enhanced cooperation on information and communications technology (ICT), ICT strategy, science, technology and innovation, and ICT for the Sustainable Development Goals	4	4	4	4

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
11. ESCWA Technology Centre	1	1	1	1
Seminars, workshops and training events (number of days)	30	31	24	24
12. Seminars and workshops on statistics, including gender and disability statistics; big data and open data; Sustainable Development Goal measuring and reporting; the information society; digital cooperation; digital inclusion; digital transformation; emerging technologies; digital government; the digital economy; e-commerce; and entrepreneurship	30	31	24	24
Publications (number of publications)	4	4	2	3
13. On statistics and indicators; non-traditional data sources; national accounts; monitoring of and follow-up on the 2030 Agenda; digital development; and technology and innovation for sustainable development	4	4	2	3
Technical materials (number of materials)	7	13	6	6
14. On statistics and indicators; non-traditional data sources; national accounts; monitoring of and follow-up on the 2030 Agenda; digital development; and technology and innovation for sustainable development	6	12	6	6
15. Development and testing of a methodology to identify clear and accurate baselines for national targets and relevant indicators	1	1	–	–
C. Substantive deliverables				
Consultation, advice and advocacy: meetings of experts on digital development; regulation and legislation to promote the information society; Internet governance; frontier technologies; entrepreneurship; technology transfer; innovation; and other issues related to technology for development.				
Databases and substantive digital materials: ESCWA Online Statistical Information System, ESCWA data portal; Sustainable Development Goals database; country profiles; and ESCWA data ecosystem.				
D. Communication deliverables				
Outreach programmes, special events and information materials: an annual statistics newsletter; and a technology bulletin.				

Subprogramme 5 2030 Agenda and SDG coordination

Objective

- 22.69 The objective, to which this subprogramme contributes, is to accelerate progress towards sustainable development in the Arab region in line with the 2030 Agenda and to advance intraregional collaboration and a multi-stakeholder approach to key regional and subregional sustainable development issues.

Strategy

- 22.70 To contribute to the objective, the subprogramme will:
- (a) Advocate in favour of the principles of the 2030 Agenda, in particular the commitment to leave no one behind and the people-centred approach to development; and leverage partnerships with the private sector (including financial institutions), intergovernmental and non-governmental organizations, civil society and academic institutions and think tanks, to promote a whole-of-government and whole-of-society approach;
 - (b) Develop and disseminate knowledge products, underpinned by the analysis of member States' progress towards the implementation of the 2030 Agenda and its principles, and promote

transformative development solutions for accelerating inclusive sustainable development in the region;

- (c) Convene, and ensure ongoing support for and follow-up on, various platforms, in connection with the Arab Forum for Sustainable Development, in order to facilitate multi-stakeholder engagement and dialogue and peer-to-peer exchanges, foster consensus on sustainable development priorities and actions, promote sub-, inter- and intraregional (South-South) and triangular collaboration and coordination and support cross-sectoral cooperation and alignment of national development priorities and plans with both the 2030 Agenda and the resources available for their implementation;
- (d) Enhance capacities to conduct integrated monitoring and reporting, at the local, national and regional levels, of the progress made on specific Sustainable Development Goal targets, including by building national and institutional capacity to conduct voluntary national reviews; compile and disseminate policy recommendations; ensure that the region's perspective is reflected through the global lens; and foster cross-sectoral coordination of the Commission's support for member States' efforts to achieve the Goals.

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

- (a) An enhanced commitment to the principles of the 2030 Agenda by policymakers and practitioners, regional intergovernmental organizations, the private sector (including financial institutions), academic institutions and think tanks and civil society organizations in the Arab region;
- (b) The adoption by member States and development stakeholders of a more participatory, whole-of-government and whole-of-society approach to the realization of and follow-up on Sustainable Development Goal priorities and related actions;
- (c) The improved utilization by member States and development stakeholders of available dialogue and advocacy platforms as a means of promoting consensus, peer-to-peer learning and coordination at the national, sub-, intra- and interregional and global levels and of mobilizing sustained, targeted financing for the accelerated implementation of the 2030 Agenda.

Programme performance in 2023

Investment opportunities for catalysing progress on the Sustainable Development Goals to 2030

22.72 In preparation for the 2023 Sustainable Development Goals Summit, all Member States were urged to submit national commitments to catalyse the timely achievement of the Goals. To support ESCWA member States in this endeavour, the subprogramme prepared deep-dive analysis reports for three countries (Egypt, Jordan and Oman). The reports contained summaries of progress achieved to date, simulations of the costs of achieving the Goals according to national priorities and the estimated funding that could be secured through a menu of policy reforms, including tax reforms, trade policies, social spending efficiencies and improvements to the business environment. Taking into consideration interlinkages among the Goals, the subprogramme coordinated inputs across ESCWA to propose, for each of the three countries, investment opportunities that will have multiplier effects on the achievement of the Goals and, by extension, will result in spending efficiencies that can be used to finance other development initiatives. The subprogramme also worked with the relevant United Nations country teams to support the formulation of national Summit commitments.

22.73 Progress towards the objective is presented in the performance measure below (see table 22.20).

Table 22.20
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	2 member States (Egypt and Jordan) delivered on their national commitments to catalyse the achievement of the Sustainable Development Goals by 2030 1 additional member State (Oman) benefited from foresight analysis and support to identify investment opportunities for catalysing progress on the Goals

Planned results for 2025

Result 1: improved voluntary national review process through formalized intraregional and interregional peer learning

Programme performance in 2023 and target for 2025

- 22.74 The subprogramme’s work contributed to two additional member States (State of Palestine and Yemen) benefiting from peer learning in the context of voluntary national reviews, which met the planned target.
- 22.75 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.21).

Table 22.21
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States benefit from the first peer-learning activity on methodological issues of reporting on the 2030 Agenda	2 member States (Oman and Syrian Arab Republic) engaged in a twinning exercise (pilot voluntary national review peer-learning initiative) to discuss solutions to challenges and identify best practices throughout the voluntary national review process	2 additional member States (State of Palestine and Yemen) benefited from peer-learning approaches to voluntary national reviews (twinning and issue-based focus groups)	2 more member States apply voluntary national reviews peer-learning approaches (twinning and issue-based focus groups)	All member States exchange best practices on conducting voluntary national reviews from within and outside the region

Result 2: university graduates play part in a whole-of-society, principled approach to achieving the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 22.76 The subprogramme’s work contributed to the Artificial Intelligence, Data Science and Computing Hub at the American University of Beirut in Lebanon committing to incorporating the shared principles and commitments of the Sustainable Development Goals into its programmes, which met the planned target.
- 22.77 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.22).

Table 22.22
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Systematic dialogue between ESCWA and academia was established, promoting academic institutions’ participation in Sustainable Development Goal-related discussions	Goal-focused research by Arab academic institutions contributed to regional and national dialogues on implementing the 2030 Agenda	1 university faculty in a member State (the Artificial Intelligence, Data Science and Computing Hub at the American University of Beirut in Lebanon) committed to incorporating the shared principles and commitments of the Goals into its programmes	2 academic institutions in the Arab region incorporate the shared principles and commitments of the Goals into their programmes	Academic institutions in at least 4 member States use <i>The ESCWA Stories</i> series to promote the principles of the 2030 Agenda among young people

Result 3: increased private sector investment in regional and national sustainable development priorities

Proposed programme plan for 2025

- 22.78 Private sector engagement in development initiatives within the Arab region remains limited and uncoordinated. The subprogramme analysed opportunities for and organized dialogue on enhancing the role of the private sector in delivering on the Sustainable Development Goals in the region. It also provided technical support to the Union of Arab Banks on its commitment to mobilize up to \$1 trillion in Goal-related financing by 2030.

Lessons learned and planned change

- 22.79 The lesson for the subprogramme was that, in order to secure scaled-up private sector investments in regional and national sustainable development priorities, increased dialogue between member States and the private sector is required, to enhance the alignment of private sector governance models, operating practices and disclosure requirements with sustainable development objectives. In applying the lesson, the subprogramme will support member States in establishing a regional dialogue with private sector leaders, through the formation of a coalition of Arab business leaders for sustainable development and engagement with the Union of Arab Banks, to promote consensus on investable sustainable development priorities and on modalities under which the private sector could contribute to those priorities. Having secured a regional-level commitment, the subprogramme

will facilitate such dialogues at the country level, with the aim of boosting resources available for the acceleration of progress made on identified national Sustainable Development Goal priorities.

22.80 Expected progress towards the objective is presented in the performance measure below (see table 22.23).

Table 22.23

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	The Union of Arab Banks committed to mobilizing up to \$1 trillion in Sustainable Development Goal-related financing by 2030	Member States and private sector leaders engage in a regional dialogue on support for and financing of Goal priorities	1 member State and private sector representatives jointly agree on a set of sustainable development priorities for private sector contributions

Deliverables

22.81 Table 22.24 lists all deliverables of the subprogramme.

Table 22.24

Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	9	9	8	8
1. Meetings of the Arab Forum for Sustainable Development	9	9	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	1	–	1
2. <i>The ESCWA Stories</i> series	–	1	–	1
Seminars, workshops and training events (number of days)	4	3	3	3
3. Workshops on the voluntary national review	4	3	3	3
Publications (number of publications)	–	–	1	–
4. Arab sustainable development report	–	–	1	–
Technical materials (number of materials)	4	5	3	3
5. Annual Sustainable Development Goals review	–	–	1	1
6. On sustainable development	4	5	2	2
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with the taskforce of the Arab Forum for Sustainable Development; advice for global and regional events on the 2030 Agenda and the Arab Sustainable Development Week; advice to the community of practice on voluntary national reviews; twinning initiative; and issue-based focus groups.				
Databases and substantive digital materials: SDG Knowledge and Learning platform.				

Subprogramme 6

Governance and conflict prevention

Objective

- 22.82 The objective, to which this subprogramme contributes, is to advance just, peaceful and inclusive societies, especially for people living under occupation or in conflict or post-conflict settings; to improve governance and strengthen effective, efficient and accountable public institutions; and to enhance service delivery.

Strategy

- 22.83 To contribute to the objective, the subprogramme will:
- (a) Develop and make available evidence and policy recommendations to member States and relevant stakeholders aimed at addressing challenges and using opportunities to accelerate human development and focused on: mitigating the impact of conflict and occupation on the capacity to achieve the Sustainable Development Goals and transboundary risks; improving governance and institutional capacities to deliver basic services and respond to shocks; strengthening regional cooperation on governance and public administration; and boosting the competitiveness of the business environment, including consumer protection mechanisms;
 - (b) Provide technical expertise, methodologies and tools and enhance capacities to identify and operationalize immediate, medium- and long-term solutions, aimed at: lowering risks associated with emerging socioeconomic, environmental and governance challenges and potential shocks; enhancing risk-informed national policymaking and development planning, as well as the transparency, accessibility and efficiency of State-run services; and improving the effectiveness of competition and consumer protection;
 - (c) Foster consensus on the priorities and actions required to minimize the impact of conflict and any risks and sudden shocks, inter alia, on the ability of member States to advance their national development agendas;
 - (d) Support the five Arab least developed countries, within the framework of the Doha Programme of Action for 2022–2031, in enhancing their institutional capacities for achieving the 2030 Agenda and graduating from the least developed country category;
 - (e) Enhance the capabilities of Palestinian institutions to mitigate the impact of the Israeli occupation on service delivery and social and economic development, including decreasing the asymmetric dependency of the Palestinian economy.
- 22.84 The above-mentioned work is expected to result in:
- (a) Improved understanding and prevention of development challenges and risks, including conflict, and mitigation of their impact on national development trajectories;
 - (b) More effective public institutions, in particular in the five Arab least developed countries, and their enhanced ability to deliver basic services in a manner that is transparent, accessible and inclusive;
 - (c) The operationalization of a contextualized, people-centred approach to development planning and policymaking;
 - (d) A more competitive business environment and more effective consumer protection.

Programme performance in 2023

Risk-informed policymaking and development planning in Libya

- 22.85 Despite the multidimensional crises affecting many Arab States, institutional mechanisms for risk prevention and management are weak or inexistant. In 2021, nine member States (Iraq, Jordan, Lebanon, Libya, State of Palestine, Somalia, Sudan, Syrian Arab Republic and Yemen) requested that the subprogramme, in cooperation with LAS,³ enhance national capacities for risk-informed policymaking and reporting. In response, the subprogramme developed a conceptual framework for quantifying risk and established an Arab risk monitor, through which the drivers of high vulnerability and low resilience are identified, which are now available to member States. In addition, the subprogramme designed a risk-informed policymaking training module, which was rolled out to civil servants in Libya, resulting in the establishment of a national risk team and the operationalization of a proactive approach to addressing current challenges and to improving resilience to shocks, as an inherent part of national policymaking and development planning processes.
- 22.86 Progress towards the objective is presented in the performance measure below (see table 22.25).

Table 22.25
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
9 member States (Iraq, Jordan, Lebanon, Libya, State of Palestine, Somalia, Sudan, Syrian Arab Republic and Yemen) requested support to enhance their capacity in risk-informed policymaking and development planning	Member States gained access to the ESCWA Arab risk monitor to identify drivers of high vulnerability and low resilience	1 member State (Libya) established a national risk team and operationalized a proactive and risk-informed approach in its national policymaking and development planning to address current challenges and improve resilience to shocks

Planned results for 2025

Result 1: policymakers determine development challenges at the national level

Programme performance in 2023 and target for 2025

- 22.87 The subprogramme’s work contributed to three member States (Egypt, Lebanon and Yemen) applying the development challenges index methodology to conduct national assessments and producing national human development challenges reports, which met the planned target.
- 22.88 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.26).

³ The subcommittee to support the attainment of the Sustainable Development Goals in Arab countries affected by conflict is a subsidiary body of the LAS Committee on Sustainable Development.

Table 22.26
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Countries used global indices, such as the human development index, to evaluate the effectiveness of their national development plans	Member States gained access to a toolkit that made it possible to assess the impact of improvements in specific dimensions and indicators on overall performance on the global development challenges index and a tool that allowed them to design and tailor their own national development challenges indices	3 member States (Egypt, Lebanon and Yemen) developed national assessments and national human development challenges reports, on the basis of findings from the global development challenges index	Civil servants in at least 3 member States use national development challenges indices and integrate those indices into national development planning processes	Member States have access to regional assessments of transformational growth challenges to development

Result 2: improved consumer protection in the Arab region

Programme performance in 2023 and target for 2025

- 22.89 The subprogramme’s work contributed to the publication of *The Arab Business Legislative Frameworks* report series and online country profiles, in which recommendations are outlined for improving national consumer protection frameworks, which met the planned target. In addition, member States gained access to the Arab Legislation Portal, comprising information on existing consumer protection laws and regulations.
- 22.90 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 22.27).

Table 22.27
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Second Joint ESCWA–UNCTAD–OECD Competition Forum for the Arab Region was attended by 16 member States	All 20 Arab member States participated in the third Competition Forum for the Arab Region	Arab policymakers gained access to recommendations on how to improve national consumer protection frameworks	Member States exchange knowledge and good practices on consumer protection	1 additional member State establishes or reforms its consumer protection laws or enforcement procedures
3 member States (Kuwait, Oman and Saudi Arabia) implemented new legislation on competition	1 member State (Lebanon) introduced competition legislation and one additional member State (Kuwait) introduced further legislation on competition	Arab member States gained access to the Arab Legislation Portal, comprising information on existing consumer protection laws and regulations	2 member States establish or reform their consumer protection laws	

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2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	1 member State (Oman) expanded its dedicated competition authority			

Result 3: modernization of public administration systems for effective and transparent public governance and socioeconomic development

Proposed programme plan for 2025

22.91 The region continues to face numerous complex and systemic challenges in terms of public governance, with significant opportunities for building institutional resilience and improving the effectiveness of public administration and of reform and development plans. The subprogramme’s normative and capacity-building activities to date have been focused on integrating the principles of effective governance into public administration systems and on identifying challenges and gaps in institutional capacity and public governance, including in States affected by conflict and in least developed countries.

Lessons learned and planned change

22.92 The lesson for the subprogramme was that improving the effectiveness, transparency and accountability of national institutions required the provision of advice on proven means of strengthening the public governance culture, the latter being often available through peer-to-peer experience-sharing. In applying the lesson, the subprogramme will enhance the provision of its technical assistance to, and promote the exchange of knowledge and best practices among, member States, at both the regional and global levels, on reforming and modernizing public administration and on enhancing the effectiveness, accountability and responsiveness of Arab public institutions for greater policy coherence, effectiveness and transparency measures, as a means of eradicating corruption in the public sector.

22.93 Expected progress towards the objective is presented in the performance measure below (see table 22.28).

Table 22.28
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States receive advice on workable solutions to systemic challenges facing their public administration systems for more effective public service delivery	1 member State develops transparency measures to combat corruption in the public sector	1 member State introduces reforms to modernize its public administration system

Deliverables

22.94 Table 22.29 lists all deliverables of the subprogramme.

Table 22.29

Subprogramme 6: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	2	2	2
1. Note by the Secretary-General on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan to the General Assembly and the Economic and Social Council	1	1	1	1
2. Report to the ESCWA ministerial session on the social and economic impact of the Israeli occupation: thematic focus	–	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	6	–	4
3. High-level meeting of LAS, the Arab Administrative Development Organization and ESCWA (joint)	4	6	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	4	4	3
4. Country-specific and regional projects (Arab least developed countries, Libya, State of Palestine and Yemen)	4	4	4	3
Seminars, workshops and training events (number of days)	1	4	8	9
Workshops on:				
5. Competition and consumer protection	1	1	1	1
6. Governance and major subindices (governance, the human development index, conflict and the environment)	–	–	1	1
7. Comprehensive risk assessment framework	–	3	1	1
8. Development strategy for Palestine; strategic planning in fragile contexts; effectiveness of basic service delivery; integrated approach for humanitarian development and peace in conflict and post-conflict situations	–	–	5	6
Publications (number of publications)	2	2	2	3
9. On governance and conflict prevention; and the strengthening of public institutions	1	1	1	1
10. <i>Palestine under Occupation</i>	1	–	1	–
11. <i>The Arab Business Legislative Frameworks</i> report series	–	1	–	1
12. <i>Arab Development Challenges Report</i>	–	–	–	1
Technical materials (number of materials)	8	10	8	8
13. On durable peace; vulnerability assessments and risk mitigation; institution-building to strengthen resilience, performance and service provision; innovation in the public sector; open government; economic governance; mitigating the impact of occupation; sustainable development in conflict and post-conflict situations; the impact of competition reforms on trade policy; human development and human security; ^a and advancing the Sustainable Development Goals	8	10	8	8
C. Substantive deliverables				
Consultation, advice and advocacy: annual Competition Forum for the Arab region; consultative meetings on post-conflict and durable peace; vulnerability assessments and risk mitigation; institution-building to strengthen resilience, performance and service provision; innovation in the public sector; public service delivery; open government; economic governance; mitigating the impact of occupation; advocacy for policy dialogue and issues concerning sustainable development in conflict and post-conflict situations; expert group meeting on development challenges.				
Database and other substantive digital materials: portal on open government and open data; Arab Legislation Portal; ESCWA violence early-warning system portal; regulatory reforms tracker.				

Section 22 Economic and social development in Western Asia

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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D. Communication deliverables

Outreach programmes, special events and information materials: observance of the International Day of Solidarity with the Palestinian People; wallchart on the impact of conflict and occupation on the socioeconomic development of the Palestinian people; analysis and information material on governance, conflict prevention and the impact of occupation on development outcomes; public governance award.

^a See General Assembly resolution [66/290](#).

B. Proposed post and non-post resource requirements for 2025

Overview

22.95 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 22.30 to 22.32.

Table 22.30

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	39 681.3	39 443.3	–	–	–	–	–	39 443.3
Other staff costs	2 525.7	1 488.2	–	–	196.3	196.3	13.2	1 684.5
Hospitality	3.3	10.2	–	–	–	–	–	10.2
Consultants	923.9	781.5	–	–	–	–	–	781.5
Experts	624.0	1 525.8	–	–	(316.0)	(316.0)	(20.7)	1 209.8
Travel of staff	459.8	433.4	–	–	–	–	–	433.4
Contractual services	2 153.9	1 507.8	–	–	317.6	317.6	21.1	1 825.4
General operating expenses	3 404.3	4 621.0	–	–	(591.0)	(591.0)	(12.8)	4 030.0
Supplies and materials	61.4	21.9	–	–	–	–	–	21.9
Furniture and equipment	687.5	313.2	–	–	393.1	393.1	125.5	706.3
Other	10.6	–	–	–	–	–	–	–
Total	50 535.8	50 146.3	–	–	–	–	–	50 146.3

Table 22.31

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	257	1 USG, 2 D-2, 8 D-1, 25 P-5, 37 P-4, 30 P-3, 18 P-2/1, 1 FS, 4 NPO, 131 LL
Redeployment	–	1 P-3 within executive direction and management 1 LL from subprogramme 1 to executive direction and management 1 P-4, 1 P-2 and 6 LL from programme support to executive direction and management
Reassignment	–	1 Chief of Section, Economic Affairs (P-5) in subprogramme 4 as Chief of Section, Information Management in executive direction and management 1 Electronic Engineering Technician (LL) in programme support as Information Systems Assistant in executive direction and management
Proposed for 2025	257	1 USG, 2 D-2, 8 D-1, 25 P-5, 37 P-4, 30 P-3, 18 P-2/1, 1 FS, 4 NPO, 131 LL

Note: The following abbreviations are used in the tables and figures: FS, Field Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 22.32
Overall: proposed posts by category and grade^a

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
D-2	2	–	–	–	–	2
D-1	8	–	–	–	–	8
P-5	25	–	–	–	–	25
P-4	37	–	–	–	–	37
P-3	30	–	–	–	–	30
P-2/1	18	–	–	–	–	18
Subtotal	121	–	–	–	–	121
General Service and related						
FS	1	–	–	–	–	1
NPO	4	–	–	–	–	4
LL	131	–	–	–	–	131
Subtotal	136	–	–	–	–	136
Total	257	–	–	–	–	257

^a Includes four temporary posts (1 P-4, 2 P-3 and 1 Local level), which were approved pursuant to General Assembly resolution 71/272 A.

22.96 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 22.33 to 22.35 and figure 22.III.

22.97 As shown in tables 22.33 (1) and 22.34 (1), the overall resources proposed for 2025 amount to \$50,146,300 before recosting, reflecting cost-neutral changes compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 22.33
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
A. Policymaking organs	102.7	121.3	–	–	20.2	20.2	16.7	141.5
B. Executive direction and management	6 027.8	6 061.8	–	–	2 274.1	2 274.1	37.5	8 335.9

Part V Regional cooperation for development

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
C. Programme of work								
1. Climate change and natural resource sustainability	4 298.2	4 419.2	–	–	(202.6)	(202.6)	(4.6)	4 216.6
2. Gender justice, population and inclusive development	6 342.3	5 820.6	–	–	(53.2)	(53.2)	(0.9)	5 767.4
3. Shared economic prosperity	4 435.6	4 938.5	–	–	(108.6)	(108.6)	(2.2)	4 829.9
4. Statistics, the information society and technology	5 641.9	5 316.1	–	–	(538.6)	(538.6)	(10.1)	4 777.5
5. 2030 Agenda and SDG coordination	2 175.9	2 301.0	–	–	163.5	163.5	7.1	2 464.5
6. Governance and conflict prevention	3 280.7	3 456.6	–	–	56.8	56.8	1.6	3 513.4
Subtotal, C	26 174.6	26 252.0	–	–	(682.7)	(682.7)	(2.6)	25 569.3
D. Programme support	18 230.7	17 711.2	–	–	(1 611.6)	(1 611.6)	(9.1)	16 099.6
Subtotal, 1	50 535.8	50 146.3	–	–	–	–	–	50 146.3

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	279.1	300.0	1 700.0	566.7	2 000.0
C. Programme of work					
1. Climate change and natural resource sustainability	1 309.4	2 600.0	377.0	14.5	2 977.0
2. Gender justice, population and inclusive development	1 156.6	650.0	50.0	7.7	700.0
3. Shared economic prosperity	1 144.6	1 300.0	(900.0)	(69.2)	400.0
4. Statistics, the information society and technology	210.5	200.0	–	–	200.0
5. 2030 Agenda and SDG coordination	–	–	–	–	–
6. Governance and conflict prevention	380.4	350.0	50.0	14.3	400.0
Subtotal, C	4 201.4	5 100.0	(423.0)	(8.3)	4 677.0
D. Programme support	5 889.5	5 889.0	–	–	5 889.0
Subtotal, 2	10 370.0	11 289.0	1 277.0	11.3	12 566.0
Total (1+2)	60 905.8	61 435.3	1 277.0	2.1	62 712.3

Table 22.34

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	–	–	–	–	–	–
B. Executive direction and management	33	–	–	11	11	44
C. Programme of work						
1. Climate change and natural resource sustainability	23	–	–	(1)	(1)	22
2. Gender justice, population and inclusive development	29	–	–	–	–	29
3. Shared economic prosperity	27	–	–	–	–	27
4. Statistics, the information society and technology	28	–	–	(1)	(1)	27
5. 2030 Agenda and SDG coordination	10	–	–	–	–	10
6. Governance and conflict prevention	17	–	–	–	–	17
Subtotal, C	134	–	–	(2)	(2)	132
D. Programme support	90	–	–	(9)	(9)	81
Subtotal, 1	257	–	–	–	–	257

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Climate change and natural resource sustainability	16	1	17
2. Gender justice, population and inclusive development	1	1	2
3. Shared economic prosperity	5	(3)	2
4. Statistics, the information society and technology	1	1	2
5. 2030 Agenda and SDG coordination	–	–	–
6. Governance and conflict prevention	–	2	2
Subtotal, C	23	2	25
D. Programme support	25	1	26
Subtotal, 2	48	3	51
Total (1+2)	305	3	308

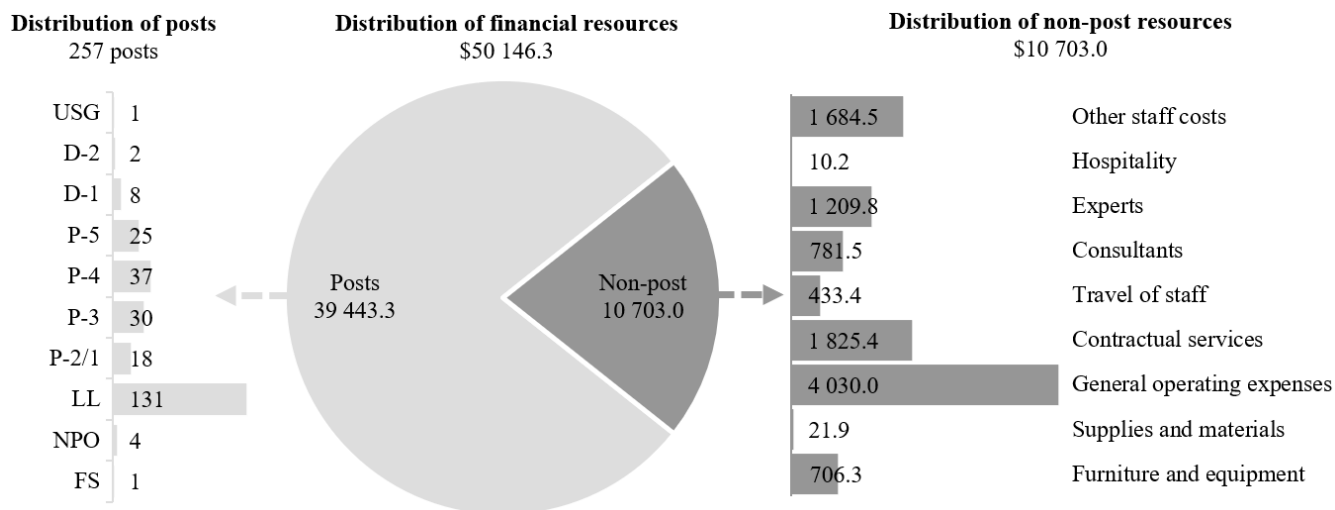
Table 22.35
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	39 681.3	39 443.3	–	–	–	–	–	39 443.3	
Non-post	10 854.5	10 703.0	–	–	–	–	–	10 703.0	
Total	50 535.8	50 146.3	–	–	–	–	–	50 146.3	
Post resources by category									
Professional and higher		121	–	–	–	–	–	121	
General Service and related		136	–	–	–	–	–	136	
Total		257	–	–	–	–	–	257	

Figure 22.III
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

22.98 As reflected in table 22.33 (1), resource changes reflect cost-neutral changes, as follows:

- (a) **Policymaking organs.** The increase of \$20,200 relates mainly to the anticipated augmentation in the number of experts taking part in policymaking organs, reflecting increased commitment by ESCWA to advancing initiatives on issues such as social development, water resources and energy;

- (b) **Executive direction and management.** The net increase of \$2,274,100 relates mainly to the proposed establishment of the Decision Support and Data Science Division, entailing the following:
- (i) The inward redeployment of nine posts, including:
 - a. One Data Analysis Assistant (Local level) post from subprogramme 1, Climate change and natural resource sustainability;
 - b. Eight posts (1 P-4, 1 P-2 and 6 Local level) from programme support;
 - (ii) The reassignment of two posts, as follows:
 - a. One Electronic Engineering Technician (Local level) post in programme support as Information Systems Assistant in executive direction and management;
 - b. One Chief of Section, Economic Affairs (P-5) post in subprogramme 4, Statistics, the information society and technology, as Chief of Section, Information Management in executive direction and management (total increase under post resources of \$1,314,100), as reflected in annex II;
 - (iii) The inward redeployment of requirements under other staff costs (\$415,600), contractual services (\$623,700) and travel of staff (\$27,400) to consolidate and reinforce the capacity for designing, developing and maintaining specialized data solutions for member States under the component. Justification for the proposed establishment of the Decision Support and Data Science Division is provided in annex I;

The aforementioned increases are offset in part by reduced requirements under:

 - (iv) Experts (\$38,000), reflecting the anticipated streamlining of activities into interrelated events and back-to-back meetings;
 - (v) Consultants (\$20,900), reflecting the leveraging of technology solutions, such as data analytics, artificial intelligence and collaborative platforms, to streamline processes and decision-making;
 - (vi) Furniture and equipment (\$47,800), reflecting the anticipated reduction in requirements for maintenance of the disaster recovery and business continuity infrastructure;
 - (c) **Subprogramme 1, Climate change and natural resource sustainability.** The decrease of \$202,600 relates to: (i) the outward redeployment of one Data Analysis Assistant (Local level) post (\$78,800), as reflected in annex II; and (ii) reduced requirements under experts (\$46,400), travel of staff (\$22,600) and contractual services (\$54,800), reflecting the anticipated streamlining of activities into interrelated events and back-to-back meetings;
 - (d) **Subprogramme 2, Gender justice, population and inclusive development.** The net decrease of \$53,200 relates to the decreased requirements under experts (\$169,900), reflecting the anticipated streamlining of activities into interrelated events and back-to-back meetings, and the anticipated streamlining of publications into joint flagship publications on various topics relating to gender and social justice; offset in part by the increased requirements under other staff costs (\$14,000), consultants (\$31,900) and contractual services (\$70,800), reflecting higher anticipated needs for enhanced, customized technical and policy tools on gender and social justice, poverty reduction and social protection and their subsequent transfer to member States through capacity-building activities at the national and regional levels;
 - (e) **Subprogramme 3, Shared economic prosperity.** The decrease of \$108,600 relates to the reduced requirements under experts (\$99,700) and travel of staff (\$8,900), reflecting the anticipated streamlining of activities into interrelated events and back-to-back meetings;
 - (f) **Subprogramme 4, Statistics, the information society and technology.** The decrease of \$538,600 relates to: (i) the proposed reassignment of one Chief of Section, Economic Affairs (P-5) post in subprogramme 4 as Chief of Section, Information Management in executive

direction and management (\$273,800), as reflected in annex II; and (ii) the outward redeployment of the requirements under other staff costs (\$118,000), travel of staff (\$11,400) and contractual services (\$135,400) to consolidate the capacity for designing, developing and maintaining specialized data solutions for member States under executive direction and management, in order to support the work of the Decision Support and Data Science Division, which is proposed to be established under executive direction and management;

- (g) **Subprogramme 5, 2030 Agenda and SDG coordination.** The increase of \$163,500 under contractual services relates to the anticipated increase in the requirements for the *ESCWA Stories* projects at the national and regional levels;
- (h) **Subprogramme 6, Governance and conflict prevention.** The increase of \$56,800 relates to the anticipated increase in requirements under other staff costs (\$58,800), reflecting the need to strengthen the capacity to design, develop and maintain specialized data solutions for member States, offset in part by reduced requirements under travel of staff (\$2,000), reflecting the anticipated streamlining of travel activities;
- (i) **Programme support.** The net decrease of \$1,611,600 relates to:
 - (i) The outward redeployment of eight posts (1 P-4, 1 P-2 and 6 Local level) (\$961,500) and the reassignment of one Electronic Engineering Technician (Local level) post in programme support as Information Systems Assistant in executive direction and management, as reflected in annex II;
 - (ii) The outward redeployment of the requirements under other staff costs (\$167,200) and contractual services (\$350,200) to consolidate the capacity for designing, developing and maintaining specialized data solutions for member States under executive direction and management, in order to support the work of the Decision Support and Data Science Division, which is proposed to be established under executive direction and management;
 - (iii) Reduced requirements under general operating expenses (\$591,000), reflecting the anticipated decrease in the energy use in the ESCWA building, including through the optimization of the heating, ventilation and air conditioning systems and the adoption of energy-efficient lighting and smart building management systems;

The aforementioned decreases are offset in part by increased requirements under:

 - (iv) Travel of staff (\$17,400), reflecting an anticipated increase in the number of participants in training courses and workshops to build capacity on business continuity and risk management and on innovative artificial intelligence tools to optimize the impact of the programme support function;
 - (v) Furniture and equipment (\$440,900), reflecting the anticipated increase in the requirements for the office automation equipment, including the licences for the software tools for data compilation and analysis to facilitate the provision of specialized data solutions for member States.

Extrabudgetary resources

- 22.99 As reflected in tables 22.33 (2) and 22.34 (2), the extrabudgetary resources of \$12,566,000 would provide for 51 posts (1 D-1, 2 P-5, 6 P-4, 6 P-3, 4 National Professional Officer and 32 Local level) to perform various functions, including in the areas of economic development, sustainable development, administration and coordination. Additionally, non-post resources would be used to bolster data and information capabilities, particularly in decision support and data science, and to establish portals and platforms relating to the Sustainable Development Goals to support the Arab region's digital revolution. Moreover, these resources will enhance initiatives such as those for integrated water resources management, the sustainable energy transition, social protection reform in Egypt, poverty reduction efforts, support for economic planning in Lebanon, and technical assistance and capacity-building in the Syrian Arab Republic and Oman.

Section 22 Economic and social development in Western Asia

22.100 The authority to oversee the use of extrabudgetary resources rests with the secretariat of ESCWA, which has delegated authority from the Secretary-General.

Policymaking organs

22.101 The resources proposed under this component would provide for the policymaking organs as shown in table 22.36.

Table 22.36

Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Executive Committee	Mandate: ESCWA resolution 320 (XXVIII) Membership: 21 government officials Number of sessions in 2025: 1	30.0	15.0
Statistical Committee	Mandate: ESCWA resolution 179 (XVI), as endorsed by the Economic and Social Council in its resolution 1993/2 Membership: 21 government officials Number of sessions in 2025: –	18.5	–
Committee on Transport and Logistics	Mandate: ESCWA resolution 213 (XIX), as endorsed by the Economic and Social Council in its resolution 1997/11, and ESCWA resolution 229 (XXI) Membership: 21 government officials Number of sessions in 2025: 1	22.0	22.0
Committee on Technology for Development	Mandate: ESCWA resolution 315 (XXVIII), as endorsed by the Economic and Social Council in its resolution 2014/35 Membership: 21 government officials Number of sessions in 2025: –	18.5	–
Committee on Trade Policies in the States members of the Economic and Social Commission for Western Asia	Mandate: ESCWA resolution 332 (XXX), as endorsed by the Economic and Social Council in its resolution 2019/30 Membership: 21 government officials Number of sessions in 2025: –	18.5	–
Committee on Energy	Mandate: ESCWA resolution 204 (XVIII), as endorsed by the Economic and Social Council in its resolution 1995/25 Membership: 21 government officials Number of sessions in 2025: 1	–	20.0
Committee on Water Resources	Mandate: ESCWA resolution 205 (XVIII), as endorsed by the Economic and Social Council in its resolution 1995/26 Membership: 21 government officials Number of sessions in 2025: 1	–	20.0

Part V Regional cooperation for development

<i> Policymaking organ </i>	<i> Additional information </i>	<i> 2024 approved </i>	<i> 2025 estimate (before recosting) </i>
Committee on Social Development	Mandate: ESCWA resolution 198 (XVII), as endorsed by the Economic and Social Council in its resolution 1994/27, and ESCWA resolution 344 (XXXI) on the frequency of sessions of the Committee (annual sessions starting in 2025) Membership: 21 government officials Number of sessions in 2025: 1	–	20.0
Committee on Financing for Development in the States members of the Economic and Social Commission for Western Asia	Mandate: ESCWA resolution 332 (XXX), as endorsed by the Economic and Social Council in its resolution 2019/30 Membership: 21 government officials Number of sessions in 2025: 1	–	14.5
Committee on Women	Mandate: ESCWA resolution 240 (XXII), as endorsed by the Economic and Social Council in its resolution 2003/9 Membership: 21 government officials Number of sessions in 2025: 1	–	15.0
ESCWA session	Mandate: Economic and Social Council resolution 1818 (LV) Membership: 21 government officials Number of sessions in 2025: 1	13.8	15.0
Total		121.3	141.5

22.102 The proposed regular budget resources for 2025 amount to \$141,500 and reflect an increase of \$20,200 compared with the approved budget for 2024. The proposed change is explained in paragraph 22.98 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 22.37 and figure 22.IV.

Table 22.37

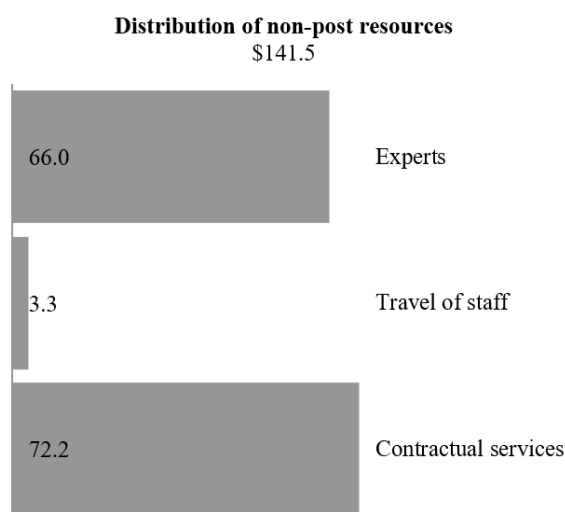
Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

	2023 <i>expenditure</i>	2024 <i>approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	2025 <i>estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Non-post	102.7	121.3	–	–	20.2	20.2	16.7	141.5	
Total	102.7	121.3	–	–	20.2	20.2	16.7	141.5	

Figure 22.IV
Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Executive direction and management

- 22.103 The Office of the Executive Secretary is responsible for coordinating and providing overall leadership, policy direction and management of the ESCWA secretariat to support member States, in collaboration with other entities of the United Nations system, with strategic analysis, policy guidelines and capacity-building activities to address key development challenges and issues and to implement innovative solutions for region-wide equitable and inclusive economic prosperity, social progress and environmental sustainability. The Office provides leadership and policy orientation and establishes criteria to coordinate follow-up in the region on implementing the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the International Conference on Financing for Development, and the mainstreaming of cross-cutting issues, such as gender equality and the empowerment of women, and sustainability perspectives, throughout ESCWA substantive programmes.
- 22.104 The role of ESCWA in supporting evidence-based policymaking and innovation, together with its commitment to the Secretary-General’s strategies on data and new technologies, will ensure that the Arab region is not only a beneficiary of the digital revolution but also an active contributor to the global dialogue on sustainable development through technology. The Decision Support and Data Science Division will provide foresight and analysis of regional and global trends, and evidence pertaining to sustainable development, necessary for informed policymaking, and will bolster innovation and the roll-out of ICT solutions in support of member States and the Commission’s programme delivery, including through coordination across its six subprogrammes.
- 22.105 The Office reinforces policy consistency and coherence, and promotes effective collaboration and coordination, both within the ESCWA secretariat and among United Nations entities and development partners involved in addressing regional development issues, inter alia, through the Regional Coordination Mechanism for Arab States. It also strengthens cooperation and coordination with international and regional intergovernmental and non-governmental organizations, especially LAS and its subsidiary bodies.
- 22.106 The Strategy, Planning, Accountability, Results and Knowledge Section will continue to promote dynamism and innovation in the ESCWA business model and medium-term strategy and to act as a focal point for the annual results framework and related applications in Umoja. The Section will continue to be the basis for organizational learning processes, focusing on accountability and on the

attainment of results, and ensuring the operational excellence of ESCWA through risk reduction and change management processes. The Section will continue to manage the broader knowledge and dissemination processes of ESCWA.

- 22.107 The Resource Mobilization and Partnerships Section will continue to strengthen relationships with funding agencies and donors; maintain up-to-date regional and global donor mapping; coordinate and support project development, budgeting and fundraising; support and track implementation of extrabudgetary projects; assist ESCWA cluster leaders in building and enhancing institutional partnerships (regional and global); support cluster leaders' relationships with civil society and non-State actors and partners; and develop and negotiate legally binding partnerships and donor agreements.
- 22.108 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Commission integrates environmental management practices into its operations. In 2025, the Commission expects to reduce its carbon footprint further through the optimization of the heating, ventilation and air conditioning systems and the adoption of energy-efficient lighting and smart building management systems.
- 22.109 Information on the timely submission of documentation and advance booking for air travel is reflected in table 22.38. ESCWA has made efforts to raise awareness among staff of the requirement to comply with the advance purchase guidance and, in this context, has put in place a procedure whereby travel requests not compliant with the advance booking policy have to be cleared by the Office of the Executive Secretary to hold project managers accountable for the late travel-related submissions. The Commission will continue to pursue efforts to achieve its targets in 2025.

Table 22.38
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	55	70	88	100	100
Air tickets purchased at least two weeks before the commencement of travel	65	57	60	100	100

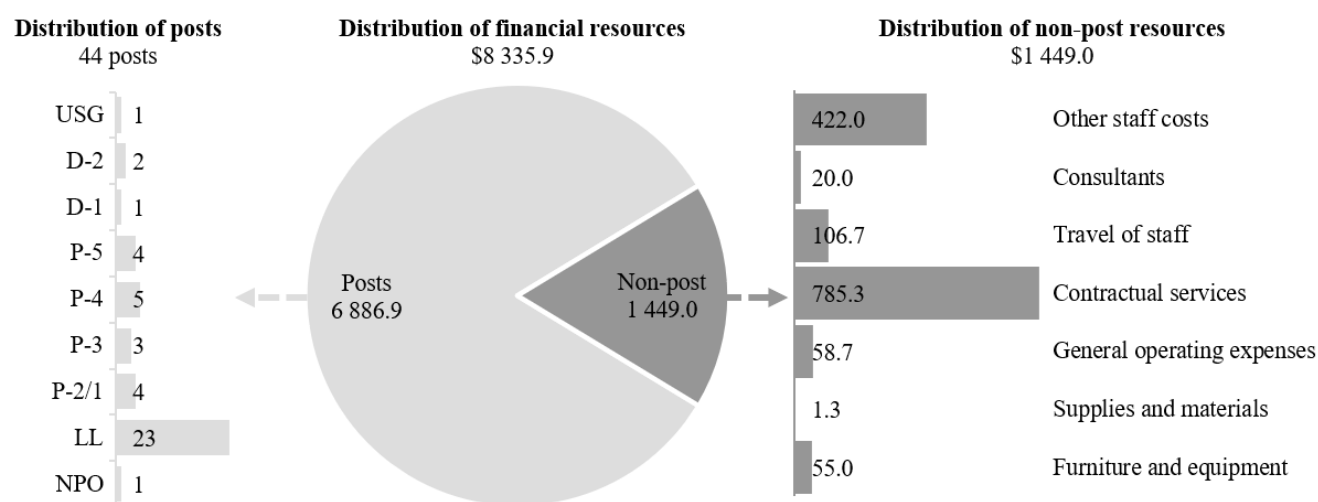
- 22.110 The proposed regular budget resources for 2025 amount to \$8,335,900 and reflect an increase of \$2,274,100 compared with the approved budget for 2024. The proposed change is explained in paragraph 22.98 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 22.39 and figure 22.V.

Table 22.39
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	5 295.5	5 572.8	–	–	1 314.1	1 314.1	23.6	6 886.9
Non-post	732.3	489.0	–	–	960.0	960.0	196.3	1 449.0
Total	6 027.8	6 061.8	–	–	2 274.1	2 274.1	37.5	8 335.9

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Post resources by category									
Professional and higher		17	–	–	3	3	17.6	20	
General Service and related		16	–	–	8	8	50.0	24	
Total		33	–	–	11	11	33.3	44	

Figure 22.V
Executive direction and management: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Climate change and natural resource sustainability

22.111 The proposed regular budget resources for 2025 amount to \$4,216,600 and reflect a decrease of \$202,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 22.98 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 22.40 and figure 22.VI.

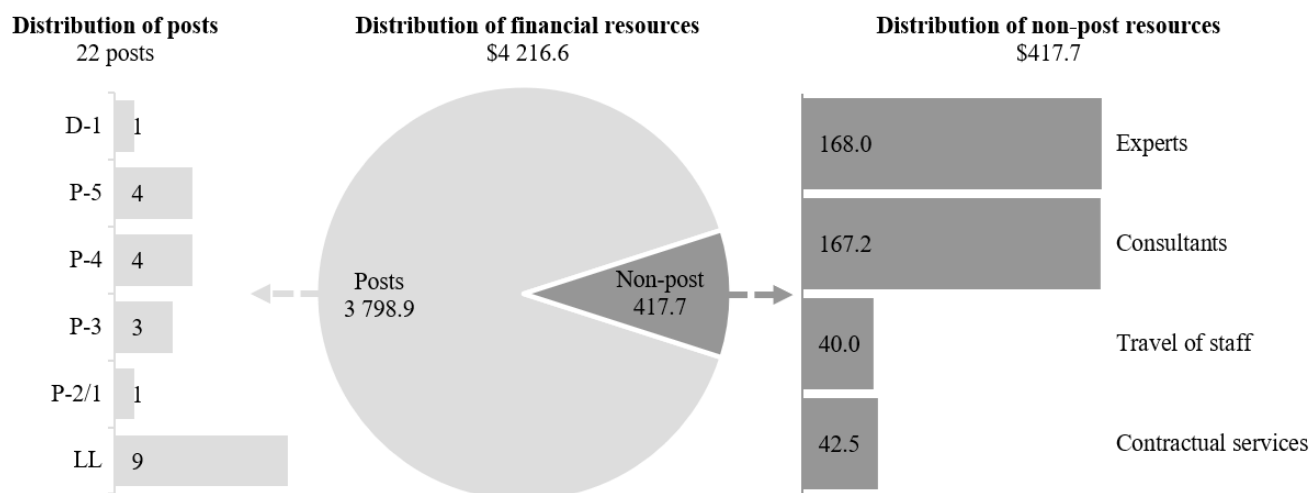
Table 22.40
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	4 099.9	3 877.7	–	–	(78.8)	(78.8)	(2.0)	3 798.9
Non-post	198.3	541.5	–	–	(123.8)	(123.8)	(22.9)	417.7
Total	4 298.2	4 419.2	–	–	(202.6)	(202.6)	(4.6)	4 216.6
Post resources by category								
Professional and higher		13	–	–	–	–	–	13
General Service and related		10	–	–	(1)	(1)	(10.0)	9
Total		23	–	–	(1)	(1)	(4.3)	22

Figure 22.VI
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 2
Gender justice, population and inclusive development

22.112 The proposed regular budget resources for 2025 amount to \$5,767,400 and reflect a decrease of \$53,200 compared with the approved budget for 2024. The proposed change is explained in paragraph 22.98 (d). Additional details on the distribution of the proposed resources for 2025 are reflected in table 22.41 and figure 22.VII.

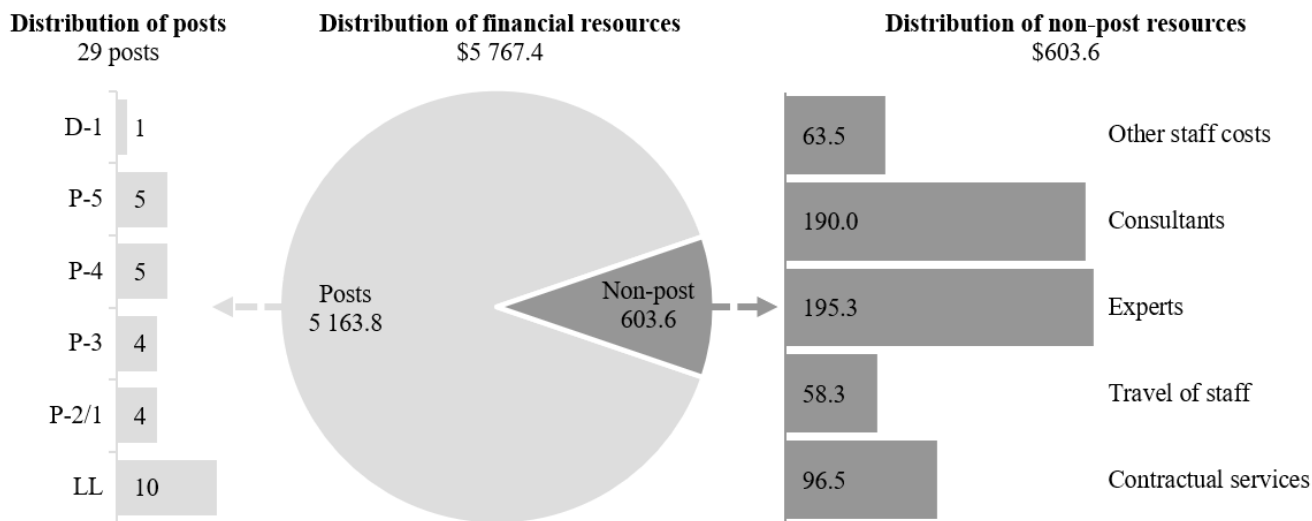
Table 22.41
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	5 301.5	5 163.8	–	–	–	–	5 163.8
Non-post	1 040.9	656.8	–	–	(53.2)	(53.2)	(8.1) 603.6
Total	6 342.5	5 820.6	–	–	(53.2)	(53.2)	(0.9) 5 767.4
Post resources by category							
Professional and higher		19	–	–	–	–	19
General Service and related		10	–	–	–	–	10
Total		29	–	–	–	–	29

Figure 22.VII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
 Shared economic prosperity**

22.113 The proposed regular budget resources for 2025 amount to \$4,829,900 and reflect a decrease of \$108,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 22.98 (e). Additional details on the distribution of the proposed resources for 2025 are reflected in table 22.42 and figure 22.VIII.

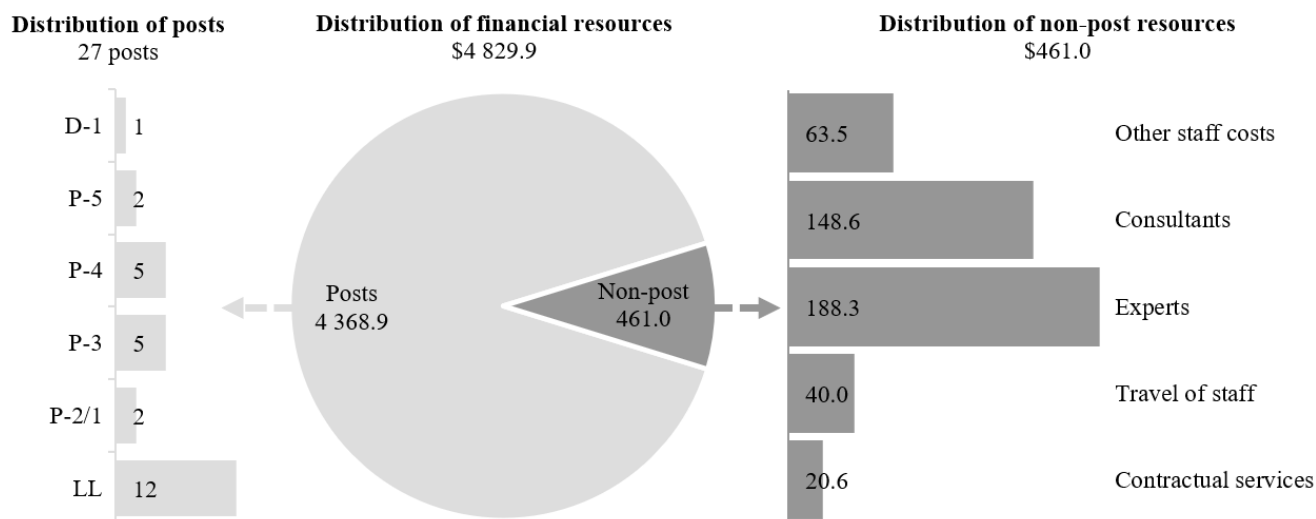
Table 22.42
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	4 034.5	4 368.9	–	–	–	–	–	4 368.9
Non-post	401.1	569.6	–	–	(108.6)	(108.6)	(19.1)	461.0
Total	4 435.6	4 938.5	–	–	(108.6)	(108.6)	(2.2)	4 829.9
Post resources by category								
Professional and higher		15	–	–	–	–	–	15
General Service and related		12	–	–	–	–	–	12
Total		27	–	–	–	–	–	27

Figure 22.VIII
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 4
Statistics, the information society and technology

22.114 The proposed regular budget resources for 2025 amount to \$4,777,500 and reflect a decrease of \$538,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 22.98 (f). Additional details on the distribution of the proposed resources for 2025 are reflected in table 22.43 and figure 22.IX.

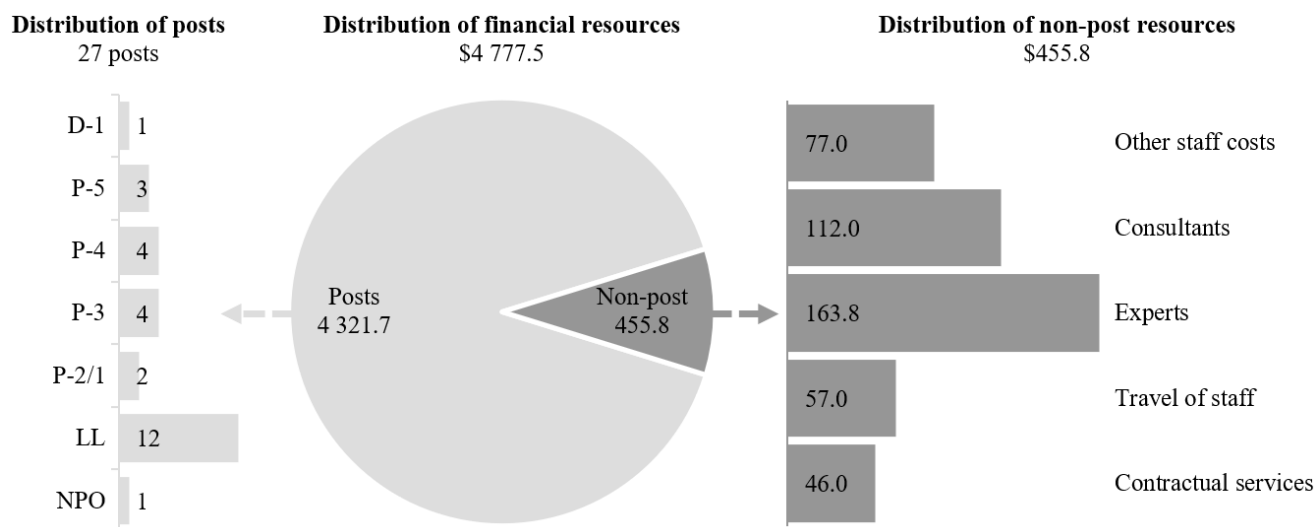
Table 22.43
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	4 791.4	4 595.5	–	–	(273.8)	(273.8)	(6.0)	4 321.7
Non-post	850.5	720.6	–	–	(264.8)	(264.8)	(36.7)	455.8
Total	5 641.9	5 316.1	–	–	(538.6)	(538.6)	(10.1)	4 777.5
Post resources by category								
Professional and higher		15	–	–	(1)	(1)	(6.7)	14
General Service and related		13	–	–	–	–	–	13
Total		28	–	–	(1)	(1)	(3.6)	27

Figure 22.IX
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 5
2030 Agenda and SDG coordination

22.115 The proposed regular budget resources for 2025 amount to \$2,464,500 and reflect an increase of \$163,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 22.98 (g). Additional details on the distribution of the proposed resources for 2025 are reflected in table 22.44 and figure 22.X.

Table 22.44

Subprogramme 5: evolution of financial and post resources

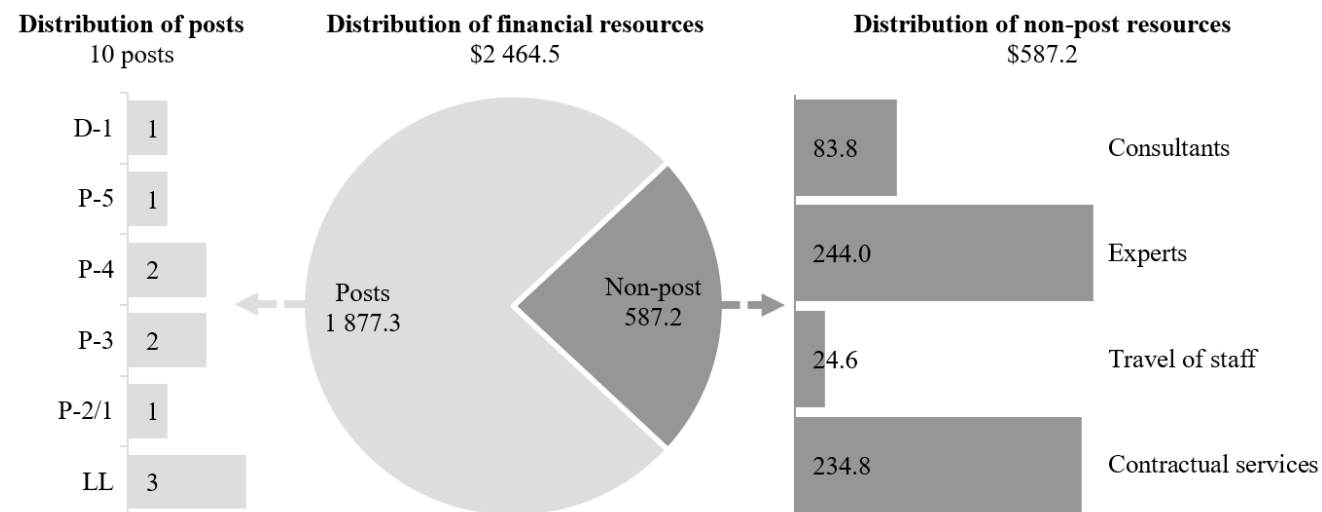
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 865.3	1 877.3	–	–	–	–	–	1 877.3	
Non-post	310.6	423.7	–	–	163.5	163.5	38.6	587.2	
Total	2 175.9	2 301.0	–	–	163.5	163.5	7.1	2 464.5	
Post resources by category									
Professional and higher		7	–	–	–	–	–	7	
General Service and related		3	–	–	–	–	–	3	
Total		10	–	–	–	–	–	10	

Figure 22.X

Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 6
Governance and conflict prevention**

22.116 The proposed regular budget resources for 2025 amount to \$3,513,400 and reflect an increase of \$56,800 compared with the approved budget for 2024. The proposed change is explained in paragraph 22.98 (h). Additional details on the distribution of the proposed resources for 2025 are reflected in table 22.45 and figure 22.XI.

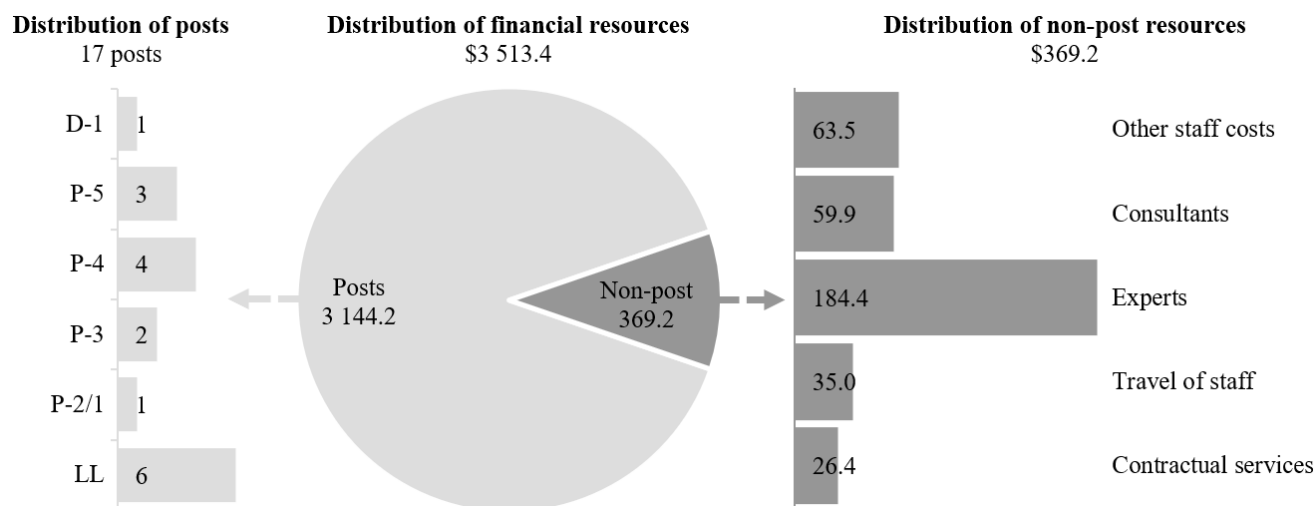
Table 22.45
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	3 071.7	3 144.2	–	–	–	–	–	3 144.2
Non-post	209.0	312.4	–	–	56.8	56.8	18.2	369.2
Total	3 280.7	3 456.6	–	–	56.8	56.8	1.6	3 513.4
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		6	–	–	–	–	–	6
Total		17	–	–	–	–	–	17

Figure 22.XI
Subprogramme 6: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

- 22.117 Programme support comprises the Resource Management and Service Development Division. The component will continue to provide timely, effective and efficient administrative and logistical support to implement the Commission’s programme of work.
- 22.118 The proposed regular budget resources for 2025 amount to \$16,099,600 and reflect a decrease of \$1,611,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 22.98 (i). Additional details on the distribution of the proposed resources for 2025 are reflected in table 22.46 and figure 22.XII.

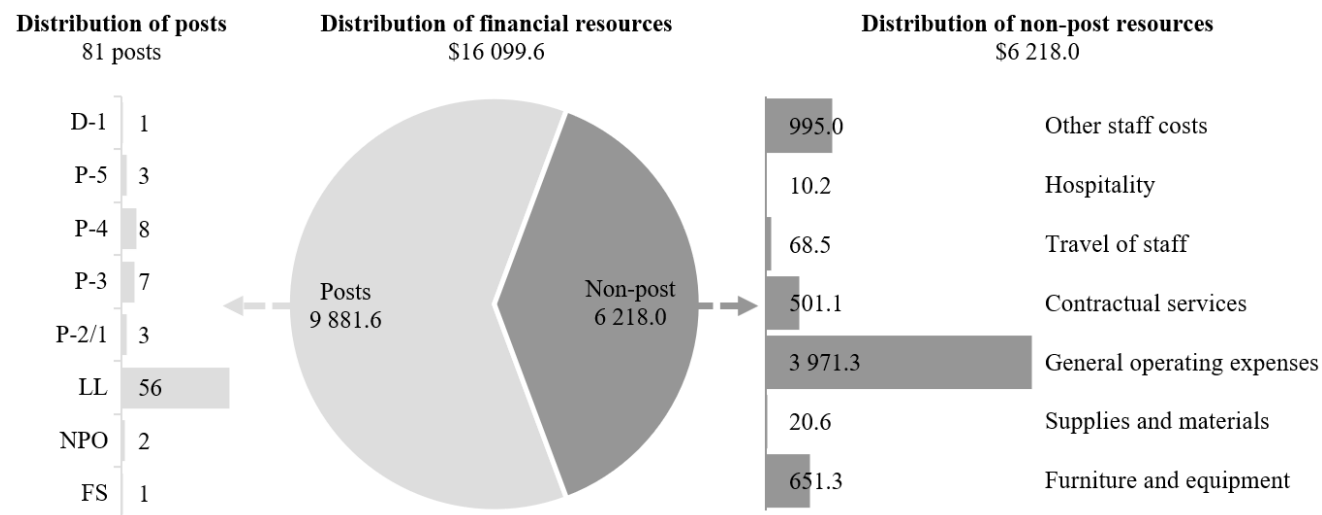
Table 22.46
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	11 221.6	10 843.1	–	–	(961.5)	(961.5)	(8.9)	9 881.6
Non-post	7 009.1	6 868.1	–	–	(650.1)	(650.1)	(9.5)	6 218.0
Total	18 230.7	17 711.2	–	–	(1 611.6)	(1 611.6)	(9.1)	16 099.6
Post resources by category								
Professional and higher		24	–	–	(2)	(2)	(8.3)	22
General Service and related		66	–	–	(7)	(7)	(10.6)	59
Total		90	–	–	(9)	(9)	(10.0)	81

Figure 22.XII
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025

Two charts showing the organizational structure of ESCWA are presented below. Chart A reproduces the approved organizational structure for 2024 as contained in document [A/78/6 \(Sect. 22\)](#). Chart B presents the proposed organizational structure for 2025.

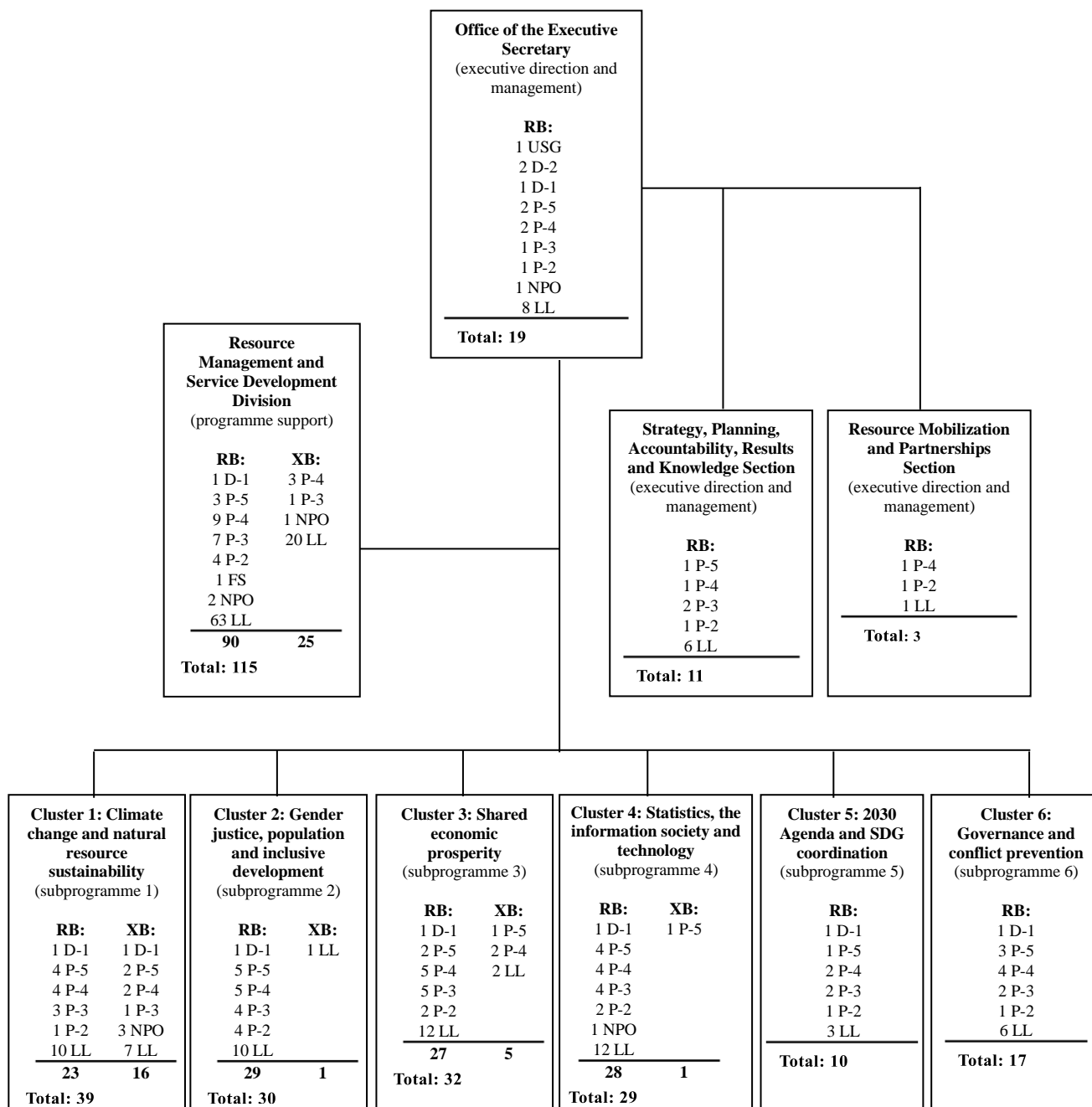
Justification for the proposed changes

Building on the decision of member States (ESCWA resolution 335 (S-VI) of 21 December 2019) in relation to the endorsement of the proposed reforms to the structure of the Commission, as referred to in paragraph 21 of document [E/ESCWA/S-6/14](#), and to enable the implementation and operationalization of the Secretary-General's strategies on data and new technologies, the ESCWA Decision Support and Data Science Unit – initially established under subprogramme 4, Statistics, the information society and technology – will be consolidated with the established information and communications technology (ICT) capacity as the Decision Support and Data Science Division under the executive direction and management component. This consolidation is expected to catalyse the implementation by ESCWA of the Secretary-General's strategy on data, which calls for “a modern United Nations system, rejuvenated by a forward-thinking culture and empowered by cutting-edge skills fit for the twenty-first century” through “a powerful fusion of data, innovation, digital, foresight and behavioural science expertise”. This will also improve the ability of the Commission to provide foresight and analysis of regional and global trends, and evidence pertaining to sustainable development, necessary for informed evidence-based and data-driven policymaking, and to bolster innovation and the roll-out of modern ICT solutions in support of member States and the Commission's programme delivery, including through coordination across its six subprogrammes.

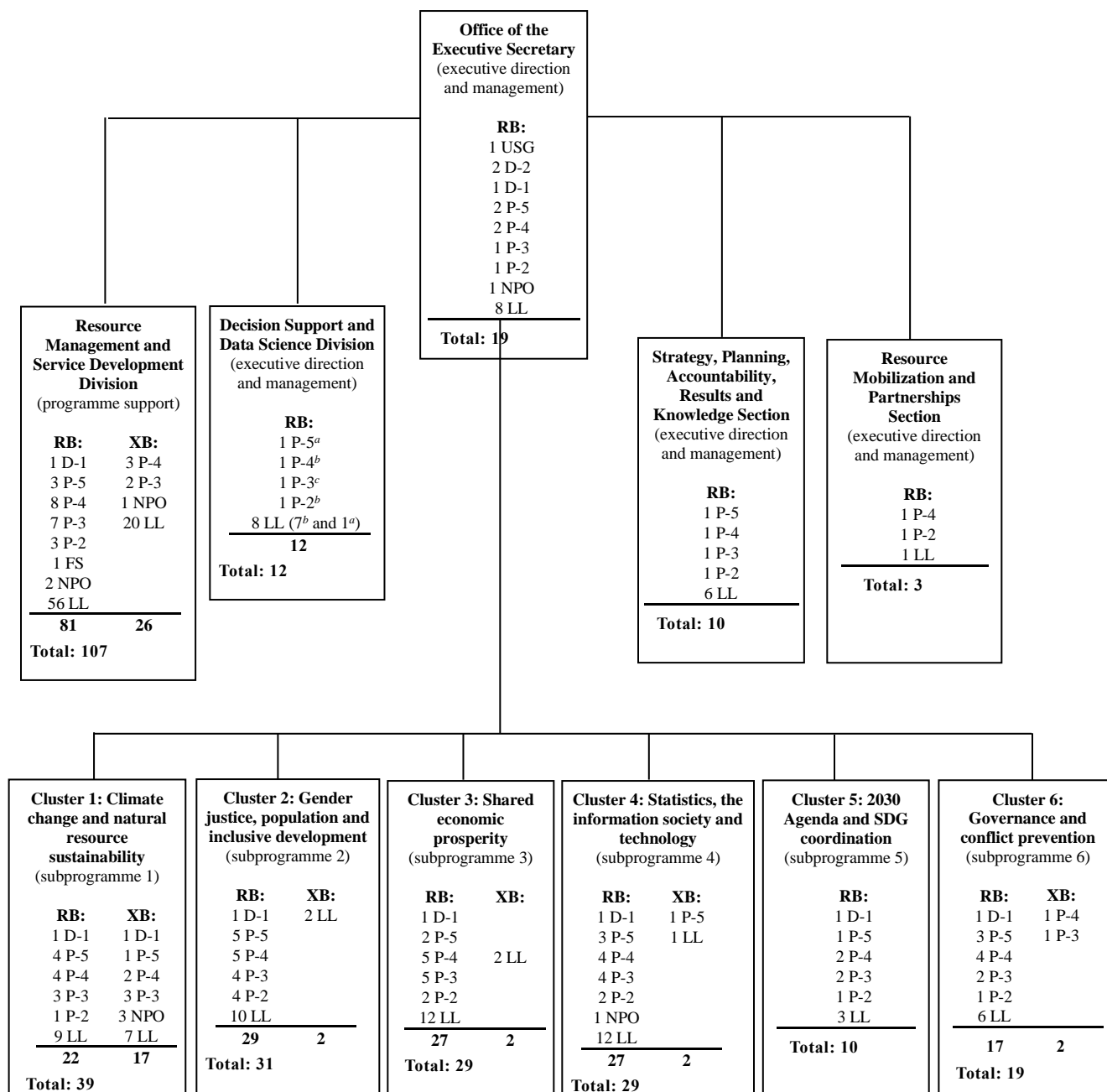
This strategic consolidation aims to position ESCWA as a leader in aligning with the evolving vision outlined by the Secretary-General. It ensures the organization's sustained relevance and impact in the field of data-driven initiatives and innovation, facilitating the development and enhancement of digital guidance and customized policy recommendation tools.

The role of ESCWA in supporting evidence-based policymaking and innovation, together with its commitment to the principles outlined in the Secretary-General's strategies on data and new technologies, will ensure that the Arab region is not only a beneficiary of the digital revolution but also an active contributor to the global dialogue on sustainable development through technology. This strategic consolidation underscores the Commission's vision of becoming a pioneering entity within the United Nations system, dedicated to bolstering its support to member States and the United Nations family at large by leveraging data science and technology to address the complex challenges facing the region and the world.

A. Approved organizational structure and post distribution for 2024



B. Proposed organizational structure and post distribution for 2025



Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Reassignment.

^b Redeployment.

^c Redeployment within component.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	–	P-3	Redeployment of 1 Data Scientist post within executive direction and management	The proposed inward redeployment of 9 posts relates to the proposed establishment of the Decision Support and Data Science Division in line with the ESCWA strategic vision to enhance data and information capabilities to effectively contribute to and leverage advancements in the dynamic landscape of data and information strategy. In addition, the proposed redeployments would catalyse the implementation by the Commission of the Secretary-General's strategy on data, which calls for "a modern United Nations system, empowered by cutting-edge skills fit for the twenty-first century" through "a powerful fusion of data, innovation, digital, foresight and behavioural science expertise".
	1	LL	Redeployment of 1 Data Analysis Assistant post from subprogramme 1	
	1	P-4	Redeployment of 8 posts from programme support	See above reason for redeployments.
	1	P-2	(1 Information Systems Officer,	
	6	LL	1 Associate Information Systems Officer, 2 Senior Information Systems Assistants, 2 Information Systems Assistants, 1 Data Analysis Assistant and 1 Information Technology Assistant)	
	1	P-5	Reassignment of 1 Chief of Section, Economic Affairs post in subprogramme 4 as Chief of Section, Information Management in executive direction and management	The proposed reassignment is related to the need to strengthen the information and data management and analysis capacity of the Commission. The Chief of Section, Information Management would lead the Decision Support and Data Science Division under executive direction and management
	1	LL	Reassignment of 1 Electronic Engineering Technician post in programme support as Information Systems Assistant in executive direction and management	The proposed reassignment is related to the need to strengthen the information and data management and analysis capacity of the Commission. The Information Systems Assistant would strengthen the capacity for the development of new applications and portals, including interactive policy simulation platforms and artificial intelligence tools, and address data-related requests by member States.

Section 22 Economic and social development in Western Asia

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 1 Climate change and natural resource sustainability	(1)	LL	Redeployment of 1 Data Analysis Assistant post to executive direction and management	See reason for change under the executive direction and management row of the present annex.
Subprogramme 4 Statistics, the information society and technology	(1)	P-5	Reassignment of 1 Chief of Section, Economic Affairs post as Chief of Section, Information Management in executive direction and management	See reason for change under the executive direction and management row of the present annex.
Programme support	(1)	P-4	Redeployment of 8 posts to executive direction and management	See reason for change under the executive direction and management row of the present annex.
	(1)	P-2		
	(6)	LL	Reassignment of 1 Electronic Engineering Technician post in programme support as Information Systems Assistant in executive direction and management	See reason for change under the executive direction and management row of the present annex.
	(1)	LL		

Abbreviation: LL, Local level.



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Proposed programme budget for 2025

Proposed programme budget for 2025

Part V

Regional cooperation for development

Section 23

Regular programme of technical cooperation**

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* [A/79/50](#).

** In keeping with paragraph 10 of resolution [77/267](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



Overview

Overall orientation

- 23.1 The regular programme of technical cooperation, established by the General Assembly in its resolution 58 (I) in 1946, serves to support developing countries, least developed countries, countries with economies in transition and countries emerging from conflict in their capacity development efforts. These efforts are geared towards the implementation of the 2030 Agenda for Sustainable Development, including the achievement of the Sustainable Development Goals and other internationally agreed development goals, and the outcomes of related United Nations conferences and summits. The programme's broad objective is to support and advance processes aimed at developing the capacity of Governments, through both individuals and institutions, to formulate and implement policies for sustainable economic and social development. The sharing of experiences across countries and regions, South-South cooperation, the use of national expertise from the beneficiary countries to the extent possible and the building of knowledge networks to facilitate continued exchange and assistance and promote sustainability are characteristic of the programme.
- 23.2 The programme enables the Secretariat to offer Member States access to the diverse global and regional specialized development expertise and knowledge readily available within the programme's implementing entities: the Department of Economic and Social Affairs, the five regional commissions (Economic Commission for Africa (ECA), Economic and Social Commission for Asia and the Pacific (ESCAP), Economic Commission for Europe (ECE), Economic Commission for Latin America and the Caribbean (ECLAC) and Economic and Social Commission for Western Asia (ESCWA)), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Office on Drugs and Crime (UNODC), the United Nations Human Settlements Programme (UN-Habitat), the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Human Rights (OHCHR).
- 23.3 The capacity development activities of the implementing entities draw substantively from their normative and analytical work and respond to the policy guidance and programmes of action agreed by Member States through the intergovernmental mechanisms. This enables developing countries to benefit from both the knowledge acquired through that work and from the experiences of various geographical regions, allowing for the sharing and exchange of innovative and good practices. Of equal importance is the contribution that the capacity development work brings to the normative and analytical activities and, ultimately, to the support provided to the intergovernmental dialogue.
- 23.4 The defining features of the programme are that it is demand-driven, quick to respond and of a short-term nature, responding to an expressed need by Member States for capacity development support. At the same time, in order to ensure that services complement and are aligned with the overall and mandated strategic priorities of the implementing entities, they cannot be delivered solely on an ad hoc basis, but rather must be part of more strategic programmatic approaches on the basis of a thorough understanding and appreciation of national needs.
- 23.5 Member States have recognized that part of the implementation of the 2030 Agenda is the adoption of new, transformative and innovative approaches to integrate sustainability into national development planning, policies, budgets, law, institutions and monitoring and accountability frameworks. Doing so will require considerable individual, institutional, analytical and statistical capacities to address the complexity and cross-cutting nature of the sustainable development challenges in a coherent and integrated fashion. While countries have made important strides in some of these areas, the challenges remain enormous. For this reason, capacity development is a central requirement to advancing the implementation of the 2030 Agenda and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the outcome of the upcoming Fourth International Conference.
- 23.6 The devastating effect of the coronavirus disease (COVID-19) pandemic challenged hard-won development gains and hampered progress towards achieving the Sustainable Development Goals. The world is facing interlinked global food, energy, financial and climate crises that threaten the economies

of many developing countries. The agile modality of the programme allows the implementing entities, when applicable, to support Member States in designing response measures to mitigate the adverse effects of the various crises for a sustainable and inclusive recovery. The programme will, among others, provide policy advice, facilitate the exchange of information, scientific knowledge and best practices and provide capacity development while increasingly adopting new and innovative approaches, including virtual training sessions, meetings and advisory services.

- 23.7 The programme will support countries in strengthening their resilience to external shocks and global crises leading to rising food prices, rising energy prices and tightening financial conditions, with dramatic implications for social cohesion, financial systems and global peace and security.
- 23.8 While the programme cannot address the many facets of these ongoing global challenges, the strategic use of the programme's resources facilitates quick responses and initial support by implementing entities and is complementary to other development funds, including the United Nations Development Account and extrabudgetary resources, which optimizes the programme's impact through strengthened links and follow-through.
- 23.9 Global and regional entities of the Secretariat implementing activities under the programme coordinate those activities through established internal mechanisms. The Executive Committee on Economic and Social Affairs, the main focus of which is the harmonization of its members' programmes, helps to achieve a rational division of labour and complementarity between the global and regional entities by promoting programmatic coordination and identifying synergies for operational work. At another level, the engagement of implementing entities within the United Nations Sustainable Development Group brings about greater awareness by a larger group of entities of the specific expertise and operational strengths available in the United Nations system, thereby increasing potential cooperation to implement projects and undertake operational work at the country level and improving system-wide coherence in the context of relevant country processes and cooperation frameworks.

Coordination with the resident coordinator system and other partners

- 23.10 The implementing entities of the programme are all non-resident agencies. Accordingly, they engage with the resident coordinator and resident agencies to maximize the impact of country-level development work. Such cooperation enables access to up-to-date information on national development priorities and better positioning in the broader development cooperation environment. For resident agencies, it enables access to the knowledge and expertise of non-resident agencies. This cooperation can include joint programming, including through the common country analysis, the United Nations Sustainable Development Cooperation Framework and the poverty reduction strategy paper process, as well as joint needs assessments, joint workplans and, where appropriate, joint fundraising.
- 23.11 Many non-resident agencies have entered into institutional cooperation agreements with resident agencies, often in the form of memorandums of understanding. Some resident coordinators have a dedicated liaison officer to engage with non-resident agencies. There has been improvement in non-resident agency/resident agency cooperation in terms of better communication and coordination, including through increased awareness of one other's mandates, participation in knowledge networking and better advance planning by the non-resident agencies when undertaking country missions by engaging directly with the resident coordination offices and resident agencies on country-level work. The development and adoption of the standard operating procedures for countries wishing to adopt the "delivering as one" approach is an important milestone in providing concrete, flexible solutions for United Nations country teams that are in line with the reform agenda, as formulated in the resolution on the quadrennial comprehensive policy review.
- 23.12 Cooperation with partners within the broader development assistance community, including the Bretton Woods institutions, the Organisation for Economic Co-operation and Development (OECD), regional development banks and other regional organizations will continue to be pursued as partners work together to align with and improve coherence of development priorities among country clusters (least developed countries/landlocked developing countries/small island developing States), within regional and subregional groupings, and at the country level for greater impact of the programme's activities in the field.

Objective and strategy

- 23.13 The overarching objective that guides the programming of the resources allocated to individual entities under the programme and the overall strategy and criteria followed for implementation are as follows:
- (a) **Objective.** The objective to which each subprogramme of the entities of the regular programme of technical cooperation contributes can be found in the relevant fascicle of the proposed programme plan for 2025 (A/79/6), for each implementing entity;
 - (b) **Strategy.** The strategy consists of:
 - (i) Responding to the requests of Governments for urgent advice on policy-related issues;
 - (ii) Providing Governments with specific advice on sectoral matters relevant to their development strategies and programmes;
 - (iii) Assisting Governments in the formulation or evaluation of programmes and projects leading to the enhancement of national programmes;
 - (iv) Developing networks of experts and practitioners in the relevant sectoral areas to facilitate information-sharing, synergies and potential collaboration, especially through information and communications technology (ICT), workshops and seminars;
 - (c) **Criteria.** The following criteria are relevant to all implementing entities of the programme:
 - (i) Activities should be responsive primarily to the requests of developing countries and be of a short-term nature (i.e., conceived and implemented within less than two calendar years); longer-term initiatives that require a phased approach and that build on knowledge acquired through previous interventions may continue, pending the mobilization of external resources; regular programme of technical cooperation requests may also lead to United Nations Development Account projects, in order to provide longer-term and sustainable support to the countries;
 - (ii) Activities should fall within one of the main work areas of the implementing entity as mandated by its governing body, and the entity should play a demonstrable leadership role in normative and analytical functions relating to the activities;
 - (iii) Activities should build capacity in developing countries, including for meeting treaty and related normative obligations and, through the sharing of experience gained at the country level, enrich the analytical functions of the implementing entity for the benefit of all Member States;
 - (iv) Activities that aid in the preparation of specialized components of a country's development strategy or that help to prepare requests for larger-scale funding from other sources are encouraged.
- 23.14 In line with General Assembly resolution [2514 \(XXIV\)](#) and Economic and Social Council resolution [1434 \(XLVII\)](#), activities financed under the present budget section will continue to focus on short-term advisory services, training and field projects, as outlined below. Activities will be based on needs expressed by Member States and by regional and subregional cooperation groups, either at the request of a State or as guided by the intergovernmental process, bearing in mind the criteria set forth for the purposes and uses of the programme.

Short-term advisory services

- 23.15 Advisory services ensure the provision of high-level technical expertise, the transfer of knowledge from global and regional entities to Governments on policy-related issues and development strategies and the formulation, assessment or evaluation of projects and programmes. The core of the programme is built around regional and interregional advisers who are specialists in both capacity development and in the substantive knowledge of the subprogramme. These advisers represent the critical interface between the countries and the implementing entities, facilitating country-level

access to the expertise of the Organization. Advisory services may also be provided by national consultants, supported by the implementing entity, or any other member of staff tasked with programming funds of the regular programme of technical cooperation. Services may be provided through an advisory mission, involving travel to the target country or by virtual or hybrid means. Advisory services may lead to the formulation of technical cooperation projects, implemented either by a Government or in partnership with a United Nations entity. Advisory services may also lead to United Nations Development Account projects, providing a natural platform to pursue longer-term and sustainable support to the countries.

- 23.16 To ensure that the pool of interregional and regional advisers represents the highest calibre of technical skills and knowledge, all implementing entities of the programme have committed themselves to reviewing their advisory capacities so as to be able to replace advisers, as needed, to ensure that they have the best skills and knowledge to respond to the changing needs of Member States.
- 23.17 In line with past intergovernmental guidance, the implementing entities have taken steps to utilize complementary resources for the provision of advisory services, including the recruitment of short-term advisers who respond to very specific, distinct assignments of a limited duration, as well as consultancy assignments, in which national and regional expertise are drawn upon, in particular when addressing issues that are country-specific and for which expert knowledge of national or regional issues is fundamental in ensuring the most relevant and targeted support. The entities also rely on national or regional institutions, in particular in the context of national workshops, which ensures the transfer of local knowledge and expertise and promotes local follow-up actions.

Field projects

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

Training

- 23.19 Training is aimed at building knowledge and skills that will contribute to strengthening national capacity for policy development and the effective implementation of national policies. Training is often conducted through seminars and workshops, as well as through the provision of short-term fellowships, which foster peer-to-peer opportunities for learning. The exchange of good practices and South-South cooperation are fostered consistently. The main consideration guiding the training conducted under the programme is that the topics should play a catalytic role in the development process and should contribute to linking local needs and conditions with the follow-up of major conferences. Even where the organizing entity is a global one, the participation of the relevant regional commissions is encouraged in the interest of sustainability and continued regional support after the event.
- 23.20 Training is undertaken in response to an identified capacity gap in one or more countries and at the request of Member States. Interregional advisers, staff and/or consultants may lead and participate in seminars and workshops by developing training modules, facilitating discussions and providing hands-on training. Training can be held virtually, in person or through hybrid means. Seminars and workshops are held at the subnational, national and regional levels.

Alignment and complementarity of the regular programme of technical cooperation and the United Nations Development Account

- 23.21 Implementing entities have used the complementarity of the activities of the regular programme of technical cooperation and the United Nations Development Account, as well as extrabudgetary resources, to create multiplier effects that contribute to longer-term sustained development results.

Initial support funded by the regular programme is followed through often by developing projects by the Development Account and extrabudgetary resources. For example, advisory missions undertaken under the regular programme of technical cooperation may lead to the establishment of Development Account projects that provide a natural platform to pursue longer-term and sustainable support to countries. This serves to enhance the multiplier effects that contribute to longer-term, sustained impact.

Status of internal assessment

- 23.22 Considering the decentralized nature of the regular programme of technical cooperation, each implementing entity assesses the results of its regular programme activities and conducts periodic evaluations. The implementing entities agreed to engage the support of an independent consultant for the preparation of the ninth progress report, covering 2023. The report is expected to be finalized by June 2024 and will provide information on, among others: (a) results achieved; (b) links between the regular programme, the United Nations Development Account, extrabudgetary resources and the resident coordinator system; (c) the programme's outreach; and (d) the programme's delivery modalities. The activities will be reported on the basis of agreed common reporting standards.

Office of Internal Oversight Services evaluation of section 23

- 23.23 In response to recommendations made by the Advisory Committee on Administrative and Budgetary Questions in paragraphs V.103, V.111 and V.112 of its report on the proposed programme budget for 2023 (A/77/7) and endorsed by the General Assembly in its resolution 77/262, the Office of Internal Oversight Services undertook an evaluation of the regular programme of technical cooperation in 2023 on its relevance, effectiveness, efficiency and coherence to enhancing Member States' capacity to formulate and implement national development policies, strategies and laws. The evaluation report¹ was published as a programme manager's report in February 2024.
- 23.24 It was found that, through the regular programme of technical cooperation, implementing entity technical cooperation support contributed substantially to Member States' capacity development and policymaking, and that implementing entities were highly responsive to Member States' needs. It was also found that the unique flexibility of the regular programme of technical cooperation enabled implementing entities to deploy their normative tools and advice in response to Member States' technical cooperation requests, often in a catalytic manner. The Office of Internal Oversight Services also made recommendations, accepted by management, to improve the sharing of good practices among implementing entities, improving internal guidelines, improving communication with the Department of Management Strategy, Policy and Compliance, and evaluating regular programme of technical cooperation contributions to outcomes.

Overview of resources for the regular budget

- 23.25 As shown in tables 23.1 and 23.2 and figures 23.I and 23.II, the overall resources proposed for 2025 amount to \$48,241,700 before recosting, reflecting an increase of \$2,000,000, or 4.3 per cent, compared with the approved budget for 2024. Resource changes result from other changes. The overall increase takes into account anticipated additional requests for support in specific areas, including in the context of continuing recovery from the impact of the COVID-19 pandemic, and increased efforts towards the implementation of the 2030 Agenda. In response to the anticipated increase in the volume of requests for assistance from Member States, all implementing entities would provide additional support to Member States. For example, the Department of Economic and Social Affairs expects to support countries in increasing their capacity to submit timely monthly and annual trade data and ECA expects to respond to a greater number of requests for technical assistance and advisory services throughout the region, in order to support policymaking to drive Africa's development agendas.
- 23.26 The proposed level of resources provides for the full, efficient and effective implementation of mandates.

¹ Available at <https://oios.un.org/file/10201/download?token=UFy407jy>.

Section 23 Regular programme of technical cooperation

Table 23.1
Evolution of financial resources by component and programme

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Technical adjustments	Changes			2025 estimate (before recosting)	
				New/ expanded mandates	Other	Total		Percentage
I. Sectoral advisory services								
1. Economic and social affairs	9 888.8	10 806.4	–	–	350.5	350.5	3.2	11 156.9
2. Trade and development	1 994.1	2 141.6	–	–	69.5	69.5	3.2	2 211.1
3. Human settlements	1 052.8	1 440.3	–	–	46.7	46.7	3.2	1 487.0
4. International drug control, crime and terrorism prevention and criminal justice	927.1	1 189.5	–	–	38.7	38.7	3.3	1 228.2
5. Human rights	2 676.9	2 895.7	–	–	93.9	93.9	3.2	2 989.6
6. Humanitarian assistance	672.0	824.5	–	–	26.8	26.8	3.3	851.3
Subtotal, I	17 211.7	19 298.0	–	–	626.1	626.1	3.2	19 924.1
II. Regional and subregional advisory services								
1. Economic and social development in Africa	9 203.1	9 840.3	–	–	819.2	819.2	8.3	10 659.5
2. Economic and social development in Asia and the Pacific	3 788.2	3 968.3	–	–	128.7	128.7	3.2	4 097.0
3. Economic development in Europe	2 536.8	2 688.2	–	–	87.2	87.2	3.2	2 775.4
4. Economic and social development in Latin America and the Caribbean	5 029.4	5 377.7	–	–	174.4	174.4	3.2	5 552.1
5. Economic and social development in Western Asia	5 114.8	5 069.2	–	–	164.4	164.4	3.2	5 233.6
Subtotal, II	25 672.3	26 943.7	–	–	1 373.9	1 373.9	5.1	28 317.6
Total	42 884.1	46 241.7	–	–	2 000.0	2 000.0	4.3	48 241.7

Table 23.2
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	21 618.0	24 754.9	(874.4)	(3.5)	23 880.5
Consultants	6 549.2	5 970.5	696.7	11.7	6 667.2
Experts	1 060.6	–	–	–	–
Travel of representatives	52.9	–	–	–	–
Travel of staff	3 732.5	3 174.0	444.8	14.0	3 618.8
Contractual services	2 082.8	1 645.9	714.0	43.4	2 359.9
General operating expenses	1 440.3	427.3	210.6	49.3	637.9
Supplies and materials	67.2	0.7	–	–	0.7
Furniture and equipment	581.3	58.6	41.3	70.5	99.9
Construction, alteration and maintenance	1.7	–	–	–	–

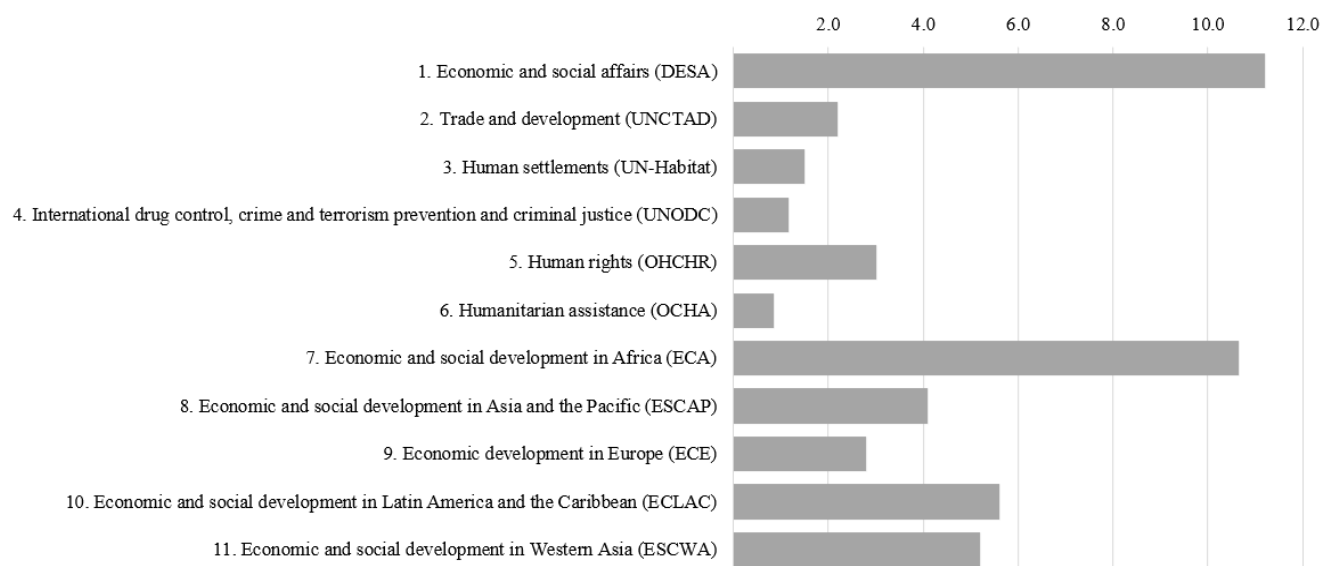
Part V Regional cooperation for development

Object of expenditure	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Grants and contributions	5 685.1	10 209.8	767.0	7.5	10 976.8
Other	12.6	–	–	–	–
Total	42 884.1	46 241.7	2 000.0	4.3	48 241.7

Figure 23.I

Distribution of proposed resources for 2025 by implementing entity

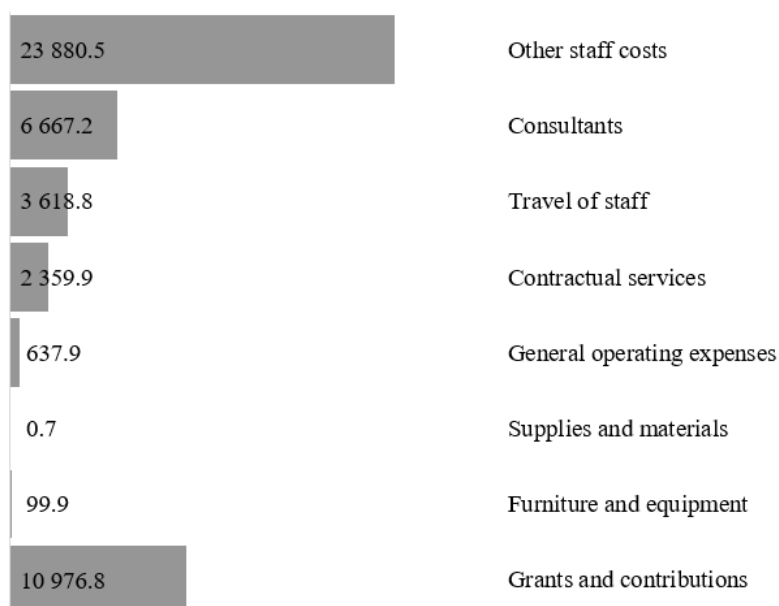
(Millions of United States dollars)



Abbreviations: DESA, Department of Economic and Social Affairs; ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; OCHA, Office for the Coordination of Humanitarian Affairs; OHCHR, Office of the United Nations High Commissioner for Human Rights; UN-Habitat, United Nations Human Settlements Programme; UNCTAD, United Nations Conference on Trade and Development; UNODC, United Nations Office on Drugs and Crime.

Figure 23.II
Distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



I. Sectoral advisory services

1. Economic and social affairs

A. Programmatic activities delivered through the regular programme of technical cooperation

23.27 The assistance to Member States provided by the Department of Economic and Social Affairs through the regular programme of technical cooperation leverages the Department's multidisciplinary expertise and mandates on economic, social and environmental issues to support the implementation of the 2030 Agenda through the following subprogrammes: subprogramme 2, Inclusive social development; subprogramme 3, Sustainable development; subprogramme 4, Statistics; subprogramme 5, Population; subprogramme 6, Economic analysis and policy; subprogramme 7, Public institutions and digital government; subprogramme 8, Sustainable forest management; and subprogramme 9, Financing for sustainable development.

23.28 In implementing these responses, the regular programme of technical cooperation contributes to the objectives and planned results of the subprogrammes and complements the strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2025 (A/79/6 (Sect. 9)).

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.29 The Department leverages various channels to promote the regular programme of technical cooperation. Its website provides information on its projects, approach and funding modalities and houses an interactive map and audiovisual material. Targeted engagement with government officials takes place in the context of intergovernmental meetings, conferences and workshops. Given the demand-driven nature of this programme, raising awareness of the Department's offerings for Member States is integral for all communications.

- 23.30 The Department also builds on its convening power at international conferences such as the annual high-level political forum on sustainable development, the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals and the Economic and Social Council partnership forum, to engage with Member States on issues and solutions to advance the 2030 Agenda and to highlight the role of the Department as a thought leader and source of strategic foresight and capacity-building through the promotion of major publications and key policy recommendations covering the three pillars of sustainable development: economic, social and environmental. These efforts are often availed by Member States through direct requests from their capitals, permanent missions or through the resident coordinator offices.
- 23.31 The Department's Digital Learning Centre is a curated repository of the Department's digital capacity-building portfolio, which includes self-paced courses and microlearning and is open to anyone interested in learning together with the experts. The Department sees digital engagement and connecting with stakeholders through the platform as a privilege that allows the Department to overcome time and space restrictions and offer its content to a much larger audience.

Complementarity with the resident coordinator system

- 23.32 All country-level interventions, including activities funded by the regular programme of technical cooperation, are governed by the new departmental policy for country-level support in the context of the resident coordination system and related standard operating procedures for country-level engagement, adopted in May 2023 and May 2020, respectively. In line with this new guidance, the country-level interventions of the Department are expected to be aligned with and contribute to the national priorities and objectives outlined in the United Nations Sustainable Development Cooperation Framework. Country-level activities are expected to be complementary to ongoing United Nations efforts at the regional and national levels and address needs that cannot be fulfilled by United Nations regional entities and/or the United Nations country team. In line with the General Assembly's vision for the new resident coordinator system, the Department's country-level activities are designed in close collaboration with the resident coordinators and the United Nations country teams to meet Member States' requests for stronger United Nations policy at the country level to support the implementation of the 2030 Agenda. Collaboration with the resident coordinator system, including in the formulation and implementation of the Cooperation Framework, has provided opportunities to the Department for partnerships and joint work with other United Nations entities for the implementation of specific Cooperation Framework outcomes.

Review of high-level positions at headquarters duty stations (Department of Economic and Social Affairs)

- 23.33 In response to the recommendation of the Advisory Committee endorsed by the General Assembly in its resolution [77/262](#), the Department launched a management reform of regular programme of technical cooperation, including of general temporary assistance positions. This reform is intended to ensure a more strategic use of interregional adviser resources to maximize the impact of the regular programme of technical cooperation to meet the growing needs of Member States and serve the growing number of developing countries. The role, level, duration and number of interregional adviser positions will be adjusted to this new approach, codified in a new departmental policy and guidelines for recruitment of general temporary assistance positions, for the use of the regular programme of technical cooperation. The goal is to identify possible modalities that might reduce the need for interregional advisers in the long run without negatively affecting the Department's ability to effectively address the needs of Member States. The Department will continue to monitor closely Member States' need for support relating to the achievement of the Sustainable Development Goals to ensure that regular programme of technical cooperation resources continue to be responsive to and effectively address their requests and priorities.

Response provided to Member States' requests for support in 2023**An interdisciplinary look at implementation of the Sustainable Development****Goals – the *Global Sustainable Development Report***

(Result 1 of subprogramme 3 (A/79/6 (Sect. 9)))

- 23.34 In 2023, subprogramme 3, Sustainable development, provided support to Member States on a variety of topics towards the implementation of the 2030 Agenda, including on effective national-to-local achievement of the Sustainable Development Goals through voluntary local reviews, initiatives to drive achievement of the Goals such as multi-stakeholder partnerships, and national science, technology and innovation for the Goals road maps. The subprogramme has organized virtual global events, regional events on the margins of the regional forums on the Goals and hands-on national training workshops in response to requests from Member States to enhance the capacity of local and national governments to advance achievement of the Goals through localization and monitoring of progress through the preparation of voluntary local reviews. This work supported localization processes for the Goals in Argentina, Bolivia (Plurinational State of), the Gambia, Ghana, Honduras, Mozambique, Paraguay, South Africa and Zimbabwe, with added (largely virtual) participation by experts from the relevant United Nations regional commissions, UN-Habitat, OECD, United Cities and Local Governments, and mayors and planning experts from other developing countries.
- 23.35 The above-mentioned work contributed to strengthened integrated planning for achievement of the Sustainable Development Goals through improved horizontal coordination across sectors and vertical coordination across levels of government. The planning applies the insights and recommendations of the 2023 *Global Sustainable Development Report* focusing on localizing the global calls for action to support transformative achievement of the Goals. This work contributed to result 1 of subprogramme 3, and the related performance measure (see table 23.3), in the proposed programme budget for 2025 (A/79/6 (Sect. 9)).

Table 23.3

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The new independent group of scientists gave a briefing to Member States during the 2021 high-level political forum on sustainable development with the outline of the report finalized	Member States received a briefing by the independent group of scientists during the 2022 high-level political forum and participated in regional consultations, providing context-specific insights to inform the <i>Global Sustainable Development Report</i>	The 2023 <i>Global Sustainable Development Report</i> was formally launched in September and reflected in the political declaration adopted at the Sustainable Development Goals Summit (General Assembly resolution 78/1) A first series of global and regional briefings started after the launch in Asia Pacific, Africa and Latin America and the Caribbean, focusing on localizing the global calls for	Member States integrate the findings of the report into their national development strategies and policies Appointment of a new group of 15 scientists for the preparation of the 2027 <i>Global Sustainable Development Report</i>	The draft outline of the 2027 <i>Global Sustainable Development Report</i> is agreed and calls for input are launched Findings of the 2023 <i>Global Sustainable Development Report</i> are reflected in intergovernmental processes and decisions

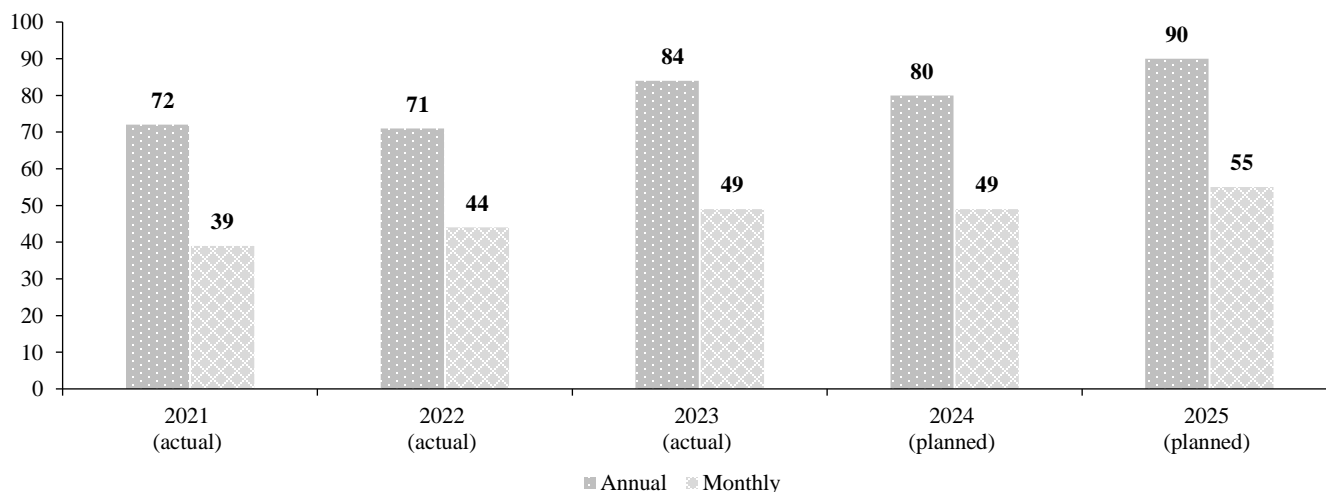
2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
		action to support transformative implementation in different contexts		

Expected response to anticipated requests for support in 2025

Increased engagement with trade statistics
(Result 1 of subprogramme 4 (A/79/6 (Sect. 9)))

- 23.36 In 2025, subprogramme 4, Statistics, will focus on assisting countries in increasing their capacity to submit timely monthly and annual trade data by providing the following: (a) technical advice on methodological issues for the production of trade statistics; (b) capacity-building on innovation of trade statistics methods; (c) training of statisticians on trade data processing techniques; (d) development of training materials and e-learning courses for trade statistics; and (e) providing tools and associated training for the production of new and improved trade indicators. This will be achieved, in part, through the conduct of training workshops and the development of e-learning materials as part of regular programme of technical cooperation activities.
- 23.37 The subprogramme will pursue its capacity development goals and objectives by working closely with United Nations country teams and resident coordinators, United Nations regional commissions and other partners in the United Nations system, building on complementarity and boosting the capacity of developing countries to produce high-quality statistics to effectively measure the implementation of the 2030 Agenda.
- 23.38 The expected response in 2025 would contribute to an increase in the number of countries that submit timely trade data, which is reflected in result 1 of subprogramme 4, and the related performance measure (see figure 23.III), in the proposed programme budget for 2025 (A/79/6 (Sect. 9)).

Figure 23.III
Performance measure: number of countries that submitted timely trade data



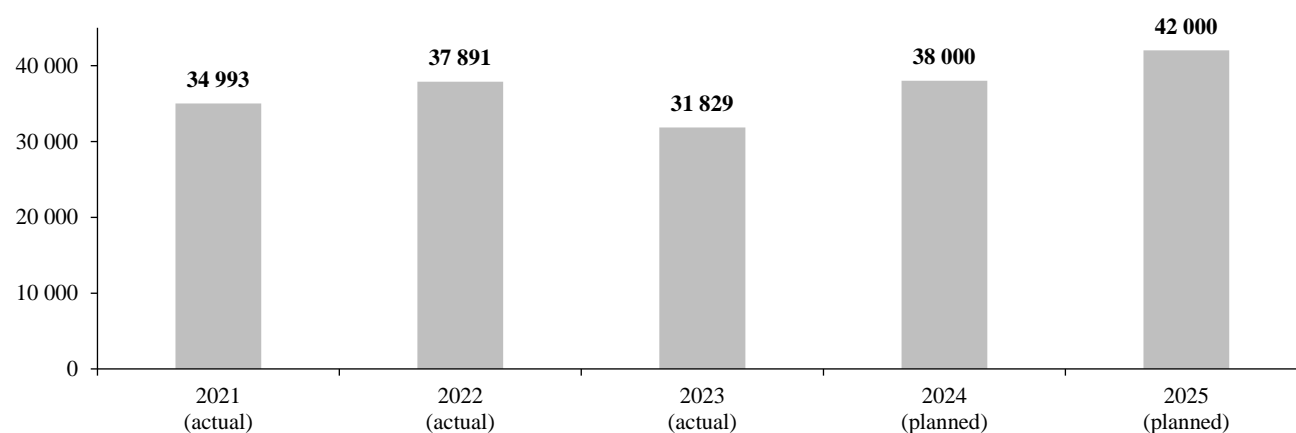
UNdata modernization: a single entry point for authoritative statistical data from the United Nations system

(Result 3 of subprogramme 4 (A/79/6 (Sect. 9)))

- 23.39 Subprogramme 4 will focus on the modernization of the UNdata portal and on assisting countries in: (a) providing technical advice on methodological issues in the transmission and dissemination of statistical data; (b) capacity-building on developing and maintaining Statistical Data and Metadata Exchange-compliant data collection and distribution systems; and (c) providing tools and associated training for client-oriented dissemination of statistics.
- 23.40 The training workshops organized through the regular programme of technical cooperation programme and technical assistance hotlines will be a significant contribution to supporting the increase in countries' capacity to maintain such data collection and distribution systems and adhere to data transmission standards. The expected response from these activities will contribute to an increase in users, such as policymakers, being able to gain access to high-quality country data through the UNdata portal and national data portals, which is reflected in result 3 of subprogramme 4, and the related performance measure (see figure 23.IV), in the proposed programme budget for 2025 (A/79/6 (Sect. 9)).

Figure 23.IV

Performance measure: average number of UNdata user sessions per month



Towards attracting sustainable investment by developing countries for the Sustainable Development Goals

(Result 1 of subprogramme 9 (A/79/6 (Sect. 9)))

- 23.41 In 2025, subprogramme 9, will support meaningful engagement of at least 14 developing countries in the Sustainable Development Goals Investment Fair platform, as well as their enhanced readiness to present investment-ready projects having an expected value of \$5.4 billion for consideration by investors. Responses to anticipated requests are expected to include both global and country-level interventions involving the provision of technical advice to and training of actors on employing knowledge tools to support the assessment of pre-investment phase projects that can advance the Sustainable Development Goals. The Department will convene workshops, global public-private partnership-building events and South-South peer exchanges, with specific attention given to countries in special situations. This will be supported by evidence-based analysis to inform deliberations between policymakers and discussions with investors.
- 23.42 The Department is also expecting further requests for capacity development support on infrastructure asset management, especially from Asia and the Pacific and Africa (Middle East and North Africa region and sub-Saharan Africa), and on international development cooperation (Latin America and the Caribbean and the Middle East and North Africa region). Requests for infrastructure asset management support are likely to increase owing to new requirements of the International Monetary Fund and multilateral development banks for developing countries to introduce national registries

for infrastructure assets as a prerequisite for further technical assistance on public financial management reforms. The expected response would contribute to result 1 of subprogramme 9, and the related performance measure (see table 23.4), in the proposed programme budget for 2025 (A/79/6 (Sect. 9)).

Table 23.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
8 developing countries participated in the Sustainable Development Goals Investment Fair	10 developing countries participated in the Sustainable Development Goals Investment Fair	14 developing countries participated in the Sustainable Development Goals Investment Fair, with presented investment projects of \$4,869 million	13 developing countries participate in the Sustainable Development Goals Investment Fair and interact with prospective investors	14 developing countries participate in the Sustainable Development Goals Investment Fair, with estimated presented investment projects of \$5,367 million
Private investors, such as the members of the Global Investors for Sustainable Development Alliance, welcomed the Fair as an opportunity to engage with Governments				
Investors followed up with some countries on specific projects				

B. Deliverables

Table 23.5
Department of Economic and Social Affairs: deliverables for the period 2023–2025, by category and subcategory

	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	347	305	334	322

C. Proposed non-post resource requirements for 2025

Table 23.6
Financial resources by object of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	6 035.1	7 120.0	(1 586.1)	(22.3)	5 533.9
Consultants	1 017.6	949.5	545.4	57.4	1 494.9
Experts	226.0	–	–	–	–
Travel of representatives	2.6	–	–	–	–
Travel of staff	892.4	820.3	373.0	45.5	1 193.3
Contractual services	367.7	227.5	463.6	203.8	691.1
General operating expenses	232.5	44.7	116.7	261.1	161.4
Furniture and equipment	9.8	51.4	14.5	28.2	65.9
Grants and contributions	1 103.9	1 593.0	423.4	26.6	2 016.4
Other	1.4	–	–	–	–
Total	9 888.8	10 806.4	350.5	3.2	11 156.9

23.43 The proposed regular budget resources for 2025 amount to \$11,156,900 before recosting, reflecting an increase of \$350,500, or 3.2 per cent, compared with the approved budget for 2024. The proposed increase is attributable to increases under consultants (\$545,400), travel of staff (\$373,000), contractual services (\$463,600), general operating expenses (\$116,700), furniture and equipment (\$14,500) and grants and contributions (\$423,400), offset by a decrease under other staff costs (\$1,586,100), in line with expected requests from Member States in 2025, including to advise, build capacity and deliver training on statistical data, collection and distribution, as well as infrastructure asset management.

2. Trade and development

A. Programmatic activities delivered through the regular programme of technical cooperation

23.44 The activities under trade and development are implemented by UNCTAD. The programmatic activities are implemented under all subprogrammes of UNCTAD.

23.45 In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the above subprogrammes and complements their strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2025 (A/79/6 (Sect. 12)).

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.46 To raise awareness of the opportunities for developing countries to benefit from assistance offered through the regular programme of technical cooperation, UNCTAD disseminates notifications on various training offerings, in addition to face-to-face meetings with government officials, including permanent representatives from developing countries, in the context of intergovernmental meetings, conferences and various capacity-building events organized by the entity. This is coupled with regular and close communication with the permanent missions to the United Nations based in Geneva with respect to the processes involved in the nominations of capital-based policymakers for regional

courses on key issues on the international economic agenda (the “paragraph 166” course), on the one hand, and the selection of topics for short courses, on the other. UNCTAD outreach and dissemination efforts also include the use of newsletters and dedicated online platforms, especially with regard to its activities to support developing countries to build their readiness to engage in and benefit from e-commerce and digital trade. In 2023, the etradeforall.org online platform maintained a robust performance, with more than 50,000 visitors annually, and 11 of the top 20 countries with the most visitors were developing countries.

Response provided to Member States’ requests for support in 2023

Improved availability of digital economy statistics in developing countries

(Result 3 of subprogramme 4 (A/79/6 (Sect. 12)))

- 23.47 Subprogramme 4, Technology and logistics, contributes to harnessing innovation and technology, including e-commerce and the digital economy, improving trade logistics and increasing human capacity for inclusive and sustainable trade and development in developing countries and economies in transition. In 2023, the subprogramme continued its engagement with developing countries on assessing the state of play of their e-commerce enabling environment through eTrade Readiness Assessments and assisting them in the development of e-commerce strategies to serve as road maps of how e-commerce could support their strategic development goals. Four Readiness Assessments were completed in 2023, for Ghana, Mauritania, Mongolia and Peru, and four more were started, for Algeria, Timor-Leste, Trinidad and Tobago and Zimbabwe. The development of national e-commerce strategies building on existing Readiness Assessments was undertaken in Côte d’Ivoire and Fiji. The regular programme for technical cooperation contributed to the development of the Readiness Assessment for Algeria and the e-commerce strategy for Côte d’Ivoire. In Algeria, the Readiness Assessment is intended to increase the awareness and understanding of government officials of the bottlenecks and opportunities to the development of the e-commerce system through a review of seven policy areas, namely, e-commerce strategy formulation, ICT infrastructure, payment solutions, trade facilitation and logistics, legal and regulatory frameworks, skills development, and access to financing. The Readiness Assessment report provides recommendations for addressing constraints and identifies potential development partners for their implementation. In Côte d’Ivoire, building on the Readiness Assessment completed in 2021, the e-commerce strategy development project is intended to deliver a national strategy, resulting in enhanced awareness of the policy and regulatory reforms necessary to support inclusive e-commerce development, and of the pathways for their implementation. Through an implementation support mechanism, UNCTAD continued to foster synergies among development partners, facilitate access to e-commerce capacity-building development solutions and monitor progress on the implementation of Readiness Assessment recommendations in partner countries. The third review, which was released in November 2023, in time for the UNCTAD eWeek, confirmed previous trends and uncovered novel insights regarding the implementation processes of e-commerce policy actions and the role of the Readiness Assessments, while also singling out the urgent need to bolster the capabilities of nascent governance arrangements to fast-track implementation.
- 23.48 The above-mentioned work contributed to the result of improved availability of digital economy statistics in developing countries, which is reflected in result 3 of subprogramme 4, and the related performance measure (see table 23.7), in the proposed programme budget for 2025 (A/79/6 (Sect. 12)).

Table 23.7

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Establishment of the international task group on measuring e-commerce value	Member States participate in developing internationally agreed guidelines	At least 2 countries started using the internationally agreed guidelines

Expected response to anticipated requests for support in 2025**Developing countries are equipped with policy proposals and measures to develop sustainable industrialization strategies to establish more resilient economies**

(Result 2 of subprogramme 1 (A/79/6 (Sect. 12)))

Enhanced policymaking to facilitate economic diversification through increased data capacities in services trade

(Result 2 of subprogramme 3 (A/79/6 (Sect. 12)))

- 23.49 In response to an anticipated and an actual increase in the volume of requests for assistance from Member States, UNCTAD will continue to support developing countries in building their readiness to engage in and benefit from e-commerce and digital trade. UNCTAD has received new requests for technical cooperation with the development and/or implementation of e-commerce strategies, including from Kenya, Mauritania, Mongolia and Tunisia. In addition, all subprogrammes are expected to continue to support government officials and policy practitioners in developing countries on key issues on the international economic agenda, with a view to increasing their capacity to build more effective and integrated policy responses to a changing global economy, as mandated in paragraph 166 of the Bangkok Plan of Action and subsequently reconfirmed in the Sao Paulo Consensus, the Doha Programme of Action for the Least Developed Countries and the Nairobi Maafikiano of 2016. It was recognized in the Bridgetown Covenant, the most recent outcome document of the fifteenth session of UNCTAD, held in 2021, that the activities under paragraph 166 of the Bangkok Plan of Action were of great importance and utility and should be continued.
- 23.50 In this regard, UNCTAD will continue to provide its flagship “paragraph 166” course on key issues on the international economic agenda for policymakers, Geneva-based delegates and other stakeholders from developing and transition economies. The course would continue to be based on the development perspective of UNCTAD and focus on the links between trade, finance, investment, technology, logistics and macroeconomic policies in the context of major economic trends and debates in multilateral forums, but also focusing on recovery and resilience in its overall curricula.
- 23.51 More specifically, the subprogrammes will:
- (a) Continue to address in the curriculum the challenges that developing economies face, including coping with the economic consequences of crises and building resilience and response to shocks;
 - (b) Develop the modules of the capacity-building programme focusing on development, development policies and the role of international trade and finance in a globalized world; harnessing benefits from trade and changing dynamics in the multilateral trading system, as well as trade logistics, regional trade agreements and the digital economy; and enhancing the productive capacity of developing countries through foreign direct investment, enterprise development and science, technology and innovation;
 - (c) Roll out three regional courses in three of the five developing regions, covering Latin America and the Caribbean, (to be held in Buenos Aires), the Middle East and North Africa (to be held in Cairo) and Eastern Europe (to be held in Skopje). These courses will be tailored to the specific requirements of each region;
- 23.52 The response would complement the planned work of all UNCTAD subprogrammes to be undertaken through the regular budget of section 12 to further enhance the capacity of policymakers to formulate policies and provide advisory services in the context of major economic trends and debates in multilateral forums, emphasizing various approaches that countries have taken to derive maximum development gains.
- 23.53 The expected response in 2025 would contribute to results under all five subprogrammes, including to developing countries being equipped with policy proposals and measures to develop sustainable industrialization strategies to establish more resilient economies, which is reflected in result 2 of subprogramme 1, and the related performance measure (see table 23.8); to consensus reached by a subgroup of Latin American countries on priority industrial policy measures to deploy at the regional

level and at the domestic level to favour the development of sustainable regional value chains; and to enhanced policymaking capacities to facilitate economic diversification through increased data capacities in services trade, which is reflected in result 2 of subprogramme 3, and the related performance measure (see table 23.9), in the proposed programme budget for 2025 ([A/79/6 \(Sect. 12\)](#)).

**Table 23.8
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Consultations with an array of stakeholders on launching UNCTAD work on sustainable industrialization	Member States have access to a vast array of sustainable industrial policy options and ideas to mobilize resources to finance sustainable industrialization through the UNCTAD Division on Globalization and Development Strategies publication entitled “South-South cooperation for climate adaptation and sustainable development”	The Bolivarian Republic of Venezuela identified its priority sustainable value chains and Brazil and Honduras started the identification process and definition of the overall integration strategy to be pursued over the period 2024–2027	Consensus reached by a subgroup of Latin American countries on priority industrial policy measures to deploy at the regional level and at the domestic level to favour the development of sustainable regional value chains	At least 2 countries in Latin America are prepared and have the capacity to implement the priority industrial policies

**Table 23.9
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Policymakers from Morocco and Paraguay have increased capacities to formulate national services trade policies in, inter alia, transport and logistics services	Member States benefit from the establishment of an open-ended and time-bound working group on data for services trade and development policies	Angola and Uzbekistan revised their services trade-related policies informed by better data collection and use	At least 3 additional countries adopt, revise or implement services trade-related policies informed by better data collection and use	At least 4 additional countries adopt, revise or implement services trade-related policies

B. Deliverables

Table 23.10

United Nations Conference on Trade and Development: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	46	50	51	51

C. Proposed non-post resource requirements for 2025

Table 23.11

Financial resources by object of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	1 322.3	1 365.3	38.5	2.8	1 403.8
Consultants	91.6	–	–	–	–
Experts	21.9	–	–	–	–
Travel of staff	214.3	298.7	17.5	5.9	316.2
Contractual services	18.8	–	–	–	–
General operating expenses	125.8	–	–	–	–
Supplies and materials	4.4	–	–	–	–
Furniture and equipment	42.2	–	–	–	–
Grants and contributions	150.5	477.6	13.5	2.8	491.1
Other	2.3	–	–	–	–
Total	1 994.1	2 141.6	69.5	3.2	2 211.1

23.54 The proposed regular budget resources for 2025 amount to \$2,211,100 before recosting, reflecting an increase of \$69,500, or 3.2 per cent, compared with the approved budget for 2024. The increases under other staff costs (\$38,500), travel of staff (\$17,500) and grants and contributions (\$13,500) will allow UNCTAD to respond to anticipated requests from Member States, including for advice on and support for the development of sustainable industrialization strategies, and to build their readiness to engage in e-commerce and digital trade.

3. Human settlements

Programmatic activities delivered through the regular programme of technical cooperation

23.55 The activities under human settlements are implemented by UN-Habitat, through all four subprogrammes, contributing to their objectives and expected results and complementing their relevant strategies and deliverables. Over the period of the strategic plan for the period 2020–2025, activities under the regular programme of technical cooperation include:

- (a) Responses provided to Member States' requests for support;

- (b) Short-term advisory services on strategically selected, high-priority issues;
 - (c) The identification, development and launch of innovative and illustrative cooperation programmes;
 - (d) Specialized support to the implementation, monitoring and replication of such cooperation programmes.
- 23.56 The aim is to support Governments and partners in the implementation of the New Urban Agenda and the human settlements dimension of other multilateral agreements, such as the Sustainable Development Goals (with a focus on Goal 11), with a stronger focus on crisis-affected countries. UN-Habitat supports Member States in the development of sustainable cities and human settlements through its normative and operational work at all levels. In implementing such activities, the regular programme of technical cooperation contributes to the objectives and expected results of the subprogrammes and complements their relevant strategies and deliverables, which can be found in the relevant paragraphs of the programme budget for 2025 ([A/79/6 \(Sect. 15\)](#)).

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

- 23.57 UN-Habitat raises awareness of opportunities for countries to gain access to assistance with meetings, workshops and seminars with government officials and in the context of intergovernmental meetings, conducts initial assessments of needs and attempts to match them with in-house expertise, and seeks to integrate long-term requests with relevant flagship programmes.

Response provided to Member States' requests for support in 2023

- 23.58 In 2023, UN-Habitat responded to requests on sustainable urban development from a wide range of regions, countries and locations. It developed a comprehensive set of digitized tools in the areas of urban planning, governance and municipal finance, including applications based on the Global Urban Monitoring Framework, which were piloted in Bolivia (Plurinational State of), Malaysia, Tunisia and Zambia. The application of methodology and tools for cities were provided to a broad range of cities, including tools adopted in 10 cities in Ghana, and were promoted, among others, in Costa Rica and Türkiye. UN-Habitat also supported the establishment of technical hubs in Bolivia (Plurinational State of), Colombia, Costa Rica, Ghana, Morocco, Portugal, Tunisia and Türkiye, as well as in Kosovo,² and sought to complementarily apply the methodology and tools to specific thematic contexts at key events, including women's leadership at the Commission on the Status of Women and sport as a driver of Sustainable Development Goals localization at the Sustainable Development Goals Summit.
- 23.59 UN-Habitat's technical cooperation with Azerbaijan resulted in the "2023 Azerbaijan Urban Week", including the second National Urban Forum, the first Organization of Turkic States ministerial meeting on housing and sustainable urbanization and the global observance of the 2023 World Habitat Day in Baku. Consequently, this furthered demand by countries from the wider region. Aiming to incentivize cities to accelerate the achievement of the Sustainable Development Goals and New Urban Agenda implementation, UN-Habitat and the Shanghai municipal government co-launched the Global Award for Sustainable Development in Cities ("Shanghai Award") in October 2023 on World Cities Day, awarded to five cities from countries in Africa, Latin America and Asia-Pacific (Australia, Brazil, China, Malaysia and Uganda) at events at which more than 400 participants from more than 30 countries participated. The Shanghai Manual for 2023 was also launched, providing 24 best practice cases and policy recommendations from 14 countries across 6 regions.

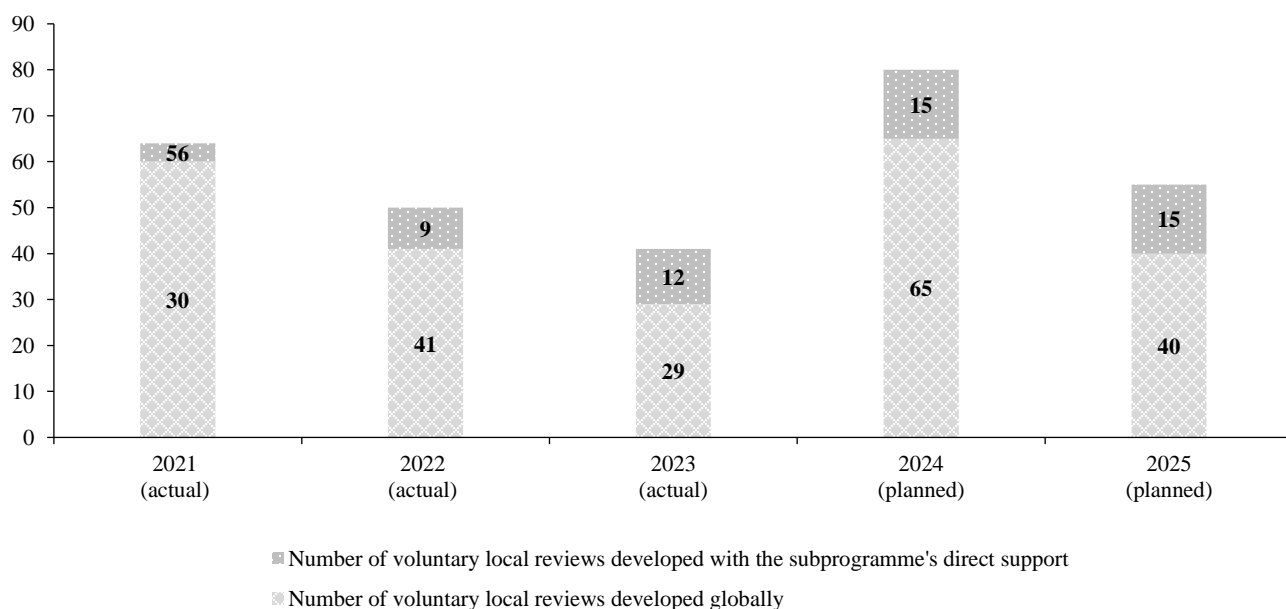
² All references to Kosovo should be understood within the context of Security Council resolution [1244 \(1999\)](#).

Voluntary local reviews to enhance the shared prosperity of cities and regions globally through Sustainable Development Goals localization

(Result 2 of subprogramme 2 (A/79/6 (Sect. 15)))

- 23.60 The regular programme of technical cooperation, along with the United Nations Development Account, allowed UN-Habitat to cooperate in joint regional initiatives in Eastern Europe and Central Asia with various United Nations partners; with the United Nations Environment Programme on nature-based solutions to address urban air pollution and sustainable urban mobility; and with ECE in the preparation of voluntary local reviews for selected urban areas in the region. UN-Habitat also supports the implementation of the Secretary-General’s Action Agenda on Internal Displacement, emphasizing the urban dimension of displacement, with a focus on Burkina Faso, Colombia, Iraq and Somalia.
- 23.61 UN-Habitat’s work contributed to the development of 12 voluntary local reviews, which exceeded the planned target of 10 such reviews. This work also contributed to the development of 29 voluntary local reviews globally, which did not meet the planned target of 60 such reviews but nevertheless generated interest in voluntary local reviews for urban development planning through a regional initiative in four cities in Eastern Europe and Central Asia (Nis, Serbia, Tbilisi, Bishkek and Dushanbe). This is reflected in result 2 of subprogramme 2, and the related performance measure (see figure 23.V), in the proposed programme budget for 2025 (A/79/6 (Sect. 15)).

Figure 23.V
Performance measure: number of voluntary local reviews prepared by local and regional governments (annual)



Expected response to anticipated requests for support in 2025

Voluntary local reviews to enhance shared prosperity of cities and regions globally through Sustainable Development Goals localization

(Result 2 of subprogramme 2 (A/79/6 (Sect. 15)))

- 23.62 For 2025, Member States are expected to increase requests for technical advisory services on integrated programming, resulting in more transformative action that allows countries and cities to accelerate their achievement of the urban dimensions of the Sustainable Development Goals and the implementation of those dimensions in the New Urban Agenda and other global agendas as set forth in the decade of action to deliver the Goals. The localization of the Goals, housing, and climate and urban crisis response in

selected countries in sub-Saharan Africa, the Middle East and North Africa, Central and South-East Asia, Latin America and the Caribbean, and Eastern Europe will be a specific focus.

23.63 In response to the anticipated requests in 2025, UN-Habitat will continue to support result 2 of subprogramme 2, as referenced in the section above on 2023 results, by undertaking the following activities:

- (a) Providing technical advisory services, in particular to countries in the Eastern Europe and Central Asia regions, alongside the establishment of subregional presences;
- (b) Providing technical advisory services in response to urban crisis situations, focusing on preparedness, response, recovery and reconstruction, risk reduction and resilience, including on identifying solutions to urban displacement;
- (c) Providing technical advisory services to least developed countries, landlocked developing countries and small island developing States on climate adaptation and access to adequate housing;
- (d) Providing capacity-building support to least developed countries, landlocked developing countries and small island developing States, including in identifying capacity gaps and developing capacity-building strategies in support of implementing the New Urban Agenda and the achievement of the Sustainable Development Goals;
- (e) Providing technical advisory services and knowledge exchange for supporting countries of the Association of Southeast Asian Nations and landlocked developing countries in the south Caucasus and Central Asia in achieving the Sustainable Development Goals and implementing the New Urban Agenda;
- (f) Promoting technical cooperation and knowledge exchange among regions, including through the Shanghai Award for 2025, the Shanghai Adapted Index and Shanghai Manual for 2025.

23.64 The expected response in 2025 would contribute to the implementation of the outcomes of the urban dimensions of the 2030 Agenda and the New Urban Agenda, which is reflected in result 2 of subprogramme 2, and the related performance measure (see figure 23.V), in the proposed programme budget for 2025 (A/79/6 (Sect. 15)).

Deliverables

Table 23.12

United Nations Human Settlements Programme: deliverables for the period 2023–2025, by category and subcategory

	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	28	32	28	28

C. Proposed non-post resource requirements for 2025

Table 23.13
Financial resources by object of expenditure

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	752.6	1 008.0	46.7	4.6	1 054.7
Consultants	125.7	192.0	–	–	192.0
Travel of staff	84.9	95.0	–	–	95.0
Contractual services	43.5	111.2	–	–	111.2
General operating expenses	32.1	26.2	–	–	26.2
Supplies and materials	53.1	0.7	–	–	0.7
Furniture and equipment	6.8	7.2	–	–	7.2
Grants and contributions	(45.9)	–	–	–	–
Total	1 052.8	1 440.3	46.7	3.2	1 487.0

- 23.65 The proposed regular budget resources for 2025 amount to \$1,487,000 before recosting, reflecting an increase of \$46,700, or 3.2 per cent, compared with the approved budget for 2024. The proposed increase under other staff costs (\$46,700) will enable UN-Habitat to respond to additional requests from Member States in 2025, including to advise on the achievement of the urban dimensions of the Sustainable Development Goals and the New Urban Agenda.

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

A. Programmatic activities delivered through the regular programme of technical cooperation

- 23.66 The activities under this sector are implemented by UNODC under subprogramme 8, Technical cooperation and field support, and contribute to the objectives and expected results of all subprogrammes. Expected results are implemented in close coordination with the UNODC field office network, which complements the subprogrammes' relevant strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2025 (A/79/6 (Sect. 16)).
- 23.67 In 2023, the strategic priority of strengthening work with young people in Africa was identified in order to implement the cross-cutting commitment to youth empowerment in the UNODC strategy for the period 2021–2025 and the Strategic Vision for Africa 2030. In response, in 2024 UNODC placed a new Regional Adviser on Youth Programming and Mainstreaming based in Pretoria because this region has the least ongoing activities for and with young people and a great need for UNODC support. The Regional Adviser will provide policy advice, partnership-building, fundraising and development of holistic youth programmes or initiatives that span across UNODC mandates.

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

- 23.68 The outreach and dissemination of guidelines to Member States are provided through regular dialogues with national counterparts; national campaigns to observe the International Day against Drug Abuse and Illicit Trafficking, World Day against Trafficking in Persons and International Anti-Corruption Day; and fundraising initiatives and strategic partnerships with regional and international stakeholders. UNODC also liaises with United Nations country team members to

discuss pending requests for regular programme of technical cooperation support and devise coordinated approaches to Member States’ needs.

Responses provided to Member States’ requests for support in 2023

Enhanced fuel controls in the Galapagos, Ecuador, to disrupt maritime crime

(Programme performance in 2023 of subprogramme 8 (A/79/6 (Sect. 16)))

- 23.69 UNODC receives a number of requests from Member States, in a broad range of areas covering the entirety of the Office’s mandate. UNODC supports policy advice and technical capacity annually through two interregional advisers’ full-time work and missions and a number of field projects that are devised to support specific action. As an example of the 23 field initiatives funded by the regular programme of technical cooperation in 2023, UNODC received a request to support the Government of Ecuador and the relevant agencies in responding to the challenges hindering effective maritime law enforcement in the Galapagos, Ecuador. The Office provided targeted technical assistance aimed at enhancing interinstitutional coordination against maritime crime. Through two technical assistance sessions, held in 2022 and 2023, UNODC facilitated discussions and knowledge-sharing among relevant stakeholders to address inadequacies in administrative controls and information exchange. This work contributed to strengthen administrative controls on fuel supply in the Galapagos, thereby disrupting the operations of criminal networks involved in drug trafficking and other maritime crimes. In addition, tracking the sex-disaggregated data (e.g., 6 women of 12 total participants) highlighted the inclusivity and gender sensitivity of the training initiative.
- 23.70 The above-mentioned work contributed to disrupting maritime crime in the region and ensuring the protection of its unique marine ecosystem and the safety of local communities to assess the threat posed by fuel trafficking and maritime crime in the Galapagos through operational and legal analysis and an endorsement of interinstitutional guidelines for maritime law enforcement coordination by the Consejo de la Judicatura, which is reflected in the program performance in 2023, and the related performance measure (see table 23.14), in the proposed programme budget for 2025 (A/79/6 (Sect. 16)).

Table 23.14
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Law enforcement agencies in the Galapagos establish mechanisms to improve interinstitutional coordination in their response against fuel trafficking and maritime crime	Strengthened administrative controls on fuel supply through endorsement of interinstitutional guidelines for maritime law enforcement in the Galapagos

Expected response to anticipated requests for support in 2025

Navigating challenges to safety at sea through strengthened maritime safety management systems

(Result 3 of subprogramme 8 (A/79/6 (Sect. 16)))

- 23.71 For 2025, UNODC expects to receive an increasing number of requests from Member States across a number of themes. In response, it plans to contribute, through policy advice and technical support to developing countries, countries in transition and post-conflict countries, to: (a) acceding to and implementing international instruments on drug and crime control; (b) strengthening and reforming Member States’ criminal justice systems in line with norms, standards and existing good practices; (c) supporting the development of the capacity of national counterparts in the areas of drug control and addressing organized crime, terrorism prevention and criminal justice; and (d) developing new youth-focused projects and programmes in all UNODC mandate areas at the country, subregional and regional levels. In this regard, UNODC will arrange technical workshops and deliver training to

criminal justice practitioners, policymakers and professionals in specialized areas, hold expert group meetings, and undertake strategic missions and assessments on a specific country or thematic needs with the aim of engaging in the subsequent design of upscaled, longer-term technical assistance programmes. Through regular programme of technical cooperation funds, UNODC will focus on least developed countries, landlocked developing countries and small island developing States, as well as on vulnerable groups and fragile States’ crises.

- 23.72 As a concrete example, UNODC will work, among others, on maritime enforcement. In fact, maritime trade routes in the South Atlantic and the Indian Oceans are linked by port facilities that face challenges with regard to maritime enforcement, compliance with international standards for safety and security, and regional cooperation. The subprogramme’s work strengthened the safety of navigation in nine countries in the region and ensured the development and implementation of port security legislations and related compliance frameworks. The expected response in 2025 would contribute to results under all subprogrammes concerned, among others, to increase international cooperation and strengthen the institutional and legislative capacity of Member States to detect, prevent, investigate and prosecute transnational organized crime and new and emerging crimes. The capacity-building activities will enable competent national authorities to conduct daily patrolling, strengthen International Ship and Port Facility Security Code compliance in additional ports and facilitate inter-agency security meetings. Expected deliverables are: (a) a reduced volume of substandard vessels posing threats to seafarers and to the economies of coastal States; (b) five ports in the region become Code-compliant; and (c) at least one port in each target country becomes Code-compliant.
- 23.73 The expected response in 2025 would contribute to strengthened port security and maritime safety management systems, which is reflected in result 3 of subprogramme 8, and the related performance measure (see table 23.15), in the proposed programme budget for 2025 (A/79/6 (Sect. 16)).

Table 23.15
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
9 countries review/establish mechanisms to domesticate international regulations on maritime crime in domestic legislation	Enhanced regional coordination in the prosecution of maritime crime	Ports in 9 countries start conducting daily patrols and review their port facility security plans Protected radiata tortoises seized in Madagascar A new port control unit established in Maputo	9 ports become International Ship and Port Facility Security Code-compliant	At least 1 port in each of the 9 countries assisted is International Ship and Port Facility Security Code-compliant

- 23.74 In line with recently developed regular programme of technical cooperation standard reporting guidelines, the performance measure will be the number of technical workshops and training sessions delivered to criminal justice practitioners, policymakers and professionals in specialized areas with sex-disaggregated data and the contribution by UNODC to the development of new policies, law, national plans and strategies. In particular, the expected response in 2025 would contribute to increased international cooperation and strengthened institutional and legislative capacity of Member States to detect, prevent, investigate and prosecute transnational organized crime and new and emerging crimes, thereby enhancing maritime safety, security and compliance with international standards in the South Atlantic and Indian Ocean regions. This work will bolster regional cooperation, reduce transnational organized crime and safeguard the economies and welfare of coastal States and seafarers.

Efforts to ensure complementarity with the resident coordinator system

23.75 UNODC has aligned with the resident coordinator system to deliver a coherent, effective, efficient and accountable response in accordance with national needs and priorities in country settings and the implementation of the country-level chapter of the management and accountability framework. As of January 2024, UNODC supported 150 countries and territories through United Nations Sustainable Development Cooperation Frameworks or the common country analysis. UNODC is present in 97 countries and territories and without a physical presence in 53 others. It contributes to strengthening system-wide analysis, planning and reporting through Cooperation Frameworks and regional collaborative platforms.

B. Deliverables

Table 23.16
United Nations Office on Drugs and Crime: deliverables for the period 2023–2025, by category and subcategory

	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	25	23	25	18

C. Proposed non-post resource requirements for 2025

Table 23.17
Financial resources by object of expenditure
 (Thousands of United States dollars)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>		<i>2025 estimate (before recosting)</i>
			<i>Total</i>	<i>Percentage</i>	
Other staff costs	345.2	745.0	–	–	745.0
Consultants	168.0	69.9	–	–	69.9
Travel of staff	84.2	64.0	–	–	64.0
Contractual services	148.2	131.4	38.7	29.5	170.1
General operating expenses	48.5	4.1	–	–	4.1
Supplies and materials	1.3	–	–	–	–
Furniture and equipment	39.9	–	–	–	–
Grants and contributions	90.2	175.1	–	–	175.1
Other	1.5	–	–	–	–
Total	927.1	1 189.5	38.7	3.3	1 228.2

23.76 The proposed regular budget resources for 2025 amount to \$1,228,200 before recosting, reflecting an increase of \$38,700, or 3.3 per cent, compared with the approved budget for 2024. The increase in contractual services would provide for additional capacity-building support required in the delivery of technical assistance as a result of the growing number of requests by Member States.

5. Human rights

A. Programmatic activities delivered through the regular programme of technical cooperation

- 23.77 The activities under human rights are implemented by OHCHR and will contribute to building and strengthening national, subregional and regional capacity and structures to address implementation gaps for the protection and promotion of all human rights.
- 23.78 The expected results are implemented under subprogramme 1, Human rights mainstreaming, right to development, and research and analysis, and subprogramme 3, Advisory services, technical cooperation, and field activities. The regular programme of technical cooperation contributes to the objectives and expected results of these subprogrammes and complements their relevant strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2025 (A/79/6 (Sect. 24)).
- 23.79 In 2025, regular programme of technical cooperation-funded activities will enhance Member States' capacity to formulate and implement national development policies, national plans, strategies and laws to address implementation gaps for the protection and promotion of all human rights. They will also be intended to promote the sharing and exchange of knowledge and practices across geographical regions, focusing on providing technical assistance to Member States, at their request, in: (a) enhancing the awareness, knowledge and skills of policymakers and public officials, as well as of regional and subregional organizations, on international human rights standards and mechanisms and on the human rights implications of their work; (b) adopting laws that establish national human rights institutions or strengthen their capacity; (c) enhancing cooperation among Governments, national human rights institutions and non-governmental organizations within their relevant regions in addressing human rights issues that require a regional approach and initiative; and (d) advancing the integration of human rights, including the right to development, into development processes, with a focus on supporting Member States in their efforts to achieve the Sustainable Development Goals and in contributions to be made by the United Nations in the field.
- 23.80 OHCHR, through regular programme of technical cooperation interventions at the national, subregional and regional levels in the form of advisory services, through global, regional and national technical cooperation projects, through conferences, seminars, workshops and group training, and through fellowships and partnerships, will pursue its technical assistance objectives by working closely with the national and regional human rights structures, civil society and other stakeholders, and the United Nations country teams and other partners for effective coordination, building on complementarity.
- 23.81 Priority will continue for the needs of least developed countries, small island developing States, countries emerging from conflict and other countries with special needs, such as post-conflict or landlocked developing countries, placing the principles of equality, non-discrimination and participation at the centre of OHCHR activities, with special attention given to marginalized groups. Emphasis will also be placed on assistance for operationalizing the commitment to leaving no one behind, as well as on economic and social rights and the Secretary-General's call for a new social contract.

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

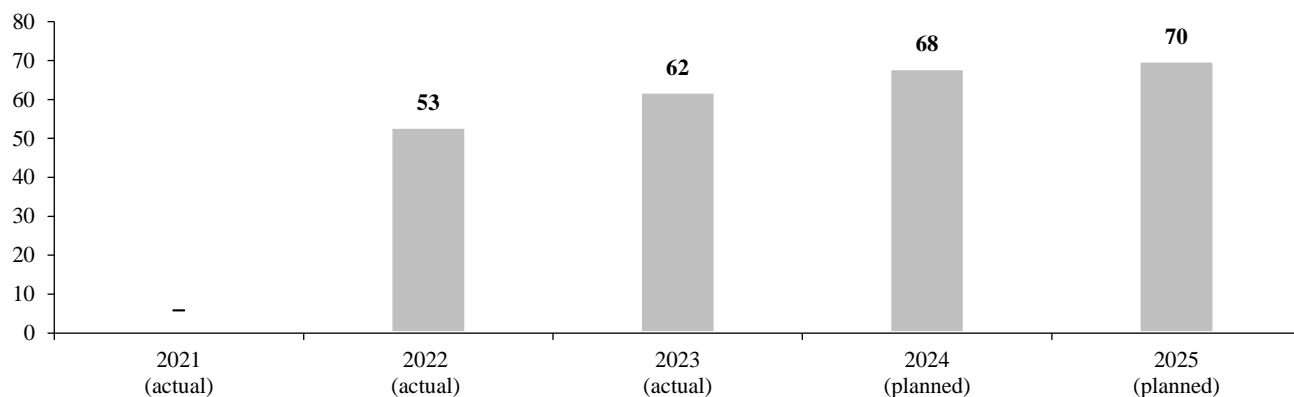
- 23.82 The subprogrammes receive requests for support through word of mouth and face-to-face meetings with government officials from Member States. Outreach takes place in the context of intergovernmental meetings, meetings with government officials, national human rights institutions and civil society in countries where OHCHR has a field presence, as well as through capacity-building activities, including conferences, workshops and wider consultations. These informal settings allow for an initial assessment of country needs and attempts at matching them with in-house expertise.

Response provided to Member States' requests for support in 2023**Towards implementation by Member States of recommendations emanating from international human rights mechanisms**

(Result 2 of subprogramme 3 ([A/79/6 \(Sect. 24\)](#)))

- 23.83 In 2023, OHCHR engagement in sub-programme 1 resulted in the strengthening of the integration of human rights and human rights-based approaches into the common country analysis and the United Nations Sustainable Development Cooperation Framework, including development plans and policies, such as economic policies, aimed at achieving the 2030 Agenda at the country level.
- 23.84 With regard to the common country analysis and the United Nations Sustainable Development Cooperation Framework processes, OHCHR provided operational advice, research, and analytical and programmatic content to the socioeconomic sections of the analysis, including the political economy and social inclusion dimensions, resulting in new Cooperation Frameworks for Angola, Malawi, Lesotho and Mauritius referring to the enhancement of human rights.
- 23.85 With regard to the strengthened and sustained capacities of United Nations staff to assist resident coordinator offices, United Nations country teams and Governments in mainstreaming human rights and leave no one behind and gender equality and women's empowerment guiding principles, OHCHR organized a training-of-trainers session, which resulted in training for the United Nations country team in Nepal, in Guinea-Bissau for the National School of Administration and for staff from resident coordinator offices and United Nations country teams in the eight African countries designing a new United Nations Sustainable Development Cooperation Framework.
- 23.86 OHCHR contributed to the 2023 knowledge exchange on approaches and tools for the 2023 voluntary national reviews, organized by the Department of Economic and Social Affairs, by presenting the publication titled "Human rights and voluntary national reviews: operational common approach guidance note". OHCHR also co-organized, with the University for Peace, an online workshop on mainstreaming the right to development in voluntary national review reporting for realizing the Sustainable Development Goals. The 149 participants from 60 countries strengthened their capacity to work towards operationalizing the right to development in implementing the 2030 Agenda.
- 23.87 In 2023, the subprogrammes' work continued to provide advisory services and deliver technical cooperation activities to least developed countries and small island developing States to enhance their capacity to implement recommendations emanating from international human rights mechanisms. For example, the Caribbean capacity-building workshop on treaty body reporting and the strengthening of the national mechanisms for implementation, reporting and follow-up in October 2023 strengthened the understanding and commitment of government representatives from 13 Caribbean countries to establish and strengthen those mechanisms and gain access to the national recommendation tracking database, and increased compliance with reporting obligations to treaty bodies, which is reflected in result 2 of subprogramme 3, and the related performance measure (see figure 23.VI), in the proposed programme budget for 2025 ([A/79/6 \(Sect. 24\)](#)).

Figure 23.VI
Performance measure: number of least developed countries and small island developing States that implement recommendations emanating from international human rights mechanisms (cumulative)

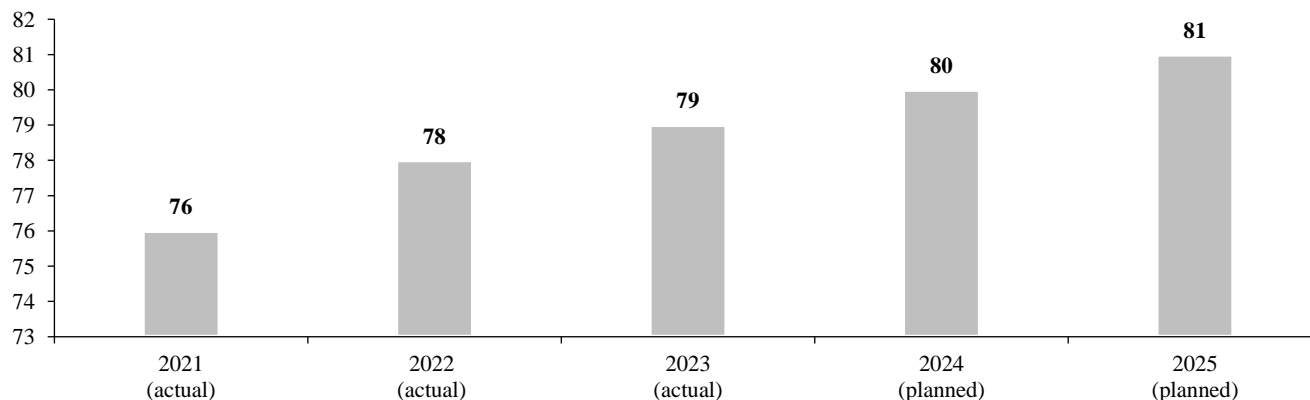


Expected response to anticipated requests for support in 2025

Strengthened effectiveness of national human rights institutions in line with the Paris Principles (Result 3 of subprogramme 3 (A/79/6 (Sect. 24)))

- 23.88 In 2025, OHCHR will continue to respond to requests linked to subprogramme 1 on human rights mainstreaming, right to development and research and analysis, to sustain efforts towards addressing implementation gaps for the protection and promotion of all human rights, including as regards the implementation of the 2030 Agenda, its Sustainable Development Goals and the principle of leaving no one behind.
- 23.89 Lastly, subprogramme 3 will continue to provide Member States and stakeholders in all regions with advisory services and technical cooperation programmes to establish or strengthen the effectiveness of national human rights institutions, in accordance with the principles relating to the status of national institutions for the promotion and protection of human rights (Paris Principles). The expected response would contribute to the advancement of the promotion and the protection of the effective enjoyment by all of all human rights, through enhanced capacity-building, including assistance to requesting States, which would be demonstrated by an increased number of national human rights institutions established or strengthened with the subprogramme’s support, which is reflected in result 3 in subprogramme 3, and the related performance measure (see figure 23.VII), in the proposed programme budget for 2025 (A/79/6 (Sect. 24)).

Figure 23.VII
Performance measure: number of national human rights institutions established or strengthened in line with the Paris Principles (cumulative)



B. Deliverables

Table 23.18

Office of the United Nations High Commissioner for Human Rights: deliverables for the period 2023–2025, by category and subcategory

	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	245	284	272	290

C. Proposed non-post resource requirements for 2025

Table 23.19

Financial resources by object of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	1 193.0	1 312.7	–	–	1 312.7
Consultants	276.5	178.5	–	–	178.5
Travel of representatives	35.1	–	–	–	–
Travel of staff	225.3	96.4	–	–	96.4
Contractual services	158.4	45.2	–	–	45.2
General operating expenses	265.5	132.2	93.9	71.0	226.1
Supplies and materials	1.7	–	–	–	–
Furniture and equipment	25.9	–	–	–	–
Grants and contributions	492.5	1 130.7	–	–	1 130.7
Other	2.9	–	–	–	–
Total	2 676.9	2 895.7	93.9	3.2	2 989.6

23.90 The proposed regular budget resources for 2025 amount to \$2,989,600 before recosting, reflecting an increase of \$93,900, or 3.2 per cent, compared with the approved budget for 2024. The proposed increase under general operating expenses (\$93,900) is intended to address the increasing number of requests from Member States worldwide to facilitate remote participation to enhance inclusivity and accessibility for meeting and workshop participants unable to attend meetings in person, thereby improving the regular programme of technical cooperation's technical cooperation assistance.

6. Humanitarian assistance**A. Programmatic activities delivered through the regular programme of technical cooperation**

23.91 The activities under humanitarian assistance are implemented by the Office for the Coordination of Humanitarian Affairs under all four subprogrammes. In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the above subprogrammes and complements their relevant strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2025 ([A/79/6 \(Sect. 27\)](#)).

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

23.92 In 2024, the first Global Learning Forum was held, drawing on a report of one year of learning from the flagship initiative countries, in which the resident and humanitarian coordinators of the four pilot countries (Colombia, the Niger, the Philippines and South Sudan), partners and donors came together to take stock of the approach and discuss lessons learned and persistent challenges across the various contexts.

Response provided to Member States’ requests for support in 2023

Addressing emerging risks in the humanitarian operating environment
(Result 2 of subprogramme 1 ([A/79/6 \(Sect. 27\)](#)))

23.93 The subprogramme’s work contributed to the identification of gaps in the protection of the humanitarian system against risks associated with the use of ICT and availability of operational guidance on data responsibility in humanitarian action, which covers principles and recommended action to ensure the safe, ethical and effective management of personal and non-personal data at all levels of the humanitarian system, as reflected in result 2 of subprogramme 1, and the related performance measure (see table 23.20), in the proposed programme budget ([A/79/6 \(Sect. 27\)](#)).

Table 23.20
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Increased availability of information and use of strategic technologies by humanitarian actors	Member States and the humanitarian community discuss risks associated with the use of ICT	Gaps identified in the protection of the humanitarian operating environment against risks associated with the use of ICT Operational guidance on data responsibility in humanitarian action available to humanitarian community	Humanitarian community begins to develop collective solutions to address gaps in the protection of the humanitarian operating environment against risks associated with the use of ICT	Humanitarian community begins to implement collective solutions to address gaps in the protecting the humanitarian operating environment against risks associated with the use of ICT

Expected response to anticipated requests for support in 2025

Increased engagement of communities in humanitarian response to effectively address their needs
(Result 3 of subprogramme 1 ([A/79/6 \(Sect. 27\)](#)))

23.94 In 2025, efforts to enhance disaster response preparedness will continue, leveraging the collaborative successes of 2023, including in the Latin America and the Caribbean, Africa and Asia and the Pacific regions. It is expected that more requests for data, documented evidence and lessons of best practices will be received from Member States.

23.95 A significant focus will be placed on strengthening the capacity and methodologies of Governments, non-governmental organizations and the private sector across these areas. The objective is to improve their collaborative effectiveness during the critical initial phases of disasters. This will be

achieved through continued strengthening of the rapid-response capacities through standardized and improved response methodologies. For 2025, the Regional Consultative Group on Humanitarian Civil-Military Coordination for Asia and the Pacific will bring together humanitarian actors, local organizations, government officials and military actors involved in disaster preparedness and response in the region to share lessons learned and best practices.

- 23.96 These concerted efforts will refine international disaster response mechanisms, such as those developed by the International Search and Rescue Advisory Group and the United Nations Disaster Assessment and Coordination Team, making them more versatile and applicable to various disaster situations.
- 23.97 The expected response in 2025 would contribute to crisis-affected people receiving humanitarian assistance in the immediate aftermath of a catastrophe as emergency responders become equipped with the skills and capacity to deploy and respond to sudden-onset emergencies, which is reflected in result 3 of subprogramme 1, and the related performance measure (see table 23.21), in the proposed programme budget for 2025 (A/79/6 (Sect. 27)).

Table 23.21
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Stakeholders in the humanitarian system, including Governments, partners and communities in 4 countries (Colombia, the Niger, the Philippines and South Sudan) commence pilot initiative for community-centric coordination and response structures	Increased active listening approaches adopted in pilot countries	Increased community participation and local actors' engagement in the design and implementation of humanitarian coordination and response structures, including financing, with a view to assessing practices for further scaling and replicating for other contexts

B. Deliverables

Table 23.22
Office for the Coordination of Humanitarian Affairs: deliverables for the period 2023–2025, by category and subcategory

	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	28	174	28	156

C. Proposed non-post resource requirements for 2025

Table 23.23

Financial resources by object of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	422.6	562.5	–	–	562.5
Consultants	99.8	77.7	–	–	77.7
Travel of staff	26.9	94.3	–	–	94.3
Contractual services	25.8	53.2	–	–	53.2
General operating expenses	10.5	16.2	–	–	16.2
Furniture and equipment	72.4	–	26.8	–	26.8
Grants and contributions	13.2	20.6	–	–	20.6
Other	1.0	–	–	–	–
Total	672.0	824.5	26.8	3.3	851.3

23.98 The proposed regular budget resources for 2025 amount to \$851,300 before recosting, reflecting an increase of \$26,800, or 3.3 per cent, compared with the approved budget for 2024. The increase (\$26,800) under furniture and equipment is to purchase emergency ICT equipment for locations with limited or no connectivity, in support of anticipated requests for assistance from Member States.

II. Regional and subregional advisory services

7. Economic and social development in Africa

A. Programmatic activities delivered through the regular programme of technical cooperation

23.99 The activities under economic and social development in Africa are implemented by ECA, through all subprogrammes, and are used to support African countries in their capacity development efforts and technical advisory services.

23.100 In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the subprogrammes and complements their relevant strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2025 (A/79/6 (Sect. 18)).

Response provided to member States' requests for support in 2023

23.101 In 2023, ECA received a number of requests from member States to strengthen their capacity to mobilize domestic resources through effective debt management and development of domestic capital markets. The ability of Governments to mobilize domestic resources to meet financing needs is central to the achievement of the Sustainable Development Goals and Agenda 2063 of the African Union: The Africa We Want. To support them, subprogramme 1 convened peer learning workshops for policymakers from Ethiopia, Sierra Leone, South Africa, the Sudan and Zambia to facilitate experience-sharing among States in debt management strategies and capacity-building in debt statistics compilation for effective debt restructuring. Subprogramme 3 supported the capacity-building of policymakers from line ministries, central banks and development financial institutions in sovereign ratings and assessments of the country's readiness for a sovereign credit rating exercise.

Subprogramme 5 supported the Sustainable Debt Coalition initiative in advocating for the comprehensive reform of the global sovereign debt architecture to help developing countries to achieve their climate commitments.

Expected additional requests for support from Member States for 2025

- 23.102 In response to an anticipated increase in the volume of requests for assistance from Member States, in the context of the realignment of its programme of work ECA would provide additional support alongside the main areas of focus: macroeconomic policies and development financing; regional integration, economic diversification and sustainable industrialization; infrastructure development, including energy; technology, innovation and connectivity; and climate action and food security as enablers of the 2030 Agenda and Agenda 2063, in the context of the second 10-year implementation plan of Agenda 2063 launched at the thirty-seventh ordinary session of the Assembly of Heads of State and Government of the African Union, in February 2024. ECA will address emerging challenges and opportunities in Africa through, primarily, upscaling its work on land and agriculture transformation aimed at improving food security, and increasing investment in climate action for enhanced resilience and innovative financing tools and economic governance instruments to boost domestic resource mobilization, as well as address debt management. It will also seek the enhanced mainstreaming of data and statistics and the improved integration of social dimensions towards strengthening links between social and economic development programmes.

Efforts to ensure complementarity with the resident coordinator system

- 23.103 ECA has developed and endorsed a strategy towards enhancing close collaboration with the resident coordinator system at all levels, including the regional, subregional and national levels, encompassing all sources of funding, including the regular programme of technical cooperation. While designing their project proposals, subprogrammes have to meet several strategic criteria as defined in internal guidelines and templates updated on an annual basis and follow annual reporting templates and recommendations emanating from United Nations Headquarters-based budget and administrative committees. One of these criteria is related to the consultation and sustained collaboration with the resident coordinator system while implementing projects in the framework of beneficiary country United Nations Sustainable Development Cooperation Frameworks, which will be demonstrated and evidenced during reporting.
- 23.104 ECA also collaborates with the resident coordinator system and United Nations country teams, including on regular programme of technical cooperation projects through the Regional Collaborative Platform, in which the resident coordinators request support through the Regional Collaborative Platform joint secretariat and relevant opportunity/initiative-based coalitions are deployed to provide the requested support. At this regional level, ECA works closely with the Africa office of the Development Coordination Office in planning this type of support. In addition, the ECA subregional offices, which serve as non-resident members of the United Nations country teams in their relevant regions, contribute to the work of the United Nations country teams, including on the development of common country analyses, United Nations Sustainable Development Cooperation Frameworks and technical advisory services, some of which is funded under the regular programme of technical cooperation. Leveraging on its strength in convening a wide range of stakeholders on Africa's development priorities, ECA further engage resident coordinators in the planning, organization and delivery of its intergovernmental regional platforms such as the Africa Regional Forum on Sustainable Development.

Review of high-level positions at headquarters duty stations

- 23.105 The main function of interregional advisers is to provide technical expertise, facilitate the transfer of knowledge from global deliberations and the most recent analytical work to Governments and institutions, and contribute to the formulation, assessment and/or evaluation of national and subregional policies, strategies, programmes and projects of Member States and regional economic communities, upon their request. The specific roles, functions and areas of expertise are reflected in

the job descriptions and terms of reference and are classified at the appropriate level. Any new appointments and extensions of appointments of interregional advisers are subject to the review and approval of the head of entity and onward processing by the human resources and the budget sections. The specific focus of each of these positions evolves over time in line with the ECA strategic focus areas, shifting Member State priorities and regional trends.

Outreach and dissemination of guidelines to member States on the opportunities for assistance through the regular programme of technical cooperation

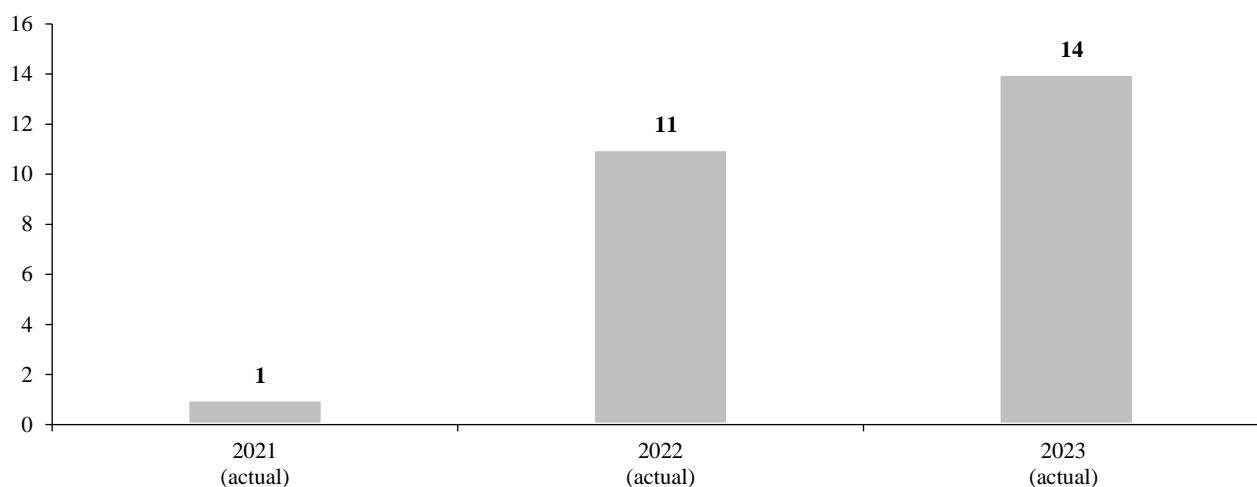
- 23.106 ECA leveraged various communication channels to raise awareness and promote the regular programme of technical cooperation. A total of 34 outreach activities were undertaken, reaching 43 member States. ECA builds on its convening power through intergovernmental meetings, conferences and workshops, for example, the African Regional Forum on Sustainable Development, the annual Africa Climate Resilience Investment Summit and the Conference on Land Policy in Africa, to raise awareness of regular programme of technical cooperation opportunities.

Response provided to Member States' requests for support in 2023

Improvement in census undertakings as a result of digital applications (Programme performance in 2023 of subprogramme 4 (A/79/6 (Sect. 18)))

- 23.107 In 2023, ECA provided a response focused on the use of digital solutions to conduct national censuses in Burundi, Namibia and Senegal. In these countries, as is the case on most of the African continent, the quality and timeliness of population and housing census data continue to be a challenge. In addition, the cost of national censuses is a debilitating factor for many member States in terms of being able to conduct regular censuses to ensure up to-date population and housing statistics for national decision-making. Census data are central to, among other uses, national planning, effective resource allocation and service delivery, and provide vital information for the monitoring of and reporting on the Sustainable Development Goals. Therefore, ensuring the high quality, timeliness and frequency of national census data is a crucial factor in national development.
- 23.108 In response, ECA supported member States in strengthening capacity in census-mapping, geospatial data management and the development of geocoding schemes for the geospatial analysis of census data. ECA provided advisory services in census planning, questionnaire design and field management towards the implementation of censuses. It also supported the deployment of mobile technology for the collection of census and survey data, resulting in enhanced data quality and augmented efficiency in data production. Burundi, Namibia and Senegal were able to conduct their censuses and disseminate official statistics in a record time of approximately 4 months, compared with a continental average of 18 months. The utilization of resulting data and statistics is essential for any development intervention and tailor-made policymaking, hence the need to further upscale such support to other African countries, with a view to enhancing contributions of United Nations Development Account projects such as strengthening capacity for evidence-based social protection policies for responding to the triple global crisis in fuel, food and finance.
- 23.109 The above-mentioned work contributed to member States improving the quality and timeliness of census undertakings through technological applications, reflected in the section on programme performance in 2023 under subprogramme 4, and the related performance measure (see figure 23.VIII), in the proposed programme budget for 2025 (A/79/6 (Sect. 18)).

Figure 23.VIII
Performance measure: number of members of the Economic Commission for Africa improving the quality and timeliness of census undertakings through technological applications (cumulative)



Expected response to anticipated requests for support in 2025

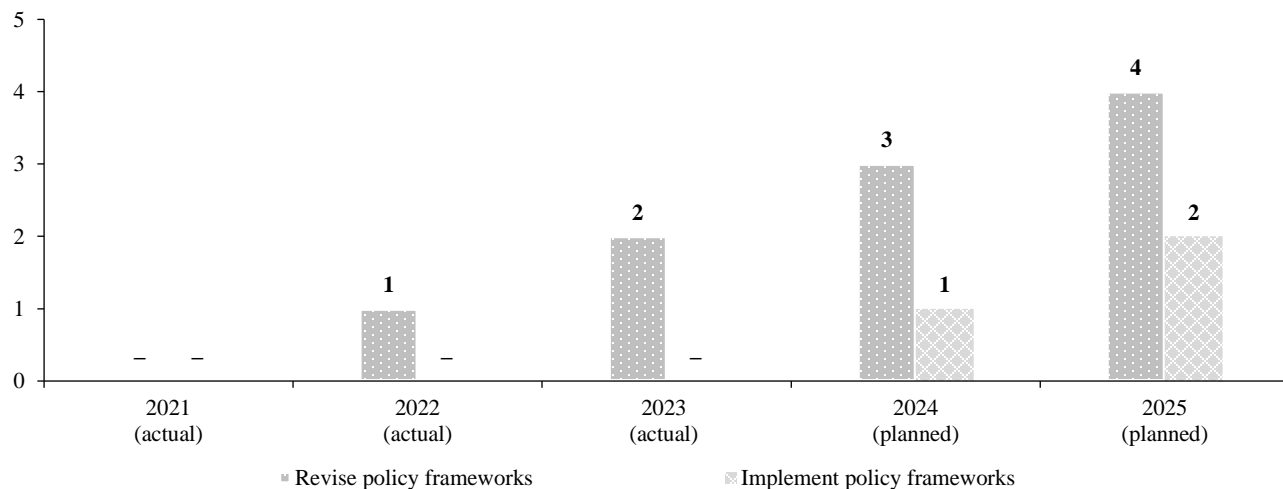
Southern African members of the Economic Commission for Africa revise and implement their national industrial policy frameworks in line with regional industrialization strategies (Result 2 of component 5 of subprogramme 7 (A/79/6 (Sect. 18)))

- 23.110 Subprogramme 7, component 5, supports 11 countries, namely, Angola, Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Zambia and Zimbabwe. In pursuit of its mandate to deepen regional integration and strengthen capacities to achieve inclusive and sustainable industrialization for the reduction in poverty and inequality in the Southern Africa subregion, the subprogramme provides technical support to ECA member States, regional economic communities (Common Market for Eastern and Southern Africa and Southern African Development Community) and other intergovernmental organizations in enhancing their capacity to formulate and implement policies, strategies, and high-impact subregional initiatives in support of regional integration and inclusive and sustainable industrialization. Furthermore, the subprogramme collaborates with the African Union's Southern Africa regional office and other development organizations and United Nations entities to strengthen the capacities of member States to advance inclusive and sustainable development through implementation of the Southern African Development Community industrialization strategy and road map (2015–2063) and industrial policy (2015–2030).
- 23.111 ECA receives many requests for technical support from Member States on, among others, the review and formulation of national industrial policies and ensuring harmonization and alignment with regional policy frameworks on industrialization; the formulation of local content frameworks as strategies to enhance the participation of local enterprises in industrialization; interventions to develop special economic zones and industrial parks; and the development of regional value chains. For example, the subprogramme has, recently and upon request, supported Malawi (in 2022) and Zimbabwe (in 2023) in reviewing and developing their national industrial policies. Furthermore, the subprogramme also assisted Zimbabwe, in 2023, in developing its local content thresholds for the pharmaceutical, fertilizer and packaging subsectors as one of the key strategies for promoting industrialization and industrial growth in line with the country's newly formulated national industrial policy. The local content thresholds enhanced the capacity of local private sector players, including micro-, small and medium-sized enterprises, in Zimbabwe to tap into inherent economic potential across sectors to boost investment, beneficiation, value addition and the development of value chains. The thresholds would progressively increase the share of locally sourced labour, goods,

services and capital in the value chains of the three subsectors. These interventions were carried out within the framework of a United Nations Development Account project on innovative approaches towards entrepreneurship and private sector development to promote trade and inclusive industrialization in Southern Africa.

- 23.112 In response to the anticipated increased number of requests for support in 2025, the subprogramme will provide technical assistance and advisory services to more countries in Southern Africa, assisting them in aligning and harmonizing their national policies with regional policy frameworks to support industrial development in the subregion and assist them in stimulating an export diversification strategy through value addition and manufacturing, with the aim of increasing the share of manufacturing value added in gross domestic product.
- 23.113 The anticipated support would lead to national industrial policies harmonized and aligned with regional industrialization frameworks for improved industrial competitiveness of the southern Africa subregion. This would further result in economic diversification and transformation through value addition and the development of regional value chains, accelerated by transboundary industrial clusters, hubs and special economic zones in selected members of ECA, as well as enhanced capacities of local private sector actors, including micro-, small and medium-sized enterprises, to participate in industrial activities and in national and regional value chains.
- 23.114 The expected response in 2025 would contribute to enhancing the capacity of an increased number Southern Africa members of ECA to revise and implement their national industrial policy frameworks in alignment with regional industrialization strategies, which is reflected in result 2 of component 5 of subprogramme 7, and the related performance measure (see figure 23.IX), in the proposed programme budget for 2025 (A/79/6 (Sect. 18)).

Figure 23.IX
Performance measure: number of Southern Africa members of the Economic Commission for Africa that revise and implement their national industrial policy frameworks in alignment with regional industrialization strategies (cumulative)



B. Deliverables

Table 23.24

Economic Commission for Africa: deliverables for the period 2023–2025, by category and subcategory

	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops, and training events (number of days)	426	330	440	460

C. Proposed non-post resource requirements for 2025

Table 23.25

Financial resources by object of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	2 716.9	3 690.3	307.2	8.3	3 997.5
Consultants	1 464.6	1 674.2	139.3	8.3	1 813.5
Experts	796.6	–	–	–	–
Travel of representatives	11.1	–	–	–	–
Travel of staff	939.9	428.5	35.7	8.3	464.2
Contractual services	645.3	447.5	37.3	8.3	484.8
General operating expenses	519.0	–	–	–	–
Supplies and materials	4.6	–	–	–	–
Furniture and equipment	383.3	–	–	–	–
Construction, alteration and maintenance	1.7	–	–	–	–
Grants and contributions	1 722.7	3 599.8	299.7	8.3	3 899.5
Other	(2.5)	–	–	–	–
Total	9 203.1	9 840.3	819.2	8.3	10 659.5

23.115 The proposed regular budget resources for 2025 amount to \$10,659,500 before recosting, reflecting an increase of \$819,200, or 8.3 per cent, compared with the approved budget in 2024. The increase under other staff costs (\$307,200), consultants (\$139,300), travel of staff (\$35,700), contractual services (\$37,300) and grants and contributions (\$299,700) would enable ECA to respond to anticipated additional requests for technical assistance and advice from member States in 2025 relating to the 2030 Agenda and Agenda 2063, given the context of the second 10-year implementation plan of Agenda 2063, launched in February 2024.

8. Economic and social development in Asia and the Pacific

A. Programmatic activities delivered through the regular programme of technical cooperation

23.116 The activities under economic and social development in Asia and the Pacific are implemented by ESCAP under all nine subprogrammes.

- 23.117 In response to an anticipated increase in the volume of requests for assistance from member States, ESCAP would provide additional funds for advisory services in response to continued demand from member States in Asia-Pacific for technical cooperation assistance and tailored services, including in the areas of climate finance, official statistics and environment statistics, with an emphasis on the advisory function to member States and intergovernmental organizations.
- 23.118 In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the above subprogrammes and complements their relevant strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget report for 2025 ([A/79/6 \(Sect. 19\)](#)).

Outreach and dissemination of guidelines to Member States on the opportunities for assistance through the regular programme of technical cooperation

- 23.119 The secretariat of ESCAP continues to enhance awareness of the opportunities for technical assistance and services that the programme offers, upon request, in particular through: (a) official documentation of intergovernmental meetings, conferences, other events and forums and related public information; (b) regular briefing of the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission; (c) bilateral meetings of the Executive Secretary with senior officials and permanent representatives of member States; (d) official missions and advisory services of ESCAP senior management and other staff; and (e) official correspondence addressed to seats of Government relating to advisory and other technical assistance offerings available to member States upon request.

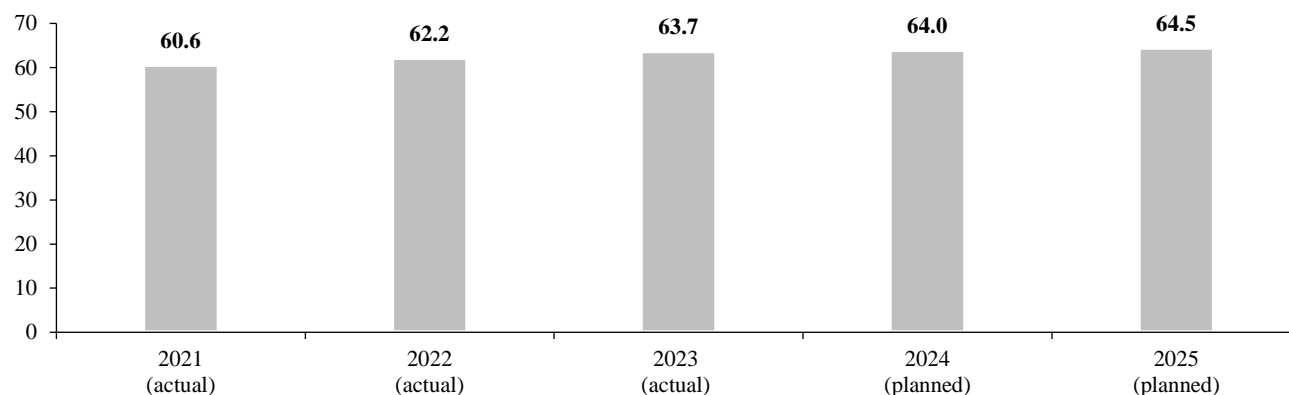
Response provided to member States' requests for support in 2023

More sustainable and efficient trade processes through increased digital and sustainable trade facilitation measures
(Result 3 of subprogramme 2 ([A/79/6 \(Sect. 19\)](#)))

- 23.120 In 2023, subprogramme 2, Trade, investment and innovation, responded to requests from member States to build capacity for trade negotiations. For example, ESCAP delivered a training workshop for officials in Mongolia on e-commerce-related negotiations, digital trade provisions and chapters in preferential trade agreements. The workshop included training on the use of the ESCAP online Trade Intelligence and Negotiation Adviser. The training sessions will ultimately be consolidated into an online course to be made available to all other interested stakeholders from the Asia-Pacific region starting in 2024. Several other online training sessions were also conducted in 2023, including on climate-smart trade and investment for sustainable development and on using the Trade Intelligence and Negotiation Adviser, with certificates of completion issued for participants in 11 countries in South-East and South Asia. Following specific requests from development partners, including the Central Asia Regional Economic Cooperation Programme and the Asia Development Bank, member States from the North and Central Asian subregion benefited from several training sessions on trade negotiations, including on using the Trade Intelligence and Negotiation Adviser.
- 23.121 The above-mentioned work contributed to more sustainable and efficient trade processes through increased digital and sustainable trade facilitation and the related performance measure of the implementation rate of digital and sustainable trade facilitation measures in Asia and the Pacific, which is reflected in result 3 of subprogramme 2, and the related performance measure (see figure 23.X), in the proposed programme budget for 2025 ([A/79/6 \(Sect. 19\)](#)).

Figure 23.X
Performance measure: implementation rate of digital and sustainable trade facilitation measures in Asia and the Pacific (annual)

(Percentage)



Expected response to anticipated requests for support in 2025

Strengthened financing for sustainable development, with a focus on innovative and emerging financing options in the Asia-Pacific region

(Result 1 of subprogramme 1 ([A/79/6 \(Sect. 19\)](#)))

Improved policymaking for macroeconomic and financing for development issues

(Result 3 of subprogramme 1 ([A/79/6 \(Sect. 19\)](#)))

- 23.122 At the fourth session of the Committee on Macroeconomic Policy, Poverty Reduction and Financing for Development, held from 1 to 3 November 2023, note was taken of the key findings contained in the ESCAP report titled *Sustainable Finance: Bridging the Gap in Asia and the Pacific* and recommended that ESCAP continue to provide capacity-building support and promote peer-to-peer learning and the sharing of experiences among member States in the areas of sustainable finance and public debt. Accordingly, subprogramme 1 focuses on providing country-level technical assistance for policymakers to identify enabling factors that can accelerate sustainable financing, which includes financing the energy transition, and to help to close investment gaps. In 2025, requests to support policy research in financing options and modalities for the energy transition, peer-learning activities and country-level training workshops are expected to increase. This would build on the work implemented in 2024 on addressing the challenges of financing the energy transition and strengthening green bond frameworks in the Asia-Pacific region, which is being delivered to Indonesia, the Philippines and Viet Nam.
- 23.123 Additional requests are also expected from a few countries in South-East and Central Asia in the area of financing climate action. The expected results complement activities being delivered under the sixteenth tranche of the United Nations Development Account, on catalysing climate finance and investment while ensuring debt sustainability in Asia-Pacific countries in special situations, including in Bhutan, Cambodia, Fiji and Mongolia. These achievements will also contribute to results 1 and 3 of subprogramme 1.
- 23.124 The expected response in 2025, to be delivered in particular through policy research, peer-learning activities and country-level training workshops, would contribute to strengthened financing for sustainable development, with a focus on innovative and emerging financing options in the Asia-Pacific region, which is reflected in result 1 of subprogramme 1, and the related performance measure (see table 23.26), in the programme budget for 2025 ([A/79/6 \(Sect. 19\)](#)), and improved policymaking for macroeconomic and financing for development issues, which is reflected in result 3 of subprogramme 1, and the related performance measure (see table 23.27), in the proposed programme budget for 2025 ([A/79/6 \(Sect. 19\)](#)).

Table 23.26
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
New policy initiatives or reforms by 3 Member States (Bangladesh, Cambodia and Vanuatu) to strengthen financing and resource mobilization and allocation for sustainable development	New policy initiatives or reforms by 3 Member States (Bangladesh, Bhutan and Cambodia) to strengthen financing and resource mobilization and allocation for sustainable development	New policy initiatives or national strategies by 3 Member States (Bhutan, Cambodia and Sri Lanka) to strengthen financing and resource mobilization and allocation for sustainable development	New policy initiatives or reforms by 3 Member States to strengthen financing and resource mobilization and allocation for sustainable development	New policy initiatives or reforms by 3 Member States to strengthen financing and resource mobilization and allocation for sustainable development

Table 23.27
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States accessed macroeconomic policy knowledge and recommendations through the ESCAP website	Member States benefited from updates on policy research through the Consultative Group on Financing Strategies for the Sustainable Development Goals	Policymakers engaged in interactive discussions with experts through policy dialogues on flagship publications	At least 60 per cent of policymakers acknowledge policy awareness on emerging macroeconomic and financing for development issues	At least 65 per cent of policymakers acknowledge strengthened policy awareness on emerging macroeconomic and financing for development issues

Augmented use of geospatial data for accelerating Sustainable Development Goal monitoring and implementation

(Result 1 of subprogramme 5 (A/79/6 (Sect. 19)))

Increased adoption of digitally driven innovations to enable transformative adaptation to climate change

(Result 3 of subprogramme 5 (A/79/6 (Sect. 19)))

- 23.125 Following the eightieth session of ESCAP, convened in 2024 under the theme of leveraging digital innovation for sustainable development in Asia and the Pacific, subprogramme 5, Information and communication technology and disaster risk reduction, will deliver technical assistance, upon request, to strengthen the capacity of countries to develop and deploy innovative digital solutions in support of sustainable development.
- 23.126 In 2025, subprogramme 5 is expected to receive requests for strengthening national frameworks on disaster risk reduction and climate adaptation from small island developing States in the Pacific subregion that would build on the work undertaken in 2024 in the Hindu Kush Himalaya and the Mekong subregions. In response to those requests, the subprogramme will roll out interventions to strengthen early warning systems through improved disaster risk data analytics in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 and in support of the Early Warnings for

All initiative of the United Nations. It will further build digital skills for geospatial data analysis and interpretation in developing countries, upon request, to ensure that all countries are able to benefit from the applications of digital technologies. The subprogramme will also support countries in integrating digital technologies and innovations with traditional space applications to further geospatial information applications and to facilitate the regional sharing of related good practices, in line with ESCAP resolution [E/ESCAP/RES/79/9](#).

23.127 Given that digital connectivity is an important precondition for undertaking the work described above, subprogramme 5 is expected to continue to receive requests for strengthening national capacities on digital connectivity, digital technologies and applications, and digital data. The subprogramme will respond to these by implementing capacity-building and information-sharing activities under the Asia-Pacific information superhighway.

23.128 The expected response in 2025 would contribute to the augmented use of geospatial data for Sustainable Development Goal monitoring and achievement under result 1 of subprogramme 5, and the related performance measure (see table 23.28), in the proposed programme budget for 2025 ([A/79/6 \(Sect. 19\)](#)), and the increased adoption of digitally driven innovations to enable transformative adaptation to climate change, and the related performance measure (see table 23.29), under result 3 of subprogramme 5, in the proposed programme budget for 2025 ([A/79/6 \(Sect. 19\)](#)).

Table 23.28
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Members and associate members gained access to training and tools to enhance the use of geospatial data	3 countries (Indonesia, Sri Lanka and Thailand) initiated policy actions or projects on integrating geospatial and sectoral data for monitoring and implementation of the Sustainable Development Goals	Kyrgyzstan established the Central Asia Drought Information System and the Philippines the use of satellite data to improve air quality monitoring	Increased availability of geospatial and sectoral data for tracking progress on the Sustainable Development Goals in 2 countries	5 countries, including at least 2 countries in special situations, capitalize on digitally driven geospatial applications to accelerate progress on the Sustainable Development Goals

Table 23.29
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Members States gained access to disaster risk data analytics	All ESCAP subregions gained access to downscaled climate scenario data through the ESCAP Risk and Resilience Portal	Members States access an updated version of disaster risk data analytics	2 countries make progress in achieving transformative adaptation in agriculture or the energy sector	2 additional countries make progress in achieving transformative adaptation in agriculture or the energy sector

B. Deliverables

Table 23.30

Economic and Social Commission for Asia and the Pacific: deliverables for the period 2023–2025, by category and subcategory

	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	140	246	150	155

C. Proposed non-post resource requirements for 2025

Table 23.31

Financial resources by object of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	884.5	883.1	154.9	17.5	1 038.0
Consultants	1 302.9	1 362.3	(26.2)	(1.9)	1 336.1
Travel of representatives	4.1	–	–	–	–
Travel of staff	454.3	458.8	–	–	458.8
Contractual services	329.4	598.6	–	–	598.6
General operating expenses	107.7	203.9	–	–	203.9
Furniture and equipment	1.0	–	–	–	–
Grants and contributions	702.7	461.6	–	–	461.6
Other	1.6	–	–	–	–
Total	3 788.2	3 968.3	128.7	3.2	4 097.0

- 23.129 The proposed regular budget resources for 2025 amount to \$4,097,000 before recosting, reflecting an increase of \$128,700, or 3.2 per cent, compared with the approved budget for 2024. The proposed increase under other staff costs (\$154,900) is to provide additional regional advisory services in response to anticipated increased demand from member States in the Asia-Pacific region for technical cooperation assistance and tailored services, including in the areas of climate finance, official statistics and environment statistics, with an emphasis on the advisory function to member States, taking into account existing subregional and intergovernmental frameworks such as those under the Association of Southeast Asian Nations and in the northern Pacific subregion on capacity development in support of implementation of the 2030 Agenda, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Paris Agreement. This increase would be offset by a decrease under consultants (\$26,200), in line with expected requests from member States in 2025.

9. Economic development in Europe

A. Programmatic activities delivered through the regular programme of technical cooperation

- 23.130 The activities under economic development in Europe are implemented by ECE in support of programme 17 under all ECE subprogrammes.
- 23.131 Technical cooperation activities are focused on the United Nations programme countries in the ECE region, where the Commission is a signatory of the United Nations Sustainable Development Cooperation Framework. ECE technical cooperation is intended to strengthen national capacities to accede to and implement the Commission's international legal instruments, norms and standards. The activities promote regional, subregional and transboundary cooperation and support Governments in accelerating the implementation and the achievement, respectively, of the 2030 Agenda and the Sustainable Development Goals.
- 23.132 In 2025, ECE will provide technical advice and policy options to Governments in the areas of environmental governance, transport and connectivity, statistics, public-private partnerships, innovation, sustainable energy, trade, forestry, urban development and population. Sectoral and cross-sectoral advisory services, training and field projects within ECE mandate and expertise areas will continue to be delivered in response to demands from member States.
- 23.133 In line with its technical cooperation strategy, ECE will continue to work closely with the resident coordinators and United Nations country teams in the United Nations programme countries. ECE technical cooperation activities funded from the regular programme of technical cooperation complement the United Nations Development Account projects and integrate the six transitions in its interventions.³ Cross-sectoral activities include digitalization, circular economy, green transformation, sustainable urban solutions, sustainable mobility and connectivity. Technical cooperation activities also integrate South-South cooperation and a peer learning component in order to share experience on various capacity development approaches and policy options that could be replicated in and outside of the region.
- 23.134 In response to an anticipated increase in the volume of requests for assistance from member States, ECE would provide additional advisory services in cooperation with relevant partners.
- 23.135 In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the above subprogrammes and complements their relevant strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2025 (A/79/6 (Sect. 20)).

Outreach and dissemination of guidelines to member States on the opportunities for assistance through the regular programme of technical cooperation

- 23.136 ECE consistently strengthens its outreach efforts to provide information on technical cooperation opportunities for the United Nations programme countries in the ECE region through meetings with government officials in the context of intergovernmental sessions, briefings and meetings with permanent missions to the United Nations based in Geneva, workshops, advisory missions, regular meetings with the resident coordinators and United Nations country teams, and participation in the United Nations Sustainable Development Cooperation Framework processes.
- 23.137 Some examples include the following: (a) targeted presentations at regular intergovernmental sessions for policymakers to promote multilateral environmental agreements, United Nations transport-related legal instruments and other ECE norms, tools and standards; (b) discussion on technical cooperation needs at the annual high-level seminar on capacity development for heads of national statistical offices in programme countries in the ECE region and through the Regional

³ The transitions are food systems, energy access and affordability, digital connectivity, education; jobs and social protection, and climate change, biodiversity loss and pollution.

Coordination Group on Data and Statistics for Europe and Central Asia; (c) briefings for permanent missions to the United Nations based in Geneva on sustainable energy; (d) participation in regional and subregional platforms such as the European Union-Central Asia working group on the environment, the United Nations Special Programme for the Economies of Central Asia, the inter-State commission on sustainable development and annual meetings of the Special Programme for the Economies of Central Asia thematic working groups, organized jointly by ECE and ESCAP; (e) meetings of the Issue-based Coalition on Environment and Climate Change and outreach to the offices of resident coordinators and United Nations country teams on integrating the environment and climate change into the United Nations Sustainable Development Cooperation Frameworks; and (f) regular briefings for the resident coordinators and country teams on ongoing and planned technical cooperation portfolios, including the participation of ECE regional advisers in country teams and relevant Cooperation Framework results group meetings.

- 23.138 Regular discussions with the resident coordinators and country teams contribute to identifying areas for partnerships and joint programming as an important means of awareness-raising and leveraging funding through such instruments as the Joint Sustainable Development Goals Fund. ECE coordinates its technical cooperation portfolio with other United Nations organizations to ensure synergies and complementarities with national and subregional intervention and to build essential partnerships to multiply the impact and sustainability of ECE technical cooperation interventions.

Response provided to member States' requests for support in 2023

Increased number of United Nations Member States becoming parties to multilateral environmental agreements serviced by the Economic Commission for Europe

(Result 2 of subprogramme 1 ([A/79/6 \(Sect. 20\)](#)))

Increased number of countries collaborating on developing and using machine learning techniques for the production of official statistics

(Result 1 of subprogramme 3 ([A/79/6 \(Sect. 20\)](#)))

- 23.139 In 2023, ECE focused its technical cooperation on delivering integrated policy and capacity-building responses to facilitate transboundary cooperation, enhance connectivity, strengthen data and statistics systems, support green transformation and digitalization, and respond to emerging needs and mounting challenges in the region.
- 23.140 ECE delivered several assessments to improve national capacities in the areas of environment and statistics (subprogramme 1, Environment, and subprogramme 3, Statistics). In Uzbekistan, ECE supported the country in preparing a national state of the environment report, which provided an analysis of environmental issues and trends using the drivers-pressures-state-impacts-responses framework methodology to draw connections between the state of the environment and drivers and pressures on the environment. The report improved overall public accessibility of environmental data and, by making the data on the environment available, fostered public participation in environmental decision-making, helping the country to accede to the Aarhus Convention. The global assessments of the national statistical systems of Georgia and Kazakhstan reviewed the national statistical systems in terms of their compliance with internationally agreed methodologies, international quality frameworks and adequacy of resources. Assessments noted progress made and plans considered to make further improvements. The recommendations were subsequently used to prepare the development plans for the national statistical systems in both countries and serve as a guide for multilateral and bilateral assistance.
- 23.141 The above-mentioned work contributed to an increased number of United Nations Member States becoming parties to multilateral environmental agreements serviced by ECE, which is reflected in result 2 of subprogramme 1, and the related performance measure (see figure 23.XI), and the increased number of countries collaborating on developing and using machine learning techniques for the production of official statistics, which is reflected in result 1 of subprogramme 3, and the related performance measure (see figure 23.XII), in the proposed programme budget for 2025 ([A/79/6 \(Sect. 20\)](#)).

Figure 23.XI
Performance measure: number of parties to multilateral environmental agreements serviced by the Economic Commission for Europe (cumulative)

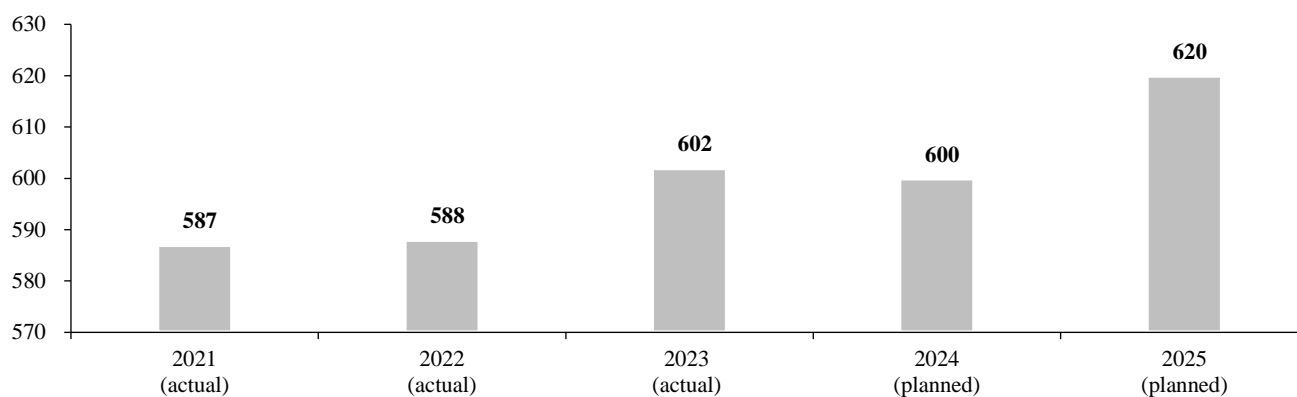
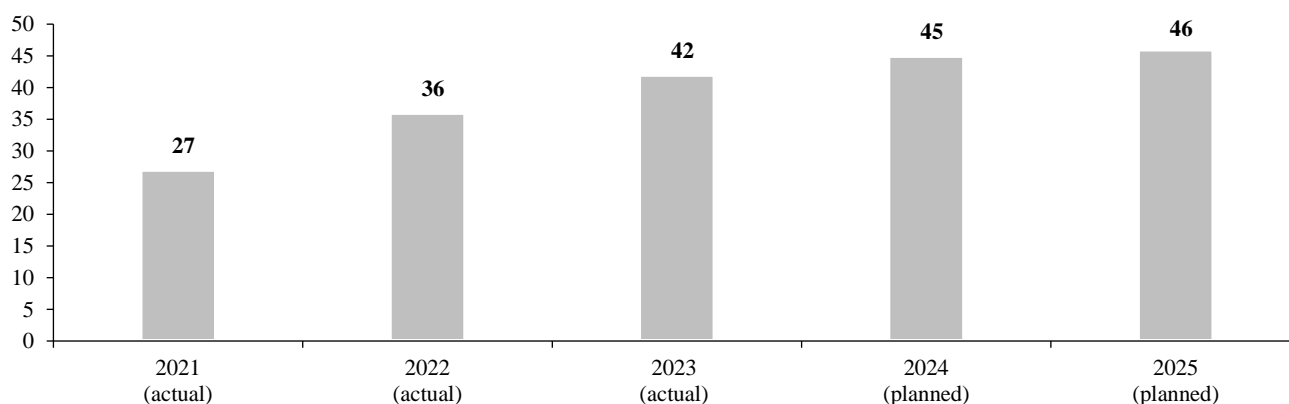


Figure 23.XII
Performance measure: number of member States actively collaborating in developing and using machine learning techniques for the production of official statistics (cumulative)



Expected response to anticipated requests for support in 2025

Enhanced regulatory framework for sustainable inland transport systems

(Result 1 of subprogramme 2 ([A/79/6 \(Sect. 20\)](#)))

More public-private partnership infrastructure projects assessed as compliant with the Sustainable Development Goals

(Result 3 of subprogramme 4 ([A/79/6 \(Sect. 20\)](#)))

Enhanced resilience of energy systems in the Economic Commission for Europe region

(Result 2 of subprogramme 5 ([A/79/6 \(Sect. 20\)](#)))

Increased facilitation of agricultural trade through the adoption of agricultural quality and electronic business standards in Economic Commission for Europe member States

(Result 1 of subprogramme 6 ([A/79/6 \(Sect. 20\)](#)))

Evidence-based planning and action for the sustainable production and consumption of forest products

(Result 3 of subprogramme 7 ([A/79/6 \(Sect. 20\)](#)))

Acceleration of the city-level implementation of best practices in housing and land management and urban development

(Result 2 of subprogramme 8 (A/79/6 (Sect. 20)))

More age-sensitive and inclusive policies to respond to the opportunities and challenges of individual and population ageing

(Result 3 of subprogramme 8 (A/79/6 (Sect. 20)))

- 23.142 In response to anticipated requests in 2025, ECE subprogrammes will: (a) support the ratification and implementation of ECE international norms and standards; (b) address specific national and transboundary challenges; (c) improve connectivity; and (d) build economic and environmental resilience, including through the platform provided by the United Nations Special Programme for the Economies of Central Asia.
- 23.143 ECE subprogrammes, more specifically, will focus on:
- (a) Supporting Tajikistan's accession to the Industrial Accidents Convention;
 - (b) Supporting the establishment of an interinstitutional working group on tailing safety and the prevention of accidental water pollution in Uzbekistan, based on the results in Kazakhstan and Tajikistan;
 - (c) Enhancing capacities of South-Eastern Europe, the Caucasus and Central Asia member States in terms of efficient implementation of the United Nations transport legal instruments with the aim of deploying digitalized transport services and improving national road safety systems;
 - (d) Strengthening the capacities of national statistical systems in programme countries, including by supporting the implementation of the recommendations stemming from global assessments of national statistical systems;
 - (e) Supporting institutional structures for innovation and technology in the United Nations programme countries and building an enabling environment for public-private partnerships;
 - (f) Providing capacity-building and analytical support, with a focus on the digitalization of the energy sector, on the enhanced resilience of energy systems and on more sustainable and resilient natural resource management based on United Nations Framework Classification for Resources, for countries of Central Asia and the Caucasus;
 - (g) Strengthening the capacity of the Central Asia, Caucasus, western Balkans and Eastern Europe regions to implement the United Nations Centre for Trade Facilitation and Electronic Business standards for the digitalization of multimodal data and document exchange, which will help to speed up information flows along cross-border trade and transport corridors and improve the efficiency of international trade and transport in the region;
 - (h) Supporting the sustainable consumption and production of forest products, sustainable forest management and urban and peri-urban forestry in countries of Eastern and South-East Europe;
 - (i) Supporting national and local governments in Central Asia and South-Eastern Europe in the development of evidence-based urban and housing policies through the preparation of a country profile on urban development, housing and land management and/or in the preparation of smart sustainable cities profiles or Sustainable Development Goal voluntary local reviews;
 - (j) Developing road maps for mainstreaming ageing into United Nations programme countries.
- 23.144 The expected response would contribute to results under all subprogrammes, including, for example, an enhanced regulatory framework for sustainable inland transport systems, which is reflected in result 1 of subprogramme 2, and the related performance measure (see figure 23.XIII); more public-private partnership infrastructure projects assessed as compliant with the Sustainable Development Goals, which is reflected in result 3 of subprogramme 4, and the related performance measure (see figure 23.XIV); the enhanced resilience of energy systems in the ECE region, which is reflected in result 2 of subprogramme 5, and the related performance measure (see figure 23.XV); the increased

facilitation of agricultural trade through the adoption of agricultural quality and electronic business standards in Economic Commission for Europe member States, which is reflected in result 1 of subprogramme 6, and the related performance measures (see figure 23.XVI); evidence-based planning and action for the sustainable production and consumption of forest products, which is reflected in result 3 of subprogramme 7, and the related performance measure (see figure 23.XVII); the acceleration of the city-level implementation of best practices in housing and land management and urban development, which is reflected in result 2 in subprogramme 8, and the related performance measure (see table 23.32); and more age-sensitive and inclusive policies to respond to the opportunities and challenges of individual and population ageing, which is reflected in result 3 of subprogramme 8, and the related performance measure (see table 23.33) of the proposed programme budget for 2025 (A/79/6 (Sect. 20)).

Figure 23.XIII

Performance measure: number of contracting parties to United Nations legal instruments on transport administered by the Economic Commission for Europe (cumulative)

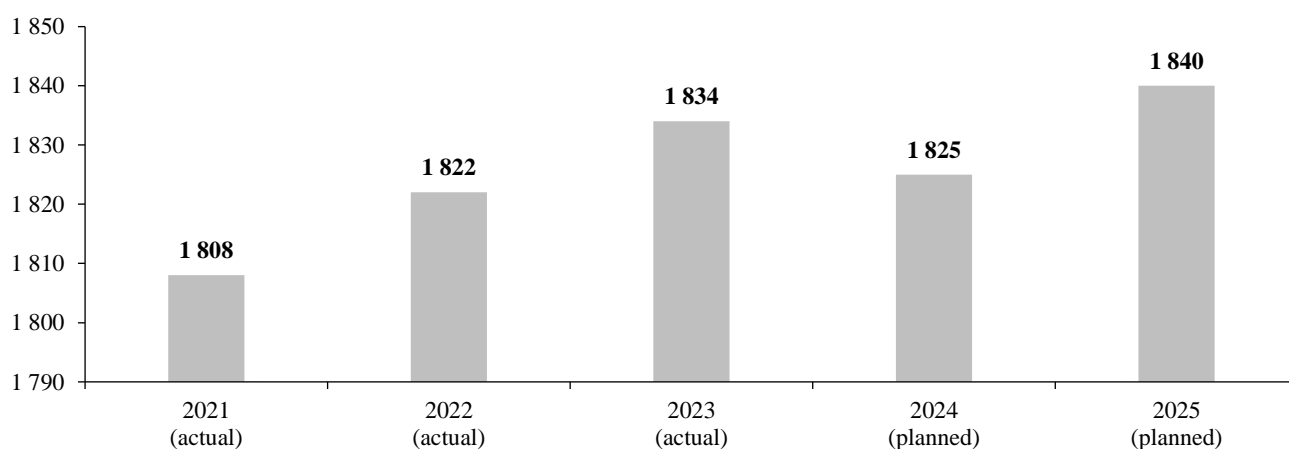


Figure 23.XIV

Performance measure: number of public-private partnership infrastructure projects assessed as Sustainable Development Goal-compliant using the public-private partnership and infrastructure evaluation and rating system methodology (cumulative)

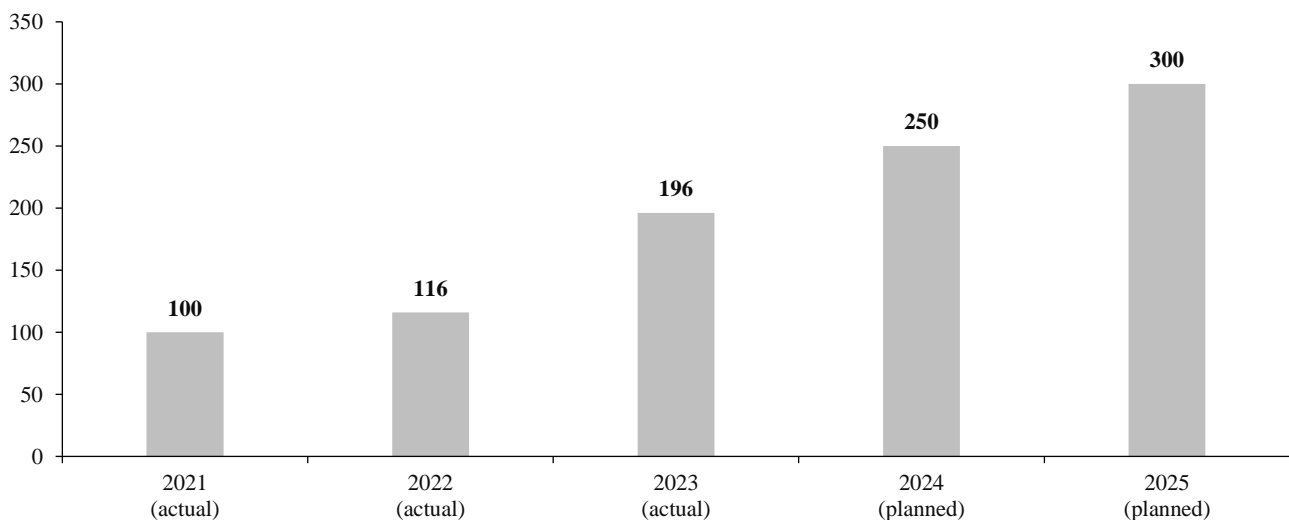


Figure 20.XV
Performance measure: number of member States using Economic Commission for Europe mechanisms to enhance the resilience of energy systems in the Economic Commission for Europe region (cumulative)

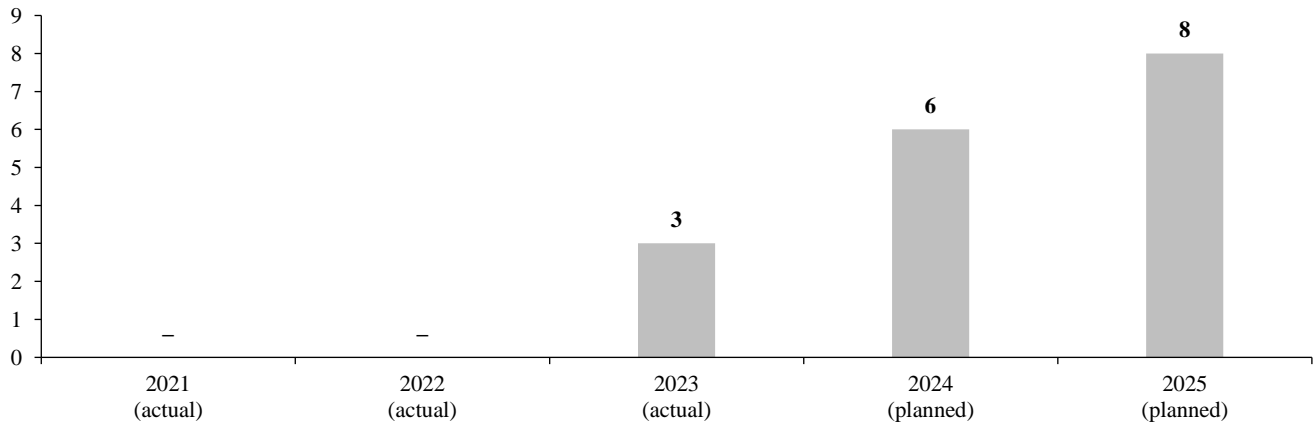
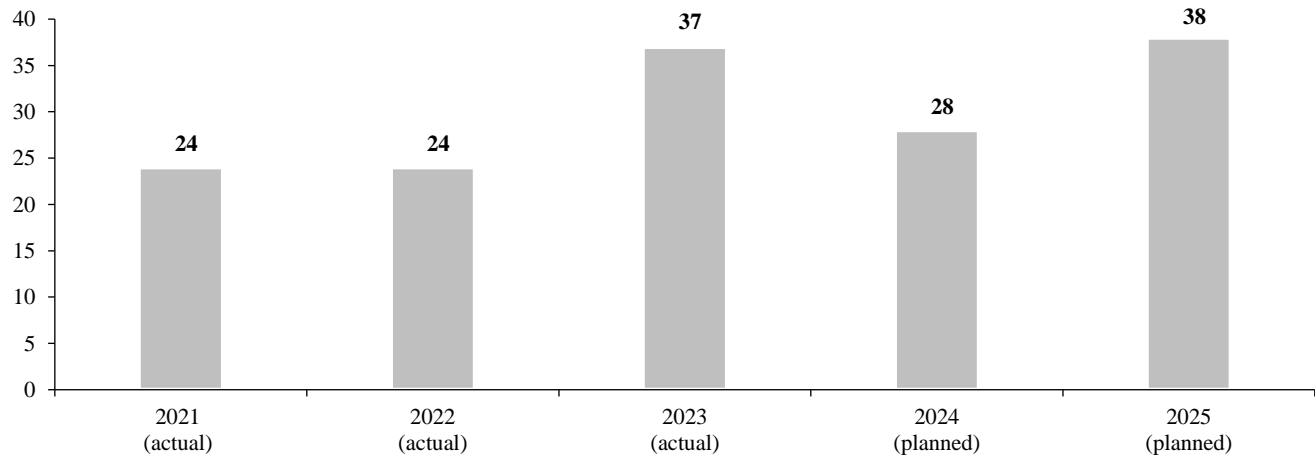


Figure 23.XVI
Performance measure: number of Economic Commission for Europe member States fully or partially implementing the Commission’s standard for “electronic application and issuance of electronic sanitary and phytosanitary certificates”^a (cumulative)



^a The data for 2022 are based on past progress as reflected in the survey conducted in 2021, given that the data are captured every two years through the United Nations Global Survey on Digital and Sustainable Trade Facilitation.

Figure 23.XVII

Performance measure: number of assessments of wood-based commodities, regarding their production, trade and consumption, and number of member States that report the use of information from these assessments (cumulative)

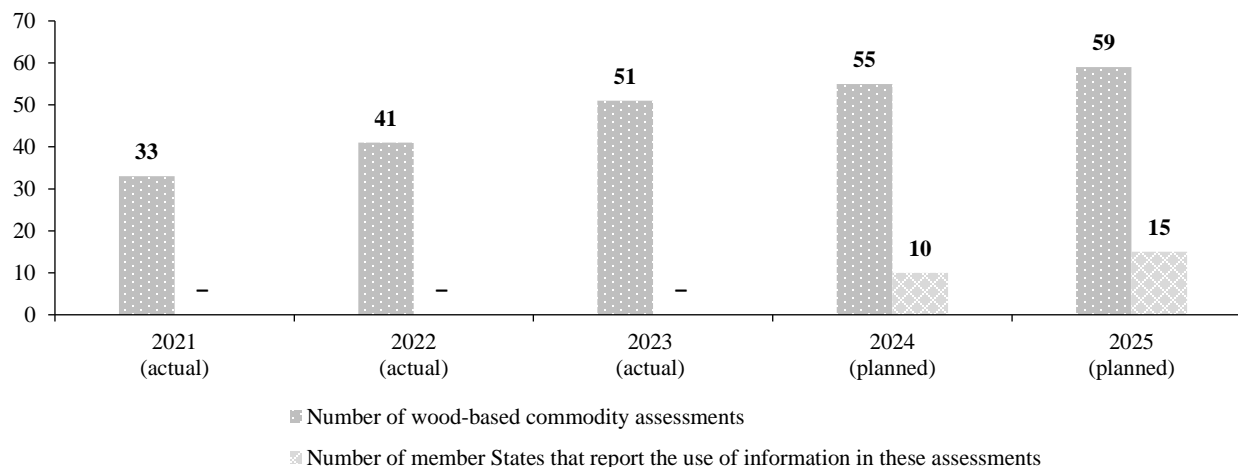


Table 23.32

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	<i>Place and Life in the ECE – A Regional Action Plan 2030: Tackling Challenges from the COVID-19 Pandemic, Climate and Housing Emergencies in the Region, City, Neighbourhood and Homes</i> adopted by member States	1 country profile (Albania) implemented recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development	2 countries/cities implementing recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development	4 countries/cities implementing recommendations contained in the thematic policy briefs and guidelines on housing, land management and urban development

Table 23.33

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Development of an ageing policies database was included in the programme of work of the Standing Working Group on Ageing	Member States agreed on the scope and design of the ageing policies database	Ageing policies database is accessible	At least 15 member States share ageing-related policy updates for inclusion in the ageing policies database

B. Deliverables

Table 23.34

Economic Commission for Europe: deliverables for the period 2023–2025, by category and subcategory

	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	75	75	75	77

C. Proposed non-post resource requirements for 2025

Table 23.35

Financial resources by object of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	1 708.1	1 739.3	–	–	1 739.3
Consultants	440.0	414.7	38.2	9.2	452.9
Experts	11.8	–	–	–	–
Travel of staff	169.6	202.9	18.6	9.2	221.5
Contractual services	60.1	–	–	–	–
General operating expenses	9.3	–	–	–	–
Supplies and materials	1.2	–	–	–	–
Grants and contributions	135.5	331.3	30.4	9.2	361.7
Other	1.3	–	–	–	–
Total	2 536.8	2 688.2	87.2	3.2	2 775.4

23.145 The proposed regular budget resources for 2025 amount to \$2,775,400 before recosting, reflecting an increase of \$87,200, or 3.2 per cent, compared with the approved budget level for 2024. The proposed increases under consultants (\$38,200), travel of staff (\$18,600) and grants and contributions (\$30,400) are to provide regional advisory services in response to the increasing requests for technical cooperation anticipated to be received from member States in the ECE region to implement the 2030 Agenda.

10. Economic and social development in Latin America and the Caribbean**A. Programmatic activities delivered through the regular programme of technical cooperation**

23.146 The activities under economic and social development in Latin American and the Caribbean are implemented by ECLAC through the following subprogrammes: 1, International trade, integration and infrastructure; 2, Production and innovation; 3, Macroeconomic policies and growth; 4, Social development and equality; 6, Population and development; 7, Sustainable development and human settlements; 8, Natural resources; 10, Statistics; 11, Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico, and; 12, Subregional activities in the Caribbean.

- 23.147 In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the above subprogrammes and complements their relevant strategies and deliverables, which can be found in the relevant paragraphs of the proposed programme budget for 2025 (A/79/6 (Sect. 21)).

Outreach and dissemination of guidelines to member States on the opportunities for assistance through the regular programme of technical cooperation

- 23.148 In line with the demand-driven nature of the regular programme of technical cooperation, ECLAC raises awareness of the opportunities for Latin American and Caribbean countries to gain access to technical support from regular programme of technical cooperation resources through outreach and notifications and announcements on various ECLAC training offerings, and face-to-face meetings with government officials, including permanent representatives, of the countries of the region, in the context of intergovernmental meetings, conferences, seminars, workshops and various capacity-building events organized by the entity. These informal settings are better suited for an initial assessment of country needs and an attempt at matching them with in-house expertise.

Efforts to ensure complementarity with the resident coordinator system

- 23.149 The work of ECLAC is aligned closely with the resident coordinator system, through whose offices ECLAC receives enquiries for support from member States. After internal revision, ECLAC determines the most appropriate subprogramme(s) to provide support to the member States, also taking into consideration the mandates entrusted to the Commission.

Response provided to member States' requests for support in 2023

Increased coordination of Latin America and Caribbean countries to build regional positions for international tax cooperation

(Programme performance in 2023 of subprogramme 3 (A/79/6 (Sect. 21)))

- 23.150 In 2023, subprogramme 3, Macroeconomic policies and growth, contributed to fostering suitable and inclusive growth in Latin America and the Caribbean by strengthening the capacity of policymakers and other stakeholders in the region to analyse current and emerging macroeconomic and development finance issues and to evaluate, design and implement development-centred macroeconomic and development for financing policies that incorporate a gender perspective and are based on a comparative analysis. In Latin American and Caribbean countries, the deteriorating global macroeconomic and financial environment has put pressure on public debt, which remains at high levels.
- 23.151 In this regard, ECLAC continued to receive requests to support countries of the region in addressing challenges relating to fiscal policy and tax systems in the region. In particular, in 2023 advisory services were delivered by ECLAC, in its capacity as technical secretariat of the Regional Tax Cooperation Platform for Latin America and the Caribbean, to Colombia to support the creation of the Platform and to develop the governance structure and coordinate the Platform's working groups. This technical support contributed to the approval by ministers and high-level officials from 16 countries from the region of the instrument establishing the governance of the Platform at the First Latin American and Caribbean Summit for an Inclusive, Sustainable and Equitable Global Tax Order, held in Cartagena, Colombia, in July 2023.
- 23.152 The above-mentioned work contributed to the increased coordination of Latin America and Caribbean countries to build regional positions for international tax cooperation, which is reflected in the 2023 performance of subprogramme 3, and the related performance measure (see table 23.36), in the proposed programme budget for 2025 (A/79/6 (Sect. 21)).

Table 23.36
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
Countries of the region identify the need to have coordination mechanisms to advocate for their interests and priorities in international tax policy forums	–	The regional platform for tax cooperation in Latin America and the Caribbean (Plataforma Regional de Cooperación Tributaria para América Latina y el Caribe) was presented by Colombia at the thirty-fifth Regional Seminar on Fiscal Policy and a charter was opened for signature at the First Summit for an Inclusive, Sustainable and Equitable Global Tax Order

Expected response to anticipated requests for support in 2025

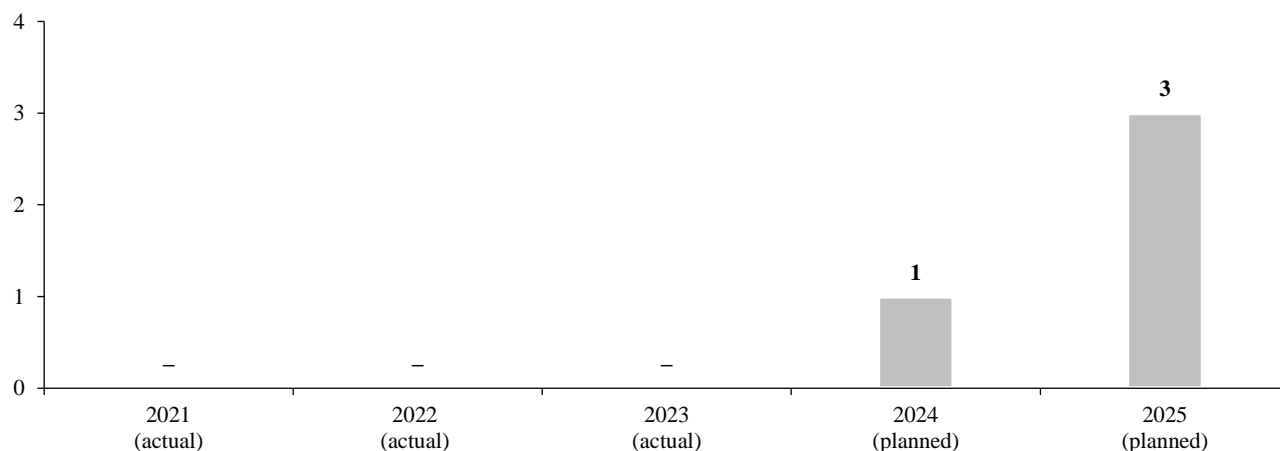
Increased and enhanced cluster initiatives and other territorial productive articulation initiatives

(Result 3 of subprogramme 2 ([A/79/6 \(Sect. 21\)](#)))

- 23.153 In 2025, subprogramme 2, Production and innovation, will continue to support national officials and government authorities from countries of Latin America and the Caribbean in enhancing the diversification and structural transformation of productive structures through investment, innovation and the diffusion of new technology and in strengthening links and networks among firms. In line with the growing cross-cutting nature of issues relating to digital transformation and productive development, the subprogramme has been providing technical assistance to line ministries, industrial associations and other public sector institutions to foster greater coordination not only among various sectors, but also among various levels (national, regional and municipal). In addition, the subprogramme has been supporting public sector institutions in advancing associative approaches on the basis of collaboration of actors from the private and public sectors, academia and civil society, given that these approaches have demonstrated success in addressing the processes of sophistication and productive diversification that are required to promote a model of sustainable and inclusive development. The subprogramme is planning to facilitate coordination using its convening power and through the organization of seminars and workshops to foster dialogue.
- 23.154 In response to the anticipated requests in 2025, the subprogramme will: (a) tailor its advisory services to better respond to the needs of the countries of the region providing updated information, analysis, and policy recommendations; and (b) provide technical assistance and support knowledge dissemination and the sharing of best practices through expert meetings, seminars and workshops.
- 23.155 The expected response in 2025 would contribute to the increased capacity of member States to develop policy measures aimed at promoting cluster or other productive articulation initiatives, which is reflected in result 3 of subprogramme 2, and the related performance measure (see figure 23.XVIII), in the proposed programme budget for 2025 ([A/79/6 \(Sect. 21\)](#)).

Figure 23.XVIII

Performance measure: number of new policy measures adopted by productive development governmental institutions aimed at promoting cluster initiatives or other territorial productive articulation initiatives (cumulative)

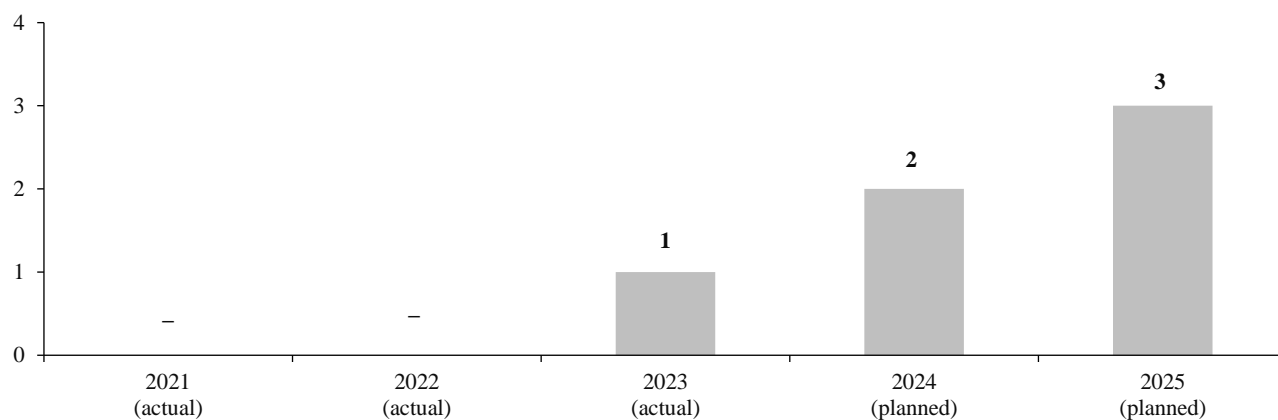


Expanding social protection systems to include informal and independent workers
(Result 3 of subprogramme 4 (A/79/6 (Sect. 21)))

- 23.156 In 2025, subprogramme 4, Social development and equality, will continue to support countries of Latin American and the Caribbean in improving the overall well-being of the people of the region and in achieving greater social and economic equality in line with the 2030 Agenda and with full respect for human rights. The subprogramme has been working with various Governments of the region in recent years with the aim of raising the awareness member States on the importance of strengthening social protection systems to incorporate the excluded population, given that technological transformation has translated into changes in labour demand and that available information on digital platform workers shows their limited access to social protection.
- 23.157 In response to the anticipated requests in 2025 the subprogramme will: (a) assist countries in capacity-building and technical cooperation in the design, implementation, monitoring and evaluation of strategies, policies and programmes; (b) promote policy dialogue for inclusive social development among policymakers, academics, members of civil society organizations and other stakeholders and facilitate the exchange of experiences and good practices; and (c) provide capacity-building activities and technical assistance through training and expert meetings, seminars and workshops.
- 23.158 The expected response in 2025 would contribute to the increased number of national policies or strategies that include actions for the expansion of social protection measures oriented to informal and independent workers, which is reflected in result 3 of subprogramme 4, and the related performance measure (see figure 23.XIX), in the proposed programme budget for 2025 (A/79/6 (Sect. 21)).

Figure 23.XIX

Performance measure: number of national policies or strategies that include actions for the expansion of social protection measures oriented to informal and independent workers (cumulative)

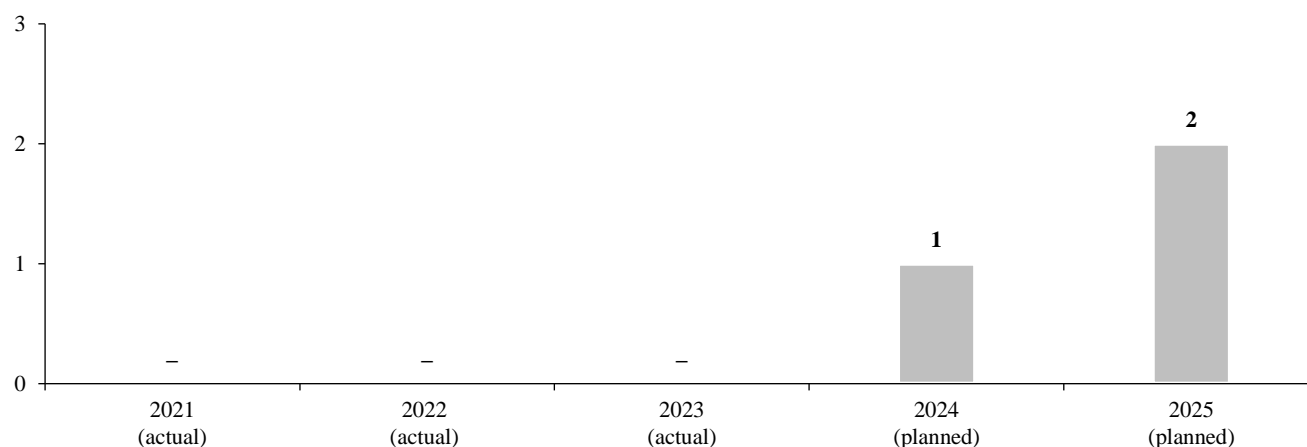


Countries in the region supply critical minerals for the energy transition with increased economic, social and environmental sustainability
(Result 3 of subprogramme 8 (A/79/6 (Sect. 21)))

- 23.159 In 2025, subprogramme 8, Natural resources, will continue to support countries of the region in improving the governance and enhancing the sustainable use and exploitation of natural resources in Latin America and the Caribbean, focusing on water resources management, affordable, inclusive, and clean energy, extractive resources efficiency and biodiversity. The subprogramme is planning to promote dialogues, the exchange of experiences and the generation of knowledge, and support the implementation of policies to promote a more economically, socially and environmentally sustainable supply of critical minerals for the energy transition.
- 23.160 In response to the anticipated requests in 2025, the subprogramme will: (a) support countries of the region in the design of policies relating to the energy transition, including greater participation of renewable sources of energy and increased energy efficiency, and to the sustainable management of water transition; and (b) advisory services and technical assistance to support multi-stakeholder dialogue, within the framework of more sustainable governance of the extractive industries, focusing on critical minerals for the energy transition.
- 23.161 The expected response in 2025 would contribute to an increased number of new initiatives developed by countries in the region to promote the sustainable supply of critical minerals, which is reflected in result 3 of subprogramme 8, and the related performance measure (see figure 23.XX), in the proposed programme budget for 2025 (A/79/6 (Sect. 21)).

Figure 23.XX

Performance measure: number of new initiatives developed by countries in the region to promote the sustainable supply of critical minerals (cumulative)



B. Deliverables

Table 23.37

Economic Commission for Latin America and the Caribbean: deliverables for the period 2023–2025, by category and subcategory

	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	60	60	65	68

C. Proposed non-post resource requirements for 2025

Table 23.38

Financial resources by object of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	2 756.8	3 052.0	–	–	3 052.0
Consultants	939.8	835.2	–	–	835.2
Experts	4.3	–	–	–	–
Travel of staff	379.4	380.4	–	–	380.4
Contractual services	–	–	174.4	–	174.4
General operating expenses	0.2	–	–	–	–
Grants and contributions	945.7	1 110.1	–	–	1 110.1
Other	3.3	–	–	–	–
Total	5 029.4	5 377.7	174.4	3.2	5 552.1

- 23.162 The proposed regular budget resources for 2025 amount to \$5,552,100 before recosting, reflecting an increase of \$174,400 or 3.2 per cent, compared with the approved budget for 2024. The proposed increase under contractual services (\$174,400) is to provide support in the preparation of substantive content for training courses and capacity-building workshops and the adaptation of course materials to virtual settings, in line with anticipated requests from member States in 2025.

11. Economic and social development in Western Asia

A. Programmatic activities delivered through the regular programme of technical cooperation

- 23.163 The activities under economic and social development in Western Asia are implemented by ESCWA, under subprogramme 1, Climate change and natural resource sustainability; subprogramme 2, Gender justice, population and inclusive development; subprogramme 3, Shared economic prosperity; subprogramme 4, Statistics, the information society and technology; subprogramme 5, 2030 Agenda and Sustainable Development Goal coordination; and subprogramme 6, Governance and conflict prevention.
- 23.164 ESCWA is mandated to promote inclusive and sustainable socioeconomic development in the Arab region. While the region holds all the human capital and resources vital for achieving shared prosperity and a dignified life for all its peoples, social, economic, and environmental challenges and conflict continue to have adverse impact on its progress towards the achievement of the 2030 Agenda. Within the mandates entrusted in it, ESCWA is uniquely positioned to support national and regional efforts in this regard, through generating evidence, convening dialogue around key development issues and providing policy advice and building Governments' capacities through the regular programme of technical cooperation. ESCWA will therefore continue to ensure complementarity between the regular programme of technical cooperation and the programme plan implemented through the regular budget, as well as United Nations Development Account and extrabudgetary activities. Staff, regional advisers and consultants will operate jointly to provide technical assistance on the basis of knowledge products and consensus built under the regular programme plan, and through experience accumulated in technical cooperation activities.
- 23.165 In response to an anticipated increase in the volume of requests for assistance from member States in 2025, ESCWA would provide additional capacity-building activities and advisory services, with a focus on the newest member States that are also least developed countries, namely, Djibouti and Somalia. Additional requests are also anticipated from other least developed countries, such as Mauritania and Yemen, and countries in conflict or under occupation, namely, Libya, the Sudan and the Syrian Arab Republic, as well as the State of Palestine. Such an increase is witnessed year on year in the total number of regular programme of technical cooperation requests received since 2020. The fact that half of ESCWA member States are least developed countries and/or undergoing/affected by conflict renders in-person assistance costly (some regions within those countries are not always accessible nor safe), albeit necessary owing to a lack of Internet infrastructure and equipment needed for remote services. Such activities will require additional funding.
- 23.166 In implementing these activities, the regular programme of technical cooperation contributes to the objectives and expected results of the above subprogrammes and complements their relevant strategies and deliverables, which can be found in the relevant paragraphs of the proposed budget report for 2025 ([A/79/6 \(Sect. 22\)](#)).

Outreach and dissemination of guidelines to member States on the opportunities for assistance through the regular programme of technical cooperation

- 23.167 Outreach on the regular programme of technical cooperation is undertaken through several formal and informal channels. In December 2023, ESCWA organized the annual meeting of its technical cooperation network, composed of national technical cooperation focal points in member States, to discuss their priorities and needs, highlight modes of regular programme of technical cooperation

delivery and means of requesting assistance, and present an overview of the main technical cooperation interventions in member States in 2023. Throughout the year, ESCWA also placed a discussion of regular programme of technical cooperation on the agendas of all formal policy dialogues held with member States in the context of intergovernmental committees, namely, the committees on social development, women, energy, water resources, trade policies, and transport and logistics. ESCWA presented sectoral reports to those committees on its technical cooperation activities in their fields.

- 23.168 In 2023, the Executive Secretary of ESCWA led five outreach visits to various member States to advance the regular programme of technical cooperation assistance provided to them. Less formal outreach channels were also activated throughout the year: staff from the various subprogrammes organized briefings or participated in meetings to showcase ESCWA technical cooperation services, contributing to some 45 outreach activities, including conferences, meetings and seminars on technical cooperation services that ESCWA renders in all areas of its work.

Response provided to member States' requests for support in 2023

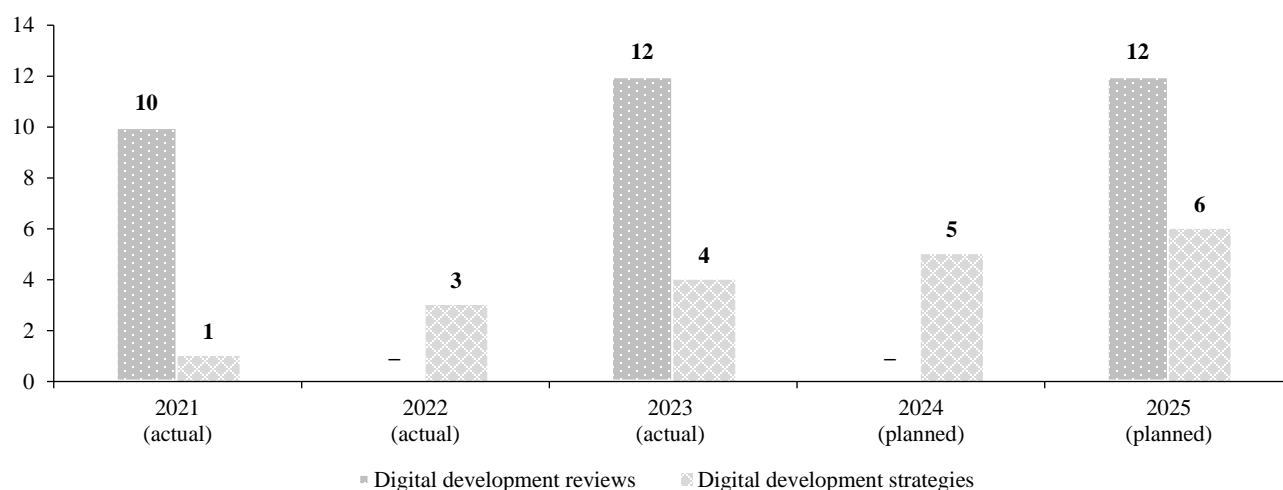
Advancement of digital development assessments and strategies at the national and regional level in the Arab region

(Result 1 of subprogramme 4 (A/79/6 (Sect. 22)))

- 23.169 Throughout 2023, ESCWA received and responded to 30 requests on advancing digital transformation in the Arab region. The support, provided through a combination of advisory services and capacity-building activities, included Arab least developed countries such as Mauritania, Somalia and the Sudan; countries in conflict or affected by it such as Jordan, Libya and the Syrian Arab Republic, as well as the State of Palestine; or middle- and high-income countries such as Morocco and the United Arab Emirates.
- 23.170 The support also covered various aspects of the digital transformation agenda, including the formulation of strategies and policy frameworks in areas such as cybersecurity, accessibility, e-participation and digital transformation. Advisory services were also provided in accelerating digital transformation in specific sectors, such as the education sector. Support was further provided in improving the regulatory environments of member States in areas such as the Internet of things, and for establishing a telecommunications regulatory authority and an e-registration platforms for small and medium-sized enterprises.
- 23.171 To complement assistance under the regular programme of technical cooperation, ESCWA has leveraged a number of related United Nations Development Account projects, namely, on strengthening the capacity of small and medium-sized enterprises and government entities that support small and medium-sized enterprises in the Arab region, on establishing effective relationships between innovation actors in the Arab region to expand the science-policy nexus in support of the 2030 Agenda, and on blockchains for facilitating trade and enhancing competitiveness implemented under subprogrammes 3 and 4, to support member States, including Jordan, Oman and Syrian Arab Republic, which are three of the countries that requested technical assistance under the regular programme of technical cooperation to improve their e-registration systems and review some of their technology frameworks and regulations.
- 23.172 The above-mentioned work contributed to member States adopting sound national policy frameworks deploying emerging technologies and innovation for digital transformation, digital accessibility, enhanced public institutions and citizen engagement in decision-making, and enabling socioeconomic development, an expected result under result 1 of subprogramme 4, and the related performance measure (see figure XXI), which is reflected in the proposed programme budget for 2025 (A/79/6 (Sect. 22)).

Figure 23.XXI

Performance measure: number of member States that undertook biennial national digital development reviews and design digital development strategies (cumulative)



Expected response to anticipated requests for support in 2025

Arab policymakers gain access to on-demand, reliable evidence enabled by artificial intelligence and geospatial capacities

(Result 2 of subprogramme 4 (A/79/6 (Sect. 22)))

- 23.173 ESCWA member States are increasingly requesting from ESCWA the means to improve evidence-based policymaking and development planning underpinned by analysis on the basis of an ESCWA suite of interactive, data-driven modelling and policy simulation tools and knowledge repositories. This work cuts across all the ESCWA subprogrammes.
- 23.174 One of the artificial intelligence and data-driven tools developed by ESCWA is the Index Simulator for Policymakers in the Arab Region. The tool is intended to support decision-making processes by providing an easy-to-use platform to simulate the potential impact of specific policies on national rankings in a large selection of international indicators. The Simulator assists in identifying effective and efficient policies and measures that could be implemented in the short, medium and long terms to enhance countries' ranking and to have an impact on socioeconomic development on the national level. It forms part of the United Nations Arab Region Data and Policy Support Hub of ESCWA, which leverages the important role of evidence-based policies and data in advancing the achievement of the Sustainable Development Goals. To date, support has been provided to Jordan, Morocco, Tunisia and the Syrian Arab Republic in using the Simulator, through advisory services to customize the tool to the national priorities of each country, and capacity-building to train policymakers on the tool.
- 23.175 In 2025, further development of the tool and requests for using it are expected. This work will also be complemented by the United Nations Development Account project on dynamic simulators to address ranking deficiencies of international indices platforms in the Arab region, which will provide additional capacity-building for member States to use the tool.
- 23.176 The expected response in 2025 would contribute to result 2 of subprogramme 4, and the related performance measure (see table 23.39), in the proposed programme budget for 2025 (A/79/6 (Sect. 22)).

Table 23.39
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States gained access to 8 interactive policy simulation tools	Member States gained access to additional national, regional and global (statistical and non-statistical) data sets	Member States gained access to a centralized, regional data management and analytics platform (United Nations Arab Region Data and Policy Support hub)	Member States generate evidence and simulate policy options and related impacts through at least 5 artificial intelligence- and geospatial-enabled interactive tools	Member States have access to national data and policy dashboards through a one-stop shop for evidence-based policymaking

Contextualised economic modelling informs development of economic, social and trade policies

(Result 2 of subprogramme 3 (A/79/6 (Sect. 22)))

- 23.177 To further support the above objective of improving policymaking in its member States, ESCWA is making available evidence-based policymaking tools relating to trade, which are a means of enhancing investment in sustainable development priorities. ESCWA has developed a modelling tool for trade policy simulations, linking tariffs and other trade costs to a range of indicators, including foreign direct investment flows, greenhouse gas emissions, and movements and stocks of migrants and remittances. In that regard, support has been provided to Oman and the United Arab Emirates to have them benefit from its trade model it and tailor it to their needs, and it is expected that more countries will make such requests through 2025. This support will be complemented by advisory services and training for national statistical offices to provide the required national data and, for ministries of trade and economy, to tailor the model to their specific needs and use cases.
- 23.178 The expected response in 2025 would contribute to result 2 of subprogramme 3 and the related performance measure (see table 23.40), bearing in mind that the trade tool is part of the computable general equilibrium modelling tools, in the proposed programme budget 2025 (A/79/6 (Sect. 22)).

Table 23.40
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Pilot web-based computable general equilibrium model used by Jordan	2 national computable general equilibrium models used by Yemen, as well as the State of Palestine	3 member States (Mauritania, Oman and United Arab Emirates) used computable general equilibrium models	3 additional member States use computable general equilibrium models	2 additional member States use computable general equilibrium models

Improved consumer protection in the Arab region

(Result 2 of subprogramme 6 (A/79/6 (Sect. 22)))

- 23.179 Member States are also seeking to improve economic governance and strengthen public institutions, in particular in the two key areas of consumer protection and competition. ESCWA has been working to improve the regulatory frameworks of member States by carrying out analytical work on the Arab business legislative frameworks and producing country profiles, outlining policy recommendations for improving national consumer protection frameworks. It also developed the Arab Legislation

Section 23 Regular programme of technical cooperation

Portal, comprising information on existing consumer protection laws and regulations. Coupled with that analytical work, it sought to foster regional consensus in those two areas by establishing annual competition and consumer protection forums.

23.180 These efforts have generated requests under the regular programme of technical cooperation from Kuwait, Lebanon, Oman and Saudi Arabia. In 2025, it is expected that more requests will be received to support member States in building human and institutional capacities and in formulating national plans and strategies for consumer protection and competition. It is also expected that more support will be sought in strengthening the regulatory environment in these two areas, which would include support in establishing new institutions and formulating legislation in line with international best practices.

23.181 The expected response in 2025 would contribute to result 2 of subprogramme 6, and the related performance measure (see table 23.41), as reflected in the proposed programme budget for 2025 (A/79/6 (Sect. 22)).

**Table 23.41
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Second joint ESCWA-UNCTAD-OECD Competition Forum for the Arab Region is attended by 16 member States	All 20 Arab member States participated in the third Competition Forum for the Arab Region	Arab policymakers gained access to recommendations on how to improve national consumer protection frameworks	Member States exchange knowledge and good practices on consumer protection	1 additional member State establishes or reforms its consumer protection laws or enforcement procedures
3 member States (Kuwait, Oman and Saudi Arabia) implemented new legislation on competition	1 member State (Lebanon) introduced competition legislation and 1 additional member State (Kuwait) introduced further legislation on competition 1 member State (Oman) expanded its dedicated competition authority	Arab member States gained access to the Arab Legislation Portal, comprising information on existing consumer protection laws and regulations	2 member States establish or reform their consumer protection laws	

B. Deliverables

Table 23.42

Economic and Social Commission for Western Asia: deliverables for the period 2023–2025, by category and subcategory

	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	82	82	190	190

C. Proposed non-post resource requirements for 2025

Table 23.43

Financial resources by object of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Total	Percentage	
Other staff costs	3 481.0	3 276.7	164.4	5.0	3 441.1
Consultants	622.7	216.5	–	–	216.5
Travel of staff	261.3	234.7	–	–	234.7
Contractual services	285.7	31.3	–	–	31.3
General operating expenses	89.2	–	–	–	–
Supplies and materials	0.9	–	–	–	–
Grants and contributions	374.0	1 310	–	–	1 310
Total	5 114.8	5 069.2	164.4	3.2	5 233.6

23.182 The proposed regular budget resources for 2025 amount to \$5,233,600 before recosting, reflecting an increase of \$164,400, or 3.2 per cent, compared with the approved budget for 2024. The proposed increase in other staff costs would provide additional support to least developed countries (including the newest members, Djibouti and Somalia), including additional capacity development activities in the countries that suffer from political instability and conflict, which pose additional capacity challenges, in line with anticipated requests from member States.



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Part VI

Human rights and humanitarian affairs

Section 24

Human rights

Programme 20

Human rights

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

I. Office of the United Nations High Commissioner for Human Rights

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 24.1 The United Nations human rights programme is responsible for the promotion, protection, enjoyment and full realization, by all people, of all human rights. The mandate derives from the provisions of the Charter of the United Nations; the Universal Declaration of Human Rights and international human rights treaties; the Vienna Declaration and Programme of Action, including its principles and recommendations subsequently endorsed by the General Assembly in its resolution [48/121](#); General Assembly resolution [48/141](#), by which the Assembly established the post of the United Nations High Commissioner for Human Rights; the outcomes of relevant United Nations conferences and summits, including General Assembly resolution [70/1](#), entitled “Transforming our world: the 2030 Agenda for Sustainable Development”; and other relevant General Assembly and Human Rights Council resolutions and decisions. In addition to international human rights law, the programme is also guided by international humanitarian law, as applicable.
- 24.2 The programme is guided by the principles of universality, objectivity, impartiality, indivisibility and non-selectivity in removing obstacles to the full realization of all human rights and in preventing the continuation of human rights violations, including with relevant parties. The programme has a role in supporting the implementation by Member States of the 2030 Agenda, making development equitable, sustainable and responsive to the needs of people, including in relation to conflict prevention and resolution.
- 24.3 The programme falls under the leadership of the High Commissioner, who is entrusted with the principal responsibility for the human rights activities of the Organization, under the direction and authority of the Secretary-General and within the framework of the overall competence, authority and decisions of the General Assembly and the Human Rights Council.

Strategy and external factors for 2025

- 24.4 In a global context affected by threats to the enjoyment of human rights by all, the Office of the United Nations High Commissioner for Human Rights (OHCHR) will continue to support the human rights mechanisms and to assist States in their efforts to comply with their human rights obligations. Increased support for and collaboration in matters regarding human rights will be provided to requesting Member States through mutually agreed bilateral frameworks. Emphasis will be placed on highlighting the importance of human rights in international and national agendas; sustaining social development and social justice (as defined in General Assembly resolution [62/10](#)) and countering discrimination on all grounds; advancing the rights of children and women; raising awareness of human rights; responding to the needs of the vulnerable for protection; and addressing situations of international concern as identified by the Human Rights Council and other relevant United Nations bodies.
- 24.5 The Office will continue to engage with Member States and all relevant actors to assist them in their efforts to promote and protect human rights, through the provision of technical assistance, support to human rights bodies and mechanisms and, where appropriate, the establishment of country presences. Strengthened and consolidated organizational support will be provided to the Human Rights Council and its subsidiary bodies and mechanisms, the universal periodic review, the special procedures, the Human Rights Council Advisory Committee and the complaint procedure, as well as

other relevant United Nations bodies. The United Nations treaty bodies will continue to be provided with services, support and advice.

- 24.6 With regard to cooperation with other entities at the global and regional levels, OHCHR will use multi-stakeholder partnerships to support countries in the implementation of the Sustainable Development Goals and its transformative promise of leaving no one behind. The Office will continue to engage with a wide range of stakeholders, including civil society actors, such as non-governmental organizations (NGOs). It will also continue to help victims of human rights violations by managing the humanitarian funds that provide financial assistance for support services, such as rehabilitation and redress for victims of torture and slavery.
- 24.7 With regard to inter-agency coordination and liaison, OHCHR will continue to engage with the United Nations development system both through participation in inter-agency forums and cooperation with United Nations country teams on the ground. It will also continue to cooperate with missions with a human rights component supported by the Department of Political and Peacebuilding Affairs and the Department of Peace Operations of the Secretariat, as well as with the Peacebuilding Support Office. It will also continue its collaboration with all the United Nations agencies and programmes in crisis situations, such as humanitarian emergencies.
- 24.8 With regard to the external factors, the plan for 2025 is based on the following planning assumptions:
- (a) There is political will on the part of States to work with the programme;
 - (b) Extrabudgetary resources will continue to be provided for the programme.
- 24.9 The programme integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, Subprogramme 2 will deliver capacity-building activities on the follow-up to treaty body recommendations, including those related to the Convention on the Elimination of All Forms of Discrimination against Women.
- 24.10 In line with the United Nations Disability Inclusion Strategy, OHCHR will integrate disability inclusion in its operational activities, deliverables and results, as appropriate. For example, subprogramme 1 will provide expert advice on the development of standards on strengthening national human rights promotion and protection capacities as they relate to persons with disabilities.

Legislative mandates

- 24.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.¹

General Assembly resolutions

47/135	Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	57/300; 58/269	Strengthening of the United Nations: an agenda for further change
48/121	World Conference on Human Rights	60/1	2005 World Summit Outcome
48/141	High Commissioner for the promotion and protection of all human rights	61/159	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights
55/2	United Nations Millennium Declaration	61/166	Promotion of equitable and mutually respectful dialogue on human rights
56/266	Comprehensive implementation of and follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance	62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations

¹ The list of mandates includes resolutions adopted at the fifty-second session of the Human Rights Council. In accordance with current practice, planned activities and associated resource requirements will be presented in the report of the Secretary-General on revised estimates resulting from resolutions and decisions adopted by the Council, as applicable.

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65/1	Keeping the promise: united to achieve the Millennium Development Goals	73/157; 75/169; 76/149; 77/204; 78/190	Combating glorification of Nazism, neo-Nazism and other practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding		
66/3	United against racism, racial discrimination, xenophobia and related intolerance	73/159; 75/171; 76/151; 77/206; 78/191	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
66/288	The future we want	73/168; 75/180; 76/159; 77/213; 78/199	Enhancement of international cooperation in the field of human rights
67/1	Declaration of the high-level meeting of the General Assembly on the rule of law at the national and international levels	73/169; 75/178; 76/165; 77/215; 78/196	Promotion of a democratic and equitable international order
67/144	Intensification of efforts to eliminate all forms of violence against women	74/132; 78/186	Report of the Human Rights Council
68/134; 77/190; 78/177	Follow-up to the Second World Assembly on Ageing	74/143; 77/209	Torture and other cruel, inhuman or degrading treatment or punishment
68/165	Right to the truth		
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders	74/144	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/147; 76/169; 78/210	Terrorism and human rights
70/133; 76/142	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	74/148; 76/172; 78/217	Protection of migrants
70/262	Review of the United Nations peacebuilding architecture	74/149; 75/179; 76/166; 77/217; 78/198	The right to food
71/167; 75/158; 77/194	Trafficking in women and girls	75/161; 77/193	Intensification of efforts to prevent and eliminate all forms of violence against women and girls: gender stereotypes and negative social norms
71/189	Declaration on the Right to Peace	75/175; 77/223	Human rights and extreme poverty
72/140; 74/123; 76/130; 78/171	Persons with albinism	75/176; 77/211	The right to privacy in the digital age
72/149; 74/127; 76/141; 78/180	Violence against women migrant workers	75/181; 76/161; 77/214; 78/202	Human rights and unilateral coercive measures
72/170; 74/159; 76/162; 78/201	Human rights and cultural diversity	75/182; 76/163; 77/212; 78/203	The right to development
72/171; 76/164; 78/197	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity	75/188; 76/156; 77/221; 78/212	Freedom of religion or belief
72/178; 74/141; 76/153; 78/206	The human rights to safe drinking water and sanitation	75/189; 77/218	Extrajudicial, summary or arbitrary executions
72/182; 74/160; 76/167; 78/205	Protection of and assistance to internally displaced persons	75/237; 76/226; 77/205; 78/234	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
72/245; 73/155; 74/133; 76/147; 78/187	Rights of the child	75/314	Establishment of the Permanent Forum of People of African Descent
73/156; 75/168; 76/148; 77/203; 78/189	Rights of Indigenous Peoples	76/154	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: participation
		76/158; 78/207	International Convention for the Protection of All Persons from Enforced Disappearance

Part VI Human rights and humanitarian affairs

76/168; 78/211	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities	78/193	Universal realization of the right of peoples to self-determination
		78/213	Promotion and protection of human rights in the context of digital technologies
77/317	International Day of Care and Support		
77/318	Promoting interreligious and intercultural dialogue and tolerance in countering hate speech		

Security Council resolutions

2282 (2016)	2558 (2020)
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Human Rights Council resolutions and decisions

S-7/1	The negative impact of the worsening of the world food crisis on the realization of the right to food for all	22/11	Panel on the human rights of children of parents sentenced to the death penalty or executed
S-10/1	The impact of the global economic and financial crises on the universal realization and effective enjoyment of human rights	24/35	Impact of arms transfers on human rights in armed conflicts
Decision 2/102	Reports and studies of mechanisms and mandates	Decision 24/118	Establishment of a special fund for the participation of civil society in the Social Forum, the Forum on Minority Issues and the Forum on Business and Human Rights
4/6	Strengthening of the Office of the United Nations High Commissioner for Human Rights	28/28	Contribution of the Human Rights Council to the special session of the General Assembly on the world drug problem of 2016
6/9	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights	35/21; 47/11; 53/28	The contribution of development to the enjoyment of all human rights
6/30	Integrating the human rights of women throughout the United Nations system	35/22	Realizing the equal enjoyment of the right to education by every girl
8/4; 44/3; 47/6; 53/7	The right to education	36/9; 42/23; 45/6; 48/10; 51/7; 54/18	The right to development
12/2; 24/24; 36/21; 42/28; 48/17; 54/24	Cooperation with the United Nations, its representatives and mechanisms in the field of human rights	37/2; 42/15; 54/21	The right to privacy in the digital age
12/10	Follow-up to the seventh special session of the Human Rights Council on the negative impact of the worsening of the world food crisis on the realization of the right to food for all	37/5; 46/12	Mandate of the Independent Expert on the enjoyment of human rights by persons with albinism
14/5; 42/6	The role of prevention in the promotion and protection of human rights	37/6; 45/9; 51/5	The role of good governance in the promotion and protection of human rights
16/1	United Nations Declaration on Human Rights Education and Training	37/8; 46/7	Human rights and the environment
16/15	Role of international cooperation in support of national efforts for the realization of the rights of persons with disabilities	37/12; 46/9	Mandate of the Special Rapporteur in the field of cultural rights
Decision 18/117	Reporting by the Secretary-General on the question of the death penalty	37/23; 46/13	Promoting mutually beneficial cooperation in the field of human rights
19/23	Forum on Minority Issues	37/24; 43/19; 52/14	Promotion and protection of human rights and the implementation of the 2030 Agenda for Sustainable Development
21/7	Right to the truth	37/27; 42/18; 45/11; 51/24	Terrorism and human rights
21/15; 42/17; 51/23	Human rights and transitional justice	38/3; 47/9; 50/4; 53/11	Enhancement of international cooperation in the field of human rights
21/18	Human rights and issues related to terrorist hostage-taking	38/6; 44/16; 50/16	Elimination of female genital mutilation
		38/7; 47/16	The promotion, protection and enjoyment of human rights on the Internet

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39/5; 42/9; 48/5; 54/3	The use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self determination	48/8; 51/11	Promotion of a democratic and equitable international order
		48/9; 54/35	Question of the death penalty
39/8; 42/5; 51/19	The human rights to safe drinking water and sanitation	48/14	Mandate of the Special Rapporteur on the promotion and protection of human rights in the context of climate change
39/13; 45/12; 48/11; 51/18; 54/12	Human rights and Indigenous Peoples	49/13	Mandate of Special Rapporteur on the right to food
40/3; 43/15; 46/5; 49/6; 52/13	The negative impact of unilateral coercive measures on the enjoyment of human rights	50/13	Access to medicines, vaccines and other health products in the context of the right of everyone to the enjoyment of the highest attainable standard of physical and mental health
40/7; 46/19; 52/16	The right to food		
40/10; 46/6; 49/5; 52/6	Freedom of religion or belief	51/10	Countering cyberbullying
41/20; 47/17; 53/15	Impact of arms transfers on human rights	51/13	Mandate of the Working Group on the use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self determination
42/1	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights	51/14	The role of prevention in the promotion and protection of human rights: rule of law and accountability
42/12; 48/3; 51/4; 54/13	Human rights of older persons	52/17	Mandate of Independent Expert on the effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights
44/20; 50/21	The promotion and protection of human rights in the context of peaceful protests		
45/13; 50/12	Human rights and the regulation of civilian acquisition, possession and use of firearms		
45/24; 54/26	Mandate of the Working Group of Experts on People of African Descent	52/19	Commemoration of the seventy-fifth anniversary of the Universal Declaration of Human Rights and the thirtieth anniversary of the Vienna Declaration and Programme of Action
45/31	The contribution of the Human Rights Council to the prevention of human rights violations		
Decision 45/113	Postponement of the implementation of certain activities mandated by the Human Rights Council	53/1	Countering religious hatred constituting incitement to discrimination, hostility or violence
46/15; 52/7	Torture and other cruel, inhuman or degrading treatment or punishment: the roles and responsibilities of police and other law enforcement officials	53/16	The right to a nationality: equality in nationality rights in law and in practice
		53/23	Child, early and forced marriage: ending and preventing forced marriage
46/16	Mandate of the Special Rapporteur on the right to privacy	53/27	Accelerating efforts to eliminate all forms of violence against women and girls: preventing and responding to all forms of violence against women and girls in criminal justice detention
47/5; 54/19	Realization of the equal enjoyment of the right to education by every girl		
47/10; 50/8	Human rights and international solidarity		
47/12	The human rights of migrants	54/4	Mandate of Independent Expert on the promotion of a democratic and equitable international order
47/24; 50/9; 53/6	Human rights and climate change		
48/4; 54/21	Right to privacy in the digital age	54/9	Working group on the rights of peasants and other people working in rural areas

Subprogramme 1

Human rights mainstreaming, right to development, and research and analysis

General Assembly resolutions

40/131; 50/156	United Nations Voluntary Fund for Indigenous Populations	59/113 A and B	World Programme for Human Rights Education
41/128	Declaration on the right to development	59/174	Second International Decade of the World's Indigenous People

60/142	Programme of Action for the Second International Decade of the World's Indigenous People	69/2	Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples
60/147	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law	69/16	Programme of activities for the implementation of the International Decade for People of African Descent
64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies	69/170 69/205 69/313	International Albinism Awareness Day International trade and development Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
64/290	The right to education in emergency situations	70/164	Measures to enhance the promotion and protection of the human rights and dignity of older persons
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond	70/170	Towards the full realization of an inclusive and accessible United Nations for persons with disabilities
65/224	Combating defamation of religions	70/176	Taking action against gender-related killing of women and girls
65/277	Political Declaration on HIV and AIDS: Intensifying our Efforts to Eliminate HIV and AIDS	70/177	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities	70/218	Second United Nations Decade for the Eradication of Poverty (2008–2017)
66/137	United Nations Declaration on Human Rights Education and Training	71/165	Inclusive development for persons with disabilities
66/149	World Down Syndrome Day	72/157; 73/262	A global call for concrete action for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons	72/161	International Day of Sign Languages
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system	72/164	Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization
68/116	The rule of law at the national and international levels	72/165	International Day of Remembrance and Tribute to the Victims of Terrorism
68/135; 77/188	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly	72/180	Protection of human rights and fundamental freedoms while countering terrorism
68/173	Follow-up to the International Year of Human Rights Learning	72/185	Globalization and its impact on the full enjoyment of all human rights
68/224	Follow-up to the Fourth United Nations Conference on the Least Developed Countries	72/247	Twentieth anniversary and promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation	73/153; 75/167; 77/202 73/154; 75/166; 77/201	Child, early and forced marriage Protecting children from bullying
68/237	Proclamation of the International Decade for People of African Descent	73/161 73/164; 76/157; 77/225; 78/214	World Braille Day Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States		

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73/165	United Nations Declaration on the Rights of Peasants and Other People Working in Rural Areas	75/199; 77/268 76/146; 78/188	Education for democracy The girl child
73/170; 75/177; 77/216	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all	76/152; 77/207; 78/193	Universal realization of the right of peoples to self-determination
73/173	Promotion and protection of human rights and fundamental freedoms, including the rights to peaceful assembly and freedom of association	76/168; 78/211	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
73/195	Global Compact for Safe, Orderly and Regular Migration	76/174	Implementing the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms through providing a safe and enabling environment for human rights defenders and ensuring their protection, including in the context of and recovery from the coronavirus disease (COVID-19) pandemic
73/209	Protection of persons in the event of disasters		
73/211	Measures to eliminate international terrorism		
74/146; 78/216	Implementing the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms through providing a safe and enabling environment for human rights defenders and ensuring their protection	76/175	Ensuring equitable, affordable, timely and universal access for all countries to vaccines in response to the coronavirus disease (COVID-19) pandemic
74/152; 78/203	The right to development		
75/154; 77/189	Inclusive development for and with persons with disabilities	76/227	Countering disinformation for the promotion and protection of human rights and fundamental freedoms
75/156	Strengthening national and international rapid response to the impact of the coronavirus disease (COVID-19) on women and girls	77/196	Intensification of efforts to end obstetric fistula
75/157	Women and girls and the response to the coronavirus disease (COVID-19)	78/208	Strengthening the role of the United Nations in the promotion of democratization and enhancing periodic and genuine elections
75/160; 77/195	Intensifying global efforts for the elimination of female genital mutilation		
75/170	International Day for People of African Descent	78/215	The safety of journalists and the issue of impunity
75/183; 77/222	Moratorium on the use of the death penalty	78/216	Implementing the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms through providing a safe and enabling environment for human rights defenders and ensuring their protection
75/184; 77/220	Missing persons		
75/185; 77/219	Human rights in the administration of justice		
75/195	Strengthening and promoting effective measures and international cooperation on organ donation and transplantation to prevent and combat trafficking in persons for the purpose of organ removal and trafficking in human organs	78/228	Improving the coordination of efforts against trafficking in persons

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Decision 3/103	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the effective implementation of the Durban Declaration and Programme of Action	6/1	Protection of cultural rights and property in situations of armed conflict
		6/11	Protection of cultural heritage as an important component of the promotion and protection of cultural rights
		8/2	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights
4/5	Globalization and its impact on the full enjoyment of all human rights	9/9	Protection of the human rights of civilians in armed conflict
4/7	Rectification of the legal status of the Committee on Economic, Social and Cultural Rights	11/12	Intergovernmental Working Group on the effective implementation of the Durban Declaration and Programme of Action

15/5	Forensic genetics and human rights	37/22	Equality and non-discrimination of persons with disabilities and the right of persons with disabilities to access to justice
17/22	Migrants and asylum-seekers fleeing recent events in North Africa		
21/3	Promoting human rights and fundamental freedoms through a better understanding of traditional values of humankind: best practices	38/8; 47/14	Human rights in the context of HIV and AIDS
		38/12	Civil society space: engagement with international and regional organizations
22/11	Panel on the human rights of children of parents sentenced to the death penalty or executed	38/19; 53/21	The incompatibility between democracy and racism
26/9	Elaboration of an international legally binding instrument on transnational corporations and other business enterprises with respect to human rights	39/3; 51/2; 54/7	World Programme for Human Rights Education
		39/10	Preventable maternal mortality and morbidity and human rights in humanitarian settings
27/31; 27/31/Corr.1; 32/31; 53/13	Civil society space	40/5	Elimination of discrimination against women and girls in sport
28/3	Ensuring use of remotely piloted aircraft or armed drones in counter-terrorism and military operations in accordance with international law, including international human rights and humanitarian law	40/11	Recognizing the contribution of environmental human rights defenders to the enjoyment of human rights, environmental protection, and sustainable development
31/6	The rights of persons with disabilities in situations of risk and humanitarian emergencies	40/14	Rights of the child: empowering children with disabilities for the enjoyment of their human rights, including through inclusive education
32/5	Human rights and arbitrary deprivation of nationality	40/15	Thirtieth anniversary of the Convention on the Rights of the Child
33/11	Preventable mortality and morbidity of children under 5 years of age as a human rights concern	41/4	Promotion of the right to peace
		41/8	Consequences of child, early and forced marriage
33/25	Expert Mechanism on the Rights of Indigenous Peoples	41/10	Access to medicines and vaccines in the context of the right of everyone to the enjoyment of the highest attainable standard of physical and mental health
34/33	Establishment of a forum on people of African descent		
34/36	Elaboration of complementary standards to the International Convention on the Elimination of All Forms of Racial Discrimination	41/13; 51/17	Youth and human rights
		42/7	World Programme for Human Rights Education: adoption of the plan of action for the fourth phase
35/13	Protection of the family: role of the family in supporting the protection and promotion of human rights of older persons	42/11	Human rights in the administration of justice, including juvenile justice
35/16	Child, early and forced marriage in humanitarian settings	42/13	The right to social security
		42/14	Marking the twenty-fifth anniversary of the Beijing Declaration and Platform for Action
35/17	Protection of the human rights of migrants: the global compact for safe, orderly and regular migration	43/1	The promotion and protection of the human rights and fundamental freedoms of Africans and of people of African descent against excessive use of force and other human rights violations by law enforcement officers
35/30	Consideration of the elaboration of a draft declaration on the promotion and full respect of human rights of people of African descent	43/18	Promoting human rights through sport and the Olympic ideal
36/5	Unaccompanied migrant children and adolescents and human rights	43/23	Awareness-raising on the rights of persons with disabilities, and habilitation and rehabilitation
36/18; 51/6	Conscientious objection to military service		
37/3	Integrity of the judicial system		
37/20	Rights of the child: protection of the rights of the child in humanitarian situations	43/35; 52/37	Mandate of the Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action

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44/2	The central role of the State in responding to pandemics and other health emergencies, and the socioeconomic consequences thereof in advancing sustainable development and the realization of all human rights	47/25; 54/16	Preventable maternal mortality and morbidity and human rights
		48/2	Equal participation in political and public affairs
44/14	Fifteenth anniversary of the responsibility to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity, as enshrined in the 2005 World Summit Outcome	48/6	Child, early and forced marriage in times of crisis, including the COVID-19 pandemic
		48/7	Negative impact of the legacies of colonialism on the enjoyment of human rights
44/23	Contribution of respect for all human rights and fundamental freedoms to achieving the purposes and upholding the principles of the Charter of the United Nations	48/12	Human rights implications of the COVID-19 pandemic on young people
		48/18; 51/32; 54/27	From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance
45/7; 51/12	Local government and human rights		
45/14	Eliminating inequality within and among States for the realization of human rights	49/7	Cultural rights and the protection of cultural heritage
45/16; 54/11	Mandate of the open-ended intergovernmental working group to elaborate the content of an international regulatory framework on the regulation, monitoring and oversight of the activities of private military and security companies	49/8	Commemoration of the thirty-fifth anniversary of the Declaration on the Right to Development
		49/9	Prevention of genocide
45/18; 51/9	The safety of journalists	49/11	Right to work
45/23	Commemoration of the twentieth anniversary of the adoption of the Durban Declaration and Programme of Action	49/12	Participation of persons with disabilities in sport, and statistics and data collection
		49/14	Rights of persons belonging to national or ethnic, religious and linguistic minorities
45/28	Promoting and protecting the human rights of women and girls in conflict and post-conflict situations on the occasion of the twentieth anniversary of Security Council resolution 1325 (2000)	49/18	Recognizing the contribution of human rights defenders, including women human rights defenders, in conflict and post-conflict situations, to the enjoyment and realization of human rights
45/29	Promoting, protecting and respecting women's and girls' full enjoyment of human rights in humanitarian situations	49/19	Promoting and protecting economic, social and cultural rights within the context of addressing inequalities in the recovery from the COVID-19 pandemic
45/30	Rights of the child: realizing the rights of the child through a healthy environment	49/20	Rights of the child: realizing the rights of the child and family reunification
47/3	Civil society space: COVID-19: the road to recovery and the essential role of civil society	49/21	Role of States in countering the negative impact of disinformation on the enjoyment and realization of human rights
47/4	Menstrual hygiene management, human rights and gender equality	49/25	Ensuring equitable, affordable, timely and universal access for all countries to vaccines in response to the coronavirus disease (COVID-19) pandemic
47/7; 53/17	The negative impact of corruption on the enjoyment of human rights		
47/8	Elimination of harmful practices related to accusations of witchcraft and ritual attacks	49/31; 52/38	Combating intolerance, negative stereotyping and stigmatization of, and discrimination, incitement to violence and violence against, persons based on religion or belief
47/15	Accelerating efforts to eliminate all forms of violence against women and girls: preventing and responding to all forms of violence against women and girls with disabilities		
47/20; 50/22; 53/20	The Social Forum	50/11	Importance of casualty recording for the promotion and protection of human rights
47/21	Promotion and protection of the human rights and fundamental freedoms of Africans and of people of African descent against excessive use of force and other human rights violations by law enforcement officers through transformative change for racial justice and equality	50/15; 52/9	Freedom of opinion and expression
		51/12	Local government and human rights
		52/8	Promoting human rights and the Sustainable Development Goals through transparent, accountable and efficient public service delivery

Part VI Human rights and humanitarian affairs

52/11	Question of the realization in all countries of economic, social and cultural rights	54/5	Ensuring quality education for peace and tolerance for every child
52/12	Mental health and human rights	54/6	Centrality of care and support from a human rights perspective
52/21	The negative impact of the non-repatriation of funds of illicit origin to the countries of origin on the enjoyment of human rights, and the importance of improving international cooperation	54/11	Mandate of the open-ended intergovernmental working group to elaborate the content of an international regulatory framework on the regulation, monitoring and oversight of the activities of private military and security companies
52/22	Human rights, democracy and the rule of law		
52/24	Contribution of the Human Rights Council with regard to the human rights implications of drug policy	54/17	Contribution of the implementation of the objectives of the International Year of the Family and its follow-up processes in the promotion and protection of human rights
52/25	Birth registration and the right of everyone to recognition everywhere as a person before the law	54/19	Realization of the equal enjoyment of the right to education by every girl
53/24	Human rights of migrants: prevention and accountability for human rights violations in transit	54/22	Promoting and protecting economic, social and cultural rights within the context of addressing inequalities
53/25	Implementation of Human Rights Council Resolution 31/36	54/25	A world of sports free from racism, racial discrimination, xenophobia and related intolerance
53/29	New and Emerging Digital Technologies and Human Rights		

Economic and Social Council resolutions

1997/30	Administration of juvenile justice	2015/23; 2017/18;	Implementation of the United Nations Global Plan of Action to Combat Trafficking in Persons
2005/30	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law	2021/25	
		2016/8	Rethinking and strengthening social development in the contemporary world
2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger	2017/12	Promoting the rights of persons with disabilities and strengthening the mainstreaming of disability in the implementation of the 2030 Agenda for Sustainable Development
2007/33; 2016/2; 2017/9; 2018/7; 2019/2; 2020/9; 2021/7; 2022/18; 2023/11	Mainstreaming a gender perspective into all policies and programmes in the United Nations system	2017/16	Promoting the practical application of the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)
2011/27	Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda	2018/5	Strategies for eradicating poverty to achieve sustainable development for all
		2019/6	Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies
2015/21	Taking action against gender-related killing of women and girls		

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PRST/22/1	Mainstreaming human rights throughout the United Nations system		
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**Subprogramme 2
Supporting human rights treaty bodies**

General Assembly resolutions

2106 A (XX); 71/180	International Convention on the Elimination of All Forms of Racial Discrimination	57/199	Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
2200 A (XXI)	International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights	61/106 61/106, annex II	Convention on the Rights of Persons with Disabilities Optional Protocol to the Convention on the Rights of Persons with Disabilities
34/180; 70/131	Convention on the Elimination of All Forms of Discrimination against Women	61/177	International Convention for the Protection of All Persons from Enforced Disappearance
36/151	United Nations Voluntary Fund for Victims of Torture	63/117	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights
39/46	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	65/204	Committee against Torture
44/25; 74/133 44/128	Convention on the Rights of the Child Second Optional Protocol to the International Covenant on Civil and Political Rights, aiming at the abolition of the death penalty	66/138 68/268	Optional Protocol to the Convention on the Rights of the Child on a communications procedure Strengthening and enhancing the effective functioning of the human rights treaty body system
45/158	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families	70/144 70/145; 76/154; 78/195	International Covenants on Human Rights Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
46/122	United Nations Voluntary Trust Fund on Contemporary Forms of Slavery	73/162; 75/174; 77/210	Human rights treaty body system
49/178	Effective implementation of international instruments on human rights, including reporting obligations under international instruments on human rights	73/301	Commemoration of the thirtieth anniversary of the adoption of the Convention on the Rights of the Child
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women	74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
54/263	Optional Protocols to the Convention on the Rights of the Child on the involvement of children in armed conflict and on the sale of children, child prostitution and child pornography	76/160; 78/200	Promotion of equitable geographic distribution in the membership of the human rights treaty bodies

Human Rights Council resolutions

9/8	Effective implementation of international human rights instruments	51/33	Promoting international cooperation to support national mechanisms for implementation, reporting and follow-up
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**Subprogramme 3
Advisory services, technical cooperation and field activities**

General Assembly resolutions

63/170	Regional arrangements for the promotion and protection of human rights	72/186	The role of the Ombudsman, mediator and other national human rights institutions in the promotion and protection of human rights
72/181	National institutions for the promotion and protection of human rights		

Part VI Human rights and humanitarian affairs

73/97	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories	76/126; 77/30; 78/121 76/150; 77/208; 78/192 76/177; 77/226; 78/218 76/178; 77/228; 78/220 76/179; 77/229	Assistance to the Palestinian people The right of the Palestinian people to self-determination Situation of human rights in the Democratic People's Republic of Korea Situation of human rights in the Islamic Republic of Iran Situation of human rights in the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine
74/162; 76/171; 78/235	Subregional Centre for Human Rights and Democracy in Central Africa	76/178; 77/228; 78/220	Situation of human rights in the Islamic Republic of Iran
74/163; 76/155; 78/209	United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region	76/179; 77/229	Situation of human rights in the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine
75/96; 76/80	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories	76/225; 77/187; 78/170	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources
75/98; 77/247	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem	77/10	The situation in Afghanistan
75/193; 76/228; 77/230; 78/222	Situation of human rights in the Syrian Arab Republic	77/224	The role of the Ombudsman and mediator institutions in the promotion and protection of human rights, good governance and the rule of law
75/238; 76/180; 77/227; 78/219	Situation of human rights of Rohingya Muslims and other minorities in Myanmar	78/204	National human rights institutions
76/11; 77/26; 78/11	The Syrian Golan	78/221	Situation of human rights in the temporarily occupied Autonomous Republic of Crimea and the city of Sevastopol, Ukraine
76/81; 77/125; 78/77	The occupied Syrian Golan		
76/82; 77/126; 78/78	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan		

Commission on Human Rights resolutions

E/CN.4/RES/1993/2A Question of the violation of human rights in the occupied Arab territories, including Palestine

Human Rights Council resolutions and decisions

S-30/1	Ensuring respect for international human rights law and international humanitarian law in the Occupied Palestinian Territory, including East Jerusalem, and in Israel	31/29 31/36; 52/35	Strengthening of technical cooperation and consultative services in Guinea Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and in the occupied Syrian Golan
S-32/1	Situation of human rights in the Sudan	34/17	Regional arrangements for the promotion and protection of human rights
S-33/1; 51/27	Situation of human rights in Ethiopia	35/31; 47/22; 53/30	Cooperation with and assistance to Ukraine in the field of human rights
S-35/1	Deteriorating situation of human rights in the Islamic Republic of Iran, especially with respect to women and children	35/32	National policies and human rights
S-36/1	The human rights impact of the ongoing conflict in the Sudan	40/13	Ensuring accountability and justice for all violations of international law in the Occupied Palestinian Territory, including East Jerusalem
Decision 2/113	Cooperation with the Office of the United Nations High Commissioner for Human Rights: Afghanistan	43/26; 49/23; 52/31	Situation of human rights in Myanmar
28/32	Technical assistance and capacity-building in strengthening human rights in Iraq in the light of the abuses committed by Daesh and associated terrorist groups	43/27; 46/23	Situation of human rights in South Sudan
30/10	The grave and deteriorating human rights and humanitarian situation in the Syrian Arab Republic	43/38; 49/34; 52/42	Technical assistance and capacity-building for Mali in the field of human rights

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43/39; 48/25; 50/23; 52/41	Technical assistance and capacity-building to improve human rights in Libya	50/14	Situation of human rights of women and girls in Afghanistan
44/1; 47/2; 50/2; 53/2	Situation of human rights in Eritrea	51/1	Promoting reconciliation, accountability and human rights in Sri Lanka
44/19; 47/19; 50/20; 53/19	Situation of human rights in Belarus	51/25; 54/23	Situation of human rights in the Russian Federation
45/1; 46/20; 49/26; 52/29	Situation of human rights in Belarus in the run-up to the 2020 presidential election and in its aftermath	51/35	Technical assistance and capacity-building to address the human rights implications of the nuclear legacy in the Marshall Islands
45/2	Strengthening cooperation and technical assistance in the field of human rights in the Bolivarian Republic of Venezuela	52/1 52/2	Advancing human rights in South Sudan Promotion and protection of human rights in Nicaragua
45/15	Situation of human rights in Yemen	52/3	Human rights situation in the Occupied Palestinian Territory, including East Jerusalem, and the obligation to ensure accountability and justice
45/19; 48/16; 51/28; 54/20	Situation of human rights in Burundi		
45/20; 51/29	Situation of human rights in the Bolivarian Republic of Venezuela	52/15	Cooperation with regional human rights organizations
45/22; 51/31	National human rights institutions	52/27	Situation of human rights in the Islamic Republic of Iran
45/25	Technical assistance and capacity-building to further improve human rights in the Sudan	52/28	Situation of human rights in the Democratic People's Republic of Korea
45/26; 48/21; 51/39; 54/29	Technical assistance and capacity-building for Yemen in the field of human rights	52/32	Situation of human rights in Ukraine stemming from the Russian aggression
45/27; 48/22; 51/38; 54/32	Assistance to Somalia in the field of human rights	52/33	Human rights in the occupied Syrian Golan
45/32; 48/24; 51/34; 54/28	Enhancement of technical cooperation and capacity-building in the field of human rights	52/34 52/39	Right of the Palestinian people to self-determination Technical assistance and capacity-building to improve the human rights situation in Haiti, in connection with a request from the authorities of Haiti for coordinated and targeted international action
45/33	Technical cooperation and capacity-building for the promotion and protection of human rights in the Philippines		
45/34; 48/20; 51/36; 54/34	Technical assistance and capacity-building in the field of human rights in the Democratic Republic of the Congo	52/40 52/43	Cooperation with Georgia Technical assistance and capacity-building for South Sudan
45/35; 48/19; 51/37; 54/31	Technical assistance and capacity-building in the field of human rights in the Central African Republic	53/22	Enhancement of technical cooperation and capacity-building in the field of human rights in Colombia to implement the recommendations of the Commission for the Clarification of Truth, Coexistence and Non-Repetition
46/1; 51/1	Promoting reconciliation, accountability and human rights in Sri Lanka		
47/1; 50/3; 53/26	Situation of human rights of Rohingya Muslims and other minorities in Myanmar	54/2	Responding to the human rights and humanitarian crisis caused by the ongoing armed conflict in the Sudan
47/13	Situation of human rights in the Tigray region of Ethiopia		
48/1; 51/20; 54/1 48/23; 54/36	Situation of human rights in Afghanistan Advisory services and technical assistance for Cambodia	54/30	Penitentiary system, security and justice: enhancement of technical cooperation and capacity building to protect human rights in Honduras
49/27; 50/19; 51/26; 52/30; 53/18	Situation of human rights in the Syrian Arab Republic	54/33	Establishment of a regional office of the United Nations High Commissioner for Human Rights for the Caribbean Community
50/1	Reporting by the High Commissioner for Human Rights on the situation in the Sudan		

President's statements agreed upon by the Human Rights Council

PRST/35/1 Situation of human rights in Côte d'Ivoire

**Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms**

General Assembly resolutions

60/251	Human Rights Council	78/191	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
65/281	Review of the Human Rights Council		
66/130	Women and political participation	78/195	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situations of risk and humanitarian emergencies
70/161	Human rights defenders in the context of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms	78/196	Promotion of a democratic and equitable international order
74/146	Implementing the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms through providing a safe and enabling environment for human rights defenders and ensuring their protection	78/198 78/202 78/203 78/205	The right to food Human rights and unilateral coercive measures The right to development Protection of and assistance to internally displaced persons
78/171	Persons with albinism	78/206	The human rights to safe drinking water and sanitation
78/187	Rights of the child	78/207	International Convention for the Protection of All Persons from Enforced Disappearances
78/189	Rights of Indigenous Peoples		
78/190	Combating glorification of Nazism, neo-Nazism and other practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance	78/210 78/212 78/217	Terrorism and human rights Freedom of religion or belief Protection of migrants

Human Rights Council resolutions and decisions

5/1	Institution-building of the United Nations Human Rights Council	Decision 19/119	Task force on secretariat services, accessibility for persons with disabilities and use of information technology
5/2	Code of Conduct for Special Procedures Mandate-holders of the Human Rights Council	22/16	Promotion and protection of human rights in post-disaster and post-conflict situations
6/17	Establishment of funds for the universal periodic review mechanism of the Human Rights Council	Decision 22/115 31/31	Human Rights Council webcast Torture and other cruel, inhuman or degrading treatment or punishment: safeguards to prevent torture during police custody and pre-trial detention
Decision 6/102	Follow-up to Human Rights Council resolution 5/1		
11/11	System of special procedures	31/32	Protecting human rights defenders, whether individuals, groups or organs of society, addressing economic, social and cultural rights
16/21	Review of the work and functioning of the Human Rights Council		
Decision 17/119	Follow-up to Human Rights Council resolution 16/21 with regard to the universal periodic review	32/2	Protection against violence and discrimination based on sexual orientation and gender identity
19/26	Terms of reference for the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council	32/4 32/8; 49/13	Elimination of discrimination against women Mandate of the Special Rapporteur on the right to food

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32/11; 41/15; 50/6	Mandate of the Special Rapporteur on the human rights of internally displaced persons	36/7; 45/10; 54/8	Special Rapporteur on the promotion of truth, justice, reparation and guarantees of non-recurrence
32/19	Accelerating efforts to eliminate violence against women: preventing and responding to violence against women and girls, including Indigenous women and girls	36/29	Promoting international cooperation to support national human rights follow-up systems, processes and related mechanisms, and their contribution to the implementation of the 2030 Agenda for Sustainable Development
32/32; 41/12; 50/17	The rights to freedom of peaceful assembly and of association	37/21; 45/5; 54/15	Human rights and unilateral coercive measures
33/1; 42/10; 51/15	Special Rapporteur on contemporary forms of slavery, including its causes and consequences	38/1; 41/6; 44/17; 50/18	Elimination of all forms of discrimination against women and girls
33/9; 42/16; 51/21	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health	38/9; 41/16	The right to education: follow-up to Human Rights Council resolution 8/4
33/12; 42/20; 51/16	Human rights and Indigenous Peoples: mandate of the Special Rapporteur on the rights of Indigenous Peoples	38/13	Business and human rights: improving accountability and access to remedy
33/30; 42/22; 51/8	Arbitrary detention	40/16; 49/10	Mandate of the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism
34/2; 49/16; 52/18	Promotion of the enjoyment of the cultural rights of everyone and respect for cultural diversity	41/17	Accelerating efforts to eliminate all forms of violence against women and girls: preventing and responding to violence against women and girls in the world of work
34/3; 43/10	Mandate of the Independent Expert on the effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights	41/18; 50/10	Mandate of the Independent Expert on protection against violence and discrimination based on sexual orientation and gender identity
34/40	Promoting the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council	43/14; 49/17; 52/10	Adequate housing as a component of the right to an adequate standard of living, and the right to non-discrimination in this context
35/12	Independence and impartiality of the judiciary, jurors and assessors, and the independence of lawyers	44/4; 53/9	Trafficking in persons, especially women and children: strengthening human rights through enhanced protection, support and empowerment of victims of trafficking, especially women and children
35/18	Elimination of discrimination against women and girls	44/5; 53/4	Mandate of the Special Rapporteur on extrajudicial, summary or arbitrary executions
35/23	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health in the implementation of the 2030 Agenda for Sustainable Development	44/6; 53/8	Elimination of discrimination against persons affected by leprosy (Hansen's disease) and their family members
35/24	Human rights in cities and other human settlements	44/8; 53/12	Mandate of the Special Rapporteur on the independence of judges and lawyers
35/29	Contribution of parliaments to the work of the Human Rights Council and its universal periodic review	44/10; 53/14	Special Rapporteur on the rights of persons with disabilities
35/34	Protection of human rights and fundamental freedoms while countering terrorism	44/11; 53/5	Mandate of the Independent Expert on human rights and international solidarity
Decision 35/101	Panel discussion on the human rights of internally displaced persons in commemoration of the twentieth anniversary of the Guiding Principles on Internal Displacement	44/13; 53/10 44/15; 53/3 45/3; 54/14	Extreme poverty and human rights Business and human rights: the Working Group on the issue of human rights and transnational corporations and other business enterprises, and improving accountability and access to remedy Enforced or involuntary disappearances

Part VI Human rights and humanitarian affairs

45/4; 54/4	Mandate of the Independent Expert on the promotion of a democratic and equitable international order	51/13	Mandate of the Working Group on the use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
45/17; 54/10	Mandate of the Special Rapporteur on the implications for human rights of the environmentally sound management and disposal of hazardous substances and wastes	51/30	Strengthening the voluntary funds for the universal periodic review mechanism of the Human Rights Council
49/32	Strengthening the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council	Decision 51/101	Appropriate support for the Human Rights Council
50/5	Independence and impartiality of the judiciary, jurors and assessors, and the independence of lawyers: participation of women in the administration of justice	52/4	Mandate of Special Rapporteur on the situation of human rights defenders
50/7	Mandate of Special Rapporteur on violence against women and girls, its causes and consequences	52/5	Mandate of Special Rapporteur on minority issues
50/10	Mandate of Independent Expert on protection against violence and discrimination based on sexual orientation and gender identity	52/9	Freedom of opinion and expression: mandate of Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression
51/3	Neurotechnology and human rights	52/20	Human rights of migrants: mandate of Special Rapporteur on the human rights of migrants
51/11; 54/4	Promotion of a democratic and equitable international order	52/23	The human right to a clean, healthy and sustainable environment
		52/26	Mandate of Special Rapporteur on the sale, sexual exploitation and sexual abuse of children
		52/36	Mandate of Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerance

President's statements agreed upon by the Human Rights Council

PRST/1/1	Entry into force of the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	PRST/29/1	Enhancing the efficiency of the Human Rights Council
PRST/6/2	The twentieth anniversary of the entry into force of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	PRST/OS/12/1	Enhancing the efficiency of the Human Rights Council, including by addressing financial and time constraints
PRST/8/1	Modalities and practices for the universal periodic review process	PRST/OS/13/1	Efficiency of the Human Rights Council – addressing financial and time constraints
PRST/9/2	Follow-up to President's statement 8/1	PRST/OS/14/2	Methods of work of the Consultative Group of the Human Rights Council
PRST/15/2	President's statement	PRST/OS/15/1	Efficiency of the Human Rights Council
PRST/18/2;	Statement by the President	PRST/OS/16/1	Efficiency of the Human Rights Council: addressing financial and time constraints
PRST/19/1		PRST/OS/17/1	Efficiency of the Human Rights Council: addressing financial and time constraints
PRST/20/1	Reports of the Working Group on the Universal Periodic Review		

Deliverables

24.12 Table 24.1 lists all cross-cutting deliverables of the programme.

Table 24.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Reports to the General Assembly	1	1	1	1
2. Reports to the Human Rights Council	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	34	34	34	34
Meetings of:				
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The General Assembly (Third and Fifth Committees)	32	32	32	32
B. Generation and transfer of knowledge				
Fact-finding, monitoring and investigation missions (number of missions)	6	12	6	3
6. Commissions of inquiry	6	12	6	3
C. Substantive deliverables				
Good offices: engagement with government officials.				
D. Communication deliverables				
Outreach programmes, special events and information materials: booklets, pamphlets, fact sheets, wallcharts and information kits; programme’s website and presence on social media.				

Evaluation activities

- 24.13 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) Office of Internal Oversight Services thematic evaluation of United Nations Secretariat support to the Sustainable Development Goals;
 - (b) Evaluation of seven country programmes or projects at the field level.
- 24.14 In response to the results of the evaluations referenced above, OHCHR has reviewed its internal programming guidance to articulate its contribution to supporting Governments in achieving the Sustainable Development Goals more clearly.
- 24.15 The following evaluations are planned for 2025:
- (a) One thematic evaluation of a global cross-cutting issue or programme;
 - (b) Five country programmes or project evaluations.

Programme of work

Subprogramme 1

Human rights mainstreaming, right to development, and research and analysis

(a) Human rights mainstreaming

Objective

- 24.16 The objective, to which this subprogramme contributes, is to advance the promotion and protection of all human rights through strengthened integration of all human rights into areas of work of the United Nations system.

Strategy

- 24.17 To contribute to the objective, the subprogramme will:
- (a) Lead cooperation within the United Nations system for the integration of human rights into United Nations programmes and activities;
 - (b) Promote the practical integration of human rights into development programmes, ensuring consistency and mutual reinforcement between United Nations-supported development activities and country engagement strategies that are jointly agreed upon with the Member States;
 - (c) Contribute to developing the capability and knowledge of the United Nations system regarding relevant human rights issues through training and advice, taking into account disability and mainstreaming a gender perspective;
 - (d) Develop methodological tools to facilitate the practical integration of human rights into United Nations policies, programmes and activities and, where appropriate, the advancement of the practical application of approaches to that end.
- 24.18 The above-mentioned work is expected to result in:
- (a) The United Nations system further integrating human rights into its respective programmes and activities;
 - (b) Member States, pursuant to their request for support, building and strengthening national human rights promotion and protection capacities.

Programme performance in 2023

Renewed approach to transitional justice in the United Nations system

- 24.19 OHCHR collaborated with the Executive Office of the Secretary-General to renew the United Nations' approach to transitional justice. Global emerging trends and demands were assessed to this end. The initiative led to the development of a guidance note which serves as a first stop resource for the United Nations system to support transitional justice efforts, aligned with United Nations support to broader agendas such as sustaining peace and development. The note defines transitional justice as a strategic tool for redress, addressing justice gaps and contributing to just and inclusive societies in countries with armed conflict, repression and human rights violations legacies.
- 24.20 Progress towards the objective is presented in the performance measure below (see table 24.2).

Table 24.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Availability of the Secretary-General’s guidance note on Transitional Justice: A Strategic Tool for People, Prevention and Peace and a dedicated webpage

Planned results for 2025

Result 1: enhanced awareness and knowledge of Member States and key stakeholders on the right to take part in the conduct of public affairs

Programme performance in 2023 and target for 2025

- 24.21 The subprogramme’s work contributed to the increased capacity of parliamentarians and national authorities regarding the protection and promotion of human rights in electoral contexts and constitutional processes through the wide dissemination of a toolkit, which met the planned target.
- 24.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 24.3).

Table 24.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Enhanced awareness of Member States on the right to participate in public affairs, including through <i>Human rights and Elections: A Handbook on International Human Rights Standards on Elections</i> and other publications	Elaboration by OHCHR and the Inter-Parliamentary Union of a self-assessment toolkit, addressed to parliamentarians, on the right to participate in public affairs and on constitutional processes	Increased capacity of parliamentarians and national authorities with regard to the protection and promotion of human rights in electoral contexts and constitutional processes through the wide dissemination of the toolkit	Parliamentarians and national authorities participate in the protection and promotion of human rights in electoral contexts and constitutional processes with the support of capacity-building initiatives	Increased participation by parliamentarians and national authorities in the protection and promotion of human rights in electoral contexts and constitutional processes

Result 2: Increased understanding of the challenges for the protection and promotion of the human rights of future generations

Programme performance in 2023 and target for 2025

- 24.23 The subprogramme’s work contributed to inter-agency coordination and human rights analysis for the discussion on the challenges for the protection and promotion of the human rights of future generations, in preparation for the intergovernmental Summit of the Future in 2024, meeting the planned target for 2023.
- 24.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 24.4).

Table 24.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Strengthened cooperation with United Nations system entities to enhance a shared understanding of human rights and implications of the elements paper for the Declaration on Future Generations	Inter-agency coordination and human rights analysis is enhanced, to support the intergovernmental negotiations for the development of the Declaration on Future Generations in preparation for the Summit of the Future in 2024	Contributions to the discussions on the human rights challenges of future generations, in preparation for the intergovernmental Summit of the Future	The protection and promotion of human rights informs agreed follow-up to the Summit of the Future, as applicable

Result 3: International human rights standards on economic, social and cultural rights are integrated into the development of State budgets

Proposed programme plan for 2025

24.25 Budgeting can help advance human rights and the Sustainable Development Goals. Upon request, the subprogramme supports States in their budgeting processes, including through budget analyses with a focus on mitigating the adverse effects on the protection of the human rights.

Lessons learned and planned change

24.26 The lesson for the subprogramme was that budget analyses can assist the identification of areas needing increased allocations to protect economic, social and cultural rights. Integrating international human rights standards can help with budget transparency, community participation and accountability. In applying the lesson, the subprogramme will assist States, upon request, to integrate international human rights standards into their budget processes and the identification of areas where budget allocations could be used to advance and protect economic, social and cultural rights.

24.27 Expected progress towards the objective is presented in the performance measure below (see table 24.5).

Table 24.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Member States have access to tools to support integration of international human rights standards into budget processes	Member States, pursuant to their request for support, integrate international human rights standards related to economic, social and cultural rights in budget processes

Deliverables

24.28 Table 24.6 lists all deliverables of the subprogramme.

Table 24.6

Subprogramme 1 (a): deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
1. Report to the General Assembly	1	1	1	1
2. Report to the Human Rights Council	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	1	1	1	1
3. Meetings of the Human Rights Council: thematic plenary panel on human rights mainstreaming	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	2	2	2	2
4. On human rights and the sustainable development agenda; and on environmental perspectives and human rights	2	2	2	2
Technical materials (number of materials)	10	10	10	10
5. On strengthening national protection systems, areas of human rights protection, institution-building, education and compilation of best practices on the integration of human rights aspects into United Nations policies and programmes	10	10	10	10
C. Substantive deliverables				
Consultation, advice and advocacy: advice to United Nations entities and to Member States, at their request, on the development of standards on strengthening national human rights promotion and protection capacities; integration of human rights aspects into relevant areas.				

(b) Right to development

Objective

24.29 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights through the effective realization of the right to development.

Strategy

24.30 To contribute to the objective, the subprogramme will pursue a multidimensional strategy. The subprogramme will:

- (a) Enhance awareness, knowledge and understanding about the content and importance of the right to development and identify obstacles at the international, regional and national levels through increased engagement, research, advocacy and information and educational activities;
- (b) Promote the realization of the right to development across the human rights programme and encourage relevant bodies of the United Nations system, as well as funds and specialized agencies, to integrate the right to development into their work and increase focus on its practical implementation;
- (c) Strengthen partnerships and collaboration with Member States, development agencies and international development, financial and trade institutions, and civil society, including NGOs and the private sector;

- (d) Encourage the promotion of the right to development in global development partnerships for the implementation by Member States of the 2030 Agenda, and most specifically Sustainable Development Goal 17, through cooperation and collaboration, advocacy, networking and technical advice, and the establishment of partnerships, and in keeping with existing mandates;
 - (e) Provide substantive support to the Human Rights Council and its subsidiary mechanisms related to the right to development, including the Working Group on the Right to Development, the Expert Mechanism on the Right to Development and the Human Rights Council biennial panel on the right to development;
 - (f) Promote the implementation of the right to development by providing requesting States with technical assistance to formulate national development strategies, such as poverty reduction strategy papers, Sustainable Development Goal strategies and the United Nations Sustainable Development Cooperation Frameworks, taking into account the full respect of human rights.
- 24.31 The above-mentioned work is expected to result in the integration of the promotion and protection of the right to development in global partnerships for development and policies and operational activities of relevant actors at all levels.

Programme performance in 2023

Integration of the promotion and protection of the right to development into African trade and investment policies

- 24.32 The subprogramme helps integrate the right to development through the provision of guidance and tools, technical advice and capacity-building at global, regional and national levels, upon request, including ex-ante human rights impact assessments of trade agreements. In 2022 and 2023, the subprogramme organized a series of workshops, panel discussions and briefings with representatives from Member States, civil society, national human rights institutions and the private sector on the integration of the promotion and protection of the right to development into trade and investment.
- 24.33 Progress towards the objective is presented in the performance measure below (see table 24.7).

Table 24.7

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	The African Commission on Human and Peoples' Rights adopted a resolution on human rights mainstreaming into trade. African Continental Free Trade Area Protocol of women and youth in trade was informed by an ex-ante human rights impact assessment

Planned results for 2025

Result 1: Working Group on the Right to Development and Expert Mechanism on the Right to Development inform intergovernmental deliberations on the right to development

Programme performance in 2023 and target for 2025

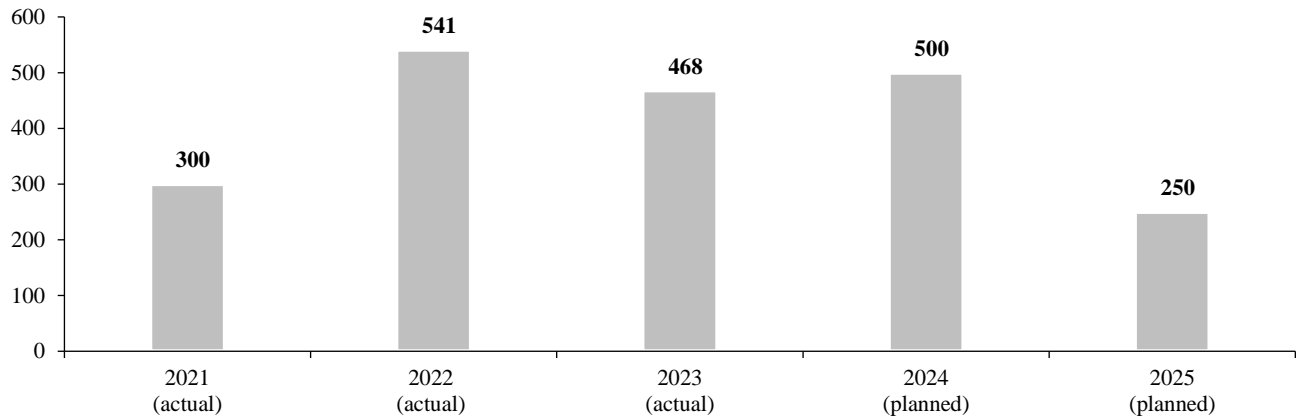
- 24.34 The subprogramme's work contributed to 468 participants engaging with the Working Group on the Right to Development and the Expert Mechanism on the Right to Development, which exceeded the planned target of 400 participants.

24.35 Progress towards the objective and the target for 2025² are presented in the performance measure below (see figure 24.I).

Figure 24.I

Performance measure: engagement with the Working Group on the Right to Development and the Expert Mechanism on the Right to Development (annual)

(Number of participants)



Result 2: increased participation in the Social Forum

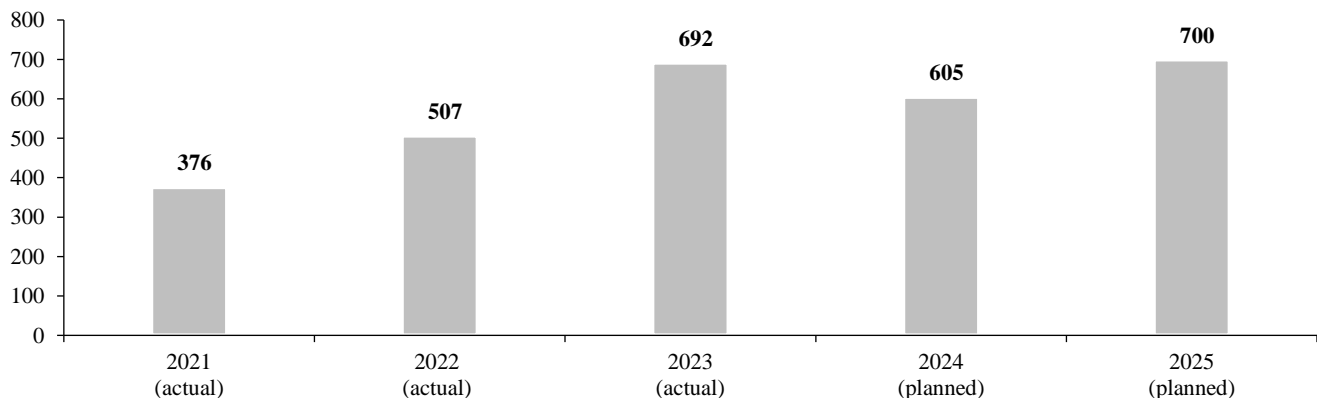
Programme performance in 2023 and target for 2025

24.36 The subprogramme’s work contributed to increasing and diversifying the participation at the Social Forum, reaching 692 participants from 102 countries, including representatives from 167 civil society organizations, which exceeded the planned target of 551 participants.

24.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 24.II).

Figure 24.II

Performance measure: number of participants attending the Social Forum of the Human Rights Council (annual)



² The 2025 target has been adjusted downwards reflecting the end of hybrid and virtual modalities of official meetings of the Working Group on the Right to Development and the Expert Mechanism on the Right to Development.

Result 3: Anti-corruption policies and practices to address the negative impact of corruption on the enjoyment of human rights

Proposed programme plan for 2025

- 24.38 The subprogramme has been supporting efforts of Member States, upon request, to address the negative impact of corruption on the enjoyment of human rights.

Lessons learned and planned change

- 24.39 The lesson for the subprogramme was that there are increasing opportunities to engage and support the identification of gaps and assisting States parties, upon request, in this area. In applying the lesson, the subprogramme will provide context-specific analysis and policy advice to enhance the capacities of States and other stakeholders to develop anti-corruption policies and practices to address the negative impact of corruption on the enjoyment of human rights and to strengthen engagement of United Nations country teams to programming on anti-corruption efforts and human rights.
- 24.40 Expected progress towards the objective is presented in the performance measure below (see table 24.8).

Table 24.8

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Increased awareness of the nexus between corruption and human rights in accordance with Human Rights Council resolution 53/17	Member States have access to guidance on developing anti-corruption policies and practices to address the negative impact of corruption on the enjoyment of human rights	States, pursuant to their request for support, develop anti-corruption policies and practices to address the negative impact of corruption on the enjoyment of human rights United Nations country teams strengthened their programmes on anti-corruption and human rights

Deliverables

- 24.41 Table 24.9 lists all deliverables of the subprogramme.

Table 24.9

Subprogramme 1 (b): deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	13	13	13	12
1. Reports to the General Assembly	2	2	1	1
2. Reports and pre-sessional documents to the Human Rights Council, including on the right to development, the Social Forum, the Working Group on the Right to Development and the Expert Mechanism on the Right to Development	11	11	12	11
Substantive services for meetings (number of three-hour meetings)	30	29	31	29
Meetings of:				
3. The Human Rights Council: thematic plenary panels on the right to development, good governance and climate change	4	3	3	3
4. The Social Forum	4	4	4	4
5. The Working Group on the Right to Development	10	10	10	10
6. The Expert Mechanism on the Right to Development	12	12	14	12
B. Generation and transfer of knowledge				
Technical materials (number of materials)	12	12	12	12
7. Methodological tools and training material on the right to development	8	8	8	8
8. Research and analysis papers on the right to development	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to Member States, at their request, United Nations entities and others on the promotion of human rights, including on the development of related standards and implementation of the right to development.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information products on the right to development, including in national development strategies.				

(c) Research and analysis

Objective

24.42 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights through increased knowledge, awareness and understanding.

Strategy

24.43 To contribute to the objective, the subprogramme will:

- (a) Enhance the research and analysis of human rights issues, as well as the development and application of expertise in areas such as the elimination of all forms of discrimination, racism, including its contemporary forms, racial discrimination, xenophobia and related intolerance; the rule of law, democracy and good governance; the integration of human rights into counter-terrorism and anti-trafficking measures, and the implementation of the Sustainable Development Goals and poverty reduction strategies and programmes; and the protection of human rights in the context of the fight against terrorism and business activities;

- (b) Advocate for the indivisibility, interdependence and interrelatedness of all human rights, through research, policy-oriented analysis, support to standard-setting, advocacy, the compilation of best practices and improved knowledge management; the provision of specialized human rights reference services; the development of methodologies, operational guidelines and tools; capacity-building and international cooperation; and the development and delivery of human rights training and activities, for example within the framework of the World Programme for Human Rights Education;
 - (c) Further develop and strengthen substantive and methodological human rights expertise to support effective engagement with countries and with global and national-level partnerships, and lead efforts within the United Nations system to meet current human rights challenges;
 - (d) Provide advice and assistance to requesting States, the United Nations system, civil society, the media and national human rights institutions in their efforts to overcome human rights implementation gaps, promote inclusion and protect rights holders, through technical cooperation, advocacy, training, policy development, analysis and advice to partners at all levels;
 - (e) Follow up and implement the Durban Declaration and Programme of Action, the outcome document of the Durban Review Conference and related declarations, and the programme of activities for the implementation of the International Decade for People of African Descent (2015–2024).
- 24.44 The above-mentioned work is expected to result in enhanced knowledge, awareness and understanding of human rights issues.

Programme performance in 2023

Impact of casualty recording on the promotion and protection of human rights

- 24.45 In 2023, the subprogramme led research and analysis and distilled good practices on casualty recording and its impact on the promotion and protection of human rights ([A/HRC/53/48](#)), drawing also on the work of the programme at country-level. Building on the 2019 guidance note,³ the subprogramme provided support to establish casualty recording systems and maximize the use of the data and analysis. The data gathered helped to identify patterns of harm, shedding light on behaviours that have the most adverse effect on human rights and guiding responses.
- 24.46 Progress towards the objective is presented in the performance measure below (see table 24.10).

Table 24.10

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	The United Nations inter-agency working group on explosive weapons in populated areas adopted the political declaration stressing the importance of casualty recording in the protection of civilians ⁴	Casualty recording impacted on the promotion and protection of the rights to life, health, education and effective remedy; and the adoption of measures to enhance access to food, protection of vulnerable populations, prevention, accountability, political engagement and freedom of movement in several country contexts (A/HRC/53/48)

³ Office of the United Nations High Commissioner for Human Rights, Guidance on Casualty Recording (United Nations publication, Sales No. E.20.XIV.1).

⁴ Political Declaration on Strengthening the Protection of Civilians from the Humanitarian Consequences arising from the use of Explosive Weapons in Populated Areas, para. 1.8.

Planned results for 2025

Result 1: advance racial justice and equality, particularly for Africans and people of African descent⁵

Programme performance in 2023 and target for 2025

- 24.47 The subprogramme’s work contributed to enhanced capacities of States and others, in particular people of African descent and their organizations, to enable progress towards transformative change for racial justice and equality, including through the establishment of networks of organizations of people of African descent and the development of a note to support implementation of the right to participate in public affairs for people of African descent, which met the planned target for 2023.
- 24.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 24.11).

Table 24.11
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
<p>Twenty-nine consultations on systemic racism, held online with individuals from a range of sectors, mostly people of African descent</p> <p>Human Rights Council considered the report of the High Commissioner (A/HRC/47/53) and the annex thereto entitled “Four-Point Agenda towards Transformative Change for Racial Justice and Equality”, and adopted resolution 47/21</p>	<p>Human Rights Council considered the first report of the International Independent Expert Mechanism (A/HRC/51/55) and the High Commissioner’s report (A/HRC/51/53) in an enhanced interactive dialogue, which included the participation of directly affected individuals and communities, including victims and their families</p> <p>The International Independent Expert Mechanism held its first session. The Mechanism and OHCHR held several consultations, which had a large participation of people of African descent</p>	<p>Enhanced capacities of States and other stakeholders, in particular people of African descent and their organizations, to support implementation of the right to participate in public affairs for people of African descent</p>	<p>Greater country-level engagement by States and other stakeholders, in particular people of African descent and their organizations, towards transformative change for racial justice and equity</p>	<p>States and other stakeholders, particularly people of African descent and their organizations, take steps to advance racial justice and equality.</p>

⁵ Human Rights Council resolution 47/21.

Result 2: promoting and protecting economic, social and cultural rights within the context of addressing inequalities in the recovery from the coronavirus disease (COVID-19) pandemic

Programme performance in 2023 and target for 2025

- 24.49 The subprogramme’s work contributed to Member States considering a report on access to vaccines and medicines, identifying areas where change is needed, such as the pricing of essential medicines and the impact of pharmaceutical innovation system on access, which met the planned target for 2023.
- 24.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 24.12).

Table 24.12
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
The General Assembly, in its resolution 76/162 , requested the Secretary-General to prepare a report on human rights and cultural diversity	The Human Rights Council, in its resolution 50/13 , identified challenges in ensuring access to medicines, vaccines and other health products identified by the Human Rights Council Human rights group established within the United Nations Inter-Agency Task Force on the Prevention and Control of Non-communicable Diseases	Member States considered a report on access to medicines and therapies and rare diseases, and guidance on mental health, human rights and legislation	Member States have access to guidance to address access to medicines, vaccines and other health products in the context of the right of everyone to the highest attainable standard of physical and mental health, as recognized in the International Covenant on Economic, Social and Cultural Rights	Member States and other stakeholders have access to best practices in supporting States to respect, promote and fulfil economic, social and cultural rights, based on a report by the High Commissioner mandated by Human rights Council resolution 54/22

Result 3: Young human rights defenders from Indigenous, minority and people of African descent communities deepen their understanding of human rights

Proposed programme plan for 2025

- 24.51 The subprogramme provides human rights defenders from Indigenous, minority and people of African descent communities with opportunities to deepen their understanding of international human rights law, as first-hand exposure to human rights mechanisms, through a dedicated Fellowship Programme.

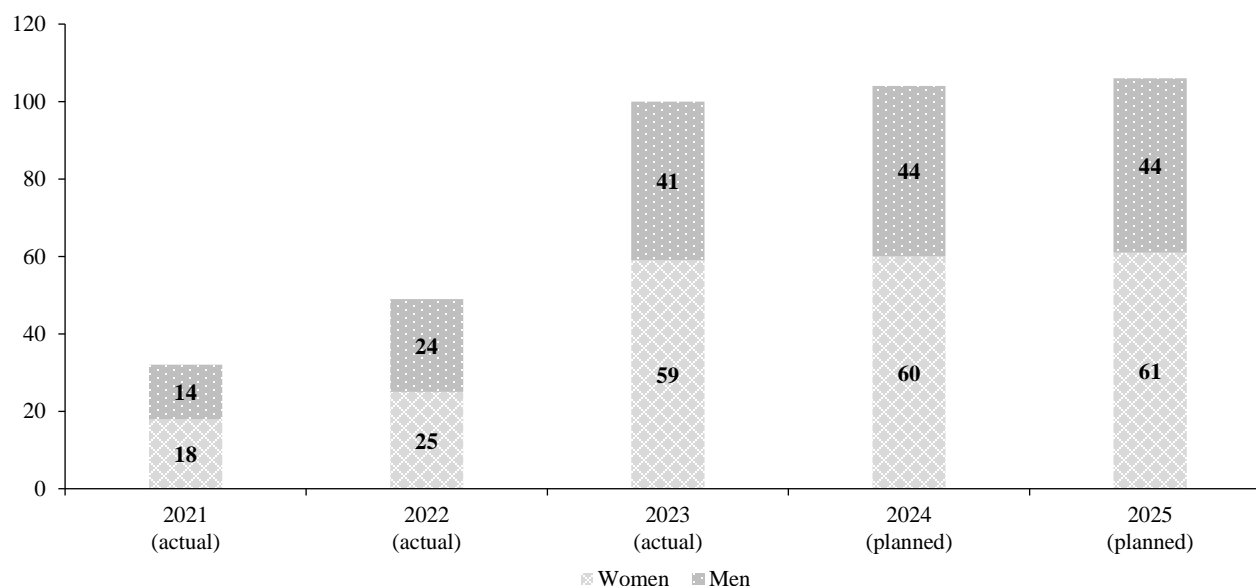
Lessons learned and planned change

- 24.52 The lesson for the subprogramme was that in-person preparatory training sessions for each linguistic group, in collaboration with partner universities, helped foster effective engagement during the training sessions, enhancing cultural sensitivity and awareness and promoting cross-cultural communication. In applying the lesson, the subprogramme will deepen its partnership with universities and the holding of in-person training sessions and preparatory sessions, in several languages. The subprogramme will also strengthen alumni networks, mentoring and job-training opportunities for fellows.

24.53 Expected progress towards the objective is presented in the performance measure below (see figure 24.III).

Figure 24.III

Performance measure: Number of fellows participating in training programmes for people of African descent, Indigenous Peoples and minorities (annual)



Deliverables

24.54 Table 24.13 lists all deliverables of the subprogramme.

Table 24.13

Subprogramme 1 (c): deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	50	59	50	50
Reports to:				
1. The General Assembly	15	21	15	15
2. The Economic and Social Council	2	2	2	2
3. The Human Rights Council	33	36	33	33
Substantive services for meetings (number of three-hour meetings)	135	138	135	135
4. Meetings of the Human Rights Council: thematic plenary panels on human rights	10	13	10	10
5. Meetings of the Human Rights Council and the other policymaking organs	125	125	125	125
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	850	850	850	850
6. Seminars on strengthening national human rights promotion and protection capacities for stakeholders, including governmental and non-governmental actors and United Nations entities	150	150	150	150

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
7. Training events on the United Nations, human rights law and skills development for Indigenous Peoples, minorities and people of African descent (for the fellowship programmes)	700	700	700	700
Publications (number of publications)	7	7	7	7
8. On women's rights, racial discrimination, Indigenous Peoples and the administration of justice, in particular transitional justice mechanisms	7	7	7	7
Technical materials (number of materials)	10	10	10	10
9. On women's rights, racial discrimination, Indigenous Peoples and the administration of justice, in particular transitional justice mechanisms	10	10	10	10
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to Member States, United Nations entities, special rapporteurs and independent experts of the Human Rights Council, and other stakeholders, including on the development of related standards.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information products on global and national advocacy related to women's rights, racial discrimination, Indigenous Peoples and the administration of justice.				
Library services: publications, training and educational materials on human rights and translations of the Universal Declaration of Human Rights.				

Subprogramme 2 Supporting human rights treaty bodies

Objective

- 24.55 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment of all human rights by all, in particular through support and advice to the human rights treaty bodies and by increasing awareness among national and international actors of the international human rights treaties and the work of treaty bodies.

Strategy

- 24.56 To contribute to the objective, the subprogramme will:
- Provide support and advice for the review of State reports; the conduct of inquiries and country visits, where provided for in the treaty or upon request of States; early warning and urgent action procedures and the processing of individual complaints, urgent actions and inter-State complaints; visits to places of deprivation of liberty, as well as assistance and advice to the national preventive mechanisms; and the preparation of general comments;
 - Support the efforts of treaty bodies to improve and enhance their working methods;
 - Engage with Member States, national human rights institutions, United Nations agencies, NGOs and other actors to enhance awareness, knowledge and understanding of the treaty bodies' work and outputs, and to promote ratification of international human rights treaties;
 - Facilitate the use of videoconferencing and webcasting to improve the accessibility and visibility of the treaty bodies, when feasible;
 - Support States parties, upon request, in building their capacity to implement their treaty obligations as well as in the preparation and timely submission of their national reports;
 - Support States, upon request, in establishing or strengthening national mechanisms for reporting and follow-up through the exchange of experiences and good practices;

- (g) Assist treaty bodies in their efforts to address reprisals when they occur, and in their responses to claims and acts of intimidation or reprisals against individuals and groups for their contribution to the work of the human rights treaty bodies.

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

- (a) Efficient and effective functioning of the treaty bodies;
- (b) Enhanced cooperation of stakeholders at all levels with treaty bodies in accordance with their working methods and mandates.

Programme performance in 2023

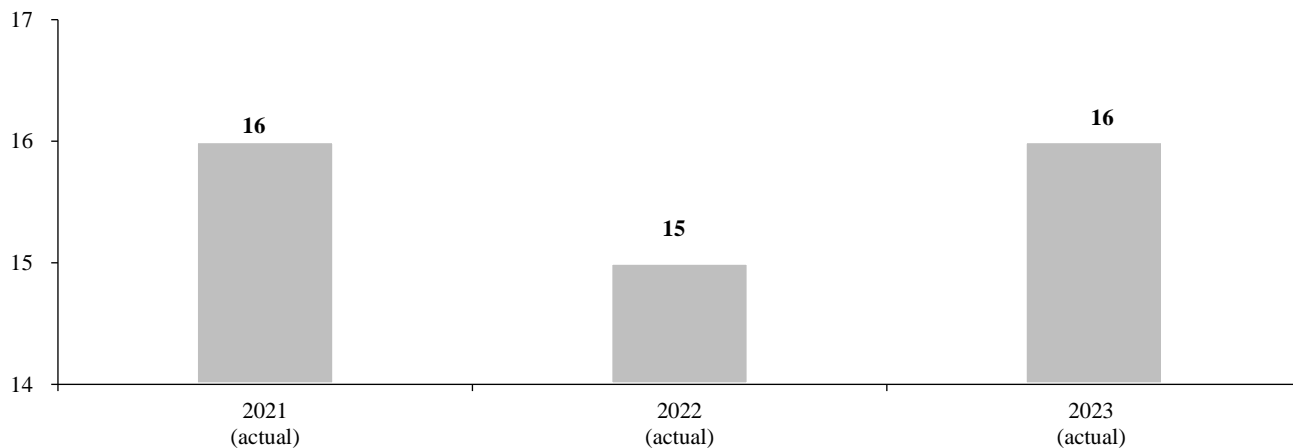
Increased number of ratifications of international human rights treaties

24.58 As part of the Human Rights 75 initiative, the subprogramme launched a campaign that contributed to 16 new ratifications in 2023, as well as pledges from 23 States for 43 additional ratifications. Through regional and cross-regional conferences, workshops and side events, the subprogramme contributed to enhancing knowledge of the content of the instruments and States’ obligations thereunder and facilitated exchanges of experiences between States. The campaign paid particular focus to the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment and the roles of national preventive mechanisms on the twentieth anniversary of its adoption.

24.59 Progress towards the objective is presented in the performance measure below (see figure 24.IV).

Figure 24.IV

Performance measure: number of international human rights treaties ratified (annual)



Planned results for 2025

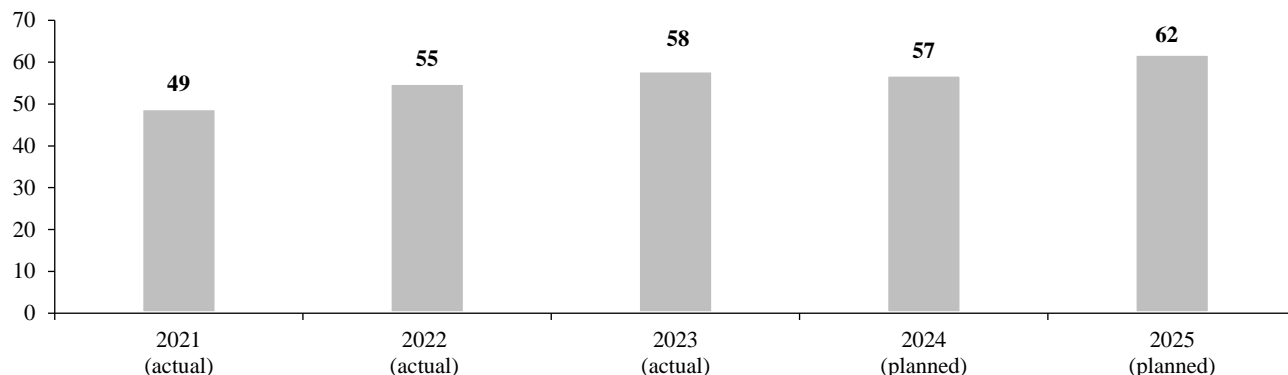
Result 1: capacity of States parties to engage with treaty bodies strengthened

Programme performance in 2023 and target for 2025

24.60 The subprogramme’s work contributed to the establishment or strengthening of 58 national mechanisms for reporting and follow-up, which exceeded the target of 57.

24.61 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 24.V).

Figure 24.V
Performance measure: number of national mechanisms for reporting and follow-up with treaty bodies (cumulative)

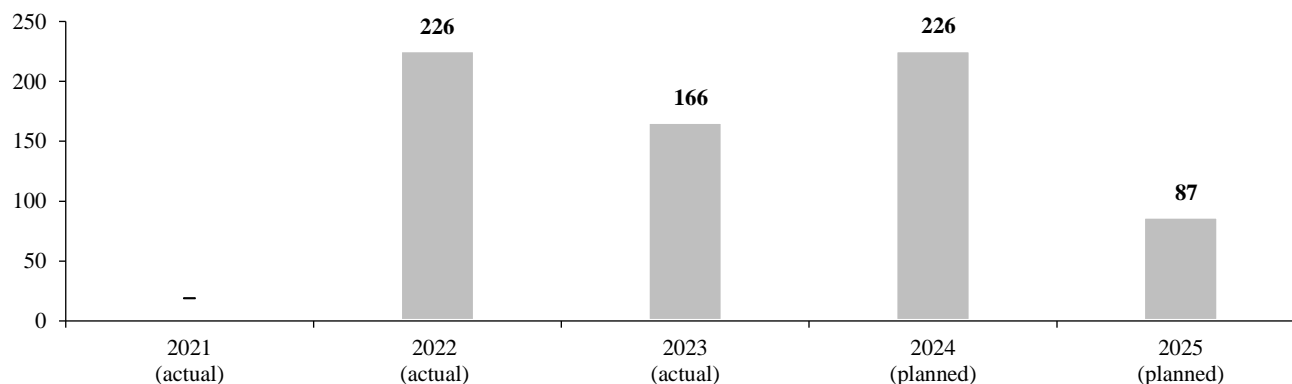


Result 2: enhanced participation of delegates in reviews by treaty bodies of reports of States parties

Programme performance in 2023 and target for 2025

- 24.62 The subprogramme’s work contributed to 166 hybrid/virtual meetings with interpretation, which did not meet the planned target of 266. The target was not met as there was a return to in-person meetings of treaty bodies, except for those specifically mandated, such as the official dialogues with State party delegations, as mandated by the General Assembly in paragraph 23 of its resolution [68/268](#).
- 24.63 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 24.VI).

Figure 24.VI
Performance measure: number of hybrid meetings of treaty bodies with interpretation (annual)



Result 3: increased international cooperation to support national mechanisms for implementation, reporting and follow-up

Proposed programme plan for 2025

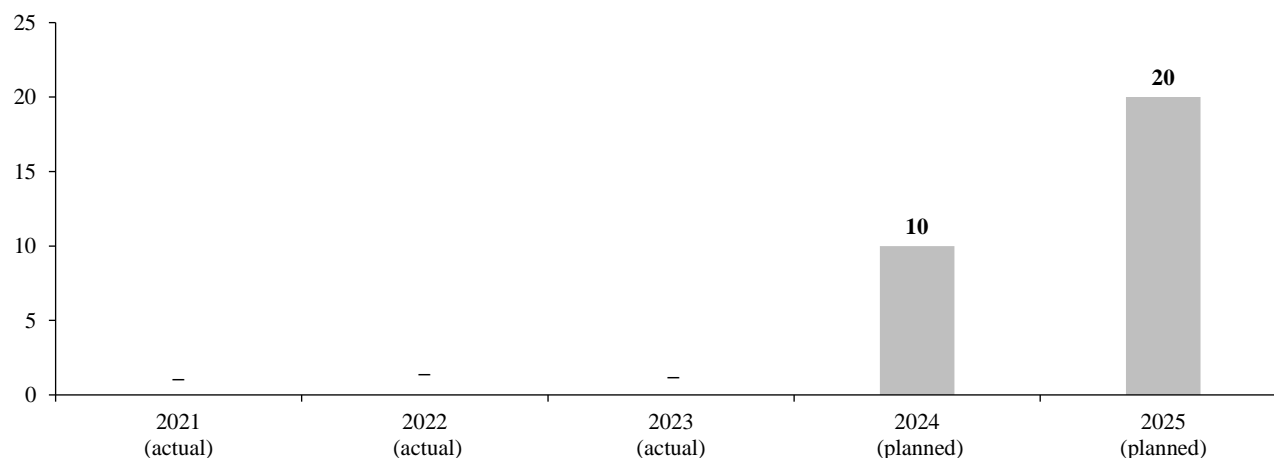
- 24.64 National mechanisms for implementation, reporting and follow-up enable States to manage their engagement with human rights mechanisms. The subprogramme supports the establishment and strengthening of those mechanisms through capacity-building activities, as a follow up to Human Rights Council resolution [51/33](#).

Lessons learned and planned change

- 24.65 The lesson for the subprogramme was that peer-to-peer learning can enable capacity-building in relation to national mechanisms for implementation, reporting and follow-up. In applying the lesson, the subprogramme will facilitate international cooperation and sharing of good practices to support those national mechanisms. The subprogramme will also establish a network of national mechanisms, a virtual knowledge hub and organize peer-learning activities.
- 24.66 Expected progress towards the objective is presented in the performance measure below (see figure 24.VII).

Figure 24.VII

Performance measure: number of countries that have shared practices on implementation, reporting and follow up to the international human rights mechanisms through the knowledge hub (annual)



Deliverables

- 24.67 Table 24.14 lists all deliverables of the subprogramme.

Table 24.14

Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	685	616	733	694
1. Reports of the Human Rights Committee, including concluding observations and lists of issues	37	48	37	37
2. Decisions on individual communications under the First Optional Protocol to the International Covenant on Civil and Political Rights	150	141	152	152
3. Reports of the Committee on Economic, Social and Cultural Rights, including concluding observations and lists of issues	43	27	43	43
4. Decisions on individual communications under the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights	7	15	7	7
5. Reports of the Committee on the Elimination of Racial Discrimination, including concluding observations and lists of themes	59	42	59	59

Part VI Human rights and humanitarian affairs

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
6. Decisions under articles 11 and 14 of the International Convention on the Elimination of All Forms of Racial Discrimination	5	3	3	3
7. Reports of the Committee against Torture, including concluding observations and lists of issues	39	22	39	39
8. Decisions on individual communications under article 22 of the Convention against Torture	66	55	50	50
9. Reports of the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, including recommendations and observations on country visits	21	12	21	21
10. Replies from States parties and national preventive mechanisms to the Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	18	5	18	20
11. Reports of the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families, including concluding observations and lists of issues	19	14	19	19
12. Reports of the Committee on the Elimination of Discrimination against Women, including concluding observations and lists of issues	40	54	104	55
13. Decisions on individual communications under article 2 of the Optional Protocol to the Convention on the Elimination of Discrimination against Women	14	12	14	14
14. Reports of the Committee on the Rights of the Child, including concluding observations on the reports of States parties under the Convention on the Rights of the Child and its Optional Protocols on the sale of children, child prostitution and child pornography and on the involvement of children in armed conflict and lists of issues	49	54	49	49
15. Decisions on individual communications under the Optional Protocol to the Convention on the Rights of the Child on a communications procedure	18	24	18	18
16. Reports of the Committee on the Rights of Persons with Disabilities, including concluding observations and lists of issues	40	31	40	40
17. Decisions on individual communications under the Optional Protocol to the Convention on the Rights of Persons with Disabilities	5	8	5	5
18. Reports of the Committee on Enforced Disappearances, including concluding observations and lists of issues	22	16	22	22
19. Decisions on individual communications under article 31 of the International Convention for the Protection of All Persons from Enforced Disappearance	2	1	2	2
20. Report of the meeting of Chairs of the human rights treaty bodies	1	1	1	1
21. Notes by the Secretariat of the meeting of Chairs of the human rights treaty bodies	3	2	3	3
22. Note by the Secretary-General, election of members and curricula vitae of candidates to the meetings of States parties	4	11	4	12
23. Reports to the General Assembly of the Committees and humanitarian trust funds	16	14	16	16
24. Report to the Economic and Social Council of the Committees on the Elimination of Discrimination against Women, on Economic, Social and Cultural Rights and on the Rights of Persons with Disabilities	3	0	3	3
25. Note by the Secretariat on results of the sessions of the Commission on the Status of Women	1	1	1	1
26. Report of the Secretary-General to the Human Rights Council on measures taken to implement Human Rights Council resolution 9/8 and on the operations of the humanitarian trust funds	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	1 160	974	1 160	1 156
27. Meetings of the pre-sessional working groups of the Committees listed under policymaking organs and the working groups of optional protocols	150	130	150	150
28. Meetings of the Plenary of the Committees listed under policymaking organs, including the meeting of Chairpersons of the treaty bodies and the humanitarian trust funds	1 002	840	1 002	1 002
29. Meetings of States parties, election of members	8	4	8	4

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	230	260	235	240
30. Of the United Nations Voluntary Fund for Victims of Torture	180	199	180	180
31. Of the United Nations voluntary trust fund on contemporary forms of slavery	40	47	40	45
32. Of the Special Fund established by the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	10	14	15	15
Seminars, workshops and training events (number of days)	120	185	150	150
33. Training courses on reporting, individual communications, country visits and/or follow-up of treaty body recommendations to States parties	120	185	150	150
Technical materials (number of materials)	1	2	2	1
34. Treaty-specific guides	1	2	2	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultations and advocacy on legal instruments on the international human rights system with Member States, United Nations entities and other stakeholders; consultation and advice on the establishment and/or strengthening of national mechanisms for reporting and follow-up to the human rights treaty bodies; briefings to newly elected mandates holders of the Committees and new members of the Boards of Trustees of the humanitarian trust funds.				
Databases and substantive digital materials: the Universal Human Rights Index, with over 170,000 observations and recommendations made by international human rights mechanisms; treaty body jurisprudence databases; knowledge hub on national mechanisms on reporting and follow-up; the national recommendations tracking database.				
D. Communication deliverables				
Outreach programmes, special events and information materials: informational brochures on the activities of the treaty bodies, the capacity-building programme and the humanitarian trust funds, as well as the Special Fund established by the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment.				

Subprogramme 3 Advisory services, technical cooperation and field activities

Objective

- 24.68 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights, through enhanced capacity-building, including through assistance to requesting States.

Strategy

- 24.69 To contribute to the objective, the subprogramme will:
- (a) Provide States, upon their request, and stakeholders at the national level with human rights legal advice, education, awareness-raising and training through mutually agreed advisory services and technical cooperation programmes, including in the implementation of the recommendations to which States have agreed in the universal periodic review process;
 - (b) Improve cooperation within the United Nations system for the protection and promotion of human rights, through joint activities, the deployment of human rights officers, interaction with OHCHR programmes in the field and relevant United Nations human rights mechanisms;
 - (c) Continue to deploy human rights observers and fact-finding missions, including in humanitarian emergencies, at the request of an affected country or as mandated by the relevant United Nations legislative bodies;

- (d) Assist the Human Rights Council and its mechanisms, as well as other policymaking bodies and the treaty bodies, in preparing for and following up on their dialogue with countries and ensure the efficient and effective functioning of thematic and country-specific special procedures by following human rights developments.
- 24.70 The above-mentioned work is expected to result in:
- (a) Enhanced national capacities to translate international human rights obligations into effective laws, regulations and policies and meet the challenges to the full realization of human rights;
- (b) Enhanced capacity of United Nations country teams, field presences, peacekeeping operations and peacebuilding activities to assist requesting countries in their efforts to develop national human rights protection systems, guided, inter alia, by the recommendations of the international human rights mechanisms;
- (c) Prevention of the continuation of human rights violations, including in situations of large-scale crisis.

Programme performance in 2023

Member States and other stakeholders make pledges to promote and protect human rights.

- 24.71 The subprogramme supported the organization of four national dialogues, 84 national consultations, three regional hubs and five regional dialogues in commemoration of the seventy-fifth anniversary of the Universal Declaration of Human Rights and the thirtieth anniversary of the Vienna Declaration and the Programme of Action.
- 24.72 Human Rights 75 provided an opportunity to raise awareness and reflect on achievements, best practices and challenges regarding the promotion and protection of human rights. Member States and other stakeholders made concrete pledges to promote and protect human rights. The initiative culminated in a high-level event held in Geneva on 11 and 12 December 2023, attended by representatives of 150 countries, including 74 high-level dignitaries, with online regional hubs connected virtually.
- 24.73 Progress towards the objective is presented in the performance measure below (see table 24.15).

Table 24.15

Performance measure: number of pledges to promote and protect human rights made by Member States and other stakeholders, in the context of the Human Rights 75 initiative,

2021 (actual)	2022 (actual)	2023 (actual)
–	–	514 pledges from States and 263 pledges from other stakeholders to promote and protect human rights were made in the context of Human Rights 75

Planned results for 2025

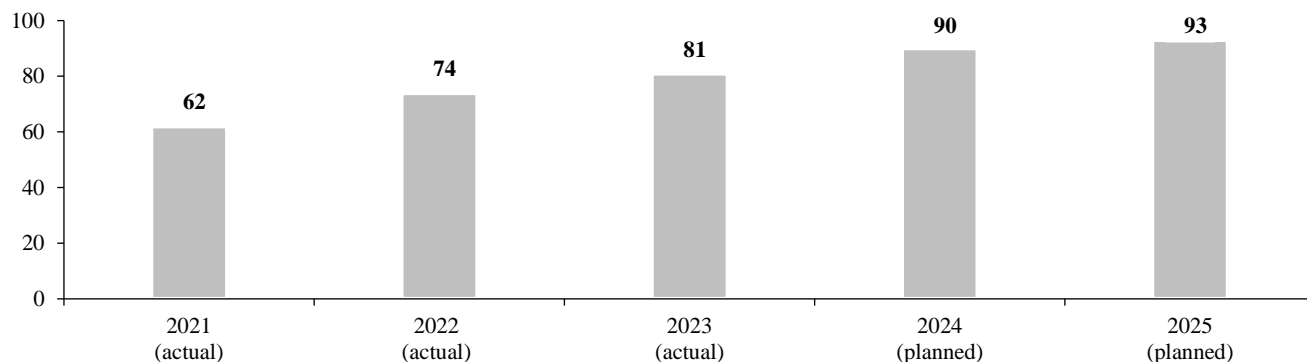
Result 1: enhanced capacity of Member States to reduce inequalities

Programme performance in 2023 and target for 2025

- 24.74 The subprogramme's work contributed to 81 Member States taking action to enhance legislation and policies that integrate economic, social and cultural rights, which met the planned target of 81.

24.75 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 24.VIII).

Figure 24.VIII
Performance measure: number of Member States that took action to enhance legislation and policies that integrate economic, social and cultural rights (cumulative)



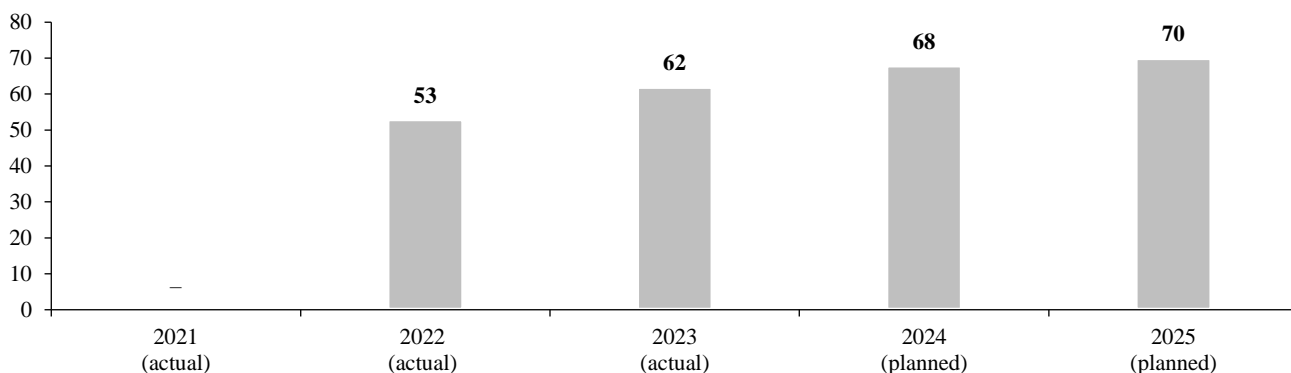
Result 2: towards implementation by Member States of recommendations emanating from international human rights mechanisms

Programme performance in 2023 and target for 2025

24.76 The subprogramme’s work contributed to 62 Member States improving their reporting to the human rights mechanisms and the implementation of their recommendations, which exceeded the planned target of 60.

24.77 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 24.IX).

Figure 24.IX
Performance measure: number of least developed countries and small island developing States that implement recommendations emanating from international human rights mechanisms (cumulative)



Result 3: strengthened effectiveness of national human rights institutions in line with the Paris Principles

Proposed programme plan for 2025

24.78 The subprogramme provides Member States and stakeholders in all regions with advisory services and technical cooperation programmes to establish or strengthen the effectiveness of national human

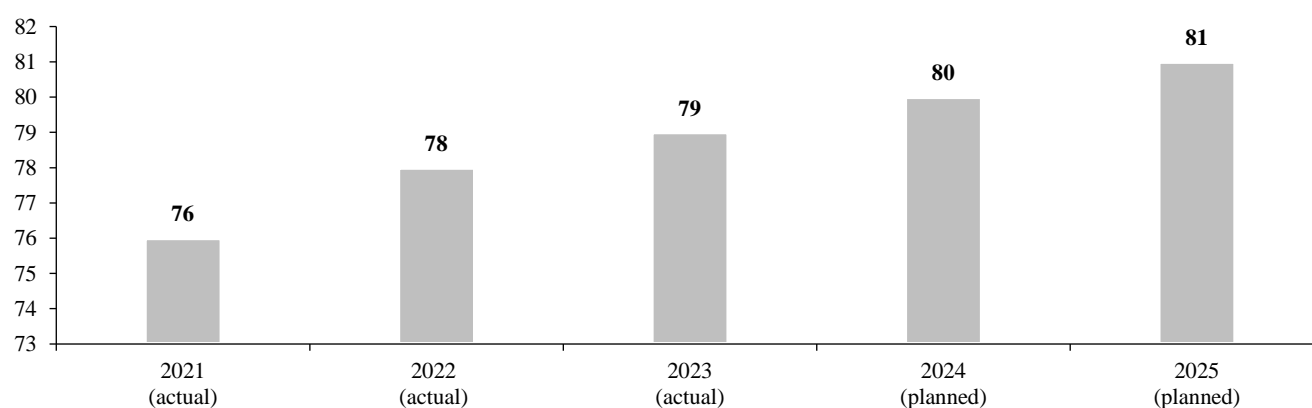
rights institutions, in accordance resolution 78/204 and the principles relating to the status of national institutions for the promotion and protection of human rights (the Paris Principles).

Lessons learned and planned change

- 24.79 The lesson for the subprogramme was that direct engagement with national human rights institutions, at their request, could further advance human rights at the national level. In applying the lesson, the subprogramme will provide capacity-building and technical cooperation aimed at enhancing their capacities and increasing their compliance with international human rights standards and obligations.
- 24.80 Expected progress towards the objective is presented in the performance measure below (see figure 24.X).

Figure 24.X

Performance measure: number of national human rights institutions established or strengthened in line with the Paris Principles (cumulative)



Deliverables

24.81 Table 24.16 lists all deliverables of the subprogramme.

Table 24.16

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	69	68	70	70
Reports to:				
1. The General Assembly	14	14	14	14
2. The Human Rights Council	54	53	55	55
3. The General Assembly by the Special Committee to Investigate Israeli Practices	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	85	106	113	110
Meetings of:				
4. The Human Rights Council related to country mandates, technical cooperation, and commissions of inquiry and fact-finding missions	62	83	90	87
5. The Special Committee to Investigate Israeli Practices	5	5	5	5
6. The Subcommittee on Accreditation of the Global Alliance of National Human Rights Institutions	2	2	2	2

Section 24 Human rights

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
7. The General Assembly	14	14	14	14
8. The Board of Trustees of the United Nations Voluntary Fund for Technical Cooperation in the Field of Human Rights	2	2	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	213	183	240	215
9. On technical cooperation and substantive human rights support, upon request, on economic, civil, cultural, social and political rights	98	88	130	100
10. On national and regional technical cooperation in the area of human rights	115	95	110	115
Seminars, workshops and training events (number of days)	267	284	260	290
11. Training events on various human rights themes for Governments, national human rights institutions and civil society	267	284	260	290
Fact-finding, monitoring and investigation missions (number of missions)	6	20	9	20
12. Country-specific fact-finding missions	6	20	9	20
Humanitarian assistance missions (number of missions)	–	1	–	3
13. Humanitarian assistance missions	–	1	–	3
C. Substantive deliverables				
Consultation, advice and advocacy: consultations on human rights with Member States, national human rights institutions and civil society; assistance to special rapporteurs and independent experts of the Human Rights Council (country mandates); technical support and substantive and secretariat services for country-specific missions; monitoring, technical support and substantive services to human rights components in peace missions, including preparing inputs on the human rights situation mandated by the Security Council; substantive advice related to human rights challenges in humanitarian operations.				
Databases and substantive digital materials: databases on geographic human rights information, including the human rights case database, a secure information exchange platform in support of the commissions of inquiry and fact-finding missions.				
D. Communication deliverables				
External and media relations: press releases and media briefings by country mandate holders and the High Commissioner.				

**Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms**

Objective

- 24.82 The objective, to which this subprogramme contributes, is to advance the promotion and protection of the effective enjoyment by all of all human rights, by providing strengthened support and advice to the Human Rights Council and its subsidiary bodies and mechanisms, including the Human Rights Council Advisory Committee, the special procedures, the universal periodic review and the complaint procedure.

Strategy

- 24.83 To contribute to the objective, the subprogramme will:
- (a) Research and develop analytical information and knowledge in support of the thematic special procedures and the universal periodic review mechanism to enhance their effectiveness;
 - (b) Support and provide thematic expertise for fact-finding missions and special procedure mandate holders' country visits, including through enhanced cooperation within the programme, the analysis of gaps in the implementation of international human rights instruments, the promotion of observance for international human rights standards and the provision of timely advice for addressing gross and systematic violations of human rights;

- (c) Support the international human rights mechanisms in their efforts to promote the implementation of the 2030 Agenda in accordance with States' human rights obligations;
- (d) Disseminate knowledge of the conclusions, recommendations and other outcomes of the universal periodic review, as well as the findings and methodology of the thematic special procedures, and improve coordination among mandate holders and other mechanisms of the human rights machinery;
- (e) Support partnerships and reinforce dialogue and cooperation with Governments, national human rights institutions, civil society organizations, victims, United Nations agencies and programmes and the United Nations human rights machinery and cooperating policymaking bodies, including to support follow-up to the findings and recommendations of the special procedure mandate holders and the outcomes of the universal periodic review;
- (f) Provide assistance to States within the universal periodic review framework.

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

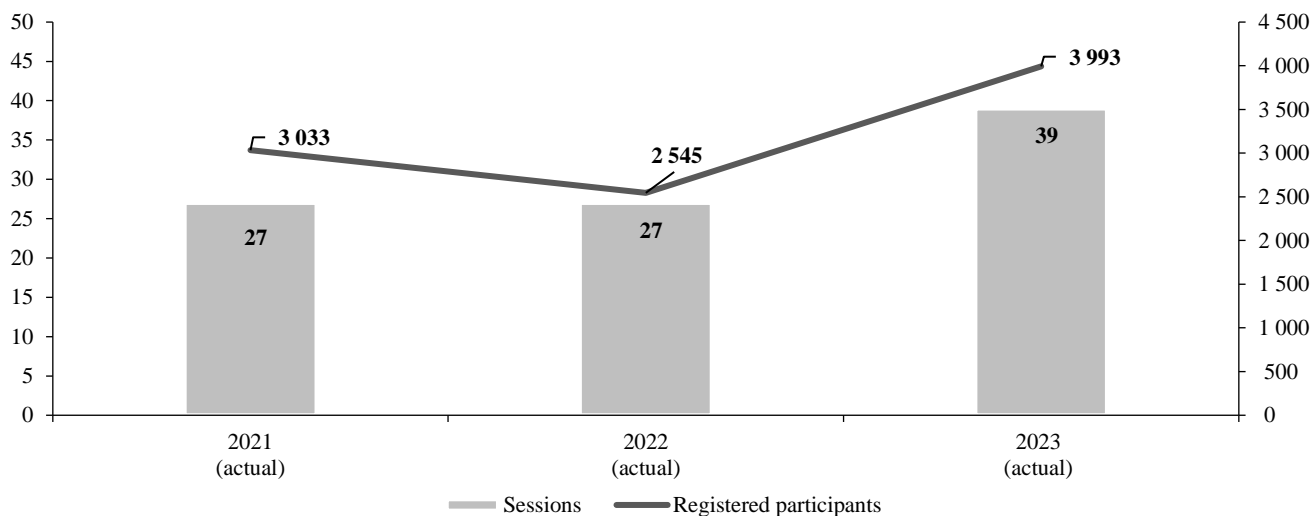
- (a) Enhanced and effective functioning of the Human Rights Council and its subsidiary bodies and mechanisms, including more effective deliberations and decision-making processes;
- (b) Enhanced cooperation at all levels with stakeholders that can benefit from and/or contribute to the work of the Human Rights Council and its subsidiary bodies and mechanisms.

Programme performance in 2023

Increased engagement at the Forum on Business and Human Rights

- 24.85 Over 140 countries participated in the twelfth edition of the annual Forum on Business and Human Rights. The session focused on the Guiding Principles on Business and Human Rights and the different ways the Guiding Principles can be implemented. Over 200 speakers from diverse groups and sectors took the floor, for the first time with international sign language and closed captioning for persons with different disabilities. Through research, discussions, experience-sharing and collaboration, the Forum supported Member States and the private sector to better understand their responsibilities and duties, and supported human rights defenders, grass-roots community leaders and civil society activists to better understand potential claims and remedies.
- 24.86 Progress towards the objective is presented in the performance measure below (see figure 24.XI).

Figure 24.XI
Performance measure: number of sessions and registered participants for the Forum on Business and Human Rights (annual)



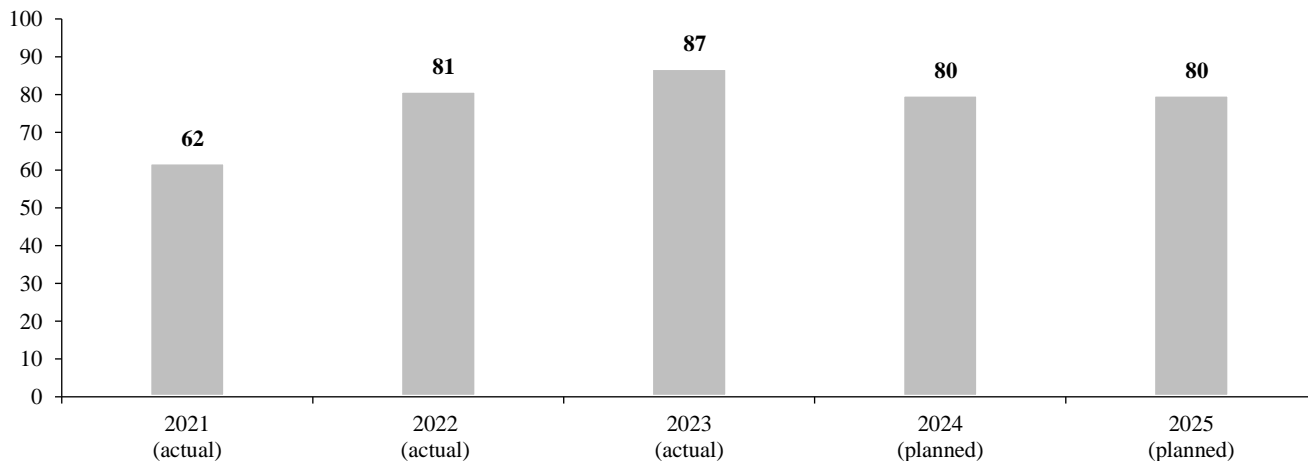
Planned results for 2025

Result 1: enhanced engagement of parliamentarians in the universal periodic review

Programme performance in 2023 and target for 2025

- 24.87 The subprogramme’s work contributed to 87 parliamentarians with increased knowledge on engagement with the Human Rights Council and its universal periodic review, which exceeded the planned target of 80 parliamentarians.
- 24.88 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 24.XII).

Figure 24.XII
Performance measure: number of parliamentarians with increased knowledge on engagement with the Human Rights Council and its universal periodic review (annual)



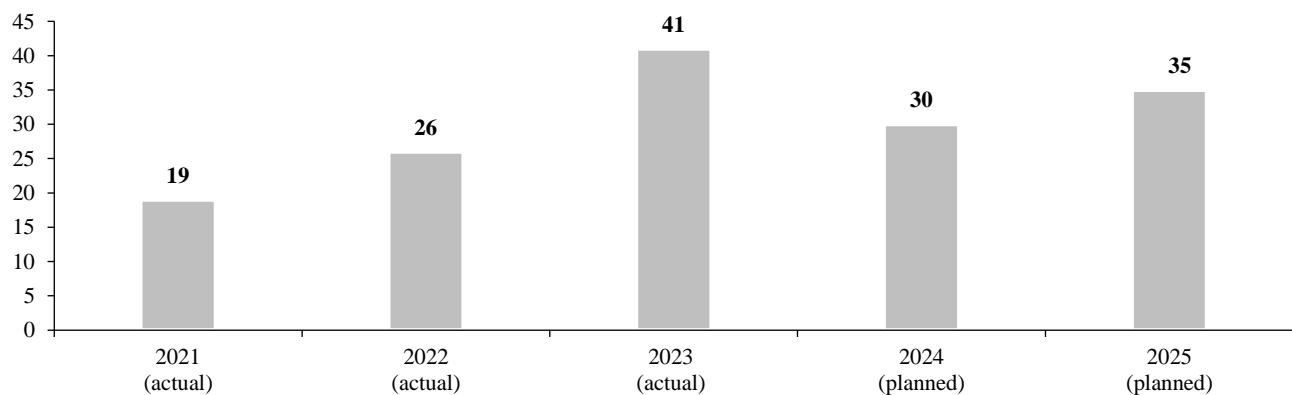
Result 2: enhanced participation of the least developed countries and small island developing States in the Human Rights Council

Programme performance in 2023 and target for 2025

- 24.89 The subprogramme's work contributed to 41 delegates from least developed countries and small island developing States participating in Human Rights Council sessions, which exceeded the planned target of 38 delegates.
- 24.90 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 24.XIII).

Figure 24.XIII

Performance measure: number of delegates from least developed countries and small island developing States participating in Human Rights Council sessions (annual)



Result 3: enhanced contribution of national human rights institutions to the universal periodic review mechanism

Proposed programme plan for 2025

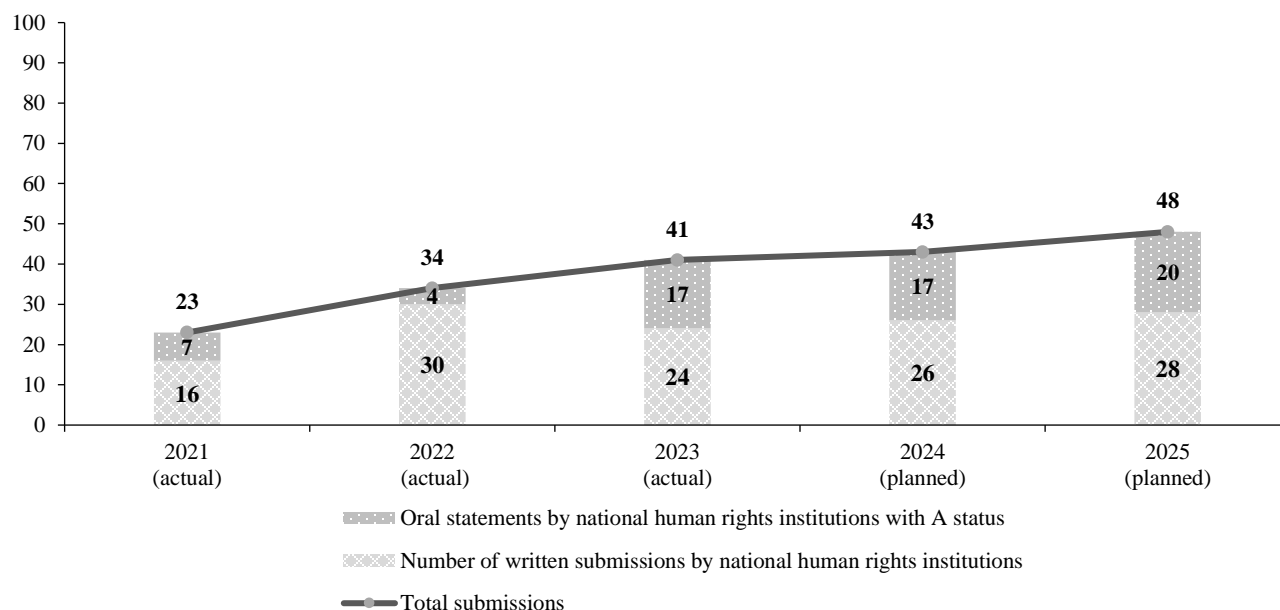
- 24.91 In line with General Assembly and Human Rights Council resolutions, the stakeholders' report under the universal periodic review includes a section dedicated to contributions from national human rights institutions accredited in full compliance with the Paris Principles. The subprogramme works with national human rights institutions, in close cooperation with the Global Alliance of National Human Rights Institutions, to encourage and support their active participation in the universal periodic review through virtual pre-session briefings, including exchanges of experiences among national human rights institutions and workshops to discuss their role in the implementation of the outcomes of the reviews.

Lessons learned and planned change

- 24.92 The lesson for the subprogramme was that regular briefing sessions, combined with regular sharing of information on timelines and modalities, as well as on-demand bilateral meetings, can enhance the participation and contribution of national human rights institutions. In applying the lesson, the subprogramme will expand the practice of regular pre-session briefings and will replicate such practice at the regional level.
- 24.93 Expected progress towards the objective is presented in the performance measure below (see figure 24.XIV).

Figure 24.XIV

Performance measure: number of written and oral submissions made by national human rights institutions during the universal periodic review (annual)



Deliverables

24.94 Table 24.17 lists all deliverables of the subprogramme.

Table 24.17

Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	330	314	331	333
1. Reports of the special rapporteurs, working groups and independent experts to the General Assembly	44	43	43	44
2. Reports of the special rapporteurs, working groups, independent experts and special procedures to the Human Rights Council	126	116	128	129
3. Reports of the Secretary-General to the Human Rights Council	3	3	3	3
4. Reports of the Office of the United Nations High Commissioner for Human Rights to the Working Group on the Universal Periodic Review (compilation of United Nations information and summary of stakeholder information)	84	84	84	84
5. Reports of the Working Group on the Universal Periodic Review to the Human Rights Council	42	41	42	42
6. Report of the Office of the United Nations High Commissioner for Human Rights to the Human Rights Council on the operations of the voluntary fund for financial and technical assistance in the implementation of the universal periodic review and the voluntary trust fund for participation in the universal periodic review	2	2	2	2
7. Reports on thematic mandates as may be entrusted to the Secretary-General, the High Commissioner and mandate holders to the Human Rights Council	2	2	2	2

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<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
8. Reports on annotations to the agenda to the Working Group on Situations and the Working Group on Communications and to the provisional agenda to the Human Rights Council and the Human Rights Council Advisory Committee	9	9	9	9
9. Reports of the working groups of the complaint procedure	4	4	4	4
10. Report of the closed meetings of the Human Rights Council convened in connection with the complaint procedure	2	1	2	2
11. Reports of the Experts to the Human Rights Council Advisory Committee	5	2	5	5
12. Reports of the Human Rights Council to the General Assembly	1	1	1	1
13. Reports of the Human Rights Council Advisory Committee to the Human Rights Council	3	3	3	3
14. Reports of the Human Rights Council (stand-alone reports at each session)	3	3	3	3
Substantive services for meetings (number of three-hour meetings)	437	473	474	474
15. Plenary meetings of the Human Rights Council	100	145	140	140
16. Meetings on the review of States undertaken by the Working Group on the Universal Periodic Review mechanism	54	51	51	51
17. Special sessions of the Human Rights Council	2	2	2	2
18. Pre-session, in-session and post-session meetings of the Bureau of the Human Rights Council	20	21	20	20
19. Closed meetings of the Human Rights Council under the complaint procedure	4	1	4	4
20. Meetings of the working groups of the complaint procedure	40	25	40	40
21. Meetings of the working groups (on enforced or involuntary disappearances, on arbitrary detention, on the use of mercenaries, on discrimination against women in law and practice, and on the issue of human rights and transnational corporations and other business enterprises) and of the Forum on Minority Issues and the Forum on Business and Human Rights	173	173	173	173
22. Meetings of the Consultative Group for the appointment of holders of special procedures mandates	24	35	24	24
23. Plenary meetings of the Human Rights Council Advisory Committee	20	20	20	20
B. Generation and transfer of knowledge				
Technical materials (number of materials)	15	15	15	15
24. Statistical report on the Human Rights Council	3	3	3	3
25. Monthly lists of communications	12	12	12	12
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with members and observers of the Council; briefings to Member States and United Nations entities on procedural issues relating to the Council and its subsidiary bodies, mechanisms and working groups; briefings by the Secretary of the Council to NGOs; communications by special rapporteurs, independent experts and working groups mandated by policymaking bodies on behalf of alleged victims of human rights violations.				
D. Communication deliverables				
External and media relations: press releases on the work of the Human Rights Council, its subsidiary bodies and mechanisms.				
Digital platforms and multimedia content: web pages on the work of the Human Rights Council, its subsidiary bodies and mechanisms.				

B. Proposed post and non-post resource requirements for 2025

Overview

24.95 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 24.18 to 24.20. OHCHR carried out a spending review pursuant to paragraph 20 of General Assembly resolution 77/262, as part of its proposed budget exercise for 2025. The spending review was integrated into other mandated reviews that were aimed at determining the optimal level and types of resources required to implement the mandates of OHCHR, as set out in the programme plan for 2025. The results of the reviews are included under new and expanded mandates in table 24.18 and discussed further in paragraphs 24.99 to 24.104.

Table 24.18

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	86 025.5	102 684.8	8 024.5	5 953.3	–	13 977.8	13.6	116 662.6	
Other staff costs	43 871.7	46 210.3	16 763.6	878.3	–	17 641.9	38.2	63 852.2	
Hospitality	0.1	2.3	–	–	–	–	–	2.3	
Consultants	1 366.6	2 620.1	535.5	267.4	–	802.9	30.6	3 423.0	
Experts	12.8	–	–	–	–	–	–	–	
Travel of representatives	13 515.7	18 343.2	414.5	136.2	–	550.7	3.0	18 893.9	
Travel of staff	4 592.6	4 562.0	927.4	66.1	–	993.5	21.8	5 555.5	
Contractual services	3 691.0	2 266.7	915.8	247.7	–	1 163.5	51.3	3 430.2	
General operating expenses	5 659.4	6 442.0	1 612.3	(66.8)	–	1 545.5	24.0	7 987.5	
Supplies and materials	105.0	378.6	59.8	(200.0)	–	(140.2)	(37.0)	238.4	
Furniture and equipment	1 166.4	1 574.7	(231.7)	215.4	–	(16.3)	(1.0)	1 558.4	
Improvement of premises	1.4	–	–	–	–	–	–	–	
Grants and contributions	4 076.4	7 437.7	(421.8)	484.1	–	62.3	0.8	7 500.0	
Other	116.8	–	–	–	–	–	–	–	
Total	164 201.4	192 522.4	28 599.9	7 981.7	–	36 581.6	19.0	229 104.0	

Table 24.19

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	602	1 USG, 2 ASG, 3 D-2, 12 D-1, 47 P-5, 153 P-4, 218 P-3, 42 P-2/1, 4 GS (PL), 96 GS (OL), 10 LL, 14 NPO
Establishment	53	6 D-1, 1 P-5, 5 P-4, 10 P-3, 12 P-2, 1 GS (OL), 18 NPO
Reclassification	–	1 Chief of Staff (P-5) to Chief of Staff (D-1), 1 Speechwriter (P-4) to Senior Speechwriter (P-5) in executive direction and management

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

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	<i>Number</i>	<i>Details</i>
Conversion	6	3 Senior Human Rights Officers (P-5), 3 Human Rights Officers (P-3) from extrabudgetary to regular budget funding in subprogramme 3
Redeployment	–	1 Chief of Service, Human Rights (D-1) from Geneva to Panama City 1 Chief of Service, Human Rights (D-1) from Geneva to Bangkok
Proposed for 2025	661	1 USG, 2 ASG, 3 D-2, 19 D-1, 51 P-5, 157 P-4, 231 P-3, 54 P-2/1, 4 GS (PL), 97 GS (OL), 10 LL, 32 NPO

Table 24.20

Overall: proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	3	–	–	–	–	3
D-1	12	–	7	–	7	19
P-5	47	–	4	–	4	51
P-4	153	–	4	–	4	157
P-3	218	–	13	–	13	231
P-2/1	42	–	12	–	12	54
Subtotal	478	–	40	–	40	518
General Service and related						
NPO	14	–	18	–	18	32
GS (PL)	4	–	–	–	–	4
GS (OL)	96	–	1	–	1	97
LL	10	–	–	–	–	10
Subtotal	124	–	19	–	19	143
Total	602	–	59	–	59	661

24.96 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 24.21 to 24.23 and figure 24.XV.

24.97 As shown in tables 24.21 (1) and 24.23, the overall resources proposed for 2025 amount to \$229,104,000 before recosting, reflecting a net increase of \$36,581,600 (or 19.0 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

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Table 24.21

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Policymaking organs	10 019.3	12 781.3	(6.0)	–	–	(6.0)	–	12 775.3	
B. Executive direction and management	9 497.3	9 591.3	377.0	317.0	–	694.0	7.2	10 285.3	
C. Programme of work									
1. Human rights mainstreaming, right to development, and research and analysis	20 151.7	32 835.1	(1 403.8)	2 552.3	–	1 148.5	3.5	33 983.6	
2. Supporting human rights treaty bodies	18 773.2	19 724.7	481.6	–	–	481.6	2.4	20 206.3	
3. Advisory services, technical cooperation and field activities	71 988.8	79 717.4	27 900.5	4 164.4	–	32 064.9	40.2	111 782.3	
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	28 098.1	32 020.4	792.1	(8.4)	–	783.7	2.4	32 804.1	
Subtotal, C	139 011.8	164 297.6	27 770.4	6 708.3	–	34 478.7	21.0	198 776.3	
D. Programme support	5 673.1	5 852.2	458.5	956.4	–	1 414.9	24.2	7 267.1	
Subtotal, 1	164 201.5	192 522.4	28 599.9	7 981.7	–	36 581.6	19.0	229 104.0	

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	–	–	–	–	–
C. Programme of work					
1. Human rights mainstreaming, right to development, and research and analysis	468.2	511.6	11.0	2.2	522.6
2. Supporting human rights treaty bodies	–	–	–	–	–
3. Advisory services, technical cooperation and field activities	2 027.0	1 941.0	39.7	2.0	1 980.7
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	–	–	–	–	–
Subtotal, C	2 495.2	2 452.6	50.7	2.1	2 503.3
D. Programme support	–	–	–	–	–
Subtotal, 2	2 495.2	2 452.6	50.7	2.1	2 503.3

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(3) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Policymaking organs	647.8	652.8	32.6	5.0	685.5
B. Executive direction and management	35 193.3	37 708.6	1 885.4	5.0	39 594.0
C. Programme of work					
1. Human rights mainstreaming, right to development, and research and analysis	25 925.5	26 040.0	1 302.0	5.0	27 342.0
2. Supporting human rights treaty bodies	16 161.5	16 232.8	811.6	5.0	17 044.4
3. Advisory services, technical cooperation and field activities	170 733.8	171 487.6	8 574.4	5.0	180 062.0
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	16 301.3	19 608.1	980.4	5.0	20 588.5
Subtotal, C	229 122.1	233 368.5	11 668.4	5.0	245 036.9
D. Programme support	8 061.3	8 280.2	414.0	5.0	8 694.2
Subtotal, 3	273 024.5	280 010.1	14 000.4	5.0	294 010.7
Total (1+2+3)	439 721.2	474 985.1	50 632.8	10.7	525 617.9

Table 24.22

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Policymaking organs	1	–	–	–	–	1
B. Executive direction and management	51	–	2	–	2	53
C. Programme of work						
1. Human rights mainstreaming, right to development, and research and analysis	118	–	4	–	4	122
2. Supporting human rights treaty bodies	98	–	–	–	–	98
3. Advisory services, technical cooperation and field activities	177	–	42	–	42	219
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	128	–	2	–	2	130
Subtotal, C	521	–	48	–	48	569
D. Programme support	29	–	9	–	9	38
Subtotal, 1	602	–	59	–	59	661

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(2) *Other assessed*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Human rights mainstreaming, right to development, and research and analysis	2	–	2
2. Supporting human rights treaty bodies	–	–	–
3. Advisory services, technical cooperation and field activities	8	–	8
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	–	–	–
Subtotal, C	10	–	10
D. Programme support	–	–	–
Subtotal, 2	10	–	10

(3) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Policymaking organs	–	–	–
B. Executive direction and management	80	10	90
C. Programme of work			
1. Human rights mainstreaming, right to development, and research and analysis	69	11	80
2. Supporting human rights treaty bodies	16	(2)	14
3. Advisory services, technical cooperation and field activities	1 027	27	1 054
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	39	16	55
Subtotal, C	1 151	52	1 203
D. Programme support	49	6	55
Subtotal, 3	1 280	68	1 348
Total (1+2+3)	1 892	127	2 019

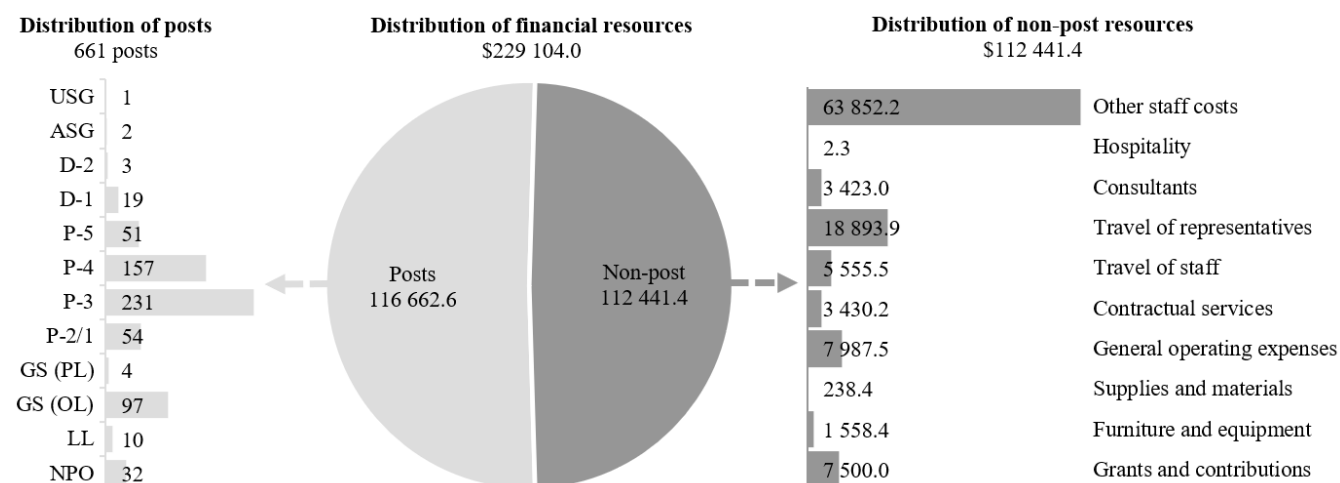
Table 24.23
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	86 025.5	102 684.8	8 024.5	5 953.3	–	13 977.8	13.6	116 662.6
Non-post	78 176.1	89 837.6	20 575.4	2 028.4	–	22 603.8	25.2	112 441.4
Total	164 201.6	192 522.4	28 599.9	7 981.7	–	36 581.6	19.0	229 104.0
Post resources by category								
Professional and higher		478	–	–	40	40	8.4	518
General Service and related		124	–	–	19	19	15.3	143
Total		602	–	–	59	59	9.8	661

Figure 24.XV
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

24.98 As shown in table 24.21 (1), resource changes reflect a net increase of \$28,599,900, as follows:

- (a) **Policymaking organs** (decrease of \$6,000). The decrease of \$6,000 under contractual services relates to the removal of non-recurrent provisions associated with Human Rights Council resolution 51/3 that were approved for 2024 and are no longer required in 2025;
- (b) **Executive direction and management** (increase of \$377,000). The net increase of \$377,000 comprises: (i) a decrease of \$95,100 under other staff costs (\$78,400) and contractual services (\$16,700), relating to the removal of non-recurrent provisions associated with Human Rights

Council resolution [52/19](#) that were approved for 2024 and are no longer required in 2025; and (ii) an increase of \$472,100, which relates to the higher provision at continuing vacancy rates for 1 Documents Management Officer (P-4), 1 Human Rights Officer (P-3), 2 Public Information Officers (P-3) and 2 Documents Management Assistants (General Service (Other level)) established in 2024 pursuant to General Assembly resolution [78/252](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

- (c) **Subprogramme 1, Human rights mainstreaming, right to development, and research and analysis** (decrease of \$1,403,800). The net decrease of \$1,403,800 comprises: (i) a decrease of \$5,676,000 under other staff costs (\$3,835,900), consultants (\$52,200), travel of representatives (\$428,400), travel of staff (\$106,600), contractual services (\$52,300), general operating expenses (\$119,000), furniture and equipment (\$82,400) and grants and contributions (\$999,200), relating to the removal of non-recurrent provisions associated with new and expanded mandates approved for 2024 pursuant to Human Rights Council resolutions from its fifty-second to fifty-fifth sessions that were approved for 2024 and are no longer required in 2025; (ii) an increase of \$341,300 under other staff costs (\$112,100), travel of representatives (\$51,500), travel of staff (\$21,100), contractual services (\$11,600), general operating expenses (\$12,600) and grants and contributions (\$132,400), relating to the consolidation of resources to implement mandates of the Council pursuant to paragraph 7 of General Assembly resolution [78/252](#), in which the Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph VI.48 of its report on the proposed programme budget for 2024 ([A/78/7](#)); and (iii) an increase of \$3,930,900 under posts, which relates to the higher provision at continuing vacancy rates for 1 Senior Human Rights Officers (P-5), 21 Human Rights Officers (P-4), 1 Information Systems Officer (P-3), 10 Human Rights Officers (P-3), 2 Associate Programme Management Officers (P-2), 10 Associate Human Rights Officers (P-2), 2 Programme Management Assistants (General Service (Other level)) and 2 Administrative Assistants (General Service (Other level)) established in 2024 pursuant to Assembly resolutions [78/253](#) and [78/234](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (d) **Subprogramme 2, Supporting human rights treaty bodies** (increase of \$481,600). The net increase of \$481,600 comprises: (i) a decrease of \$294,800 under other staff costs (\$143,200), travel of representatives (\$29,400), contractual services (\$4,400) and grants and contributions (\$117,800), relating to the removal of non-recurrent provisions associated with Human Rights Council resolution [51/33](#) that were approved for 2024 and are no longer required in 2025; and (ii) an increase of \$776,400 under posts, which relates to the higher provision at continuing vacancy rates for 8 Human Rights Officers (P-3), 1 Information Management Officer (P-3) and 1 Programme Management Assistant (General Service (Other level)) established in 2024 pursuant to General Assembly resolution [78/252](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (e) **Subprogramme 3, Advisory services, technical cooperation and field activities** (increase of \$27,900,500). The net increase of \$27,900,500 comprises: (i) a decrease of \$2,160,300 under other staff costs (\$1,057,100), travel of staff (\$195,600), contractual services (\$333,700), general operating expenses (\$50,500), supplies and materials (\$8,900), furniture and equipment (\$402,400) and grants and contributions (\$112,100), relating to the removal of non-recurrent provisions associated with new and expanded mandates approved for 2024 pursuant to Human Rights Council resolutions from its fifty-second to fifty-fifth sessions that were approved for 2024 and are no longer required in 2025; (ii) an increase of \$28,466,300 under other staff costs (\$21,766,100), consultants (\$587,700), travel of representatives (\$820,800), travel of staff (\$1,208,500), contractual services (\$1,317,300), general operating expenses (\$1,769,200), supplies and materials (\$68,700), furniture and equipment (\$253,100) and grants and contributions (\$674,900), relating to the consolidation of resources to implement mandates of the Council pursuant to operative paragraph 7 of General Assembly resolution [78/252](#), in which

the Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph VI.48 of its report on the proposed programme budget for 2024 (A/78/7); and (iii) an increase of \$1,594,500 under posts, which relates to the higher provision at continuing vacancy rates for 1 Senior Human Rights Officer (P-5), 5 Human Rights Officers (P-4), 1 Information Management Officer (P-4), 1 Security Coordination Officer (P-3), 1 Information Management Officer (P-3), 4 Human Rights Officers (P-3), 1 Finance Officer (P-3), 6 Human Rights Officers (National Professional Officer, level C), 1 Associate Administrative Officer (National Professional Officer, level B), 1 Associate Human Rights Officer (National Professional Officer, level B), 1 Associate Information Management Officer (National Professional Officer, level B), 1 Programme Management Assistant (General Service (Other level)), 2 Administrative Assistants (General Service (Other level)), 1 Information Management Assistant (General Service (Other level)) and 1 Driver (General Service (Other level)) established in 2024 pursuant to the Assembly resolutions 78/252, 78/253 and 78/235, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

- (f) **Subprogramme 4, Supporting the Human Rights Council, its subsidiary bodies and mechanisms** (increase of \$792,100). The increase of \$792,100 under posts relates to the higher provision at continuing vacancy rates for 2 Human Rights Officers (P-4), 1 Human Rights Officer (P-3), 6 Associate Human Rights Officers (P-2), 1 Programme Management Assistant (General Service (Other level)) and 1 Team Assistant (General Service (Other level)) established in 2024 pursuant to General Assembly resolution 78/252, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (g) **Programme support** (increase of \$458,500). The increase of \$458,500 under posts relates to the higher provision at continuing vacancy rates for 2 Administrative Officers (P-3), 2 Security Coordination Officers (P-3) and 2 Programme Management Assistants (General Service (Other level)) established in 2024 pursuant to General Assembly resolution 78/252, which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

New and expanded mandates

24.99 As shown in table 24.21 (1), resource changes reflect an increase of \$7,981,700, representing an increase of \$2,475,600, relating to requirements arising from resolutions and decisions from the Human Rights Council and a net increase of \$5,506,100 relating to General Assembly resolution 78/252, including mandates to conduct a review of posts and positions, a comprehensive proposal for core capacity and a spending review by the Office. The distribution across the subprogrammes is as follows:

- (a) **Executive direction and management** (increase of \$317,000). The increase of \$317,000 under posts reflects the proposed establishment of 2 posts, namely, 1 Senior Programme Management Officer (P-5), 1 Programme Management Officer (P-4), and the upward reclassification of 1 Chief of Staff (P-5 to D-1) and 1 Speechwriter to Senior Speechwriter (P-4 to P-5), as the outcome of the review of substantive posts. Further information about the review of substantive posts and positions is provided in paragraphs 24.100 to 24.102 and details are provided in annex II to the present report;
- (b) **Subprogramme 1, Human rights mainstreaming, right to development, and research and analysis** (increase of \$2,552,300). The increase of \$2,552,300 comprises: (i) an increase under posts (\$416,700), which reflects the establishment of 4 posts (1 Human Rights Officer (P-4), 2 Human Rights Officers (P-3) and 1 Associate Human Rights Officer (P-2)) relating to the establishment of a core capacity for substantive posts (further information about the core capacity is provided in paragraphs 24.100 to 24.102 and details are provided in annex II); (ii) an increase under other staff costs (\$1,339,900), consultants (\$218,200), travel of representatives (\$136,200), travel of staff (\$66,100), contractual services (\$47,700), general operating expenses (\$8,200), furniture and equipment (\$15,400) and grants and contributions (\$303,900),

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relating to requirements for Human Rights Council resolutions and General Assembly resolutions 75/314 and 76/226. A breakdown by mandate is provided in table 24.24; and (iii) an increase under contractual services (\$10,000), which is part of the spending review to reflect the need for expertise to support the Office's digital shift, offset by a corresponding decrease under other staff costs (\$10,000), to be achieved through improved workforce management methods;

Table 24.24
Requirements to implement new mandates under subprogramme 1
 (United States dollars)

Resolution	Object of expenditure								Total
	Other staff costs	Consultants experts	Travel of representatives	Travel of staff	Contractual services	General operating expenses	Furniture and equipment	Grants and contributions	
General Assembly resolutions									
75/314	–	–	42 500	20 300	–	–	–	12 000	74 800
76/226	–	–	–	6 800	–	–	–	–	6 800
Human Rights Council resolutions									
26/2, 54/35	51 300	–	–	–	4 900	–	–	14 200	70 400
27/21	51 200	–	–	–	–	–	–	14 200	65 400
51/17	–	–	6 700	–	–	–	–	8 400	15 100
51/32	–	–	8 800	4 200	–	–	–	–	13 000
52/11	–	–	–	–	3 300	–	–	–	3 300
52/12	–	–	–	–	3 300	–	–	–	3 300
52/14	221 800	–	23 200	7 800	–	–	–	7 800	260 600
53/3	138 700	–	–	–	–	–	–	30 000	168 700
53/6	–	–	–	–	4 900	–	–	–	4 900
53/11	214 700	–	6 500	27 000	–	8 200	–	38 000	294 400
53/23	104 300	–	–	–	3 300	–	–	–	107 600
53/27	39 300	–	–	–	6 600	–	–	–	45 900
53/29	58 900	–	–	–	–	–	–	–	58 900
54/5	66 800	48 500	–	–	3 300	–	–	–	118 600
54/6	–	–	–	–	3 300	–	–	–	3 300
54/12	58 900	–	–	–	–	–	–	–	58 900
54/16	182 600	–	11 600	–	4 900	–	–	50 600	249 700
54/17	97 300	–	36 900	–	9 900	–	–	128 700	272 800
54/22	39 300	169 700	–	–	–	–	15 400	–	224 400
54/27	14 800	–	–	–	–	–	–	–	14 800
Total	1 339 900	218 200	136 200	66 100	47 700	8 200	15 400	303 900	2 135 600

- (c) **Subprogramme 3, Advisory services, technical cooperation and field activities** (increase of \$4,164,400). The net increase of \$4,164,400 comprises: (i) an increase under posts (\$4,077,000), which relates to the establishment of 36 posts (6 D-1, 1 P-4, 1 P-3, 10 P-2 and 18 National Professional Officer), the conversion of 6 posts from extrabudgetary to regular budget funding (3 P-5 and 3 P-3) and the redeployment of 2 posts (D-1) from Geneva to Bangkok and to Panama City as a result of the spending review and substantive review of posts (further information on the review of substantive posts is provided in paragraphs 24.100 to 24.102 below and details are provided in annex II); (ii) an increase of \$229,400 under

consultants (\$49,200) and grants and contributions (\$180,200), relating to requirements for Human Rights Council resolution [52/15](#); (iii) a decrease of \$142,000 under non-post resources, which reflects the outcome of the review, and comprises reductions under other staff costs (\$67,000) and general operating expenses (\$75,000) (further information on the review of posts and the related non-post resources is provided in paragraphs 24.100 to 24.102 below and details are provided in annex II); and (iv) cost-neutral redeployments to contractual services (\$190,000) and furniture and equipment (\$200,000) from other staff costs (\$190,000) and supplies and materials (\$200,000), to reflect the need for expertise to support the Office's digital shift for improved workforce management methods, which is part of the spending review;

- (d) **Subprogramme 4, Supporting the Human Rights Council and its subsidiary bodies** (decrease of \$8,400). The decrease of \$8,400 comprises a decrease of \$372,200 under other staff costs, offset in part by an increase of \$186,200 under posts that reflects the establishment of 1 Human Rights Officer (P-3) and 1 Programme Management Assistant (General Service (Other level) and by an increase of \$177,600 under other staff costs, which are required to implement Human Rights Council resolution [52/26](#) (further information about the core capacity is provided in paragraphs 24.100 to 24.102 below, and details of the posts are provided in annex II);
- (e) **Programme support** (increase of \$956,400). The increase under posts (\$956,400) relates to the establishment of 9 posts (2 P-4, 6 P-3 and 1 P-2), as detailed in paragraph 24.102 below and in annex II.

Review of posts and general temporary assistance positions

- 24.100 In the report on the proposed programme budget for 2024 ([A/78/6 \(Sect. 24\)](#)), the OHCHR proposal for bolstering its capacity to effectively address human rights challenges and fulfil its mandates is outlined. The first of two phases of a comprehensive proposal aimed at optimizing operations and addressing operational gaps, through improved and more strategic resource planning and utilization, was presented. A commitment was made to continue to review the resource requirements and funding arrangements and to include phase two of the proposal in the proposed programme budget for 2025.
- 24.101 In its review of the proposed programme budget for 2024, the Advisory Committee on Administrative and Budgetary Questions recommended a review of substantive posts and general temporary assistance positions to eliminate duplication and ensure cost-effective implementation of mandates ([A/78/7](#), para. VI.55, and [A/78/7/Add.39](#), para. 35). It also recommended an expanded proposal for a comprehensive core capacity for administrative resource and general temporary assistance positions ([A/78/7/Add.39](#), para. 36), and to conduct a spending review (*ibid.*, para. 48). The General Assembly endorsed the recommendations by the Advisory Committee in its resolutions [78/252](#) and [78/253](#).
- 24.102 The outcome of the above addresses the operational model and resources as follows:
- (a) **Strengthened programme management and evaluation.** This would enable OHCHR to better manage and utilize resources across the programme, including by continuously tracking progress and managing risks and opportunities, ensuring programme alignment with overall mandate and strategy, and evaluating effectiveness. This approach would not only enhance accountability and transparency, but also ensure more cost-effective implementation over time of all mandates. This proposal would require the establishment of seven posts (1 Programme Management Officer (P-4) in Geneva under executive direction and management and 6 Programme Management Officers (National Professional Officer), in field locations, under subprogramme 3) to plan, implement and monitor the programme implementation and risks. Further details about these posts are provided in annex II;
 - (b) **Strengthened Executive Office functions for coordination, communication and promotion of a diverse and inclusive workplace.** This would enhance coordination across workstreams, headquarters and field locations and would provide oversight and support, including strategic

communications. Strengthening the capacity in the area of diversity and inclusiveness would bring about a more diverse and inclusive workforce and working environment at OHCHR. This proposal would require the reclassification of two posts, namely, a Chief of Staff (P-5 to D-1) and a Speechwriter to Senior Speechwriter (P-4 to P-5), and the establishment of a Senior Programme Management Officer (P-5) in Geneva, to promote a diverse and inclusive workplace, working also in collaboration with key departments and entities in Geneva. Through this proposal, OHCHR would have access to a wide range of skills, expertise and perspectives, enable informed and innovative solutions, and foster complementarity and improved decision-making. Further details about these posts are provided in annex II;

- (c) **Rationalized support for human rights inquiries.** This would be realized through strengthening capacity, together with combining operations and existing resources and posts in the Emergency Response Section into a single branch, thereby enabling more effective and efficient efforts to prevent and end human rights violations and abuses. This proposal would lead to more timely support in mandate implementation, while eliminating redundancy of efforts, and would require the establishment of four posts: 1 Chief of Branch (D-1), 1 Human Rights Officer (P-4), 1 Human Rights Officer (P-3) and 1 Associate Human Rights Officer (P-2) in Geneva, under subprogramme 3. Further details about these posts are provided in annex II;
- (d) **Effective implementation through regional presences.** This proposed realignment takes into account numbers, grades and locations of posts and general temporary assistance positions and capacities, in the light of the acute complexity and scope of leadership responsibilities at the regional level, in order to more effectively deliver on the significant increase in requests for technical assistance from Member States, in particular by building national capacities and reducing costs over time of providing this support from OHCHR headquarters. The proposal would require 32 additional regular posts through establishment or conversion: 5 Representatives, Human Rights (D-1, establishment), 3 Senior Human Rights Officers (P-5, conversion), 3 Human Rights Officers (P-3, conversion), 9 Associate Human Rights Officers (P-2, establishment), 6 Human Rights Officers (National Professional Officer, establishment) and 6 Administrative Officers (National Professional Officer, establishment) in regional offices. The proposal also makes use of existing resources through the redeployment of two existing posts of Chief of Service (D-1) from Geneva to the Bangkok and Panama City regional offices;
- (e) **Core capacity enhancement.** This would establish a robust core capacity to manage a number of existing and future mandates more efficiently, aligning with the recommendations of the Advisory Committee (A/78/7, para. VI.55, and A/78/7/Add.39, para. 36), to implement a core capacity in full (following the limited core capacity proposal in the proposed programme budget for 2024) and review general temporary assistance positions to eliminate duplication and ensure cost-effectiveness. By further improving on its core capacity, OHCHR would streamline its operations, reduce fragmented resource requests, thereby meeting Member States' demands for increased transparency, and enhance its ability to respond effectively to evolving human rights challenges. This proposal would require the establishment of 15 posts, 6 of a programmatic nature under programme of work, and 9 of an administrative support nature under programme support:
 - (i) **Programmatic.** 1 Human Rights Officer (P-4), 2 Human Rights Officers (P-3) and 1 Associate Human Rights Officer (P-2) in subprogramme 1 and 1 Human Rights Officer (P-3) and 1 Assistant (General Service (Other level)) in subprogramme 4, to research and draft reports and studies, plan and organize workshops and discussion panels and provide related logistical support;
 - (ii) **Administrative support.** 1 Finance Officer (P-4) and 1 Associate Finance Officer (P-2) to support budget formulation, financial planning, implementation and reporting to senior management, including consultations with the intergovernmental bodies; 2 Administrative Officers (P-3), 1 relating to supporting enterprise resource planning initiatives, including

preparing and delivering training, access role provisioning and monitoring, risk management and monitoring of system and user performance, and 1 to manage OHCHR assets and equipment; 1 Security Officer (P-3) to provide security support for missions by the treaty bodies and the special procedures; 2 Human Resources Officers (P-3) to provide legal support to staff, workforce planning and performance monitoring on key human resources indicators; 1 Information Technology Officer (P-4) to manage OHCHR global information technology service operations and to coordinate information technology support activities across headquarters and all field offices; and 1 Information Systems Officer (P-3) to develop and maintain information systems, such as virtual hubs and knowledge bases, in support of Human Rights Council mandates.

- 24.103 Further details about these posts are provided in annex II. The increased costs related to these additional post requirements would be offset in part by reduced requirements for national staff salaries for the OHCHR office in Cambodia (\$67,000), following the completion of the restructuring of the office, and general operating expenses (\$75,000), reflecting the provision of free office space by the host country for the Subregional Centre for Human Rights and Democracy in Central Africa.
- 24.104 The above proposals for optimizing the staffing structure are the outcome of a comprehensive assessment of functions, comprising also an overall spending review that further identified redeployments across non-post resources, driven mainly by a shift in requirements due to the Organization's shift towards the increased use of digital working methods, as follows:
- (a) Increases under consultants, contractual services and furniture and equipment. Notwithstanding OHCHR efforts to reduce its reliance on consultancy and contractual services, these increases represent requirements relating to the shift by the Office towards improved working methods supported by digital technologies and information systems. This is expected to increase effectiveness once implemented, reflect time-limited needs for specific expertise in integration, technology and data, reflect increase requirements for software services and time-limited systems development, and reflect additional needs for information technology equipment, including software licences. As part of the spending review, OHCHR will continue to review the requirements in this area in future budgets, ensuring an optimal balance between external expertise and in-house capacity of the Office;
 - (b) The above increases are proposed to be offset by reductions under other staff costs, realized through improved planning and utilization of general temporary assistance, namely, through combining individual part-time or temporary positions, made available through improved analytics and workforce planning, and supplies and materials owing to expected reduced requirements for office supplies from the shift to more digital working methods.

Other assessed resources

- 24.105 As reflected in tables 24.21 (2) and 24.22 (2), other assessed resources amount to \$2,503,300, including eight posts and two general temporary assistance positions. The resources would complement regular budget resources and provide for the requirements indicated in report [A/78/746](#).

Extrabudgetary resources

- 24.106 As reflected in tables 24.21 (3) and 24.22 (3), extrabudgetary resources amount to \$294,010,700. The resources would complement regular budget resources and would be used mainly to provide for 1,348 posts (6 D-1, 70 P-5, 204 P-4, 291 P-3, 43 P-2, 353 National Professional Officer, 9 General Service (Principal level) and 372 General Service (Other level)) to perform mainly the functions of supporting research and analysis for developing conceptual links between human rights and development; the work for the United Nations Voluntary Fund for Victims of Torture, the United Nations voluntary trust fund on contemporary forms of slavery and the United Nations Special Fund established pursuant to the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, as well as the work of the treaty bodies; and activities relating to the overall executive direction and management of OHCHR, including planning, monitoring and evaluation, external outreach services and the New York office. In addition, non-post

resources would be used for supporting the majority of the Office’s work undertaken in the field at more than 100 locations worldwide, the work of the three trust funds established by the Human Rights Council (Voluntary Fund for Participation in the Universal Periodic Review, Voluntary Fund for Financial and Technical Assistance in the Implementation of the Universal Periodic Review and Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the work of the Human Rights Council), and the work of the special procedures mandates. The Programme Support and Management Services is also provided extrabudgetary resources to complement its service delivery capacity in all OHCHR locations around the world.

- 24.107 The Office receives both cash and in-kind contributions, which complement regular budget resources. Anticipated in-kind contributions would provide for rent-free premises with an estimated value of \$569,300 and the provision of an armoured vehicle and running costs with an estimated value of \$55,700.
- 24.108 The extrabudgetary resources for this entity are subject to the oversight of the High Commissioner of Human Rights as head of entity of OHCHR, in accordance with the delegation of authority by the Secretary-General.

Policymaking organs

- 24.109 The resources proposed under this component would provide for the policymaking organs as shown in table 24.25.

Table 24.25
Policymaking organs
 (Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Human Rights Committee	Mandate: article 28 of the International Covenant on Civil and Political Rights, adopted by the General Assembly in its resolution 2200 (XXI) Membership: 18 experts Number of sessions in 2025: 3	1 821.5	1 821.5
Committee against Torture	Mandate: article 17 of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, adopted by the General Assembly in its resolution 39/46 , annex Membership: 10 experts Number of sessions in 2025: 3	806.4	806.4
Committee on the Rights of the Child	Mandate: article 43 of the Convention on the Rights of the Child, adopted by the General Assembly in its resolution 44/25 , annex Membership: 18 experts Number of sessions in 2025: 3	1 333.7	1 333.7
Committee on Economic, Social and Cultural Rights	Mandate: Economic and Social Council resolution 1985/17 Membership: 18 experts Number of sessions in 2025: 2	1 098.1	1 098.1
Committee on the Elimination of Discrimination against Women	Mandate: article 17 of the Convention on the Elimination of All Forms of Discrimination against Women, adopted by the General Assembly in its resolution 34/180 , annex Membership: 23 experts Number of sessions in 2025: 3	1 385.4	1 385.4

Part VI Human rights and humanitarian affairs

<i>Policymaking organ</i>	<i>Additional information</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>
Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families	Mandate: article 72 of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, adopted by the General Assembly in its resolution 45/158 Membership: 14 experts Number of sessions in 2025: 2	350.1	350.1
Subcommittee on Prevention of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment	Mandate: article 1 of the Optional Protocol to the Convention against Torture, adopted by the General Assembly in its resolution 57/199 Membership: 25 experts Number of sessions in 2025: 3	1 327.9	1 327.9
Committee on the Elimination of Racial Discrimination	Mandate: article 8 of the International Convention on the Elimination of All Forms of Racial Discrimination, adopted by the General Assembly in its resolution 2106 A (XX) Membership: 18 experts Number of sessions in 2025: 3	1 099.3	1 099.3
Committee on the Rights of Persons with Disabilities	Mandate: article 34 of the Convention on the Rights of Persons with Disabilities, adopted by the General Assembly in its resolution 61/106 Membership: 18 experts Number of sessions in 2025: 2	1 528.7	1 528.7
Committee on Enforced Disappearances	Mandate: article 29 of the Convention on Enforced Disappearances, adopted by the General Assembly in its resolution 61/177 Membership: 10 experts Number of sessions in 2025: 2	576.6	576.6
Chairs of the human rights treaty bodies	Mandate: General Assembly resolution 49/178 Membership: 10 experts Number of sessions in 2025: 1	89.2	89.2
Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories	Mandate: General Assembly resolution 2443 (XXIII) Membership: 3 Member States Number of sessions in 2025: 1	96.4	96.4
Human Rights Council	Mandate: General Assembly resolution 60/251 Membership: 47 government officials Number of sessions in 2025: 3	262.3	262.3
Human Rights Council Advisory Committee	Mandate: Paragraph 6 of General Assembly resolution 60/251 Membership: 18 experts Number of sessions in 2025: 2	401.1	395.1
Office of the President of the Human Rights Council	Mandate: Human Rights Council decision 17/118	604.6	604.6
Total		12.781.3	12.775.3

24.110 The proposed regular budget resources for 2025 amount to \$12,775,300 and reflect a decrease of \$6,000 compared with the approved budget for 2024. The proposed change is explained in paragraph 24.98 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.26 and figure 24.XVI.

Table 24.26
Policymaking organs: evolution of financial resources

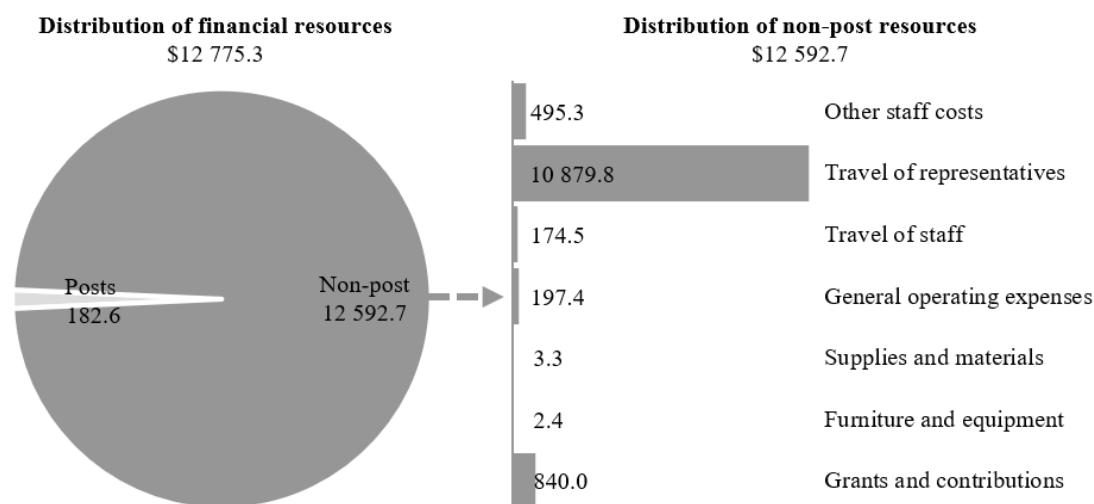
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts ^a	97.5	182.6	–	–	–	–	–	182.6	
Non-post	9 921.8	12 598.7	(6.0)	–	–	(6.0)	–	12 592.7	
Total	10 019.3	12 781.3	(6.0)	–	–	(6.0)	–	12 775.3	
Post resources by category									
Professional and higher		1	–	–	–	–	–	1	
Total		1	–	–	–	–	–	1	

^a One P-3.

Figure 24.XVI
Policymaking organs: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Executive direction and management

- 24.111 The executive direction and management component comprises the Executive Office of the United Nations High Commissioner for Human Rights, the Policy, Planning, Monitoring and Evaluation Service, the External Outreach Service and the New York Office.
- 24.112 The High Commissioner is the United Nations official with principal responsibility for United Nations human rights activities, in accordance with the mandate entrusted to the High Commissioner by the General Assembly in its resolution 48/141. The High Commissioner advises the Secretary-General on the policies of the United Nations concerning human rights and is responsible for coordinating human rights activities throughout the United Nations system and for rationalizing, adapting, strengthening and streamlining the United Nations system in the area of human rights, with a view to improving its efficiency and effectiveness.

- 24.113 The High Commissioner provides overall executive direction, management, policy guidance and leadership for the implementation of the United Nations human rights programme.
- 24.114 The Deputy High Commissioner assists the High Commissioner in the overall direction and management of OHCHR. In addition, the Deputy’s responsibilities include the supervision of OHCHR divisions in support of the High Commissioner and the supervision of OHCHR-wide functions centralized in executive direction and management and programme support. The Assistant Secretary-General, the head of the New York Office, allows for participation at the appropriate level in executive decision-making processes and ensures principal-level representation and access to high-level policy discussions, improving the overall efficiency and effectiveness of OHCHR.
- 24.115 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, OHCHR is integrating environmental management practices into its operations. In 2019, OHCHR achieved full “carbon-neutral” status. The Office, including its field presences, continued to reduce its greenhouse gas emissions by digitizing work processes, encouraging “soft commuting”, measuring annual electricity use at headquarters and increasing the use of desktop conferencing to reduce travel.
- 24.116 Information on the timely submission of documentation and advance booking for air travel is reflected in table 24.27. OHCHR continues to use the available work-processing data to monitor and manage compliance with the advance purchase of tickets for air travel policy. Similarly, OHCHR will increase its efforts to raise awareness among staff of the requirement to improve the timeliness of submission of its documents.

Table 24.27
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	87	86	89	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	58	49	53	100	100

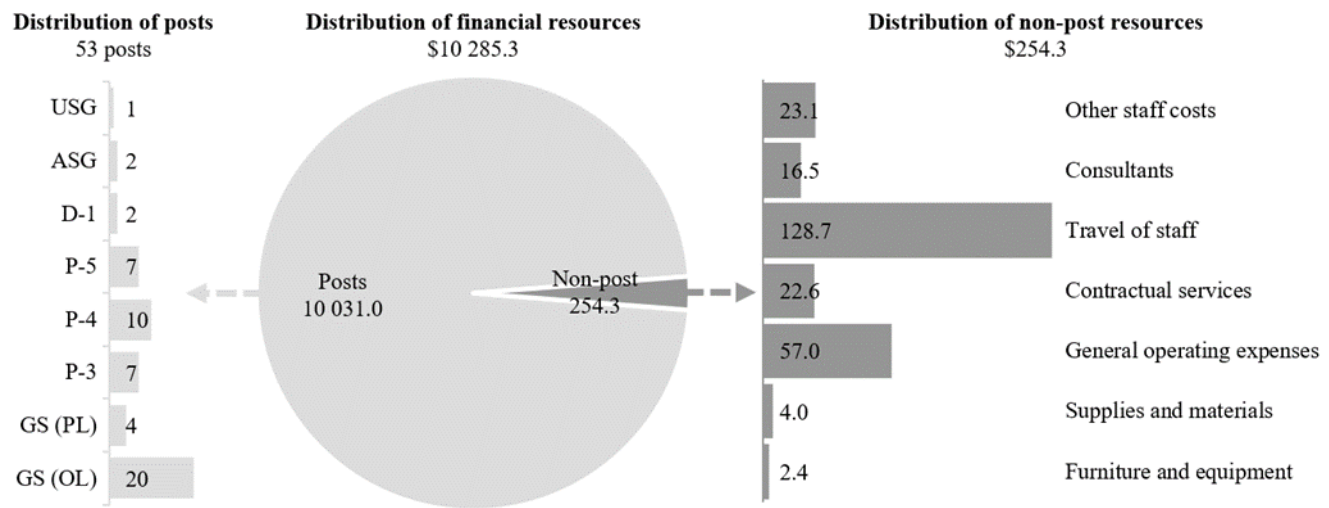
- 24.117 The proposed regular budget resources for 2025 amount to \$10,285,300 and reflect a net increase of \$694,000 compared with the approved budget for 2024. The proposed change is explained in paragraphs 24.98 and 24.99 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.28 and figure 24.XVII.

Table 24.28
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	8 317.3	9 241.9	472.1	317.0	–	789.1	8.5	10 031.0	
Non-post	1 180.0	349.4	(95.1)	–	–	(95.1)	(27.2)	254.3	
Total	9 497.3	9 591.3	377.0	317.0	–	694.0	7.2	10 285.3	

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		27	–	2	–	2	7.4
General Service and related		24	–	–	–	–	–
Total		51	–	2	–	2	3.9

Figure 24.XVII
Executive direction and management: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Human rights mainstreaming, right to development, and research and analysis

24.118 The proposed regular budget resources for 2025 amount to \$33,983,600 and reflect a net increase of \$1,148,500 compared with the approved budget for 2024. The proposed change is explained in paragraphs 24.98 and 24.99 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.29 and figure 24.XVIII.

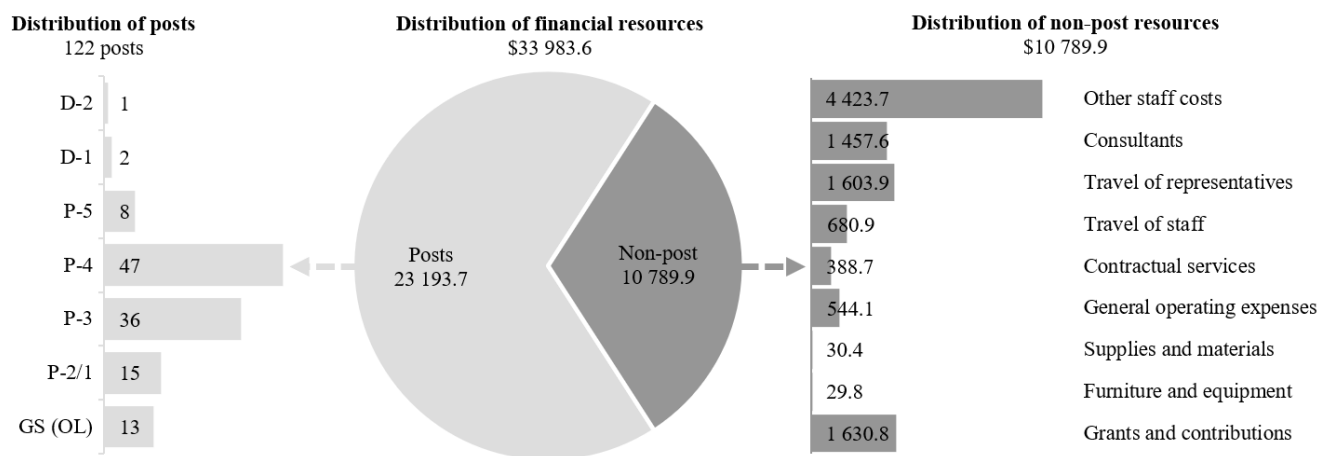
Table 24.29
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	12 969.6	18 846.1	3 930.9	416.7	–	4 347.6	23.1	23 193.7	
Non-post	7 182.2	13 989.0	(5 334.7)	2 135.6	–	(3 199.1)	(22.9)	10 789.9	
Total	20 151.7	32 835.1	(1 403.8)	2 552.3	–	1 148.5	3.5	33 983.6	
Post resources by category									
Professional and higher		105	–	4	–	4	3.8	109	
General Service and related		13	–	–	–	–	–	13	
Total		118	–	4	–	4	3.4	122	

Figure 24.XVIII
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



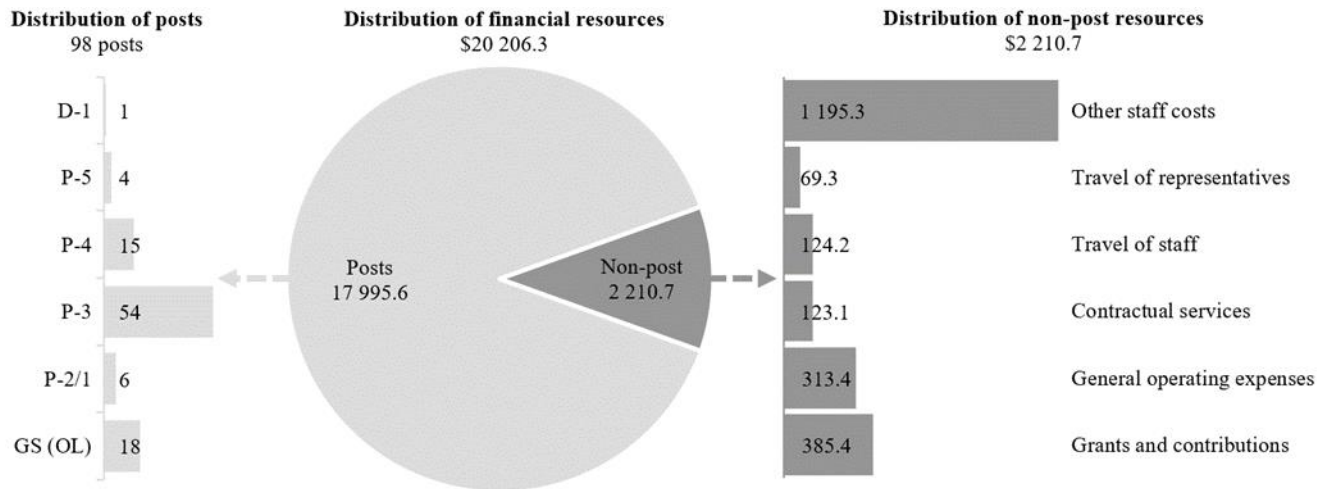
**Subprogramme 2
 Supporting human rights treaty bodies**

24.119 The proposed regular budget resources for 2025 amount to \$20,206,300 and reflect a net increase of \$481,600 compared with the approved budget for 2024. The proposed change is explained in paragraph 24.98 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.30 and figure 24.XIX.

Table 24.30
Subprogramme 2: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Posts	15 115.5	17 219.2	776.4	–	–	776.4	4.5	17 995.6
Non-post	3 657.7	2 505.5	(294.8)	–	–	(294.8)	(11.8)	2 210.7
Total	18 773.2	19 724.7	481.6	–	–	481.6	2.4	20 206.3
Post resources by category								
Professional and higher		80	–	–	–	–	–	80
General Service and related		18	–	–	–	–	–	18
Total		98	–	–	–	–	–	98

Figure 24.XIX
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Subprogramme 3
Advisory services, technical cooperation and field activities

24.120 The proposed regular budget resources for 2025 amount to \$111,782,300 and reflect an increase of \$32,064,900 compared with the approved budget for 2024. The proposed change is explained in paragraphs 24.98 and 24.99 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.31 and figure 24.XX.

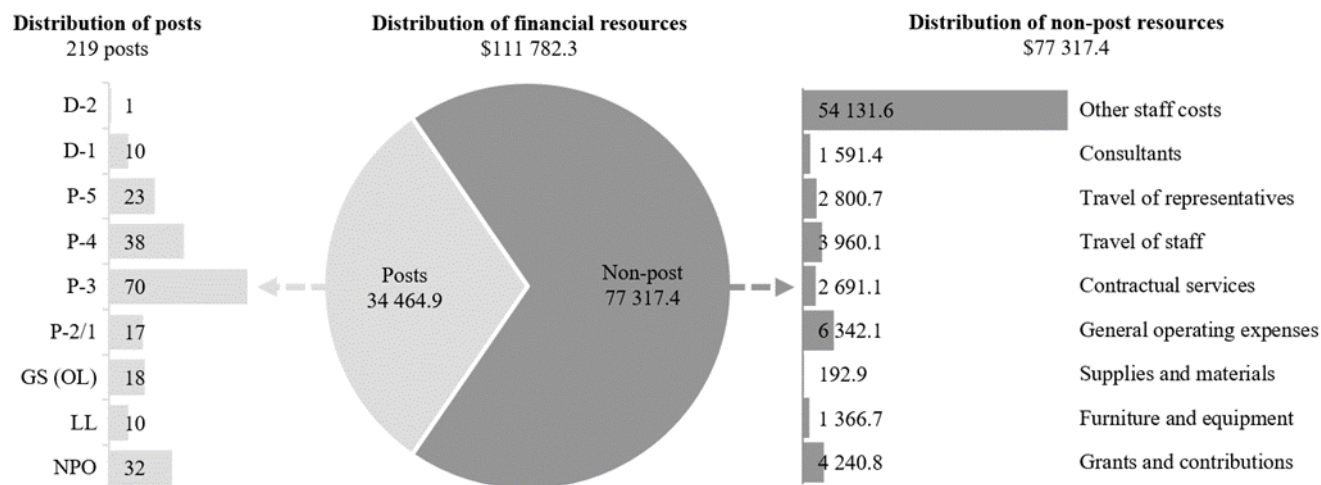
Table 24.31
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	25 214.1	28 793.4	1 594.5	4 077.0	–	5 671.5	19.7	34 464.9	
Non-post	46 774.8	50 924.0	26 306.0	87.4	–	26 393.4	51.8	77 317.4	
Total	71 988.8	79 717.4	27 900.5	4 164.4	–	32 064.9	40.2	111 782.3	
Post resources by category									
Professional and higher		135	–	24	–	24	17.8	159	
General Service and related		42	–	18	–	18	42.9	60	
Total		177	–	42	–	42	23.7	219	

Figure 24.XX
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
 Supporting the Human Rights Council, its subsidiary bodies and mechanisms**

24.121 The proposed regular budget resources for 2025 amount to \$32,804,100 and reflect a net increase of \$783,700 compared with the approved budget for 2024. The proposed change is explained in paragraphs 24.98 and 24.99 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.32 and figure 24.XXI.

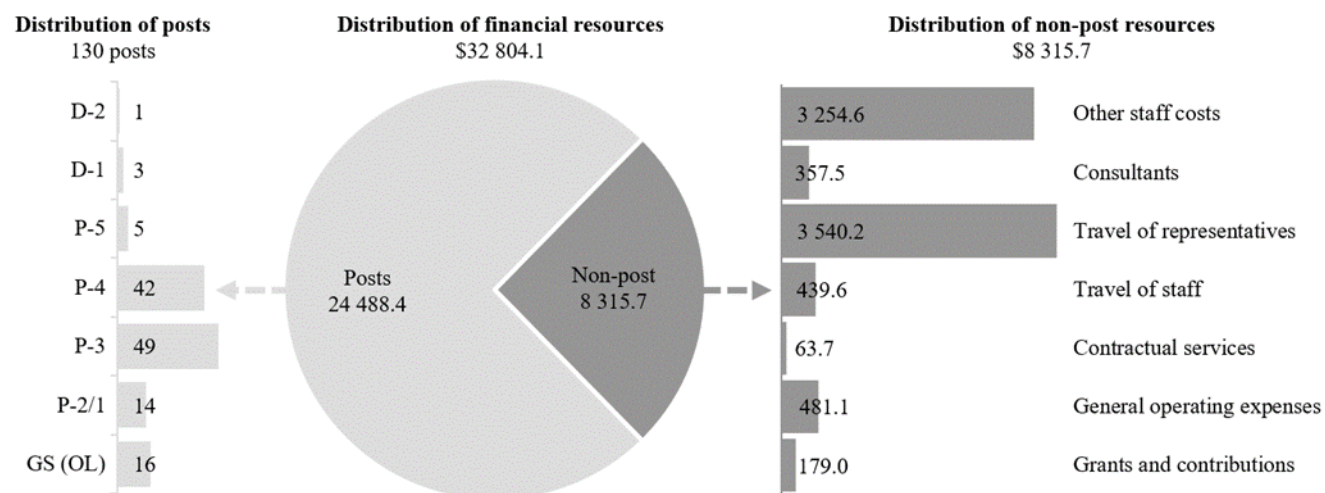
Table 24.32
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	19 873.0	23 510.1	792.1	186.2	–	978.3	4.2	24 488.4	
Non-post	8 225.1	8 510.3	–	(194.6)	–	(194.6)	(2.3)	8 315.7	
Total	28 098.1	32 020.4	792.1	(8.4)	–	783.7	2.4	32 804.1	
Post resources by category									
Professional and higher		113	–	1	–	1	0.9	114	
General Service and related		15	–	1	–	1	6.7	16	
Total		128	–	2	–	2	1.6	130	

Figure 24.XXI
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

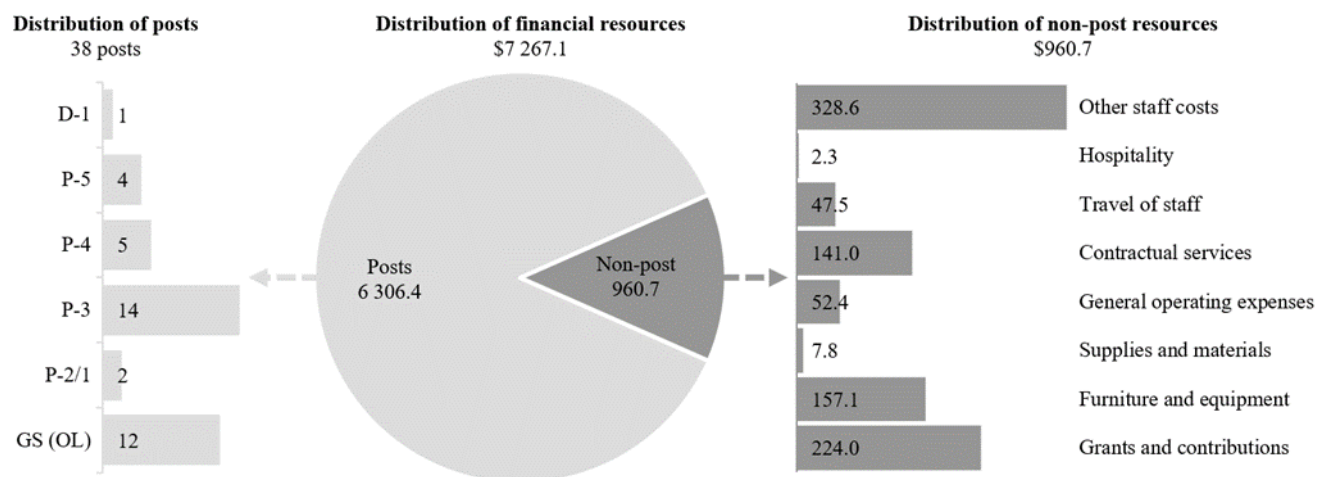
24.122 In order for OHCHR to implement in full its mandate at both headquarters and its more than 100 field presences, Programme Support and Management Services provides support in the form of budgeting and financial management; recruitment and human resources management; safety and security, procurement, asset management and general logistical support for field activities; travel and information technology; and staff development and training. This includes support for staff members and members of intergovernmental and expert bodies, as well as for special rapporteurs, special representatives and independent experts, and the management of premises; and information management and technology support, including technical development and operational maintenance of the OHCHR websites, specialized databases and other systems.

24.123 The proposed regular budget resources for 2025 amount to \$7,267,100 and reflect an increase of \$1,414,900 compared with the approved budget for 2024. The proposed change is explained in paragraphs 24.98 and 24.99 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.33 and figure 24.XXII.

Table 24.33
Programme support: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	4 438.7	4 891.5	458.5	956.4	–	1 414.9	28.9	6 306.4
Non-post	1 234.4	960.7	–	–	–	–	–	960.7
Total	5 673.1	5 852.2	458.5	956.4	–	1 414.9	24.2	7 267.1
Post resources by category								
Professional and higher		17	–	9	–	9	52.9	26
General Service and related		12	–	–	–	–	–	12
Total		29	–	9	–	9	31.0	38

Figure 24.XXII
Programme support: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



II. Committee on Missing Persons in Cyprus

- 24.124 The Committee on Missing Persons in Cyprus was established in 1981 by agreement between the Greek Cypriot and Turkish Cypriot communities in Cyprus under the auspices of the United Nations. The tripartite Committee is composed of two members appointed by the leaders of the two Cypriot communities and a third member (United Nations member) selected by the International Committee of the Red Cross and appointed by the Secretary-General.
- 24.125 The overall objective of the Committee is to ascertain the fate of 2,002 persons reported missing following intercommunal fighting (1963–1964), as well as the events of July 1974. In addition, following an agreement between the leaders of both Cypriot communities, the Committee has been entrusted with a new role as of 2006: to investigate and excavate unknown burial sites, to recover and identify the remains of missing persons and then to hand them over to their families across the island for dignified burials. As of the end of January 2024, the Committee had exhumed 1,202 persons and identified and returned the remains of 1,044 missing persons to their families, or 52.1 per cent of all missing persons in Cyprus. As time passes, the Committee has increased its efforts to locate more burial sites by hiring and training new investigators and investing in modern technologies.
- 24.126 The role of the United Nations member in the Committee is threefold: (a) mediation between the two Cypriot members and their authorities; (b) fundraising for the Committee’s operational budget (3.2 million euros in 2024); and (c) co-management of Committee’s operations. The United Nations is responsible only for the expenses of the third member, the third member’s Special Assistant and Administrative Assistant and the miscellaneous operating expenses of the office of the third member. The provisions in the proposed programme budget for 2025 reflect continuity in the Committee’s activities.
- 24.127 On the basis of existing information regarding suspected burial sites, the project is expected to continue at the current level of activity for at least another four to five years. It is assumed that, even with a solution to the Cyprus problem, the involvement of the United Nations in the work of the Committee would likely need to continue for several years to come.
- 24.128 While the Committee’s scientific and technical operations are financed under a separate budget (using funds that were raised by the Committee and are financially managed by the United Nations Development Programme), the United Nations budget covers the three core responsibilities of the office of the third member listed above.
- 24.129 As the Committee’s secretariat, the office of the third member follows up on the implementation of all Committee decisions and leads the Committee project’s operational coordination. The office of the third member is accountable to the Department of Political and Peacebuilding Affairs of the United Nations Secretariat. In Cyprus, the third member also works in close consultation with the Special Representative of the Secretary-General. The office of the third member ensures the smooth running of the bicomunal component of the Committee project that employs more than 100 locally recruited Greek Cypriot and Turkish Cypriot scientists. An international forensic group and the International Committee of the Red Cross act as quality control mechanisms for the Committee laboratory staff members.
- 24.130 The proposed regular budget resources for 2025 amount to \$656,400 and reflect no change in the level of resources compared with the amount approved for 2024. Additional details are reflected in table 24.34; the amount under other staff costs include three general temporary assistance positions (1 D-1, 1 P-4 and 1 General Service (Other level)). The proposed level of resources provides for the full, efficient and effective implementation of the mandate.

Table 24.34
Committee on Missing Persons in Cyprus: evolution of financial resources

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Other staff costs	480.7	610.9	–	–	–	–	–	610.9	
Hospitality	0.2	0.8	–	–	–	–	–	0.8	
Travel of staff	9.9	13.7	–	–	1.4	1.4	10.2	15.1	
Contractual services	–	4.0	–	–	(0.4)	(0.4)	(10.0)	3.6	
General operating expenses	20.9	23.7	–	–	(1.0)	(1.0)	(4.2)	22.7	
Supplies and materials	2.2	2.3	–	–	–	–	–	2.3	
Furniture and equipment	1.4	1.0	–	–	–	–	–	1.0	
Total	515.3	656.4	–	–	–	–	–	656.4	

III. Independent Institution on Missing Persons in the Syrian Arab Republic

- 24.131 On 29 June 2023, the General Assembly adopted its resolution [77/301](#), in which it decided to establish the Independent Institution on Missing Persons in the Syrian Arab Republic.
- 24.132 The Independent Institution is mandated to clarify the fate and whereabouts of all missing persons in the Syrian Arab Republic and to provide adequate support to victims, survivors and the families of those missing, in close cooperation and complementarity with all relevant actors.
- 24.133 As required in resolution [77/301](#), the Independent Institution shall ensure the full and meaningful participation and representation of victims, survivors and families of missing persons in the Syrian Arab Republic in its operationalization and work and that it shall engage with women's organizations and other civil society organizations in a regular and sustained manner. The Independent Institution shall apply a victim- and survivor-centred approach, shall be inclusive of families and shall be guided by principles and fundamental features of gender inclusivity, non-discrimination, "do no harm", independence, impartiality, transparency and confidentiality of sources and information. It shall be guided by a presumption of life and adhere to operational standards of complementarity and non-duplication, sustainability and accessibility, adopting and applying a multidisciplinary approach to its work.
- 24.134 Pursuant to resolution [77/301](#), on 1 December 2023 the Secretary-General submitted a report on the implementation of the resolution ([A/78/627](#)), in which he outlined the steps already taken and those further envisaged towards the start-up, establishment and full functioning of the Independent Institution and described the process of the development of the terms of reference of the Institution. Guided by the principles contained in the terms of reference by which the choice of the seat of the Independent Institution was to be based, Geneva was chosen as the seat of the Institution.
- 24.135 The Independent Institution is established on the basis of a phased approach: an initial staffing structure was created in 2024 to commence the Institution's initial core functions effective 1 April 2024; the staffing structure will be expanded in 2025 to include the number and level of posts required for the Institution to operationalize its mandate in full.
- 24.136 The Independent Institution has the following working methods:
- (a) Following a victim/survivor-centric and rights-based approach that is fully accessible to families, the Independent Institution shall adopt and implement procedures, policies and protocols that are easily understandable, in accordance with best practices, and take into account a gender-sensitive approach and respect the "do no harm" principle, in order to implement its mandate;
 - (b) The Independent Institution shall develop a set of policies and procedures addressing specifically the purposes, ways and means of engagement and participation of victims, survivors and families with the Independent Institution;
 - (c) The Independent Institution shall design and implement a comprehensive outreach strategy to inform potential persons coming within its mandate, their families and other relevant actors of its work, its activities and the progress made in fulfilling its mandate. This shall include a specific component directed at the victims, survivors and families;
 - (d) The Independent Institution shall put in place review processes to adapt its working methods over time, in the light of experience and the views of persons affected by the work of the Independent Institution;
 - (e) The Independent Institution shall take appropriate measures to respect and to ensure respect for the confidentiality, privacy, interests and personal circumstances of victims, survivors and families, including age, sex, gender and health;

- (f) The Independent Institution shall develop a specific policy to ensure the comprehensive integration of protective approaches to mental health approaches and psychosocial support into its work, including for its staff;
 - (g) The Independent Institution shall adopt procedures and methods of work regarding the establishment of a protection component for victims, survivors and families, so as to ensure due protection and support for victims, survivors and families and any other persons who cooperate with the Independent Institution;
 - (h) The Independent Institution shall ensure that its working methods adequately balance the need to provide families with access to the relevant information and data relating to cases of family members and the principles of confidentiality, protection, privacy, safety and security of information and data, while ensuring effective cooperation with other relevant actors.
- 24.137 To implement its mandate, the Independent Institution would consist of the following organizational units:
- (a) **Executive Office:** the Executive Office, under the direction of the Head of the Independent Institution, would provide overall strategic, leadership and management guidance to the Independent Institution. It would approve, implement and evaluate the Independent Institution's policies, procedures, methods of work and activities. Specifically, the Office would oversee the management of and provide strategic guidance to the Search and Data Analysis, Victim Participation and Support, and Administrative Services Sections. It would provide overall direction and supervision to the sections responsible for the secure implementation of the mandate and ensure the full and meaningful participation and representation of victims, survivors and families, as well as engagement with women's organizations and other civil society organizations. The Office would also engage with the Advisory Board, composed of Syrian and international independent experts, including representatives of victims, survivors and families, on its programmes and operations. The Office would maintain relations with Governments and all relevant actors, including specialist international agencies, other United Nations entities, international organizations, regional and national institutions, victims', survivors' and family associations, non-governmental organizations and the private sector. It would also oversee the conclusion of agreements with Member States, United Nations entities, international organizations and other entities to ensure their cooperation with the Independent Institution;
 - (b) **Search and Data Analysis Section:** the Search and Data Analysis Section would play a role in formulating and implementing a strategy that would align with the Independent Institution's strategic goals. It would be responsible for developing and executing a comprehensive search plan, collaborating closely with various stakeholders, especially families, and leveraging advanced technologies. It would actively map entities possessing information on missing persons in the Syrian Arab Republic and those with unique capabilities in technology and information retrieval within the context of victims, survivors and missing persons. The Section would engage in structural and contextual analysis of data and information, consulting with key partners, including victims, survivors and families, to inform the Independent Institution's search plan. It would be committed to advocating for the release of those arbitrarily detained and coordinating the return of human remains to families. As the institutional custodian, it would be tasked with the collection, preservation, security, archiving and accessibility of all pertinent information within the scope of the Independent Institution's mandate. It would also support the Victim Participation and Support Section by undertaking individual search activities, information collection and coordination with external service providers;
 - (c) **Victim Participation and Support Section:** the Victim Participation and Support Section would be responsible for delivering the support aspect of the Independent Institution's mandate and would be responsible for ensuring the meaningful participation of victims, survivors and families and engaging with women's organizations and other civil society organizations in day-to-day operations. While such participation would be a cross-cutting principle across the entire

Independent Institution, including the Executive Office and the Search and Data Analysis Section, staff in the Victim Participation and Support Section would be the main group interacting with families of the missing and receiving and registering cases. The Victim Participation and Support Section would support the Search and Data Analysis Section by directing families to the latter and assisting in their interactions to ensure respect and cultural sensitivity. It would collaborate with the Victims' Advocate in the Executive Office to receive and implement advice to ensure that all programmes are responsive to families' rights and needs. It would manage and maintain a referral network to which it would direct families, updating the network's records regularly and maintaining strong communications with its members. The Section would provide legal support to families interacting with the Independent Institution, including awareness-raising and support with regard to the issuance of necessary documentation. Staff in the Section would be involved in the Independent Institution's engagement with family associations, as well as other civil society organizations, including through the Independent Institution's Advisory Board, the non-governmental organizations platform, ad hoc means of participation and outreach and communications activities. The Section would also be responsible for translating and interpreting from Arabic to English and vice versa, including official documents, reports, briefings, meetings and interviews. The Syrian Arab Republic is an Arabic-speaking country and, given the mandate to apply a victim- and survivor-centred approach, it would be essential that documents, reports and briefings be available in both English and Arabic;

- (d) **Administrative Services Section:** the Administrative Services Section would provide administrative support services to the Independent Institution in the areas of financial management, including the preparation of budgets and the monitoring of expenditure; human resources management, including the recruitment and administration of staff; and general services, including travel, procurement and logistics. In addition to these core responsibilities, the Section would play a pivotal role in maintaining a robust framework for audit, internal control and risk management, designed to safeguard the integrity and operational effectiveness of the Independent Institution. By ensuring that duties are segregated according to United Nations financial regulations, the Section would significantly mitigate risks and enhances the Institution's accountability mechanisms. These practices would not only protect the integrity of the Institution, but also ensure that its resources are managed effectively, aligning with the overarching goal of achieving its mandate in the most efficient and transparent manner possible;
- (e) **Advisory Board (pro bono):** the Independent Institution would include a pro bono Advisory Board composed of nine Syrian and international independent experts, sitting in their personal capacities, including representatives of victims, survivors and families, who would meet regularly to provide confidential views and advice to the Head of the Independent Institution on its programmes and operations.

24.138 For the purpose of the mandate clarifying the fate and whereabouts of missing persons, the Independent Institution shall carry out a range of activities in 2025, including but not limited to the following:

- (a) Map actors that hold or may hold relevant information or data on missing persons in the Syrian Arab Republic or that carry out activities relevant to its mandate, with due consideration given for the type of information or data, the gender dimension and other disaggregation criteria, as well as protection concerns;
- (b) Design an information and data management system capable of integrating and disaggregating relevant information and data, ensuring, in particular, full recording and respect for informed consent, privacy and applicable confidentiality interests in relation to providers of information and data and, as appropriate, to individuals to whom such information and data relate;
- (c) Formulate systems and procedures to consider and address protection and/or security concerns of any person coming in contact with the Independent Institution;

- (d) Devise and implement processes and safeguards necessary to avoid retraumatization and to provide easy procedures for victims, survivors and families to gain access to relevant information and data;
 - (e) Put in place appropriate procedures and systems to register cases of missing persons, whether new cases or cases previously reported to other authorities or institutions;
 - (f) Design and implement a comprehensive search plan, in coordination with relevant actors, in particular families, and making use of all available technologies, which covers key elements such as consolidation of information and data on missing persons, including mapping and ways to seek the identification and protection of mass graves; objective criteria for prioritization; and appropriate referrals to rely on existing capacities and processes, in particular with respect to forensic work;
 - (g) Conclude necessary cooperation agreements with relevant actors, including to facilitate the exchange of information and data and to refer specific activities and tasks to other entities, in order to fully inform the search plan of the Independent Institution;
 - (h) Undertake structural and contextual analyses of information and data, in consultation with relevant partners, including victims, survivors and families, in order to inform the search plan of the Independent Institution;
 - (i) Adopt procedures to seek and facilitate the reunification of missing persons determined to be alive with their families, including regarding encouraging and facilitating the release of persons arbitrarily deprived of liberty;
 - (j) Adopt all measures and procedures feasible to carry out the work of identification of missing persons determined to have died and to seek and facilitate the prompt return of available human remains to their families, including through referrals to relevant actors;
 - (k) Design and implement appropriate systems for the long-term preservation and archiving of relevant information and data relating to missing persons in the Syrian Arab Republic in the best interests of victims, survivors and families, taking into account relevant interests and international best practices in this area, including to duly secure and protect the full integrity of the archives of the Independent Institution and associated information and data.
- 24.139 For the purpose of the mandate providing support to victims, survivors and families of those missing, the Independent Institution shall carry out a range of activities in 2025, including but not limited to the following:
- (a) Map the needs of families, in close consultation with them, in particular with families who contacted or registered a case with the Independent Institution, as well as with other relevant stakeholders, including civil society organizations;
 - (b) Undertake a mapping of all existing relevant actors, international and national, as well as an analysis of the forms of support that they already provide, to identify strengths and gaps, ensuring complementarity and non-duplication;
 - (c) Design an efficient, practical, accessible and transparent system of referrals for support, including through the participation of families, to existing services by relevant actors, to ensure the complementarity of its work;
 - (d) Ensure that cooperation agreements negotiated with relevant actors are informed by these mapping processes to include the possibility to refer cases for the forms of support that the Independent Institution may not itself be able to best provide;
 - (e) Set up clear protocols on eligibility of persons to receive various forms of support from the Independent Institution;
 - (f) Make arrangements to provide appropriate support to families, including psychosocial and legal support, and refer them to other existing actors for complementary forms of support;

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- (g) Identify means, including through coordination with other actors, to support families requiring necessary documentation, including certificates regarding the status of the missing person, taking into account the degree to which such documentation may help them to better enjoy other relevant rights, including, for example, rights to education, housing, land and other property;
 - (h) Convene regular meetings with actors providing forms of support to families in order to refine cooperation and coordination, avoiding duplication and overlap, and to procure views on enhancing best practices and identifying and addressing operational challenges.
- 24.140 The Secretary-General shall report annually to the General Assembly on the activities of the Independent Institution, as it requested in its resolution [77/301](#). This reporting shall be undertaken in consultation with the Head of the Independent Institution.
- 24.141 The Head of the Independent Institution shall also ensure that its outreach strategy includes regular reporting, communication and updates on the activities of the Institution, in particular for families.
- 24.142 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 24.35 to 24.37.

Table 24.35
Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Percentage			
Posts	–	2 200.2	3 409.6	2 266.7	–	5 676.3	258.0	7 876.5	
Other staff costs	–	–	–	498.2	–	498.2	–	498.2	
Consultants	–	70.5	–	98.7	–	98.7	140.0	169.2	
Travel of staff	–	72.8	–	253.0	–	253.0	347.5	325.8	
Contractual services	–	217.0	–	904.0	–	904.0	416.6	1 121.0	
General operating expenses	–	278.0	–	455.8	–	455.8	164.0	733.8	
Supplies and materials	–	1.8	–	9.2	–	9.2	511.1	11.0	
Furniture and equipment	–	22.4	(22.4)	220.1	–	197.7	882.6	220.1	
Grants and contributions	–	104.5	–	250.9	–	250.9	240.1	355.4	
Total	–	2 967.2	3 387.2	4 956.6	–	8 343.8	281.2	11 311.0	

^a Given that the Independent Institution began its work in 2024, no expenditure was incurred in 2023.

Table 24.36
Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	28	1 ASG, 1 D-1, 3 P-5, 7 P-4, 9 P-3, 4 P-2/1, 1 GS (PL), 2 GS (OL)
Establishment	23	3 P-4, 11 P-3, 4 P-2/1, 5 GS (OL)
Proposed for 2025	51	1 ASG, 1 D-1, 3 P-5, 10 P-4, 20 P-3, 8 P-2/1, 1 GS (PL), 7 GS (OL)

Table 24.37
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
ASG	1		–		–	1
D-1	1		–		–	1
P-5	3		–		–	3
P-4	7		3		3	10
P-3	9		11		11	20
P-2/1	4		4		4	8
Subtotal	25		18		18	43
General Service and related						
GS (PL)	1		–		–	1
GS (OL)	2		5		5	7
Subtotal	3		5		5	8
Total	28		23		23	51

24.143 Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.38 and figure 24.XXIII.

24.144 As shown in table 24.38, the overall resources proposed for 2025 amount to \$11,311,000 before recosting, reflecting a net increase of \$8,343,800 (or 281.2 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 24.38
Overall: evolution of financial and post resources

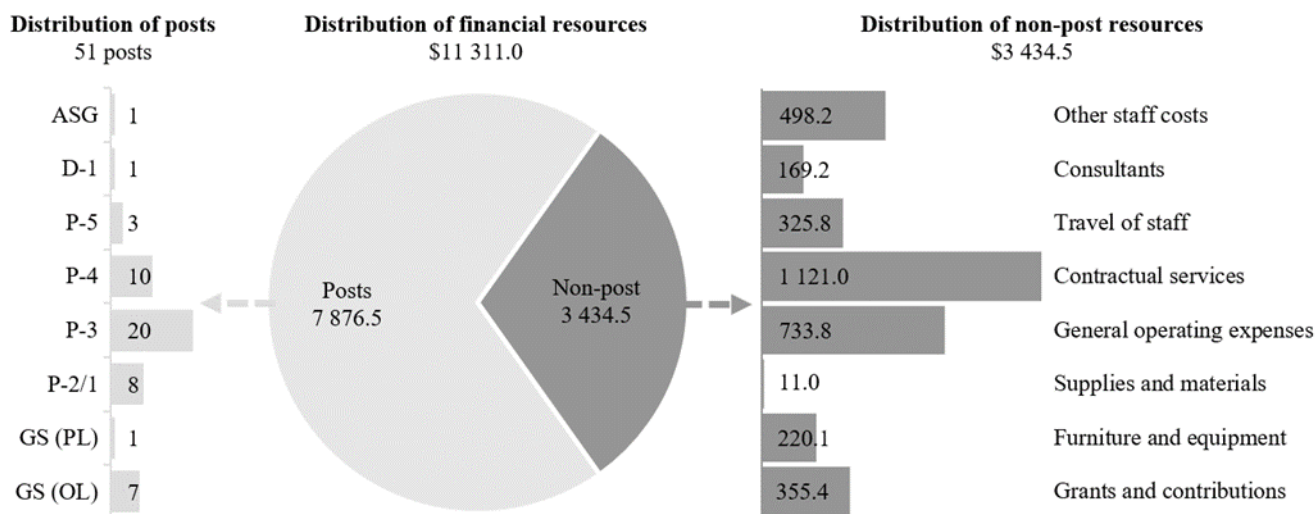
(Thousands of United States dollars/number of posts)

	2023 expenditure ^a	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Percentage			
Financial resources by main category of expenditure									
Posts	–	2 200.2	3 409.6	2 266.7	–	5 676.3	258.0	7 876.5	
Non-post	–	767.0	(22.4)	2 689.9	–	2 667.5	347.8	3 434.5	
Total	–	2 967.2	3 387.2	4 956.6	–	8 343.8	281.2	11 311.0	
Post resources by category									
Professional and higher		25	–	18	–	18	72.0	43	
General Service and related		3	–	5	–	5	166.7	8	
Total		28	–	23	–	23	82.1	51	

^a Given that the Independent Institution began its work in 2024, no expenditure was incurred in 2023.

Figure 24.XXIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

24.145 As shown in table 24.38, resource changes reflect a net increase of \$3,387,200. The increase of \$3,409,600 under posts relates to the higher provision for the entire 2025 budget period, at continuing vacancy rates for the 28 posts (1 Assistant Secretary-General, 1 D-1, 3 P-5, 7 P-4, 9 P-3, 4 P-2, 1 General Service (Principal level) and 2 General Service (Other level)) established in 2024 for nine months, pursuant to the General Assembly resolution [78/273](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts. The decrease of \$22,400 under non-post resources relates to the removal of non-recurrent provisions associated with the purchase of 28 mobile phones that were approved for 2024 and are not required in 2025.

New and expanded mandates

24.146 As shown in table 24.38, resource changes reflect an increase of \$4,956,600, as part of the build-up of the Independent Institution to its full operational capacity in 2025, as follows:

- (a) An increase of \$2,266,700 under posts for the establishment of 23 posts (3 P-4, 11 P-3, 4 P-2 and 5 General Service (Other level)), subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (b) An increase of \$498,200 under other staff costs that would provide for general temporary assistance for peak workload periods, parental leave and extended sick leave;
- (c) An increase of \$98,700 under consultants that would provide for a consultancy on the website and social media platforms to establish and maintain a robust online presence through a user-centric website and active social media outreach utilizing advanced skills in digital communication and platform-specific algorithms to maximize reach and engagement, a consultancy on communication visuals to create specialized visual content employing expertise in graphic design and visual storytelling to convey the Independent Institution’s mandate and impact effectively to its audience, and a consultancy on the implementation of a secure and

effective information technology infrastructure that meets the specific needs of handling sensitive data within the “do not harm” framework;

- (d) An increase of \$253,000 under travel of staff that would provide for staff travel to countries in the Middle East and North Africa and Europe regions to undertake interviews and meet with Syrian families, to conduct data collection with civil society actors and for the Head of the Independent Institution to engage with civil society partners and Member States;
- (e) An increase of \$904,000 under contractual services that would provide for data-processing services for a robust and secure management of operational data, geospatial and forensic services to equip the Independent Institution with satellite imagery analysis to enhance investigative capabilities with precise location data and forensic support, digital infrastructure services for the creation and maintenance of a comprehensive web presence and the deployment of cloud-based project management tools, interpretation services for the necessary language support during field missions, technical and language training, and cost-recovery services charged by the United Nations Office at Geneva as the main service provider for managed desktop environment packages and desk packages, enterprise applications, hosting services, professional services for data and analytics, and printing services;
- (f) An increase of \$455,800 under general operating expenses that would provide for the rental of premises at the United Nations Office at Geneva, the rental of meeting rooms during meetings at the Office and in field missions, and cost-recovery services (e.g., human resources, financial, procurement, travel, medical and mobile subscription) charged by the Office as the main service provider;
- (g) An increase of \$9,200 under supplies and materials that would provide for specialized digital libraries and subscriptions and office supplies that facilitate the day-to-day functioning of the Independent Institution;
- (h) An increase of \$220,100 under furniture and equipment that would provide for the purchase of 23 mobile phones for new staff members in 2025 to enhance information security and protect staff from secondary trauma, the purchase of investigation-specific mobile phones, one-time equipment for office security systems and document destruction and data sanitization to safeguard operational activities and enhance the security protocols, office equipment such as data safes and lockers for the auditable and secure storage of sensitive assets, on-premises data-processing infrastructure and machines for handling sensitive data securely and efficiently, software licences to enhance document management, ensure data security, enable remote connectivity, conduct detailed data analysis and facilitate effective communications, and provisions for the acquisition and replacement of office automation equipment;
- (i) An increase of \$250,900 under grants and contributions that would provide for the travel of participants to a consultation meeting within the Middle East and North Africa region, strengthening the Independent Institution’s engagement with local civil society actors and ensuring that ground-level insights are incorporated into its operations, travel of women participants to a targeted consultative meeting within the Middle East and North Africa region to support the Institution’s commitment to gender inclusivity in its operations, and travel of victims to Geneva to meet with the Institution’s staff members, following the Institution’s victim-centred approach.

Other information

- 24.147 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Independent Institution will integrate environmental sustainability practices into its operations. The Independent Institution will be prioritizing environmentally sustainable practices within its operations, in particular in discussions

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with service providers regarding its premises. While the Independent Institution may not manage its own buildings, it will actively advocate for the implementation of energy-efficient heating systems, the installation of motion detectors to optimize electricity usage, and the avoidance of chemical products that could harm the surrounding biodiversity. Through these focused discussions and strategic choices, the Independent Institution will aim to ensure that its environmental impact is minimized, reflecting its commitment to responsible environmental stewardship within the constraints of its operational context.

24.148 Information on the timely submission of documentation and advance booking for air travel is reflected in table 24.39. The Independent Institution will ensure that missions and other travel are being planned well in advance and all travel is scheduled to comply with the target rate. Similarly, the Independent Institution plans to emphasize early planning and regular monitoring, which would contribute to the timely submission of its documents.

Table 24.39
Compliance rate
(Percentage)

	<i>2021 actual</i>	<i>2022 actual</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Timely submission of documentation	–	–	–	100	100
Air tickets purchased at least two weeks before the commencement of travel	–	–	–	100	100

Annex I

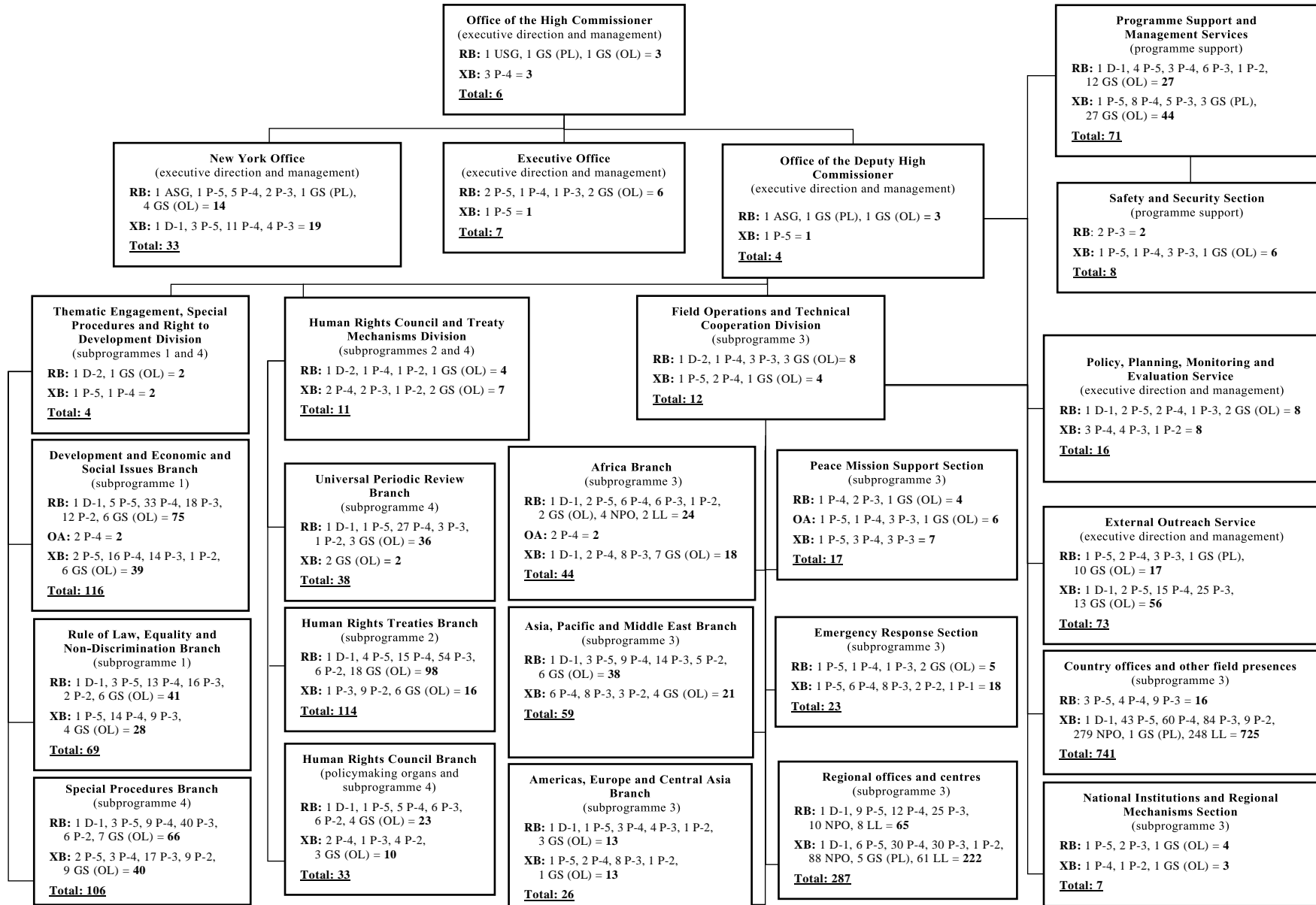
Organizational structure and post distribution for 2025

Two charts showing the organizational structure of the Office of the United Nations High Commissioner for Human Rights are presented below. Chart A reproduces the approved organizational structure and post distribution for 2024, as contained in document [A/78/6 \(Sect. 24\)](#), while chart B presents the proposed organizational structure and post distribution for 2025.

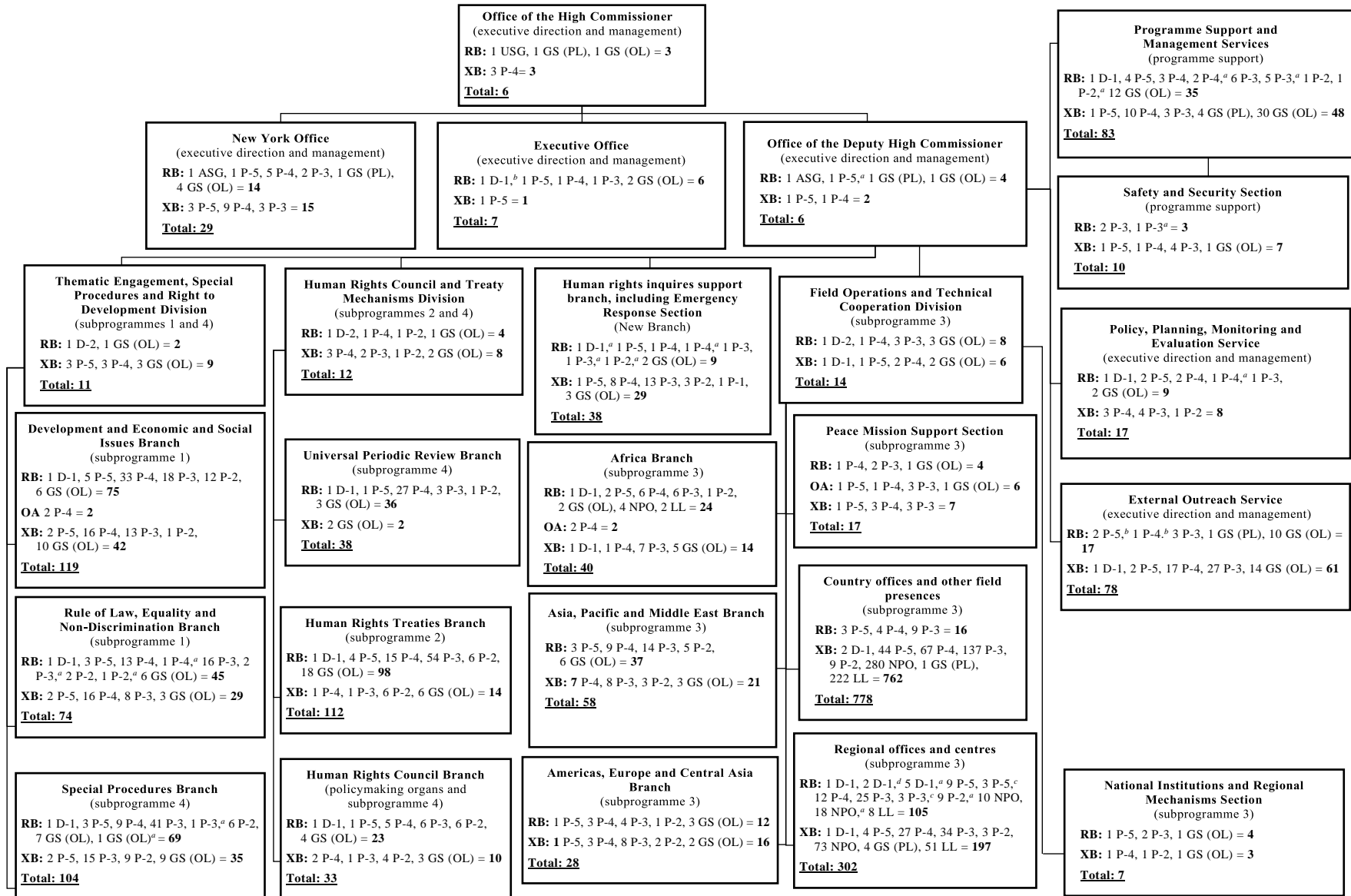
Justification for the proposed changes

The proposed new human rights inquiries support branch would include the Emergency Response Section and would provide dedicated core capacity for an integrated, coherent and consistent approach for providing comprehensive support to the full range of investigative work undertaken to support the High Commissioner's mandate. The new branch would consolidate organizational capacities to deliver, guide and provide rapid support for human rights investigative work.

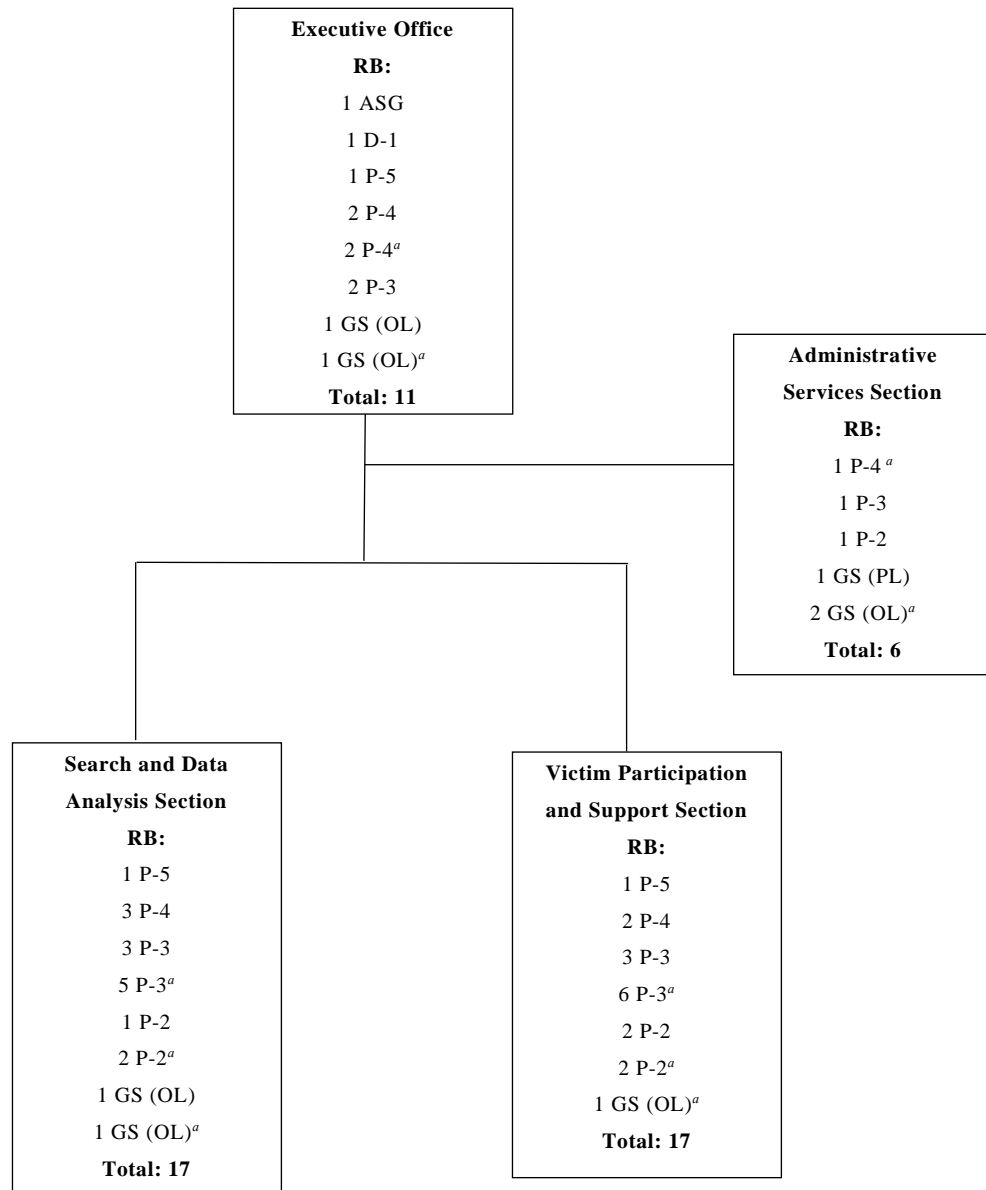
A. Approved organizational structure and post distribution for 2024



B. Proposed organizational structure and post distribution for 2025



C. Organizational structure and post distribution for 2025: the Independent Institution on Missing Persons in the Syrian Arab Republic



Abbreviations: ASG, Assistant Secretary-General; GS(OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Establishment.

^b Reclassification.

^c Conversion.

^d Redeployment.

Annex II

A. Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1 (1)	D-1 P-5	Reclassification of Chief of Staff	Other changes: strengthened and integrated executive office function An integrated Executive Office function would encompass Office of the United Nations Human Rights Commissioner for Human Rights (OHCHR) Geneva headquarters and support for the Assistant Secretary-General for Human Rights at the OHCHR office in New York. This new structure would extend the Chief of Staff's oversight and coordination responsibilities considerably, which results in the reclassification of an existing P-5 post of Chief of Staff to the D-1 level to reflect the additional shared functions and management of resources geared to better serve senior leadership. Additional support would also be necessary with respect to the strategic communications, in which an existing P-4 post of Speechwriter is to be reclassified to the P-5 level to reflect the growing demands on senior leadership to speak to the United Nations human rights promotion and protection activities.
	1 (1)	P-5 P-4	Reclassification of Speechwriter to Senior Speechwriter	
	1	P-5	Establishment of Senior Programme Management Officer	
	1	P-4	Establishment of Programme Management officer	New/expanded mandates: strengthened programme management and evaluation The incumbent would support programme delivery for the human rights mechanisms, engagement at the regional and country levels, thematic work, and management, administration, and communications for the entirety of the global operations. The request entails the establishment of a P-4 post at OHCHR headquarters to ensure coordination of the additional programme management capacity at the regional level and support the alignment to OHCHR strategic planning, monitoring and evaluation processes and risk management.
Subprogramme 1 Human rights mainstreaming, right to development, and research and analysis	1	P-4	Establishment of Human Rights Officer	New/expanded mandates: core capacity enhancement
	2	P-3	Establishment of Human Rights Officer	The incumbents would support the implementation of thematic mandates of the Human Rights Council through the provision of recurrent non-specialized expertise to prepare guidelines, hold consultations, conduct comprehensive studies, prepare standard/panel/summary reports and assist in the administrative and logistical aspect of meetings
	1	P-2	Establishment of Associate Human Rights Officer	

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<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 3 Advisory services, technical cooperation and field activities	1	D-1	Establishment of Chief of Service, Human Rights	and workshops. The proposal for core capacity enhancement is intended to ensure cost-effectiveness and achieve efficiency gains through the reduction in duplicative functions and work.
	1	P-4	Establishment of Human Rights Officer	New/expanded mandates: rationalized support for human rights Inquiries The incumbents would ensure accountability for victims of human rights violations and abuses by monitoring, investigating and documenting efforts, engaging with Governments, conducting public reporting and advocacy efforts, and supporting independent United Nations investigative mechanisms approved through the Human Rights Council to contribute more effectively to criminal accountability at the national, regional and international levels. The additional resources would support more integrated, coherent and consistent approaches to accountability, through the provision of comprehensive backing to the broadening range of investigative work increasingly requested by Member States.
	1	P-3	Establishment of Human Rights Officer	
	1	P-2	Establishment of Associate Human Rights Officer	
	5	D-1	Establishment of Principal Human Rights Officer	
	2	D-1	Redeployment of Chief of Service Human Rights	New/expanded mandates: effective implementation through regional presences The incumbents would provide the following assistance for all OHCHR presences in the regions: oversight and coordination functions; strategic and programmatic support; regional level strategy, mechanism support and follow-up for national human rights institutions and other government actors; engagement with regional partners and stakeholders; support with external actors and partnerships; programme management; and administrative support. Global needs for the promotion and protection of human rights radically surpass the capacity of OHCHR to provide such support. The proposal includes the redeployment of two existing D-1 posts of Chief of Service, Human Rights, from headquarters to Bangkok and Panama City and the conversion of 3 extrabudgetary Senior Human Rights Officers (P-5) and 3 extrabudgetary Human Rights Officers (P-3) for the OHCHR regional presence in Addis Ababa, Beirut and Pretoria.
	3	P-5	Conversion of Senior Human Rights Officer	
	3	P-3	Conversion of Human Rights Officer	
	9	P-2	Establishment of Associate Human Rights Officer	
	6	NPO	Establishment of Human Rights Officer	
6	NPO	Establishment of Administration Officer		
6	NPO	Establishment of Programme Management Officer	New/expanded mandates: strengthened programme management and evaluation The 6 NPO posts would support programme delivery for the human rights mechanisms, engagement at the regional and country levels, thematic work, and management, administration, and communications for the entirety of the global operations.	

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<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 4 Supporting the Human Rights Council, its subsidiary bodies and mechanisms	1	P-3	Establishment of Human Rights Officer	New/expanded mandates: core capacity enhancement
	1	GS (OL)	Establishment of Programme Management Assistant	The incumbent would support the implementation of thematic mandates of the Human Rights Council through the provision of recurrent non-specialized expertise to prepare guidelines, hold consultations, conduct comprehensive studies, prepare standard/panel/summary reports and assist in the administrative and logistical aspect of meetings and workshops. The proposal for core capacity enhancement is intended to ensure cost-effectiveness and achieve efficiency gains through the reduction in duplicative functions and work.
Programme support	1	P-4	Establishment of Finance Officer	New/expanded mandates: core capacity enhancement (finance) The incumbent would support budget formulation, budget implementation and reporting to the senior management for all OHCHR regular budget accounts, including the mandates approved by the Human Rights Council, and the related consultations with the intergovernmental bodies.
	1	P-4	Establishment of Information Technology Officer	New/expanded mandates: core capacity enhancement (information management and technology) The incumbent would provide information system support to the regional and field presences and form the capacity to support the development of applications for the universal periodic review, treaty bodies and investigative mechanisms.
	2	P-3	Establishment of Administrative Officer	New/expanded mandates: core capacity enhancement (administration) The incumbent would align enterprise resource planning initiatives with organizational objectives and strategic oversight, risk management and monitoring of system and user performance, and manage OHCHR property, plant and equipment.
	2	P-3	Establishment of Human Resources Officer	New/expanded mandates: core capacity enhancement (human resources) The incumbent would provide legal support to staff on conduct, discipline and other matters; workforce planning to identify current and future staffing requirements; and the monitoring of performance on key human resources indicators.
	1	P-3	Establishment of Information Systems Officer	New/expanded mandates: core capacity enhancement (information management and technology) The incumbent would provide information system support to the regional and field presences and form the capacity to support the development of applications for the universal periodic review, treaty bodies and investigative mechanisms.

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<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
	1	P-3	Establishment of Security Coordination Officer	New/expanded mandates: core capacity enhancement (safety and security) The incumbent would provide security support for the missions of various treaty body in the United Nations human rights system and the special procedures of the Human Rights Council.
	1	P-2	Establishment of Associate Finance and Budget Officer	New/expanded mandates: core capacity enhancement (finance) The incumbent would support the budget formulation, budget implementation and reporting to the senior management for all OHCHR regular budget accounts, including the mandates approved by the Human Rights Council, and the related consultations with the intergovernmental bodies.

B. Summary of proposed post changes for the Independent Institution on Missing Persons in the Syrian Arab Republic

<i>Office</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive Office	1	P-4	Establishment of 1 Human Rights Officer	New/expanded mandates The Human Rights Officer would fulfil the role of Gender Adviser and would advise the Head, the Deputy Head and the Independent Institution's staff on matters relating to gender inclusivity and mainstreaming in all aspects of the work of the Independent Institution.
	1	P-4	Establishment of 1 Security Coordination Officer	New/expanded mandates The Security Coordination Officer would serve as the Independent Institution's security coordinator/adviser, responsible for developing and implementing a comprehensive security framework. In addition, the Security Coordination Officer would identify and promote security best practices, conduct staff briefings on security measures, provide pre-travel briefings on country situations, and support the safety and security of staff and the Independent Institution's activities during missions, accompanying staff members to the field, as required. The role would include maintaining the security reporting system, in particular incident reports, and ensuring timely notification to appropriate staff members. The Security Coordination Officer would develop and deliver security awareness training programmes, enhancing the overall security posture of the Independent Institution.

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<i>Office</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
	1	GS (OL)	Establishment of 1 Staff Assistant	New/expanded mandates The Staff Assistant would support the Executive Office by managing a wide array of administrative tasks and ensuring the efficient operation of the Deputy Head's schedule and priorities.
Search and Data Analysis Section	1	P-3	Establishment of 1 Human Rights Officer	New/expanded mandates The Human Rights Officer would be responsible primarily for all source analyses and working with the Investigator in conducting information collection. The role would have a focus on interviews, the contextual analysis of events and the formulation of lines of investigation for individual and collective searches. The Human Rights Officer would be responsible for drafting policies, methodologies and protocols in relation to search components of the mandate, including with respect to interviewing, search priorities, criteria for initiating searches and protection of victims and witnesses.
	1	P-3	Establishment of 1 Data Analyst	New/expanded mandates The Data Analyst would coordinate, lead and carry out analytical work relating to search objectives of the Independent Institution, including contextual analysis and individual search analysis. The Data Analyst would assist in populating analytical systems and identifying projects to output high value analytical products leveraging the Independent Institution's technical infrastructure, and would contribute to searching reports and assessing recommendations to victims on the basis of probabilistic models.
	1	P-3	Establishment of 1 Data Scientist	New/expanded mandates The Data Scientist would implement technical solutions in the areas of process automation, applied artificial intelligence within investigative and analytical processes, the development and deployment of training models, and the testing and integration of innovative search technology into enterprise architecture both on premises and in cloud environments. The primary objective of the Data Scientist would be to use artificial intelligence to scale the capacity of the Independent Institution. The secondary objective would be to leverage new technology to make inaccessible data increasingly findable to the Independent Institution's search activities.
	1	P-3	Establishment of 1 Information Management Officer	New/expanded mandates The Information Management Officer, with a specialization in geospatial analysis, would operationalize investigative and analytical processes across all data types. The Information Management Officer would design and operationalize search activities,

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<i>Office</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
				design and document sophisticated technical programmes for the importing of information, design and train others on review protocols, and deploy to assist in data collection activities, where necessary.
	1	P-3	Establishment of 1 Information Systems Officer	<p>New/expanded mandates</p> <p>The Information Systems Officer would be responsible for supporting bespoke information technology systems relied upon by the Independent Institution to fulfil its mandate. This would include requirements-gathering, project management and communication in a multi-stakeholder environment. The Information Systems Officer would maintain the Independent Institution’s software standards with the Architecture Review Board and coordinate software acquisition and renewal across various procurement pipelines. The role would maintain asset inventory, coordinate access requests and support tier 1 and information security tasks, as directed.</p>
	1	P-2	Establishment of 1 Associate Information Management Officer	<p>New/expanded mandates</p> <p>The Associate Information Management Officer would assist in operationalizing investigative and analytical processes across all data types and would participate in search activities. The Associate Information Management Officer would execute technical programmes for the importing of information, design and train others on review protocols, and deploy to assist in data collection activities, where necessary. The Associate Information Management Officer would identify and execute collection activities.</p>
	1	P-2	Establishment of 1 Associate Human Rights Officer	<p>New/expanded mandates</p> <p>The Associate Human Rights Officer would implement primarily operational priorities of the Investigator and the Human Rights Officer (P-3), including all source analysis tasks, contextual analysis, individual and collective searches, and collection activities, including interviews. The Associate Human Rights Officer would update and maintain analytical systems and prepare analytical products to support investigative activities and would assist in the preparation of policies, methodologies and protocols in relation to search components of the mandate.</p>
	1	GS (OL)	Establishment of 1 Programme Assistant	<p>New/expanded mandates</p> <p>The Programme Assistant would assist in the implementation of the Section’s workplans, project management, contract management, scheduling and technology support, as well as in the documentation and knowledge development needs of the Section.</p>

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<i>Office</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Victim Participation and Support Section	3	P-3	Establishment of 3 Human Rights Officers	<p>New/expanded mandates</p> <p>The Human Rights Officers would conduct outreach and awareness-raising activities with victim and survivor communities, civil society and other relevant partners such as United Nations agencies and diplomatic missions in Jordan, Lebanon and Türkiye, with one Human Rights Officer assigned for each country. The Human Rights Officers would support victims and families in registering cases of missing persons. The Human Rights Officers would engage with families of missing persons to assess their needs and provide regular updates on their cases; map needs specific to the geographical location; and identify relevant service providers and effective referral pathways. In addition, the Human Rights Officers would support interaction between victims and survivors in their assigned countries and relevant staff of the Independent Institution, where necessary, and would undertake missions to the assigned countries and conduct field visits to liaise with victims, survivors and civil society in various geographical regions of these countries.</p>
	1	P-3	Establishment of 1 Human Rights Officer	<p>New/expanded mandates</p> <p>The Human Rights Officer would maintain a substantive focus on victim protection. Drawing on existing best practice, the Human Rights Officer would formulate short- and long-term support strategies for victims and design a tailored, gender-competent victim protection policy to identify and mitigate potential harms to family members and other victims that may arise owing to their interaction with the Institution. The Human Rights Officer would conduct interventions for individual victims' protection needs and ensure secure and accurate recordkeeping, and contribute to communications material regarding the protection of victims, ensuring that victims' expectations are appropriately managed.</p>
	1	P-3	Establishment of 1 Psychologist	<p>New/expanded mandates</p> <p>The Psychologist would develop trauma-informed, culturally sensitive, age-appropriate and gender-competent guidelines for the Independent Institution's interactions with victims. The Psychologist would design and deliver individual and group assessments and interventions to support victims' mental health during their interaction with the Independent Institution, adopting a transformative and victim-centred approach. The Psychologist would also map gaps in the provision of mental health support services and develop recommendations to address them. The Psychologist would also ensure that the staff of the Independent Institution are made aware of and have access to the United Nations staff mental health support services.</p>

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<i>Office</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
	1	P-3	Establishment of 1 Legal Officer	<p>New/expanded mandates</p> <p>The Legal Officer would be responsible for designing and delivering appropriate legal support activities for victims, survivors and families of missing persons in the various country contexts where they reside, and for designing and delivering culturally and geographically appropriate legal awareness activities to assist family members and other victims in the legal impact of missing persons. In collaboration with the Human Rights Officer working as Gender Adviser, the Legal Officer would ensure that all legal support is designed and delivered with gender competence and with attention to legal consequences that are particularly gendered. The Legal Officer would also work closely with the Legal Officer in the Executive Office for close alignment on all matters relating to applicable legal frameworks and standards.</p>
	1	P-2	Establishment of 1 Associate Human Rights Officer	<p>New/expanded mandates</p> <p>The Associate Human Rights Officer would contribute to implementing information-gathering and registration plans, integrating a gender perspective into processes and outcomes, and utilizing tools for data collection and processing. The Associate Human Rights Officer would conduct interviews with families of missing persons and other victims in the Syrian Arab Republic to assess their needs and provide regular updates on their cases. The Associate Human Rights Officer would contribute to plans for victim protection and identify effective referral pathways.</p>
	1	P-2	Establishment of 1 Associate Translator, Arabic	<p>New/expanded mandates</p> <p>The Associate Translator would contribute to managing the language support services and translating and interpreting from Arabic to English and vice versa. Through the functions of the post, the Associate Translator would contribute to the meaningful participation and representation of victims, survivors and the families of missing persons in the Syrian Arab Republic in the operationalization and work of the Independent Institution.</p>
	1	GS (OL)	Establishment of 1 Programme Assistant	<p>New/expanded mandates</p> <p>The Programme Assistant would support the operational needs of the Section. This role would involve organizing outreach and awareness-raising activities with victims, survivors and their families, as well as with civil society and relevant partners such as United Nations agencies. The Programme Assistant would help to facilitate the registration of cases of missing persons and</p>

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<i>Office</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Administrative Services Section	1	P-4	Establishment of 1 Administrative Officer	would assist in the preservation and verification of case files and would maintain respectful and regular communication with victims and their families to provide updates on their cases. New/expanded mandates The Administrative Officer would serve as the chief of the Administrative Services Section and would provide senior management with advice on a broad spectrum of administrative services. As the coordinator of the Independent Institution's programme budget, performance reports and human resources functions, the Administrative Officer would ensure that all action adheres to operational procedures and standards. Acting as the lead financial officer, this role would involve guiding strategic business and resource planning and serving as the focal point for responding to audit queries. Furthermore, the Administrative Officer would be tasked with managing the staff of the Administrative Services Section and would be charged with implementing and overseeing the Independent Institution's internal controls and enterprise risk management frameworks.
	1	GS (OL)	Establishment of 1 Finance and Budget Assistant	New/expanded mandates The Finance and Budget Assistant would assist in the preparation of budget proposals, monitor budget execution and liaise with the United Nations Office at Geneva service provider for the processing of financial transactions. The Finance and Budget Assistant would also play a crucial role in ensuring compliance with financial policies and procedures, assisting in financial analysis and reporting, and supporting the overall financial management and accountability within the Section.
	1	GS (OL)	Establishment of 1 Administrative Assistant	New/expanded mandates The Administrative Assistant would support a wide range of administrative functions within the Section. The Administrative Assistant would assist the Independent Institution in defining procurement needs and creating the low value purchase orders and would play a vital role in logistics operations and the support of field missions, workshops and travel arrangements for participants and stakeholders. The Administrative Assistant would also contribute to the enhancement of the Section's internal controls and support the implementation of the enterprise risk management frameworks.

Abbreviation: GS (OL), General Service (Other level); NPO, National Professional Officer.

Annex III

Overall summary of financial and post resources

(Thousands of United States dollars/number of posts)

	Regular budget ^a			Other assessed ^b			Extrabudgetary			Total		
	2024 approved	2025 estimate (before recosting)	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance
Financial resources												
Office of the United Nations High Commissioner for Human Rights	192 522.4	229 104.0	36 581.6	2 452.6	2 503.3	50.7	280 010.1	294 010.6	14 000.4	474 985.1	525 617.9	50 632.7
Committee on Missing Persons in Cyprus	656.4	656.4	–	–	–	–	–	–	–	656.4	656.4	–
Independent Institution on Missing Persons in the Syrian Arab Republic	2 967.2	11 311.0	8 343.8	–	–	–	–	–	–	2 967.2	11 311.0	8 343.8
Total	196 146.0	241 071.4	44 925.4	2 452.6	2 503.3	50.7	280 010.1	294 010.6	14 000.4	478 608.7	537 585.3	58 976.5
Post resources												
Office of the United Nations High Commissioner for Human Rights	602 ^a	661 ^a	59	10 ^b	10 ^b	–	1 280	1 348	68	1 892ab	2 019ab	127
Committee on Missing Persons in Cyprus ^c	3 ^c	3 ^c	–	–	–	–	–	–	–	3 ^c	3 ^c	–
Independent Institution on Missing Persons in the Syrian Arab Republic	28	51	23	–	–	–	–	–	–	28	51	23
Total	633	715	82	10	10	–	1 280	1 348	68	1 923	2 073	150

^a Includes 37 temporary posts.^b Includes 2 positions.^c Includes 3 positions.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VI

Human rights and humanitarian affairs

Section 24

Human rights

Programme 20

Human rights

Corrigendum

1. Paragraph 24.11

For the existing text *substitute*

- 24.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

2. Table 24.18

Replace table 24.18 with the table below.

* [A/79/50](#).



Table 24.18

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	86 025.5	102 684.8	8 024.5	5 953.3	–	13 977.8	13.6	116 662.6	
Other staff costs	43 871.7	46 210.3	16 763.6	878.3	–	17 641.9	38.2	63 852.2	
Hospitality	0.1	2.3	–	–	–	–	–	2.3	
Consultants	1 366.6	2 620.1	(325.7)	267.4	–	(58.3)	(2.2)	2 561.8	
Experts	12.8	–	–	–	–	–	–	–	
Travel of representatives	13 515.7	18 343.2	414.5	136.2	–	550.7	3.0	18 893.9	
Travel of staff	4 592.6	4 562.0	927.4	66.1	–	993.5	21.8	5 555.5	
Contractual services	3 691.0	2 266.7	915.8	247.7	–	1 163.5	51.3	3 430.2	
General operating expenses	5 659.4	6 442.0	1 612.3	(66.8)	–	1 545.5	24.0	7 987.5	
Supplies and materials	105.0	378.6	59.8	(200.0)	–	(140.2)	(37.0)	238.4	
Furniture and equipment	1 166.4	1 574.7	(231.7)	215.4	–	(16.3)	(1.0)	1 558.4	
Improvement of premises	.4	–	–	–	–	–	–	–	
Grants and contributions	4 076.4	7 437.7	(421.8)	484.1	–	62.3	0.8	7 500.0	
Other	116.8	–	–	–	–	–	–	–	
Total	164 201.4	192 522.4	27 738.7	7 981.7	–	35 720.4	18.6	228 242.8	

3. Paragraph 24.97For the existing text *substitute*

- 24.97 As shown in tables 24.21 (1) and 24.23, the overall resources proposed for 2025 amount to \$228,242,800 before recosting, reflecting a net increase of \$35,720,400 (or 18.6 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

4. Table 24.21

Replace table 24.21 with the table below.

Table 24.21

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Policymaking organs	10 019.3	12 781.3	(6.0)	–	–	(6.0)	–	12 775.3	
B. Executive direction and management	9 497.3	9 591.3	377.0	317.0	–	694.0	7.2	10 285.3	
C. Programme of work									
1. Human rights mainstreaming, right to development, and research and analysis	20 151.7	32 835.1	(2 249.4)	2 552.3	–	302.9	0.9	33 138.0	

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
2. Supporting human rights treaty bodies	18 773.2	19 724.7	481.6	–	–	481.6	2.4	20 206.3
3. Advisory services, technical cooperation and field activities	71 988.8	79 717.4	27 884.9	4 164.4	–	32 049.3	40.2	111 766.7
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	28 098.1	32 020.4	792.1	(8.4)	–	783.7	2.4	32 804.1
Subtotal, C	139 011.8	164 297.6	27 770.4	6 708.3	–	34 478.7	21.0	198 776.3
D. Programme support	5 673.1	5 852.2	458.5	956.4	–	1 414.9	24.2	7 267.1
Subtotal, 1	164 201.5	192 522.4	27 738.7	7 981.7	–	35 720.4	18.6	228 242.8

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	–	–	–	–	–
C. Programme of work					
1. Human rights mainstreaming, right to development, and research and analysis	468.2	511.6	11.0	2.2	522.6
2. Supporting human rights treaty bodies	–	–	–	–	–
3. Advisory services, technical cooperation and field activities	2 027.0	1 941.0	39.7	2.0	1 980.7
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	–	–	–	–	–
Subtotal, C	2 495.2	2 452.6	50.7	2.1	2 503.3
D. Programme support	–	–	–	–	–
Subtotal, 2	2 495.2	2 452.6	50.7	2.1	2 503.3

(3) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	647.8	652.8	32.6	5.0	685.5
B. Executive direction and management	35 193.3	37 708.6	1 885.4	5.0	39 594.0
C. Programme of work					
1. Human rights mainstreaming, right to development, and research and analysis	25 925.5	26 040.0	1 302.0	5.0	27 342.0
2. Supporting human rights treaty bodies	16 161.5	16 232.8	811.6	5.0	17 044.4

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
3. Advisory services, technical cooperation and field activities	170 733.8	171 487.6	8 574.4	5.0	180 062.0
4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms	16 301.3	19 608.1	980.4	5.0	20 588.5
Subtotal, C	229 122.1	233 368.5	11 668.4	5.0	245 036.9
D. Programme support	8 061.3	8 280.2	414.0	5.0	8 694.2
Subtotal, 3	273 024.5	280 010.1	14 000.4	5.0	294 010.7
Total (1+2+3)	439 721.2	474 985.1	49 771.6	10.5	524 756.7

5. Table 24.23

Replace table 24.23 with the table below.

Table 24.23

Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

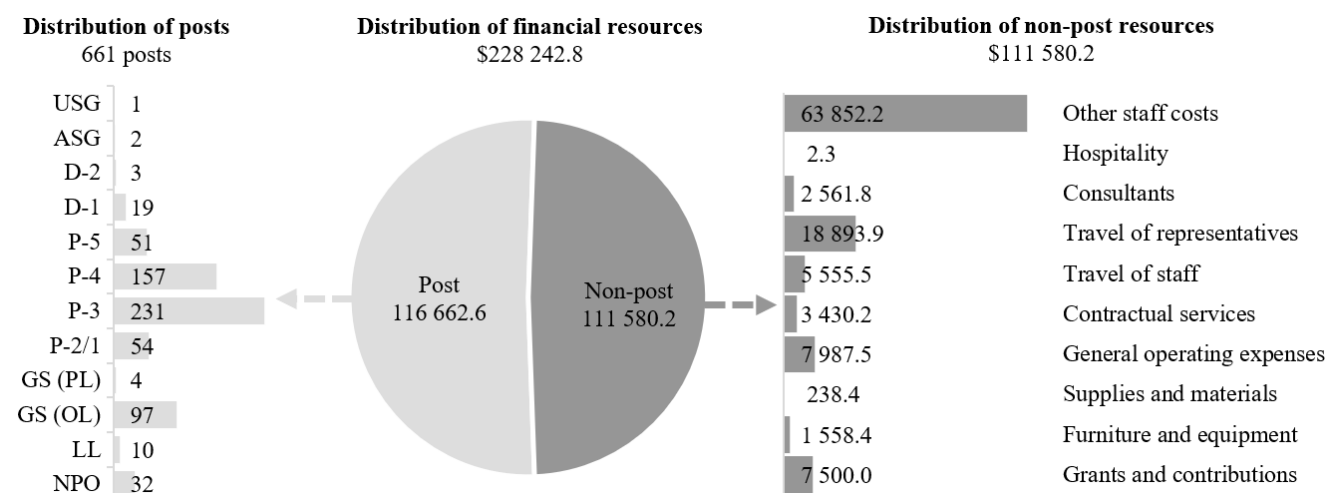
	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Posts	86 025.5	102 684.8	8 024.5	5 953.3	–	13 977.8	13.6	116 662.6	
Non-post	78 176.1	89 837.6	19 714.2	2 028.4	–	21 742.6	24.2	111 580.2	
Total	164 201.6	192 522.4	27 738.7	7 981.7	–	35 720.4	18.6	228 242.8	
Post resources by category									
Professional and higher		478	–	–	40	40	8.4	518	
General Service and related		124	–	–	19	19	15.3	143	
Total		602	–	–	59	59	9.8	661	

6. Figure 24.XV

Replace figure 24.XV with the figure below.

Figure 24.XV
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



7. Paragraph 24.98

For the existing text *substitute*

24.98 As shown in table 24.21 (1), resource changes reflect a net increase of \$27,738,700, as follows:

8. Paragraph 24.98 (c)

For the existing text *substitute*

- (c) **Subprogramme 1, Human rights mainstreaming, right to development, and research and analysis** (decrease of \$2,249,400). The net decrease of \$2,249,400 comprises: (i) a decrease of \$5,676,000 under other staff costs (\$3,835,900), consultants (\$913,400), travel of representatives (\$428,400), travel of staff (\$106,600), contractual services (\$52,300), general operating expenses (\$119,000), furniture and equipment (\$82,400) and grants and contributions (\$999,200), relating to the removal of non-recurrent provisions associated with new and expanded mandates approved for 2024 pursuant to Human Rights Council resolutions from its fifty-second to fifty-fifth sessions that were approved for 2024 and are no longer required in 2025; (ii) an increase of \$341,300 under other staff costs (\$112,100), travel of representatives (\$67,100), travel of staff (\$21,100), contractual services (\$11,600), general operating expenses (\$12,600) and grants and contributions (\$132,400), relating to the consolidation of resources to implement mandates of the Council pursuant to paragraph 7 of General Assembly resolution [78/252](#), in which the Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph VI.48 of its report on the proposed programme budget for 2024 ([A/78/7](#)); and (iii) an increase of \$3,930,900 under posts, which relates to the higher provision at continuing vacancy rates for 1 Senior Human Rights Officers (P-5), 21 Human Rights Officers (P-4), 1 Information Systems Officer (P-3), 10 Human Rights Officers (P-3), 2 Associate Programme Management Officers (P-2), 10 Associate Human Rights Officers (P-2), 2 Programme Management Assistants (General Service (Other level)) and 2 Administrative Assistants (General Service (Other level)) established in 2024 pursuant to Assembly resolutions [78/253](#) and [78/234](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

9. Paragraph 24.98 (e)

For the existing text *substitute*

- (e) **Subprogramme 3, Advisory services, technical cooperation and field activities** (increase of \$27,884,900). The net increase of \$27,884,900 comprises: (i) a decrease of \$2,160,300 under other staff costs (\$1,057,100), travel of staff (\$195,600), contractual services (\$333,700), general operating expenses (\$50,500), supplies and materials (\$8,900), furniture and equipment (\$402,400) and grants and contributions (\$112,100), relating to the removal of non-recurrent provisions associated with new and expanded mandates approved for 2024 pursuant to Human Rights Council resolutions from its fifty-second to fifty-fifth sessions that were approved for 2024 and are no longer required in 2025; (ii) an increase of \$28,450,700 under other staff costs (\$21,766,100), consultants (\$587,700), travel of representatives (\$805,200), travel of staff (\$1,208,500), contractual services (\$1,317,300), general operating expenses (\$1,769,200), supplies and materials (\$68,700), furniture and equipment (\$253,100) and grants and contributions (\$674,900), relating to the consolidation of resources to implement mandates of the Council pursuant to operative paragraph 7 of General Assembly resolution [78/252](#), in which the Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph VI.48 of its report on the proposed programme budget for 2024 ([A/78/7](#)); and (iii) an increase of \$1,594,500 under posts, which relates to the higher provision at continuing vacancy rates for 1 Senior Human Rights Officer (P-5), 5 Human Rights Officers (P-4), 1 Information Management Officer (P-4), 1 Security Coordination Officer (P-3), 1 Information Management Officer (P-3), 4 Human Rights Officers (P-3), 1 Finance Officer (P-3), 6 Human Rights Officers (National Professional Officer, level C), 1 Associate Administrative Officer (National Professional Officer, level B), 1 Associate Human Rights Officer (National Professional Officer, level B), 1 Associate Information Management Officer (National Professional Officer, level B), 1 Programme Management Assistant (General Service (Other level)), 2 Administrative Assistants (General Service (Other level)), 1 Information Management Assistant (General Service (Other level)) and 1 Driver (General Service (Other level)) established in 2024 pursuant to the Assembly resolutions [78/252](#), [78/253](#) and [78/235](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;

10. Paragraph 24.118

For the existing text *substitute*

- 24.118 The proposed regular budget resources for 2025 amount to \$33,138,000 and reflect a net increase of \$302,900 compared with the approved budget for 2024. The proposed change is explained in paragraphs 24.98 and 24.99 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.29 and figure 24.XVIII.

11. Table 24.29

Replace table 24.29 with the table below.

Table 24.29

Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	12 969.6	18 846.1	3 930.9	416.7	–	4 347.6	23.1	23 193.7
Non-post	7 182.2	13 989.0	(6 180.3)	2 135.6	–	(4 044.7)	(28.9)	9 944.3
Total	20 151.7	32 835.1	(2 249.4)	2 552.3	–	302.9	0.9	33 138.0
Post resources by category								
Professional and higher		105	–	4	–	4	3.8	109
General Service and related		13	–	–	–	–	–	13
Total		118	–	4	–	4	3.4	122

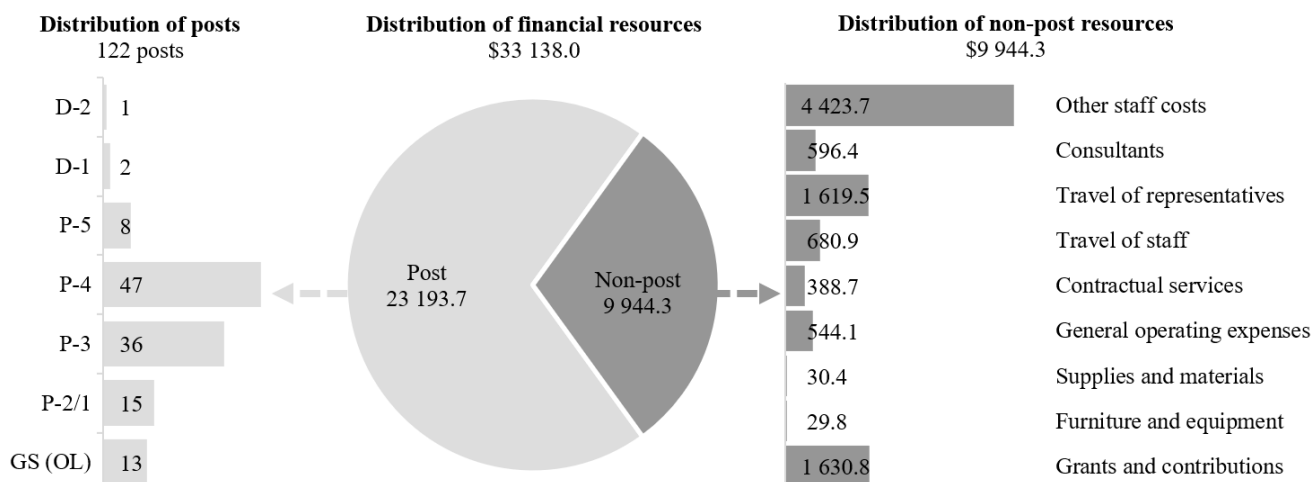
12. Figure 24.XVIII

Replace figure 24.XVIII with the figure below.

Figure 24.XVIII

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

**13. Paragraph 24.120**For the existing text *substitute*

- 24.120 The proposed regular budget resources for 2025 amount to \$111,766,700 and reflect an increase of \$32,049,300 compared with the approved budget for 2024. The proposed change is explained in paragraphs 24.98 and 24.99 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 24.31 and figure 24.XX.

14. Table 24.31

Replace table 24.31 with the table below.

Table 24.31

Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	25 214.1	28 793.4	1 594.5	4 077.0	–	5 671.5	19.7	34 464.9
Non-post	46 774.8	50 924.0	26 290.4	87.4	–	26 377.8	51.8	77 301.8
Total	71 988.8	79 717.4	27 884.9	4 164.4	–	32 049.3	40.2	111 766.7
Post resources by category								
Professional and higher		135	–	24	–	24	17.8	159
General Service and related		42	–	18	–	18	42.9	60
Total		177	–	42	–	42	23.7	219

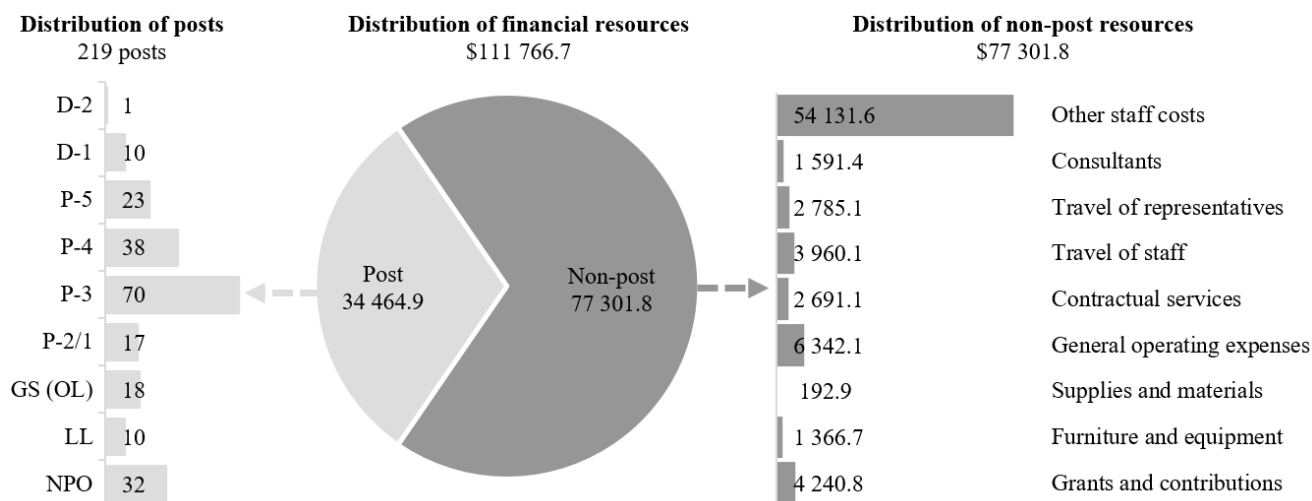
15. Figure 24.XX

Replace figure 24.XX with the figure below.

Figure 24.XX

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



16. Annex III

Replace annex III with the annex below.

Annex III

Overall summary of financial and post resources

(Thousands of United States dollars/number of posts)

	Regular budget ^a			Other assessed ^b			Extrabudgetary			Total		
	2024 approved	2025 estimate (before recosting)	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance
Financial resources												
Office of the United Nations High Commissioner for Human Rights	192 522.4	228 242.8	35 720.4	2 452.6	2 503.3	50.7	280 010.1	294 010.7	14 000.4	474 985.1	524 756.7	49 771.6
Committee on Missing Persons in Cyprus	656.4	656.4	–	–	–	–	–	–	–	656.4	656.4	–
Independent Institution on Missing Persons in the Syrian Arab Republic	2 967.2	11 311.0	8 343.8	–	–	–	–	–	–	2 967.2	11 311.0	8 343.8
Total	196 146.0	240 210.2	44 064.2	2 452.6	2 503.3	50.7	280 010.1	294 010.7	14 000.4	478 608.7	536 724.1	58 115.4
Post resources												
Office of the United Nations High Commissioner for Human Rights	602 ^a	661 ^a	59	10 ^b	10 ^b	–	1 280	1 348	68	1 892 ^{a,b}	2 019 ^{a,b}	127
Committee on Missing Persons in Cyprus ^c	3 ^c	3 ^c	–	–	–	–	–	–	–	3 ^c	3 ^c	–
Independent Institution on Missing Persons in the Syrian Arab Republic	28	51	23	–	–	–	–	–	–	28	51	23
Total	633	715	82	10	10	–	1 280	1 348	68	1 923	2 073	150

^a Includes 37 temporary posts.^b Includes 2 positions.^c Includes 3 positions.



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Items 139 and 140 of the preliminary list*

Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VI

Human rights and humanitarian affairs

Section 25

International protection, durable solutions and assistance to refugees

Programme 21

International protection, durable solutions and assistance to refugees

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



Annex

Organizational structure and post distribution for 2025 22

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 25.1 The Office of the United Nations High Commissioner for Refugees (UNHCR) is responsible for leading and coordinating international action for the protection of refugees and the search for solutions to their plight. Its mandate derives from relevant General Assembly resolutions and decisions, including resolutions 319 A (IV), by which the Assembly established the Office, and 428 (V), which sets out its statute. In addition, the international legal basis for the protection of refugees finds its principal expression in the Convention relating to the Status of Refugees of 1951 and the Protocol relating to the Status of Refugees of 1967. UNHCR also has responsibilities for stateless persons pursuant to paragraph 6 (A) (ii) of its statute and article I (A) (2) of the 1951 Convention with regard to refugees who are stateless, as well as to various Assembly resolutions, including resolutions 3274 (XXIX) and 31/36 in relation to the Convention relating to the Status of Stateless Persons of 1954 and the Convention on the Reduction of Statelessness of 1961. Over the years, the mandate of UNHCR has been extended to other groups through various Assembly resolutions. UNHCR provides protection and assistance to internally displaced persons, working in cooperation with the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and in the context of the collaborative response of the United Nations system, as well as with the consent of the State concerned.

Programme of work

International protection, durable solutions and assistance to refugees

Objective

- 25.2 The objective, to which this programme contributes, is to ensure international protection for refugees and other persons of concern¹ and to achieve durable solutions to their plight, in cooperation with States and other organizations, without discrimination.

Strategy and external factors for 2025

- 25.3 To contribute to the objective, UNHCR will, in close cooperation with national and local authorities, partners in the United Nations system, non-governmental organizations, the private sector, academia, other persons of concern and other relevant stakeholders:
- (a) Advocate adherence by States to relevant international and regional instruments, including the refugee and statelessness conventions;
 - (b) Swiftly respond to new humanitarian crises, including in conflict-affected areas, by providing humanitarian assistance, such as cash-based assistance, core relief items and shelter materials, as well as by monitoring and addressing protection risks and needs;
 - (c) Advance work towards the attainment of durable solutions to displacement by influencing broader development agendas, and advocate and support measures that foster inclusion, including on educational opportunities, and access to formal economies and the labour market;

¹ Other persons of concern include asylum-seekers, refugee returnees, stateless persons and internally displaced persons.

- (d) Support implementation of the Global Compact on Refugees, advocate greater financial support for refugee host countries and communities, follow up on pledges made at the 2023 Global Refugee Forum and redouble efforts to expand international cooperation and burden- and responsibility-sharing;
 - (e) Promote adequate and proper reception conditions for asylum-seekers and provide effective assistance, focusing on women and children and the needs of the most vulnerable;
 - (f) Raise awareness of protection principles and refugee law, and provide training for government officials and partners;
 - (g) Enhance protection and assistance for internally displaced persons under the Inter-Agency Standing Committee coordination system, in line with relevant General Assembly resolutions, including [76/167](#);
 - (h) Advocate for the prevention and reduction of statelessness, and the protection of stateless persons, including by promoting accession to the relevant international instruments to facilitate the acquisition or confirmation of nationality by stateless persons;
 - (i) Analyse risk factors in humanitarian crises and maintain preparedness to respond to emergencies with agility.
- 25.4 By promoting inclusive and comprehensive approaches, UNHCR will contribute to the relevant goals contained in the 2030 Agenda for Sustainable Development, ensuring that refugees and other persons of concern are not left behind in development processes ([A/AC.96/74/5](#), para. 54 and table I.16).
- 25.5 The above-mentioned work is expected to result in:
- (a) Significant advances in the response to refugee situations through more predictable and equitable burden- and responsibility-sharing and through a multi-stakeholder approach, consistent with the Global Compact on Refugees;
 - (b) Strengthened national asylum systems that are compliant with international legal standards;
 - (c) The advancement of solutions for forcibly displaced people, fostered by inclusion and through safe and sustainable returns when possible;
 - (d) Reinforced solutions for stateless people, resulting in previously stateless individuals acquiring or confirming nationality;
 - (e) Improved access to protection and assistance for refugees and asylum-seekers through registration.
- 25.6 With regard to external factors, the plan for 2025 is based on the following assumptions:
- (a) Security conditions shall allow UNHCR to carry out its programmes;
 - (b) Humanitarian access will be granted in most countries, enabling UNHCR to respond to urgent protection and assistance needs;
 - (c) States and the international community at large will remain committed to contributing to and supporting implementation of the Global Compact on Refugees, including pledges made at the Global Refugee Forum;
 - (d) Asylum space and policies will not further restrict admissions in some countries;
 - (e) Voluntary funding from donors will match the budgeted needs to respond effectively and adequately to situations of forced displacement and statelessness;
- 25.7 With regard to cooperation with other entities at the global, regional, national and local levels, UNHCR will continue to engage a wide range of partners in programme delivery. UNHCR will strengthen partnerships with local actors, regional organizations, organizations led by refugees and persons of concern, development actors and international financial institutions to advance the localization agenda and the inclusion of displaced populations in United Nations programmes and

in national humanitarian and development policies and plans. UNHCR will continue to design its multi-channel feedback and response mechanisms in consultation with displaced and stateless people, and support measures that have a significant effect on the socioeconomic inclusion of displaced people.² The Office will continue to invest in private-sector partnerships, including to secure strategic long-term support. UNHCR and its partners will continue to apply preventive and preparedness measures to minimize the impacts of climate change on displaced people to enhance their resilience.

- 25.8 With regard to inter-agency coordination and liaison, UNHCR will continue to cooperate closely with resident coordinators and humanitarian coordinators to ensure that overarching protection and solutions strategies remain inclusive. UNHCR will engage actively in relevant United Nations forums, including the Inter-Agency Standing Committee and the United Nations System Chief Executives Board for Coordination. Through its Institutional Plan on Solutions to Internal Displacement,³ and in close coordination with the Office of the Special Adviser on Solutions to Internal Displacement, UNHCR will step up its engagement in situations of internal displacement.
- 25.9 UNHCR integrates a gender perspective in its operational activities, deliverables and results, as appropriate. UNHCR will remain fully committed to a non-discriminatory approach. Specifically, UNHCR will strive to strengthen gender equality, including by preventing, mitigating and responding to gender-based violence and violence against children, including sexual violence. It will ensure that survivors have access to health care, psychosocial support, safe shelter and legal aid, while strengthening community engagement and prioritizing awareness-raising activities.
- 25.10 In line with the United Nations Disability Inclusion Strategy, UNHCR will work with a global network of persons of concern who are living with disabilities, in collaboration with relevant organizations. UNHCR will advocate that their disability considerations be taken into account in the context of international protection and promote their equal access to social protection schemes.

Evaluation activities

- 25.11 The following evaluations completed in 2023 have guided the proposed programme plan for 2025:
- (a) UNHCR engagement with humanitarian-development cooperation;
 - (b) UNHCR engagement in situations of internal displacement;
 - (c) Evaluations of UNHCR emergency responses in various countries;
 - (d) Evaluation of strategies of various countries.
- 25.12 In response to the results of the relevant evaluations referenced above, UNHCR has embedded key learning outcomes in its engagement in situations of internal displacement. For example, country strategy evaluations directly fed into the development of multi-year strategies in a number of countries. Findings across the evaluations are influencing organizational efforts in several areas, including results-based management, the development of workforce learning materials, communications with affected populations and advocacy. UNHCR will continue to play a key role in the United Nations Evaluation Group, supporting the development of additional norms and standards for evaluation and the further professionalization of the function across the system.
- 25.13 The following evaluations are planned for 2025:
- (a) Prevention and response to gender-based violence;
 - (b) Climate action;
 - (c) Economic inclusion for urban refugees;

² See www.unhcr.org/media/global-survey-livelihoods-and-economic-inclusion-report-december-2023.

³ See www.unhcr.org/sites/default/files/2023-05/UNHCR%20IDP%20Solutions%20Institutional%20Plan.%20April%202023%20%281%29.pdf.

- (d) Evaluations of UNHCR emergency responses;
- (e) Evaluation of strategies of selected countries.

Programme performance in 2023

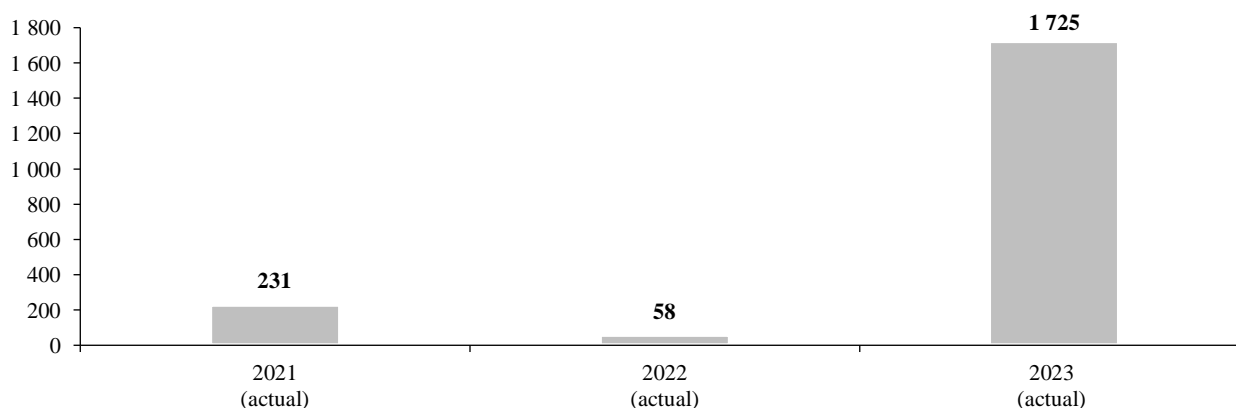
Increased commitment to respond to humanitarian crises

25.14 The second Global Refugee Forum took place in December 2023. As the world's largest international gathering on refugees, it was designed to support the practical implementation of the objectives set out in the Global Compact on Refugees. It was co-hosted by the Government of Switzerland and UNHCR, and co-convened by UNHCR and the Governments of Colombia, France, Japan, Jordan and Uganda. Over 4,000 participants from 168 countries attended, including over 300 refugee delegates. The Forum saw over 1,600 pledges made to support refugees and their host communities, including 43 multi-partner commitments led by Governments. Pledges are commitments by States and other stakeholders, including refugees, that advance the objectives of the Global Compact on Refugees. Pledges include places for resettlement and complementary pathways for admission to third countries, as well as financial, material or technical assistance and other actions that States take on, such as policies and practices, to promote refugee inclusion. UNHCR also facilitated the matching of pledges made at the first Global Refugee Forum by host countries with those made by donors and other actors, to provide the financial, material and technical assistance required for their implementation. UNHCR maintained and supported the Global Compact on Refugees digital platform, including the pledges dashboard.

25.15 Progress towards the objective is presented in the performance measure below (see figure 25.I).

Figure 25.I

Performance measure: number of pledges to support refugees and their host communities (annual)



Planned results for 2025

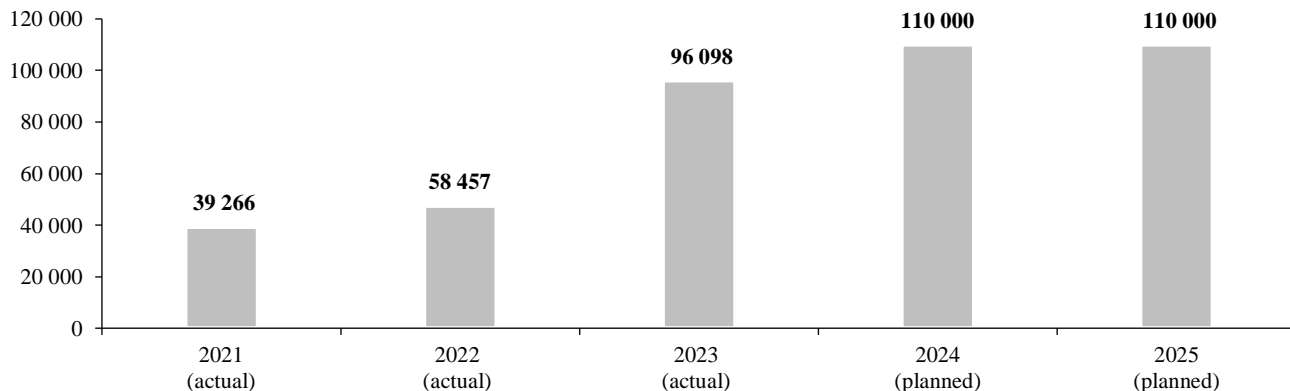
Result 1: solutions through resettlement provided for refugees at risk

Programme performance in 2023 and target for 2025

25.16 The programme's work contributed to more than 96,000 refugees departing for resettlement, a 64 per cent increase compared with 2022, which did not meet the planned target of 100,000 resettled refugees. The target was not met owing to multiple factors, including overstretched capacity and logistical limitations, as well as changed priorities among resettlement States.

25.17 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 25.II).

Figure 25.II
Performance measure: number of resettled refugees^a



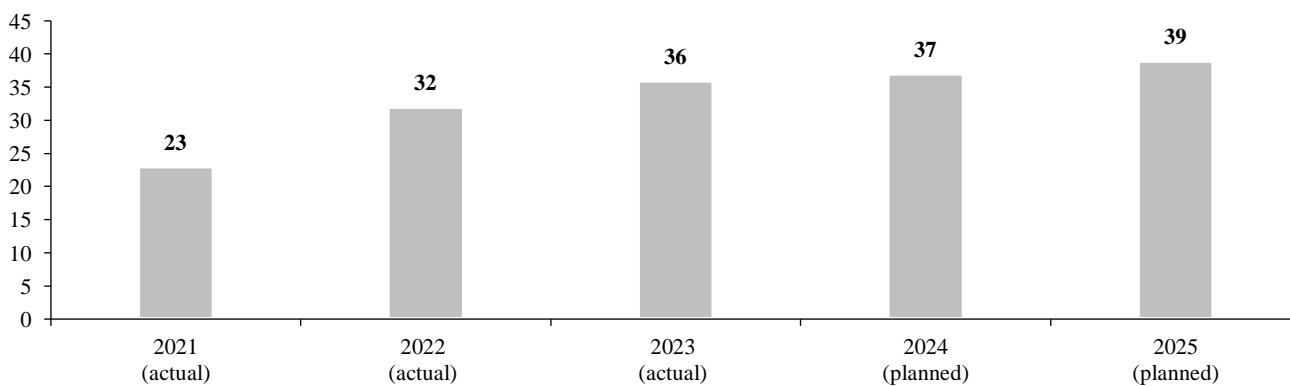
^a The target relates to the number of refugees who depart for resettlement to third countries through UNHCR-facilitated assistance.

Result 2: enhanced inclusion of displaced people through digital cash payments

Programme performance in 2023 and target for 2025

- 25.18 The programme’s work contributed to 36 per cent of displaced people receiving cash assistance through their own bank or mobile money accounts, which exceeded the planned target of 35 per cent.
- 25.19 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 25.III).

Figure 25.III
Performance measure: percentage of forcibly displaced who are recipients of cash assistance through their own bank or mobile money accounts (annual)



Result 3: increased prevalence of national and local partners in refugee response plans globally

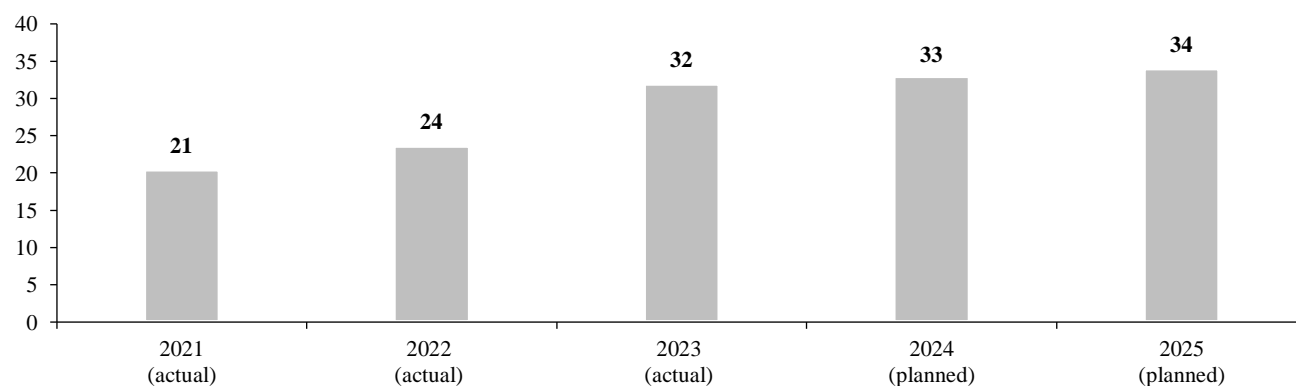
Proposed programme plan for 2025

- 25.20 Refugee response plans align with the national strategies and support host Governments to plan and coordinate refugee response in multiple contexts. In line with the Global Compact on Refugees, the plans pursue a “whole-of-society” approach and reflect the robust engagement of diverse partners. Between 2016 and 2023, UNHCR coordinated between 5 and 8 regional refugee response plans per year, together with more than 7,000 partners in a total of 72 refugee-hosting countries.

Lessons learned and planned change

- 25.21 The main lesson learned for the programme was that a range of local, national and international operational partners, including local and national non-governmental organizations, faith-based organizations, refugee-led and women-led organizations, and host communities participating in regional refugee response plans, can help to ensure a more comprehensive response to refugee situations. They play an instrumental role in raising awareness and engaging local communities to support the refugee response plans. They would complement and strengthen support provided by international partners in the development and implementation of refugee response plans. In applying the lesson, UNHCR will work to expand the number of community-based and local organizations to ensure that they can contribute to and benefit from the coordination, advocacy and resource mobilization resulting from the regional refugee response plans. The programme will facilitate and support the development of localized responses and actions with an emphasis on partnerships with local communities.
- 25.22 Expected progress towards the objective is presented in the performance measure below (see figure 25.IV).

Figure 25.IV

Performance measure: percentage of local and national operational partners in refugee response plans globally (as a proportion of all partners)**Legislative mandates**

- 25.23 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the Office.

General Assembly resolutions

319 A (IV)	Refugees and stateless persons	50/152; 73/151;	Office of the United Nations High Commissioner for Refugees
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees	75/163; 76/143; 77/198; 78/184	
538 B (VI)	Assistance to and protection of refugees	58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate
1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees		
46/108; 78/185	Assistance to refugees, returnees and displaced persons in Africa	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
		78/205	Protection of and assistance to internally displaced persons

Conventions and conference declarations

Convention relating to the Status of Refugees, of 1951, and Protocol relating to the Status of Refugees, of 1967	Cartagena Declaration on Refugees, 1984
Convention relating to the Status of Stateless Persons, 1954	Convention on the Rights of the Child, 1989
Convention on the Reduction of Statelessness, 1961	San José Declaration on Refugees and Displaced Persons, 1994
Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa, 1969	African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa, 2009

Deliverables

25.24 Table 25.1 lists all deliverables of UNHCR.

Table 25.1
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	36	43	35	34
1. Reports of the United Nations High Commissioner for Refugees to the General Assembly	1	2	1	1
2. Report of the Secretary-General to the General Assembly on assistance to refugees, returnees and displaced persons in Africa	1	1	1	1
3. Report of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees to the General Assembly	1	1	1	1
4. Annual note on international protection to the Executive Committee of the Programme of the High Commissioner	1	1	1	1
5. Documents related to oversight issues, including UNHCR inspection and evaluation activities, submitted to the Executive Committee of the Programme of the High Commissioner	7	7	7	7
6. Reports of the Standing Committee to the Executive Committee	4	3	3	3
7. Report to the General Assembly on the annual programme budget of the Office of the United Nations High Commissioner for Refugees	1	1	1	1
8. Documents and conference room papers for the Executive Committee and the Standing Committee	20	27	20	19
Substantive services for meetings (number of three-hour meetings)	35	41	28	30
Meetings of:				
9. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
10. The Fifth Committee	1	1	1	1
11. The Committee for Programme and Coordination	1	1	1	1
12. The Executive Committee and Standing Committee	26	26	23	25
13. The Ad Hoc Committee of the General Assembly for the Announcement of Voluntary Contributions to the Programme of the United Nations High Commissioner for Refugees	1	1	1	1
14. The Global Refugee Forum	4	10	–	–
Documentation services for meetings (thousands of words)	200	200	200	200
15. Executive Committee and Standing Committee documents	200	200	200	200

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	9	9	9	9
16. On attaining a favourable protection environment, realizing rights in safe environments, empowering communities and securing solutions such as voluntary repatriation, local integration and resettlement	9	9	9	9
Seminars, workshops and training events (number of days)	60	62	60	60
17. Training courses for government and implementing partners on emergency management, refugee law, protection and operations management	45	45	45	45
18. Seminars on programme areas for UNHCR implementing partners and government officials, including on the Global Compact on Refugees	15	17	15	15
Publications (number of publications)	9	24	32	22
19. Midyear and year-end trends of global forced displacement (formerly the Statistical Yearbook)	2	2	2	2
20. Publications on a range of protection-related themes	7	22	30	20
Fact-finding, monitoring and investigation missions (number of missions)	45	45	44	44
21. Monitoring missions on the implementation of the programme	40	40	40	40
22. Investigations related to cases accepted by the Inspector General's Office	5	5	4	4
Humanitarian assistance missions (number of missions)	50	143	75	130
23. Humanitarian assistance missions undertaken by the UNHCR senior executive team	50	143	75	130

C. Substantive deliverables

Consultation, advice and advocacy: consultation and advice to Member States on the establishment of national legal and administrative frameworks in line with protection standards; dialogues and consultations with partners, non-governmental organizations, the private sector and Governments.

Direct service delivery: biometric registration for some 27 million refugees and asylum-seekers; cash assistance for some 10 million people across operations; the provision of shelter-related relief items for at least 500,000 people; protection services for approximately 13 million people; legal aid to facilitate acquiring of nationality or having it confirmed; essential health-care services for displaced people and comprehensive health care for women and girls; and at least 70 per cent of UNHCR operations have complaint and feedback mechanisms in place.

D. Communication deliverables

Outreach programmes, special events and information materials: global communications milestones such as World Refugee Day; the Nansen Refugee Award, an annual event recognizing individuals and organizations for their outstanding work for forcibly displaced and stateless people; the UNHCR global campaign to end statelessness; communications on thematic priorities such as durable solutions, climate action, solidarity and inclusion.

External and media relations: media and communications partnerships and media coverage on thematic areas, such as emergencies, climate action and the right to seek safety; awareness raising by over 90 global, regional and national Goodwill Ambassadors and high-profile supporters.

Digital platforms and multimedia content: approximately 30 stories that are co-led or co-produced with forcibly displaced and stateless people; UNHCR websites and UNHCR social media platforms.

B. Proposed post and non-post resource requirements for 2025

Overview

- 25.25 As part of its proposed programme budget exercise for 2025, UNHCR conducted a spending review pursuant to paragraph 20 of General Assembly resolution [77/262](#). In accordance with article 20 of its Statute, unless the General Assembly decides otherwise, no expenditure, other than administrative expenditures relating to the functioning of the Office of the High Commissioner, shall be borne on the budget of the United Nations, and all other expenditures relating to the activities of the High Commissioner shall be financed by voluntary contributions. The UNHCR regular budget approved for 2024 amounts to \$47,175,700, representing 0.4 per cent of its overall budget estimates of \$10,621,668,300 for the same period.
- 25.26 The regular budget of UNHCR covers management and administrative expenditure and is reflected under two objects of expenditure: (a) posts, which would cover the cost of the Under-Secretary-General and Assistant Secretary-General posts in the staffing table; and (b) grants and contributions, which would cover a portion of the overall administrative expenditure of UNCHR. The provision of funds to UNHCR in the form of a grant rather than as post and non-post resources was initiated in the biennium 2002–2003 and was designed to simplify the UNHCR budgetary process. A review of the lump-sum arrangement and the lessons learned over the bienniums 2002–2003, 2004–2005 and 2006–2007 were reported to the General Assembly in 2008 (see [A/63/537](#)). The Assembly, in section VII of its resolution [63/263](#), endorsed the maintenance of the lump-sum arrangement for the funding of UNHCR in future budget presentations of the proposed programme budget, as recommended by the Advisory Committee on Administrative and Budgetary Questions ([A/63/616](#), para. 10).
- 25.27 The spending review covered the experience of the current arrangements of the regular budget contribution of UNHCR to its administrative expenditure, which is detailed in paragraphs 25.34 to 25.47 of the present report. No changes are proposed to the current arrangements following the outcome of the review and on the basis of the previous General Assembly decisions taken on the level of UNHCR regular budget resources.
- 25.28 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 25.2 to 25.4.

Table 25.2

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	730.4	755.0	–	–	–	–	–	755.0	
Grants and contributions ^b	43 934.1	46 420.7	–	–	–	–	–	46 420.7	
Total	44 664.5	47 175.7	–	–	–	–	–	47 175.7	

^a At the time of reporting, the expenditure presented in this table and in subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

^b Provides for the full cost of 218 temporary posts (4 D-2, 13 D-1, 20 P-5, 36 P-4, 23 P-3, 12 P-2, 25 General Service (Principal level) and 85 General Service (Other level)) and contributes to costs for contractual services, general operating expenditure, and contributions to joint United Nations activities.

Table 25.3
Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	2	1 USG, 1 ASG
Post changes	–	
Proposed for 2025	2	1 USG, 1 ASG

Table 25.4
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
Total	2	–	–	–	–	2

25.29 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 25.5 to 25.7 and figure 25.V.

25.30 As shown in tables 25.5 (1) and 25.6 (1), the overall resources proposed for 2025 amount to \$47,175,700 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 25.5
Overall: evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
A. Executive direction and management	730.4	755.0	–	–	–	–	–	755.0
B. Programme of work	–	–	–	–	–	–	–	–
C. Programme support	43 934.1	46 420.7	–	–	–	–	–	46 420.7
Subtotal, 1	44 664.5	47 175.7	–	–	–	–	–	47 175.7

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Section 25 International protection, durable solutions and assistance to refugees

(2) *Extrabudgetary*

<i>Component</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Executive direction and management	–	–	–	–	–
B. Programme of work	4 009 511.3	9 328 760.2	–	–	9 328 760.2
C. Programme support	932 698.3	1 245 732.4	–	–	1 245 732.4
Subtotal, 2	4 942 209.6	10 574 492.6	–	–	10 574 492.6
Total (1+2)	4 986 874.1	10 621 668.3	–	–	10 621 668.3

Table 25.6

Overall: proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

<i>Component</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
A. Executive direction and management	2	–	–	–	–	2	
B. Programme of work	–	–	–	–	–	–	
C. Programme support ^a	–	–	–	–	–	–	
Subtotal, 1	2	–	–	–	–	2	

(2) *Extrabudgetary*

<i>Component</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Executive direction and management	–	–	–
B. Programme of work	8 689	–	8 689
C. Programme support	8 169	–	8 169
Subtotal, 2	16 858	–	16 858
Total (1+2)	16 860	–	16 860

^a Does not include 218 temporary posts funded from grants and contributions.

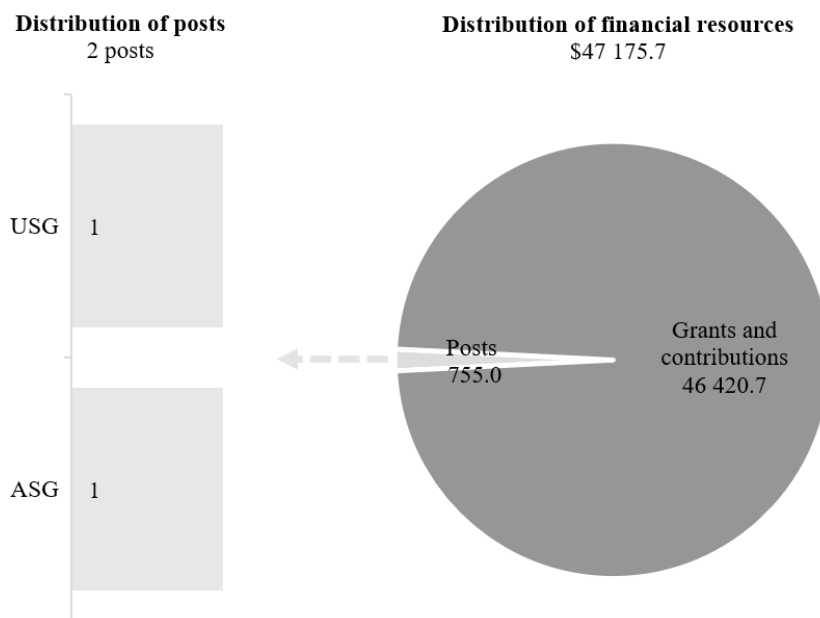
Table 25.7
Overall: evolution of financial and post resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	730.4	755.0	–	–	–	–	–	755.0	
Non-post	43 934.1	46 420.7	–	–	–	–	–	46 420.7	
Total	44 664.5	47 175.7	–	–	–	–	–	47 175.7	
Post resources by category									
Professional and higher		2	–	–	–	–	–	2	
Total		2	–	–	–	–	–	2	

Figure 25.V
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

25.31 As reflected in tables 25.5 (2) and 25.6 (2), extrabudgetary resources are estimated at \$10,574,492,600. The resources are based on the UNHCR annual programme budget for 2024 (A/AC.96/74/5), approved by the Executive Committee of UNHCR at its plenary session held in October 2023. The 2024 amount has been used as an estimate for 2025, pending the completion of the UNHCR annual planning exercise for 2025 in the second quarter of 2024.

- 25.32 Anticipated in-kind contributions with an estimated value of \$120,000,000, comprising goods to be distributed to beneficiaries, premises, utilities, transport and personnel provided free of charge, are anticipated for 2025.
- 25.33 The extrabudgetary resources under the present section are subject to the oversight of the UNHCR Executive Committee, a subsidiary organ of the General Assembly.

Spending review

Background

- 25.34 The Statute of UNHCR was adopted by the General Assembly on 14 December 1950 as an annex to Assembly resolution 428 (V). In accordance with article 20 of the Statute, unless the General Assembly decides otherwise, no expenditure, other than administrative expenditures relating to the functioning of the Office of the High Commissioner, shall be borne on the budget of the United Nations, and all other expenditures relating to the activities of the High Commissioner shall be financed by voluntary contributions. While the Statute does not define what is meant by “administrative expenditures”, the term, based on a definition proposed by the Advisory Committee on Administrative and Budgetary Questions in its first report to the General Assembly at its seventh session,⁴ has been interpreted to mean expenses other than operational expenses and their related management costs. UNHCR reports its management and administration costs as a separate cost category defined as costs incurred at headquarters that relate to functions that are critical to the leadership and management of the organization, such as executive direction, evaluation and oversight, information technology, human resources, and finance and administration.
- 25.35 In its resolution 58/270 of 23 December 2003, the General Assembly requested the Secretary-General to submit at its fifty-ninth session a proposal for the progressive implementation of article 20 of the Statute, with a view to its full implementation. The Secretary-General submitted his report (A/59/294, of 24 August 2004), wherein he proposed that the regular budget of the United Nations cover 50.8 per cent of the management and administration costs of UNHCR, through increases of non-post administrative resources over the subsequent bienniums. The 50.8 per cent was calculated on the basis of the ratio between the number of posts financed from the regular budget (220) and the total management and administration posts (433) in the 2002–2003 budget.
- 25.36 The General Assembly, in section III of its resolution 59/276 requested the Secretary-General to include in the programme budget proposals for progressive increases for contributions from the regular budget to the Office with a view to the full implementation of article 20 of the Statute of the Office and to report on the progress made to the General Assembly at its sixtieth session in the context of the proposed programme budget for the biennium 2006–2007, while recognizing that the percentage of 50.8 does not represent a ceiling. Subsequently, the Secretary-General made proposals for increases in the regular budget share in context of the budgets for the bienniums 2006–2007 to 2012–2013.
- 25.37 Table 25.8 below shows the regular budget share of UNHCR management and administrative costs compared with the overall expenditure of UNHCR in that area. Since the 2012–2013 biennium, the relative share of the regular budget funding of UNHCR management and administrative costs has declined progressively from 38.2 per cent (2012–2013 biennium) to 23.8 per cent in 2024, as reflected in table 25.8. This is primarily the result of the increase in the management and administrative component that supports the expanding programme of work that is financed by extrabudgetary resources, which has not been accompanied by a commensurate increase in the regular budget grant, and also the result of reductions applied under the regular budget in previous years.

⁴ *Official Records of the General Assembly, Seventh Session, Supplement No. 7 (A/2157)*, part three.

Table 25.8
Evolution of the regular budget share of UNHCR management and administrative costs

(Thousands of United States dollars)

Description	2010–2011	2012–2013	2014–2015	2016–2017	2018–2019	2020	2021	2022	2023 ^a	2024 ^b
Total regular budget expenditure/appropriation	83 699.7	93 300.0	89 876.2	84 370.7	86 282.1	40 110.5	43 132.1	42 211.0	44 664.5	47 175.7
Total UNHCR management and administration expenditure/budget	223 794.4	244 032.4	272 001.0	298 881.5	310 844.3	170 050.2	196 513.5	193 524.0	193 524.0	198 034.2
Regular budget as percentage of total management and administration expenditure/budget	37.4	38.2	33.0	28.2	27.8	23.6	21.9	21.8	23.1	23.8

^a At the time of reporting, the expenditure presented in this table and in subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

^b Approved budget.

25.38 In its resolution [70/247](#), the General Assembly requested the Secretary-General to review the level of regular budget funding in the light of the growth in the administrative budget of UNHCR. In paragraph VI.29 of its report [A/72/7](#), the Advisory Committee on Administrative and Budgetary Questions recommended that the General Assembly request the Secretary-General to conduct, without delay, the review of the level of regular budget funding, as requested by the Assembly in paragraph 85 of resolution [70/247](#), with the results thereof to be presented no later than in the context of the proposed programme budget for the biennium 2020–2021. The recommendation was not endorsed by the General Assembly, in paragraph 142 of its resolution [72/261](#), adopted on 24 December 2017.

25.39 The Secretariat has taken into consideration General Assembly resolution [72/261](#), being to date the latest guidance from the Assembly specifically on the matter of the full implementation of article 20 of the statute of UNHCR. Accordingly, no changes have been proposed to the budget for grants and contributions, with the only changes being to the amount year-on-year related to recosting.

Optimization of the grant arrangement.

25.40 The spending review focused on the use of the grant over a five-year period, between 2019 and 2023. Table 25.9 below contains details of regular budget expenditure, including regular budget expenditure as a percentage of the overall management and administrative-related expenditure of UNHCR.

Table 25.9
United Nations regular budget as a share of UNHCR management and administrative costs

(Thousands of United States dollars)

<i>Description</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023^a</i>
Posts	661.9	682.1	688.1	676.0	730.4
Grants and contributions:	42 665.9	39 428.4	42 444.0	41 535.0	43 934.1
Temporary posts (218)	37 014.5	38 442.8	40 053.7	38 571.5	37 961.4
Rent and maintenance of Geneva headquarters premises	2 513.3	985.6	2 390.3	2 638.3	4 436.6
Joint United Nations activity contributions	581.6	–	–	325.2	–
Security services at Geneva headquarters	2 556.4	–	–	–	1 536.1
Total regular budget expenditure	43 327.8	40 110.5	43 132.1	42 211.0	44 664.5
UNHCR management and administrative expenditure	164 001.3	170 050.2	196 513.5	193 524.0	193 524.0
Share of expenditure covered by the regular budget (percentage)	26.4	23.6	21.9	21.8	23.1

^a Expenditure is provisional.

25.41 As reflected in table 25.9, the results show that expenditure related to the 218 posts, which averaged \$38.4 million annually, remained stable, with fluctuations reflecting cost variations and vacancies due in part to the rotation policy of UNHCR whereby staff members are expected to rotate after the required number of years at a duty station, which results in some vacancies.

25.42 Furthermore, while the amount provided under the grant represents the equivalent of 218 posts and non-post resources, the composition of the grant, including the grade and number of the temporary posts and the distribution of resources, is managed by UNHCR to support its management and administration activities. Accordingly, expenditure related to the 218 posts is first committed with any remaining funds covering other costs in support of its management and administration activities, as reflected in table 25.9.

25.43 Tables 25.10 and 25.11 below contain information on the grade, division and functional roles of the 218 posts funded from the regular budget grant. The 218 posts represent 29.5 per cent of the total number of 740 posts of UNHCR that fall under management and administration.

Table 25.10
Posts (by grade) funded from the regular budget, 2019–2024

(Number of posts)

<i>Grade</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
D-2	4	4	4	4	4	4
D-1	14	14	14	14	13	13
P-5	14	16	16	19	20	20
P-4	36	36	38	35	36	36
P-3	25	25	24	24	23	23
P-2/1	6	9	9	9	12	12
GS (PL)	28	28	26	26	25	25
GS (OL)	91	86	87	88	85	85
Total	218	218	218	218	218	218

Table 25.11
Posts funded from the regular budget, 2019–2024, by Division/Office, with functional roles

(Number of posts)

<i>Division/office</i>	<i>Functional roles</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Executive Office (including Deputy High Commissioner's Office)	Executive direction and management	9	8	8	8	7	7
Inspector General's Office	Oversight	5	6	6	6	5	3
Ethics Office	Ethics	3	3	3	3	4	4
Evaluation Service	Evaluation/oversight	–	–	–	–	–	2
Legal Affairs Service	Legal	7	8	8	8	9	10
Ombudsman's Office	Ombudsman	2	2	2	2	2	2
Transformation and Change Service	Management services	1	1	1	1	1	1
Governance Service	Conference services	–	5	5	5	5	5
Division of Human Resources Management	Human resources management/human resources policy/staff welfare/career management	64	59	59	59	61	58
Division of Financial and Administrative Management	Finance/administration/treasury/building management	71	71	71	50	46	48
Division of External Relations	Public and private sector fundraising/external relations/global communications/partnership coordination/records and archives	51	49	49	49	48	46
Division of Information Systems and Telecommunications	Information technology support services	5	6	6	6	9	8
Division of Strategic Planning and Results	Strategic planning/budgeting/implementing partner management	–	–	–	21	21	24
Total		218	218	218	218	218	218

- 25.44 The results show that the distribution of the 218 posts has been maintained within the core management and administration functions of UNHCR and the distribution by grade has remained stable, with adjustments reflecting changes in the operational requirements of UNHCR.
- 25.45 The 218 posts cover management and administration functions in the core areas of executive direction, information systems and telecommunications, human resources, finance and administration, external relations, as well as oversight and strategic planning. Those functions by nature do not vary significantly year on year and are critical to enabling effective mandate delivery by UNHCR. The composition of the posts represents the optimal use of regular budget resources, in accordance with article 20 of the Statute. While the planning for 2025 budget is ongoing and will be finalized in the second quarter of 2024, the post configuration is not expected to change significantly.
- 25.46 The grant arrangement has been well suited to the activities of UNHCR, as it enables the Office to manage its resources while ensuring transparency and respecting the limits of an overall approved grant amount. The arrangement removes the complexities associated with the different enterprise resource planning systems used by the United Nations and UNHCR, as well as the different account structures.
- 25.47 On the basis of the review, including the recommendations made by the General Assembly in its resolution [72/261](#), the Secretary-General proposes no changes to the current arrangements, and any adjustments to the grant up to the level of 50.8 per cent would depend on the General Assembly's decisions on the matter.

Executive direction and management

- 25.48 The High Commissioner (Under-Secretary-General), who is elected by the General Assembly on the nomination of the Secretary-General, provides the overall direction, supervision and management of activities. The functions of the High Commissioner are set out in the annex to the statute of UNHCR. In discharging these responsibilities, the High Commissioner is assisted by a Deputy High Commissioner (Assistant Secretary-General).
- 25.49 The executive direction and management component comprises the Executive Office, the Governance Service, the Evaluation Service, the Inspector General's Office, the Ethics Office, the UNHCR Liaison Office in New York and the Global Data Service. Reporting to the Deputy High Commissioner, and also part of executive direction and management are Enterprise Risk Management, the Ombudsman's Office, the Legal Affairs Service, the Innovation Service and the Transformation and Change Service.
- 25.50 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UNHCR is continuing its efforts to increase the use of sustainable energy in its operations.
- 25.51 UNHCR has set a goal of reducing its greenhouse gas emissions by 30 per cent by 2025. To that end, data collection systems have been installed in 420 of the 429 offices worldwide to enable remote monitoring of electricity consumption and the resulting greenhouse gas emissions. In 2024, UNHCR aims to convert 15 of its most carbon-emitting offices to clean energy and a further 10 by 2025. Satellite-based data tracking systems have been installed on 79 per cent of vehicles to monitor their emissions, with the aim of increasing this to 85 per cent by 2025. The UNHCR global fleet includes 17 electric vehicles in use in Ethiopia, India, Jordan, Kenya and Nepal, and 85 hybrid vehicles in 27 countries.
- 25.52 Information on the timely submission of documentation and advance booking for air travel is reflected in table 25.12.
- 25.53 The 2023 compliance rate for advance travel planning was 20 per cent, reflecting progress compared with previous years. That figure must be considered in the context of the UNHCR mandate, which frequently necessitates the deployment of staff to respond to urgent humanitarian needs, posing challenges for advance travel planning. It is also noteworthy that significant milestones were achieved in optimizing travel activities in 2023, marked by the deployment of a new enterprise resource planning system. That initiative is expected to streamline the approval process, reducing approval times and ultimately benefiting advance booking. Those optimization efforts will continue in 2024, accompanied by new awareness initiatives emphasizing the importance of advance travel planning.

Table 25.12

Compliance rate

(Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	100	90	85	100	100
Air tickets purchased at least two weeks before the commencement of travel	16	16	20 ^a	100	100

^a The calculation of the compliance rate does not account for the last three months of 2023, which is the transitional phase between two enterprise resource planning systems, during which cutover procedures were applied and the compliance rate could not be assessed.

- 25.54 The proposed regular budget resources for 2025 amount to \$755,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 25.13.

Table 25.13

Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	730.4	755.0	–	–	–	–	–	755.0	
Total	730.4	755.0	–	–	–	–	–	755.0	
Post resources by category									
Professional and higher		2	–	–	–	–	–	2	
Total		2	–	–	–	–	–	2	

Programme of work

- 25.55 In accordance with article 20 of the UNHCR statute, the Office of the High Commissioner is financed under the budget of the United Nations. Unless the General Assembly decides otherwise, no expenditure other than administrative expenditures relating to the functioning of the Office of the High Commissioner shall be borne on the budget of United Nations. All other expenditure relating to the activities of the High Commissioner shall be financed by voluntary contributions. Accordingly, no regular budget resources are estimated under the programme of work component.

Programme support

- 25.56 The programme support component includes divisions at headquarters, regional bureaus and some parts of country programmes that, to varying extents, develop, formulate, direct and administer programmes, as well as provide programme evaluation and oversight. They also discharge functions with regard to information technology, financial management, human resources management and administration.
- 25.57 The proposed regular budget resources for 2025 amount to \$46,420,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 25.14.
- 25.58 The provision of a grant for the administrative expenditure of the Office rather than as post and non-post resources was initiated in the biennium 2002–2003 (A/56/6 (Sect. 23), para. 23.20) to simplify the work of the Office by eliminating the need for separate administrative procedures in respect of a portion of its administrative posts. It was subject to review after three bienniums. The results of a review of the lump-sum arrangement and the lessons learned from the review of the full three bienniums of 2002–2003, 2004–2005 and 2006–2007 were reported to the General Assembly at its sixty-third session, in 2008 (see A/63/537). The Assembly, in section VII of its resolution 63/263, endorsed the maintenance of the lump-sum arrangement for the funding of UNHCR in future budget presentations of the proposed programme budget, as recommended by the Advisory Committee on Administrative and Budgetary Questions (A/63/616, para. 10).

Section 25 International protection, durable solutions and assistance to refugees

Table 25.14

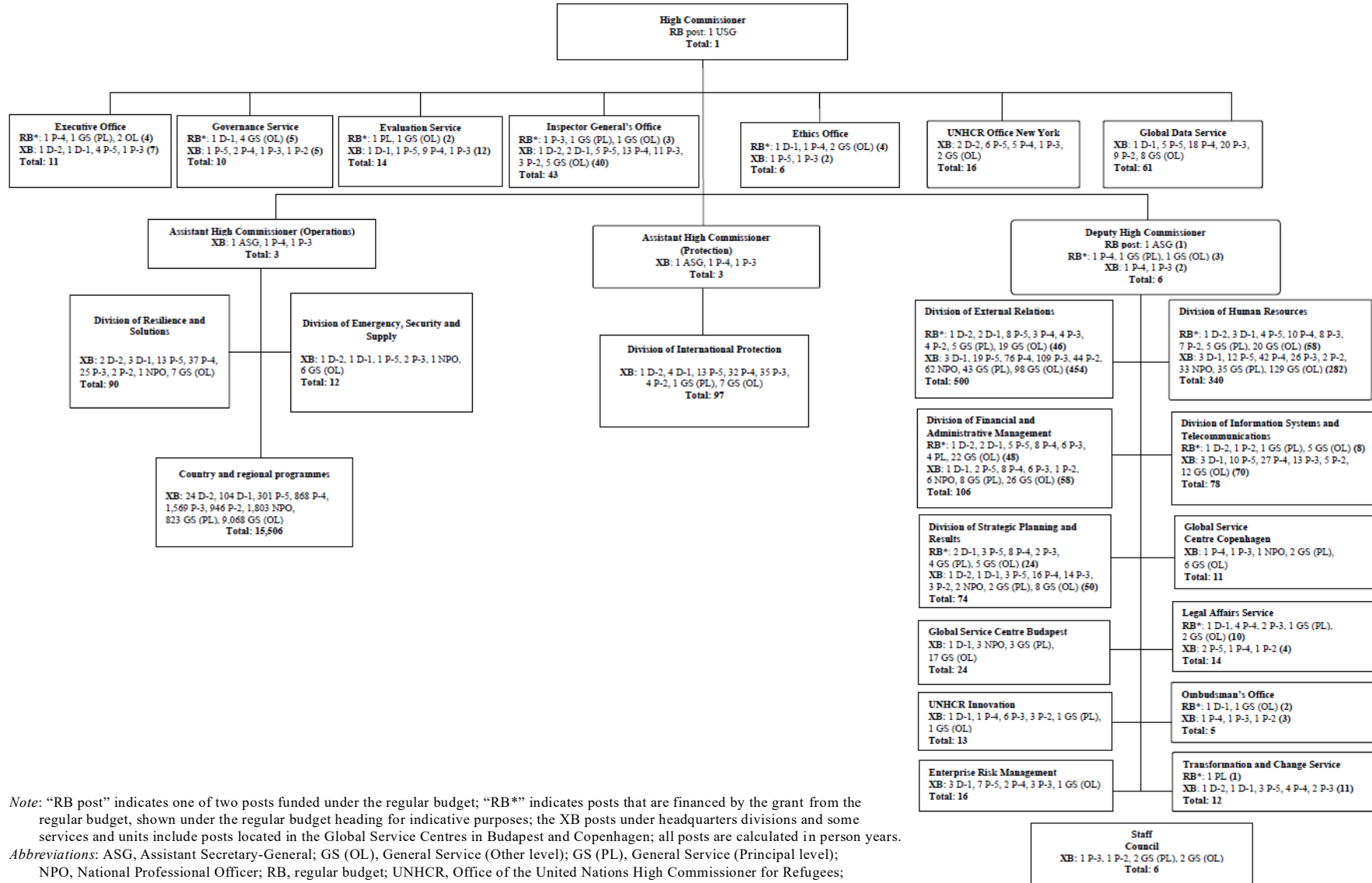
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 <i>expenditure</i>	2024 <i>approved</i>	<i>Changes</i>			<i>Total</i>	<i>Percentage</i>	2025 <i>estimate</i> <i>(before</i> <i>recosting)</i>
			<i>Technical</i> <i>adjustments</i>	<i>New/expanded</i> <i>mandates</i>	<i>Other</i>			
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	43 934.1	46 420.7	–	–	–	–	–	46 420.7
Total	43 934.1	46 420.7	–	–	–	–	–	46 420.7

Annex

Organizational structure and post distribution for 2025



Note: "RB post" indicates one of two posts funded under the regular budget; "RB*" indicates posts that are financed by the grant from the regular budget, shown under the regular budget heading for indicative purposes; the XB posts under headquarters divisions and some services and units include posts located in the Global Service Centres in Budapest and Copenhagen; all posts are calculated in person years.

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); NPO, National Professional Officer; RB, regular budget; UNHCR, Office of the United Nations High Commissioner for Refugees; USG, Under-Secretary-General; XB, extrabudgetary.



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Items 139 and 140 of the preliminary list*

Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VI

Human rights and humanitarian affairs

Section 26

Palestine refugees

Programme 22

Palestine refugees

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part II) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 26.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) is responsible for providing assistance and protection to Palestine refugees. The mandate derives from the priorities established in relevant General Assembly resolutions, including resolution 302 (IV) of 1949, by which the Agency was established. Since starting operations in 1950, UNRWA has adapted its programmes to meet the increasingly complex needs of Palestine refugees and provide them with a measure of protection, relief and stability amid chronic uncertainty in the region.

Strategy and external factors for 2025

- 26.2 The mission of UNRWA is to help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live. In line with that mission, the Agency works towards six programmatic objectives within its strategic plan for the period 2023–2028: (a) Palestine refugees are protected through the realization of their rights under international law; (b) Palestine refugees lead healthy lives; (c) Palestine refugees complete inclusive and equitable quality basic education; (d) Palestine refugees have improved livelihood opportunities; (e) Palestine refugees are able to meet their basic human needs of shelter, water and sanitation; and (f) the most vulnerable Palestine refugees have access to effective social assistance.
- 26.3 UNRWA aims to achieve its mission by maintaining and improving the provision of education, health, relief and social services, livelihoods, including microfinance assistance, infrastructure and camp improvement and protection for the benefit of approximately 6 million registered Palestine refugees in Gaza, Jordan, Lebanon, the Syrian Arab Republic and the West Bank, including East Jerusalem. The latest conflict in Gaza, which began in October 2023, has had a significant impact on Agency operations and, consequently, the results recorded in the present report. Since the start of the conflict, UNRWA has assumed a critical and central role in the provision of emergency food supplies, water, fuel, shelter, primary health care and psychosocial support to the vast majority of the local population (both refugees and non-refugees). The Agency is also the backbone of the operations of the entire humanitarian community in Gaza, due to its extensive presence and logistical capacity on the ground. While UNRWA remains indispensable in the provision of basic services to Palestine refugees in Gaza, the scale and nature of Agency services in Gaza in 2025 remain unknown. A significant proportion of UNRWA installations have been hit by strikes, damaged or destroyed or, due to necessity, are currently inhabited by approximately 1 million internally displaced persons who have taken shelter in them, adding an additional layer of complexity to Agency operations. UNRWA will continue to take a flexible approach to its operations in Gaza, guided by the evolving humanitarian needs of the local population, prevailing security conditions, import restrictions and the capacity of other humanitarian actors to assume responsibility for support that the Agency has exceptionally taken on in these exceptional and unprecedented circumstances during the conflict.
- 26.4 Following the onset of the conflict, regular UNRWA operations in Gaza were suspended or adapted from October 2023 to cater for emergency interventions, as noted above. As such, the 2023 actual performance with regard to results under the six subprogrammes includes the latest available data for Gaza, collected prior to the suspension of regular Agency operations there. Targets for 2024 and 2025, including estimates for deliverables, are predicated on the assumption of regular Agency operations resuming in Gaza. The resumption of these operations will, however, require transitional periods.
- 26.5 With regard to cooperation with other entities at the global, regional, national and local levels, the Agency will maintain and strengthen a wide range of partnerships that reflect its commitment to Sustainable Development Goal 17, including with host and donor Governments, non-governmental

organizations, UNRWA national committees and the private sector, which assist the Agency in delivering its mandate.

- 26.6 With regard to inter-agency coordination and liaison, UNRWA will maintain and expand partnerships with other United Nations entities. Many of these partnerships, such as those with the United Nations Educational, Scientific and Cultural Organization and the World Health Organization (WHO), date to the Agency's founding in 1949. Inter-agency partners have helped to establish norms for UNRWA education and health programming and will continue to furnish strategic assistance. The Agency will also continue to work closely with the World Food Programme and the United Nations Children's Fund to extend food and nutritional assistance in Gaza, as well as with United Nations country teams and their member entities in its fields of operation to improve efficiencies, including through agreements on shared services.
- 26.7 With regard to the external factors, UNRWA considered applicable risks identified in its risk register and, accordingly, the overall plan for 2025 is based on the following planning assumptions:
- (a) Instability and, in some cases, unrest and armed conflict will characterize the macroenvironment throughout the year;
 - (b) Armed conflict will not spread beyond the areas where hostilities are currently taking place to other UNRWA fields of operation;
 - (c) Demand for Agency emergency assistance and core services will increase;
 - (d) Sufficient supplies will be admitted into Gaza to sustain the Agency's humanitarian, early recovery and regular operations;
 - (e) The provision of humanitarian, early recovery and regular services in Gaza will be challenged by damage to UNRWA installations and basic infrastructure, as well as displacement and trauma affecting many Agency staff in this field of operations;
 - (f) Security-related movement restrictions in the occupied Palestinian territory will not increase further;
 - (g) Hostility towards and prejudice against Palestine refugees in host communities, where this exists, will not increase;
 - (h) Enrolled populations in UNRWA schools will not increase beyond projections based on historical trends;
 - (i) UNRWA can raise sufficient funds.
- 26.8 UNRWA integrates a gender perspective in its operations, deliverables and results, as appropriate. For example, survivors of sexual and gender-based violence will receive support from UNRWA social workers. In addition, women and men and girls and boys will have equal access to primary health care, and all Palestine refugee children and young people will enjoy, on a non-discriminatory basis, an equal opportunity to learn in Agency schools. Women will be supported in developing their full potential through equal access to technical, vocational and higher education in UNRWA institutions. UNRWA will ensure that shelters rehabilitated for Palestine refugees incorporate sex-segregated rooms, where required, and will promote the right of women to own and control property. Social transfers will be targeted to vulnerable segments of the Palestine refugee population, including female-headed households.
- 26.9 In line with the United Nations Disability Inclusion Strategy, UNRWA will, across all fields of operation: (a) reconstruct and rehabilitate Agency installations, especially health centres, schools and vocational training centres, to make them accessible to persons with disabilities; (b) conduct health screening for Palestine refugee infants and children to identify and extend support for those with disabilities; (c) support the inclusion of students with disabilities in the UNRWA education system, including through the use of accessible technology, in line with the Agency's inclusive education approach; and (d) conduct awareness-raising activities to reduce stigma and foster inclusion at the household and community levels for Palestine refugees with disabilities.

Legislative mandates

26.10 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

302 (IV); 78/74	Assistance to Palestine refugees	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
3331 B (XXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East	74/84	Persons displaced as a result of the June 1967 and subsequent hostilities
65/272	Report of the Secretary-General on the strengthening of the management capacity of the United Nations Relief and Works Agency for Palestine Refugees in the Near East	77/122; 78/73	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East

Deliverables

26.11 Table 26.1 lists all cross-cutting deliverables of the programme.

Table 26.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
Meetings of the:				
1. Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
2. Committee for Programme and Coordination	1	1	1	1
3. Fourth Committee	1	1	1	1
4. Fifth Committee	1	1	1	1
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
5. Report of the Commissioner-General of the United Nations Relief and Works Agency for Palestine Refugees in the Near East	1	1	1	1

Evaluation activities

26.12 The following evaluations completed in 2023 by UNRWA have guided the proposed programme plan for 2025:

- (a) Evaluation of the gender equality strategy for the period 2016–2022;
- (b) Evaluation of the UNRWA emergency appeals for the occupied Palestinian territory and the Syrian regional crisis for the period 2016–2021;
- (c) Evaluation of UNRWA support to vulnerable children in Gaza for the period 2015–2021.

26.13 In response to the results of the evaluation of the gender equality strategy, UNRWA has prioritized increased engagement with Palestine refugee men in its work on promoting gender equality and the empowerment of women and girls.

26.14 The following evaluations to be conducted by the Agency are planned for 2025:

- (a) Midterm evaluation of the UNRWA strategic plan for the period 2023–2028;

- (b) Evaluation of mental health and psychosocial support;
- (c) Evaluation of the UNRWA resource mobilization and outreach strategy.

Programme of work

Subprogramme 1

Palestine refugees are protected through the realization of their rights under international law

Objective

- 26.15 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees are protected through the realization of their rights under international law.

Strategy

- 26.16 To contribute to the objective, the subprogramme will:
- (a) Systematically mainstream cross-cutting issues that contribute to addressing protection risks and vulnerability, including gender, disability and age, across all UNRWA systems, processes, methodologies, programming and service delivery;
 - (b) Strengthen the protection of vulnerable and at-risk groups by monitoring and documenting protection incidents and trends, engaging community members in support of self-protection and providing access to medical, legal and/or psychosocial counselling and services for survivors of protection violations, either directly or through referrals to external partners;
 - (c) Advocate for the respect, protection and fulfilment of the rights of Palestine refugees under international law by engaging in evidence-based private and public advocacy with duty bearers, relevant external actors and other United Nations entities, including engagement with international human rights mechanisms, in accordance with resolution [78/73](#);
 - (d) Ensure that UNRWA services are equally accessible to Palestine refugee women and girls, provide a holistic range of programming, including reproductive and maternal health services, skills development and livelihood support for women and girls and gender-responsive education services, and advocate with duty bearers to ensure the safety of women and girls.
- 26.17 The above-mentioned work is expected to result in:
- (a) Safe and dignified access to UNRWA services for all Palestine refugees, including persons with disabilities, older persons, women and girls, undocumented married women and girls and households headed by women, children and persons with disabilities;
 - (b) Support for meeting the protection needs of Palestine refugees, in particular the most vulnerable and at-risk groups and individuals;
 - (c) Respect for the rights of Palestine refugees under international law, creating a better protection environment;
 - (d) Empowerment of Palestine refugee women and girls and their access to services that contribute to gender equality.

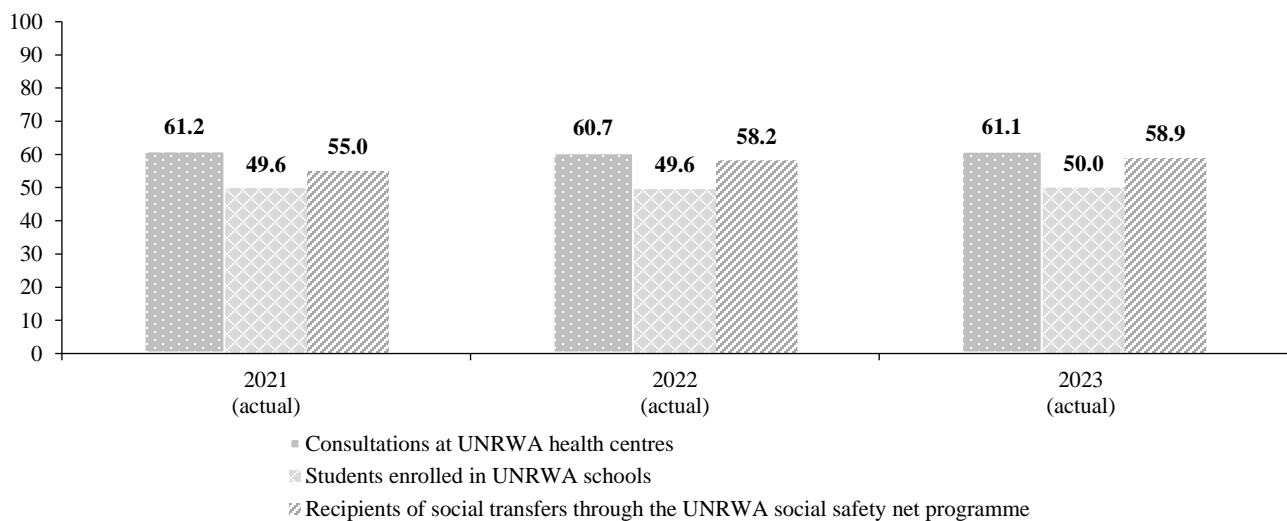
Programme performance in 2023

Palestine refugee women's and girls' empowerment and access to services that contribute to gender equality increased

- 26.18 Advancing gender equality is not only critical for the equal enjoyment of human rights by all, but also an indispensable prerequisite for advancing human development. The subprogramme advances gender equality by ensuring that services are equally accessible to and inclusive of women, men, girls and boys, and directly address their needs and priorities, in particular those of the most vulnerable, such as female-headed households and women and girls with disabilities. A holistic range of programming is offered, including: (a) comprehensive information and services relating to reproductive health rights, maternal health and the prevention and treatment of sexually transmitted diseases; (b) an expanded clinical care service for survivors of gender-based violence; (c) an inclusive educational approach to ensure that Palestine refugee girls complete free, equitable and quality elementary and preparatory education; (d) technical and vocational education and training and microfinance products to economically empower women; and (e) prioritized access to shelter rehabilitation support for women-headed households. Advocacy is also conducted with duty bearers to ensure that the safety of women and girls is improved in the Agency's areas of operation.
- 26.19 Progress towards the objective is presented in the performance measure below (see figure 26.I).

Figure 26.I

Performance measure: percentage of female recipients of Agency services (annual)



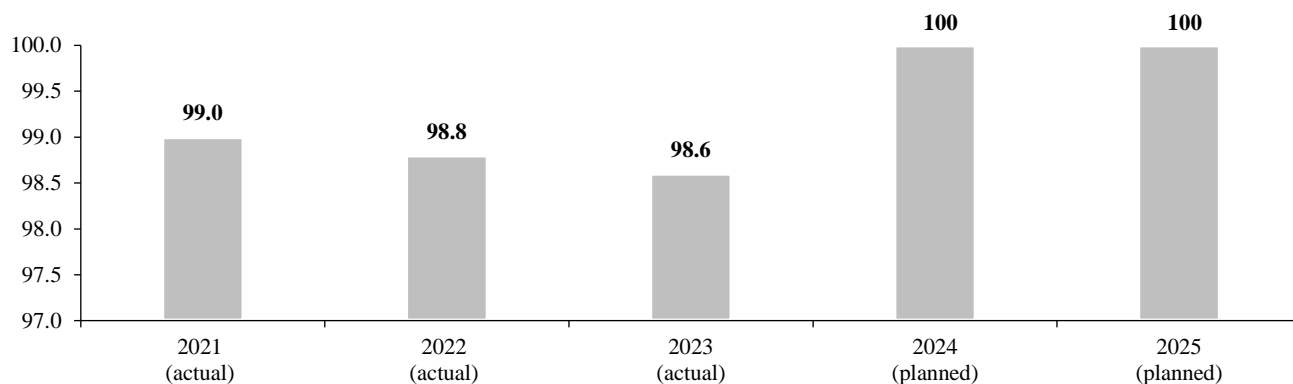
Planned results for 2025

Result 1: mental health and psychosocial issues among Palestine refugees addressed

Programme performance in 2023 and target for 2025

- 26.20 The subprogramme's work contributed to 98.6 per cent of Palestine refugees identified as having mental health and psychosocial issues receiving assistance, which did not meet the planned target of 100 per cent. The target was not met in part due to social stigma, which may have led some patients in need of mental health and psychosocial services to decline assistance.
- 26.21 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.II).

Figure 26.II
Performance measure: percentage of Palestine refugees identified as having mental health and psychosocial issues receiving assistance (annual)

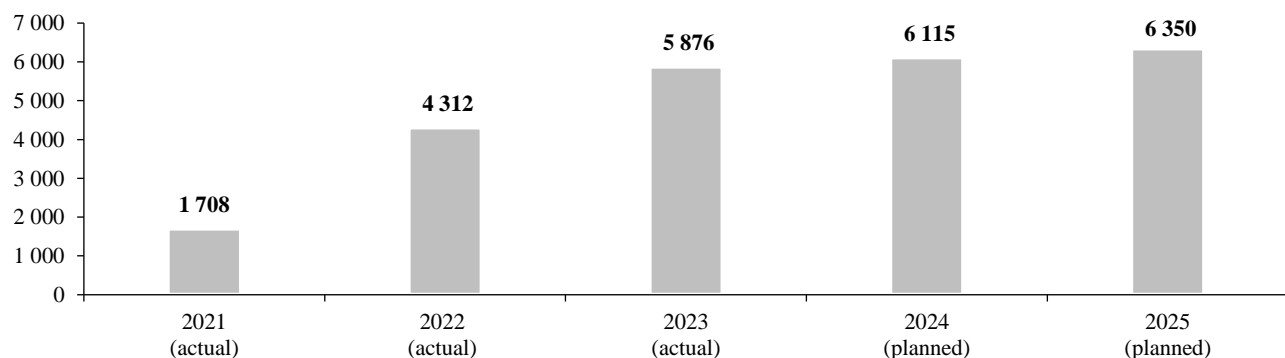


Result 2: protection of the most vulnerable Palestine refugees enhanced

Programme performance in 2023 and target for 2025

- 26.22 The subprogramme’s work contributed to social work interventions for 5,876 Palestine refugees, which exceeded the planned target of 5,100 Palestine refugees.
- 26.23 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.III).

Figure 26.III
Performance measure: number of Palestine refugees who benefited from the Agency’s social work interventions (annual)



Result 3: safety and dignity of Palestine refugees accessing the Agency’s services is increased

Proposed programme plan for 2025

- 26.24 As a direct provider of basic services to Palestine refugees, UNRWA recognizes its obligation to ensure that all those using these services can do so in safety and dignity. The subprogramme will achieve this by systematically mainstreaming cross-cutting protection issues that mitigate risk and vulnerability across its systems, processes and methodologies.

Lessons learned and planned change

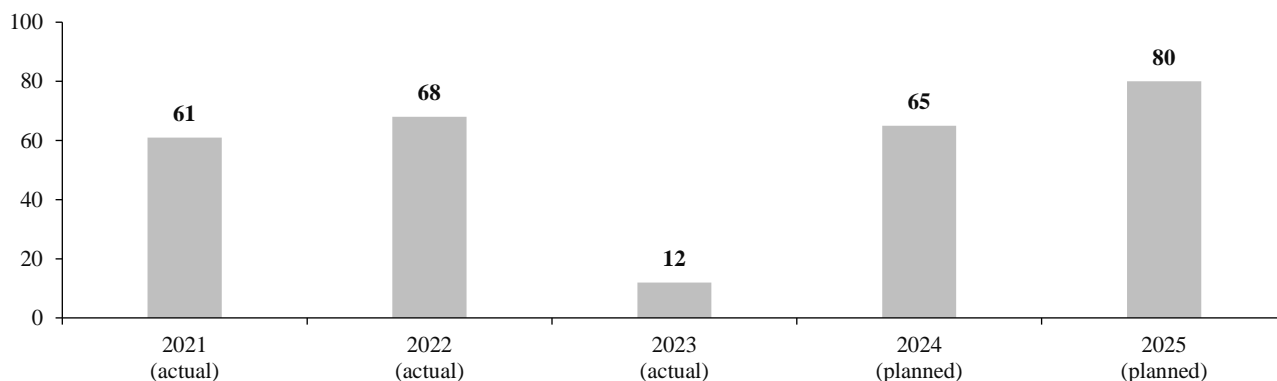
- 26.25 The lesson for the subprogramme was that standardized reporting structures and processes enhance the implementation rate of protection alignment review recommendations. In applying the lesson, the subprogramme will enhance efforts, through training and technical support, to ensure that:

(a) all personnel understand who is at risk and the consequences associated with inaction; (b) all personnel have the capacity to design and deliver services that incorporate protection principles; and (c) UNRWA systems are better aligned to harmonize the collection, analysis and use of data to monitor access, identify risk, strengthen understanding of vulnerabilities and inform programming. The efficacy of these efforts will be gauged through the implementation of biennial internal protection alignment reviews and quarterly integrated assessments of installations.

26.26 Expected progress towards the objective is presented in the performance measure below (see figure 26.IV).

Figure 26.IV

Performance measure: percentage of protection alignment review recommendations fully implemented by field offices¹



Deliverables

26.27 Table 26.2 lists all deliverables of the subprogramme.

Table 26.2

Subprogramme 1: deliverables for 2025, by category and subcategory

Category and subcategory

C. Substantive deliverables

Consultation, advice and advocacy: meetings, briefings and formal written interventions to advocate for the protection of the rights of Palestine refugees.

Direct service delivery: legal counselling, legal information and/or referrals to legal service providers; counselling, medical services and social support for Palestine refugees; multiple submissions to the international human rights system.

Subprogramme 2 Palestine refugees lead healthy lives

Objective

26.28 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees lead healthy lives.

¹ The 2021 and 2022 actual performance figures relate to the percentage of protection alignment review recommendations fully implemented during the 2019–2022 cycle of recommendations. The 2023 actual performance figure and 2024 and 2025 planned targets relate to the percentage of recommendations fully implemented and planned to be fully implemented in the 2023–2025 cycle of recommendations.

Strategy

- 26.29 To contribute to the objective, the subprogramme will:
- Address the maternal and child health-care needs of Palestine refugees through the systematic delivery of preconception, prenatal and postnatal care, family-planning services, childhood immunization, child growth nutrition, and monitoring and screening for disabilities;
 - Control the status of non-communicable diseases and mental health issues through disease surveillance and health promotion and prevention interventions and referrals;
 - Control the status of communicable diseases by strengthening surveillance and response capacity and participating in host Governments' mass immunization campaigns;
 - Provide safe, quality and people-centred health care using the family health team model in increasingly accessible UNRWA health centres.
- 26.30 The above-mentioned work is expected to result in:
- Improved maternal and child health among Palestine refugees;
 - Improved control status of non-communicable diseases and mental health;
 - Improved control status of communicable diseases and the prevention and control of infectious diseases;
 - Safe access to quality primary, secondary and tertiary health services for Palestine refugees.

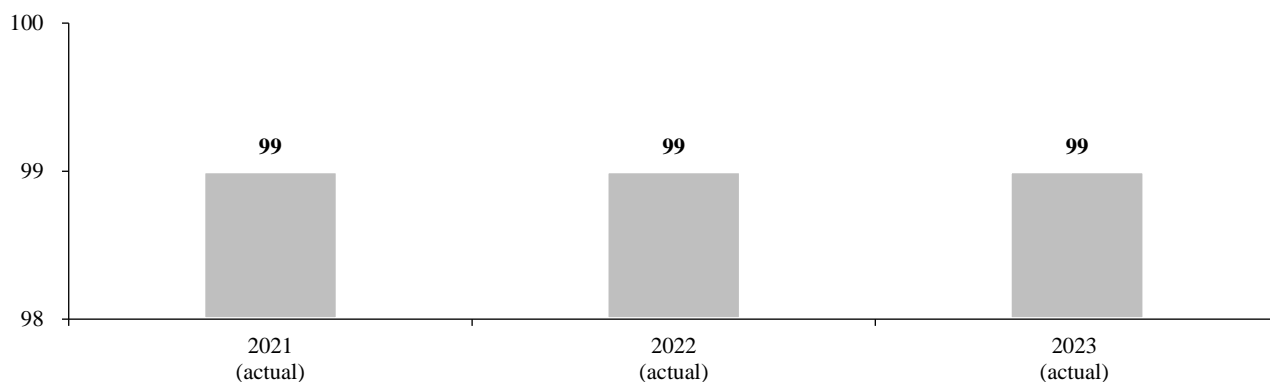
Programme performance in 2023

Vaccine-preventable disease outbreaks averted within Palestine refugee communities

- 26.31 Immunization is a crucial component of basic health care, providing protection against preventable and life-threatening diseases in childhood. The Expanded Programme on Immunization, introduced by WHO in 1974, is aimed at enhancing and extending global immunization efforts. UNRWA adopted the Programme in 1979, aligning it with host country immunization programmes. The subprogramme currently vaccinates Palestine refugee children against tuberculosis, diphtheria, pertussis, tetanus, polio, measles, mumps, rubella, hepatitis (A and B), rotavirus and pneumococcal disease. The vaccine coverage for Palestine refugees enrolled in Agency health centres has exceeded the WHO 95 per cent global target for the past two decades. The subprogramme maintains this success by: (a) ensuring a consistent supply of vaccines; (b) adhering to an appointment system for vaccinations; (c) continually following up with patients who miss their appointments; and (d) participating in campaigns to educate parents and encourage them to have their children immunized.
- 26.32 Progress towards the objective is presented in the performance measure below (see figure 26.V).

Figure 26.V

Performance measure: percentage of 18-month-old children who have received all booster vaccines



Planned results for 2025

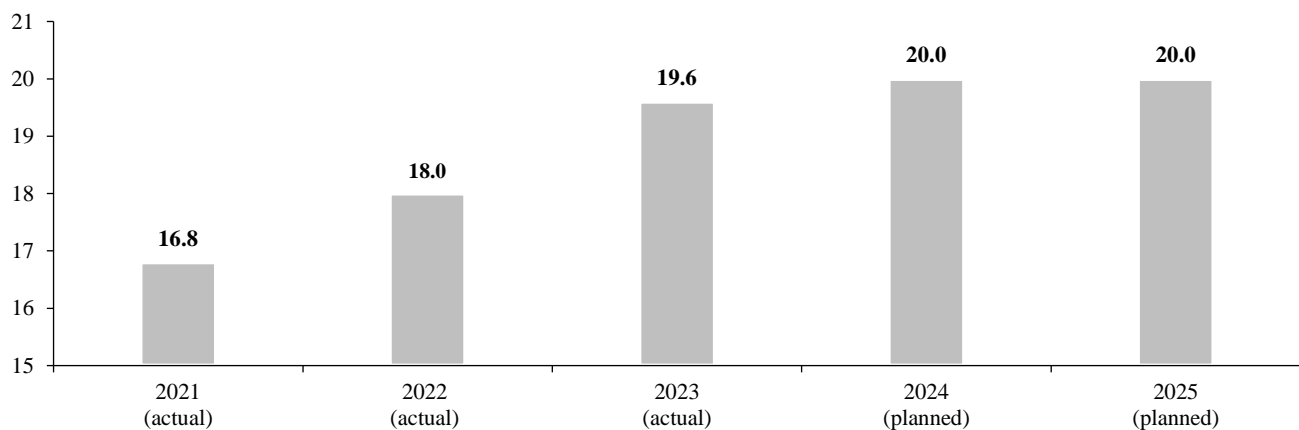
Result 1: the health of expectant mothers safeguarded

Programme performance in 2023 and target for 2025

- 26.33 The subprogramme's work contributed to a maternal mortality rate of 19.6 deaths per 100,000 live births for women under UNRWA care, which exceeded the planned target of 20 deaths.
- 26.34 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.VI).

Figure 26.VI

Performance measure: maternal mortality rate of women under the Agency's care per 100,000 live births (annual)



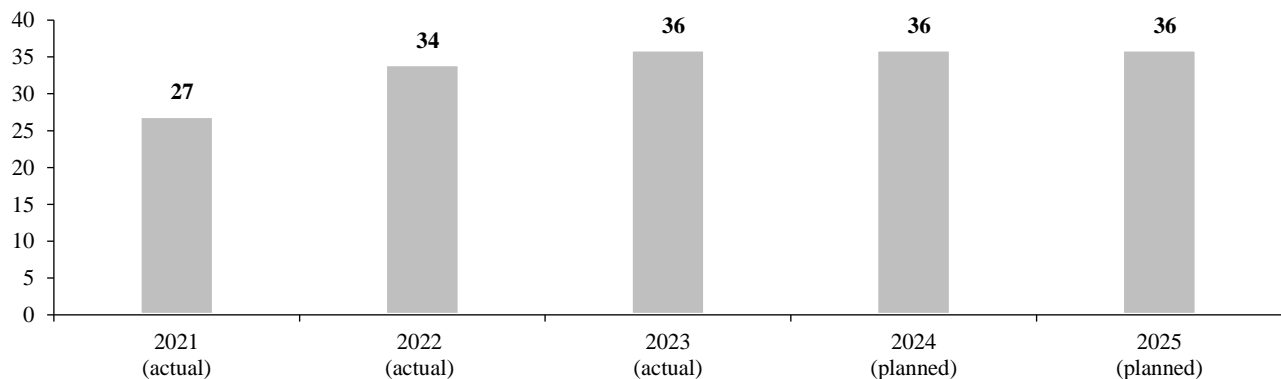
Result 2: the health of Palestine refugees suffering from non-communicable diseases improved

Programme performance in 2023 and target for 2025

- 26.35 The subprogramme's work contributed to 36 per cent of patients with diabetes mellitus enrolled in UNRWA health centres whose condition remained under control, which exceeded the planned target of 35 per cent.
- 26.36 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.VII).

Figure 26.VII

Performance measure: percentage of patients with diabetes mellitus enrolled in the Agency's health centres whose condition is under control (annual)



Result 3: access to preconception care and reproductive planning services for Palestine refugees is improved

Proposed programme plan for 2025

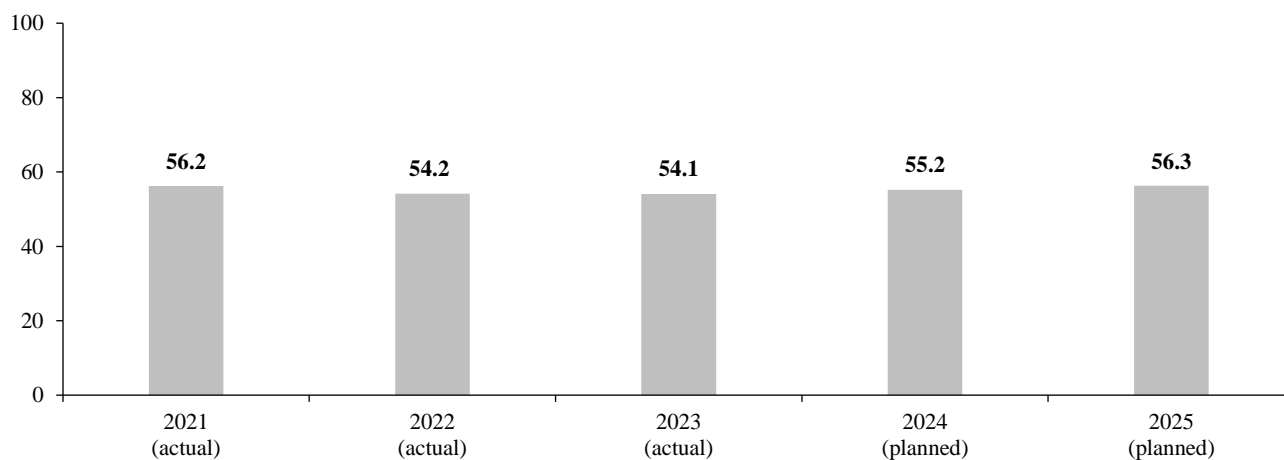
- 26.37 Preconception care is the provision of medical, behavioural and social health interventions to women and couples before conception occurs, with the aim of reducing factors that could contribute to poor maternal and child health outcomes. The subprogramme has provided preconception care and reproductive planning to Palestine refugees enrolled in UNRWA health centres since 2010, which consists of six main components: health promotion; counselling; screening; periodic risk assessments; intervention and follow-up; and regular folic acid supplementation. Couples receive reproductive planning advice to address the potential harm associated with pregnancies that are too frequent, too early or too late, and guidance on preparing for a pregnancy that promotes good health. In addition, women under care are assessed for risk factors, including hypertension, diabetes, anaemia and oral health diseases, and are provided with medical care, where relevant.

Lessons learned and planned change

- 26.38 The lesson for the subprogramme was that health personnel are reluctant to initiate a discussion on sensitive topics, such as family planning, with young individuals before marriage, which has an impact on their approach to addressing preconception care. In applying the lesson, the subprogramme will consult with Agency health staff to determine the best approaches to ensure that young individuals receive effective preconception care prior to marriage while respecting cultural norms. These approaches will be shared through peer information exchanges and incorporated into refresher training for health personnel that will be conducted in 2025.
- 26.39 Expected progress towards the objective is presented in the performance measure below (see figure 26.VIII).

Figure 26.VIII

Performance measure: percentage of women with birth intervals of less than 36 months



Deliverables

- 26.40 Table 26.3 lists all deliverables of the subprogramme.

Table 26.3

Subprogramme 2: deliverables for 2025, by category and subcategory

Category and subcategory

C. Substantive deliverables

Direct service delivery: approximately 7.5 million primary health-care consultations; some 90,000 mental health and psychosocial support consultations.

**Subprogramme 3
Palestine refugees complete inclusive and equitable quality basic education**

Objective

- 26.41 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees complete inclusive and equitable quality basic education.

Strategy

- 26.42 To contribute to the objective, the subprogramme will:
- (a) Enhance the professionalization of teachers through continuous professional development and career progression opportunities;
 - (b) Ensure that teaching approaches and learning materials used in UNRWA schools develop students' skills and competencies, including higher-order thinking skills;
 - (c) Monitor student performance, ensure safe and violence-free learning environments, facilitate parent engagement and promote inclusive recreational and extracurricular activities;
 - (d) Ensure that students identified as having a disability receive support to meet their specific needs, assist individuals identified as experiencing a protection risk and progressively construct or upgrade existing schools.
- 26.43 The above-mentioned work is expected to result in:
- (a) Improved learning outcomes and critical thinking skills for Palestine refugee girls and boys;
 - (b) A safe and inclusive learning environment for Palestine refugee boys and girls that ensures their well-being.

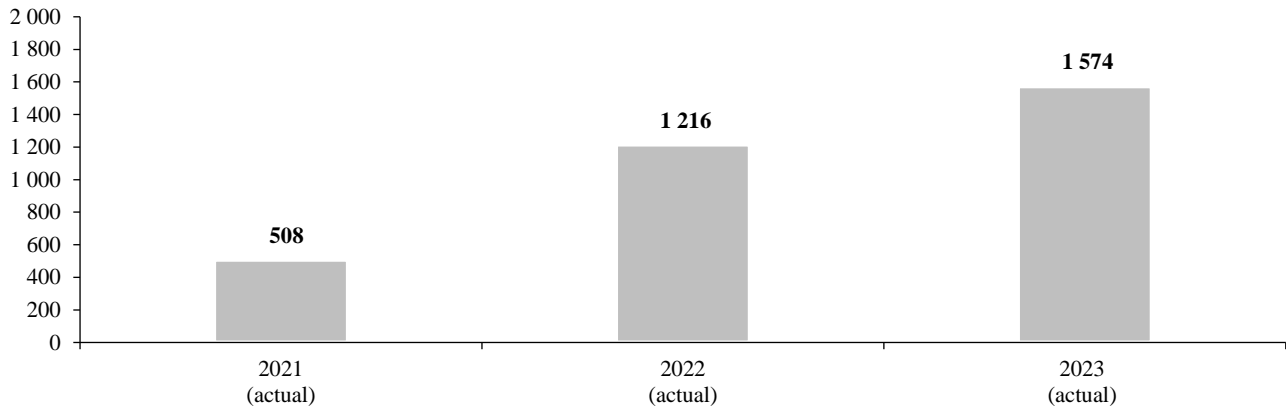
Programme performance in 2023

Teaching quality for Palestine refugee students reinforced

- 26.44 Teachers are the Agency's single most important educational resource; they are central to the provision of quality education and at the heart of the Agency's educational system. The subprogramme has strengthened its investment in its teachers in recent years through continuous professional development opportunities. These have been aimed at maximizing the effectiveness of student learning by helping teachers develop new skills, gain insights and stay current with the latest innovations in their field of work. The subprogramme runs a number of large-scale, recurrent professional development schemes, including the school-based teacher development programme, which is aimed at current elementary and preparatory teachers, and the learning for the future programme, which is aimed at school principals and their deputies. Both programmes draw on international and contextualized best practices in blended learning.
- 26.45 Progress towards the objective is presented in the performance measure below (see figure 26.IX).

Figure 26.IX

Performance measure: number of Agency teachers enrolled in the continuous professional development programme who successfully completed the programme in the past 12 months (cumulative)



Planned results for 2025

Result 1: student dropout rates reduced

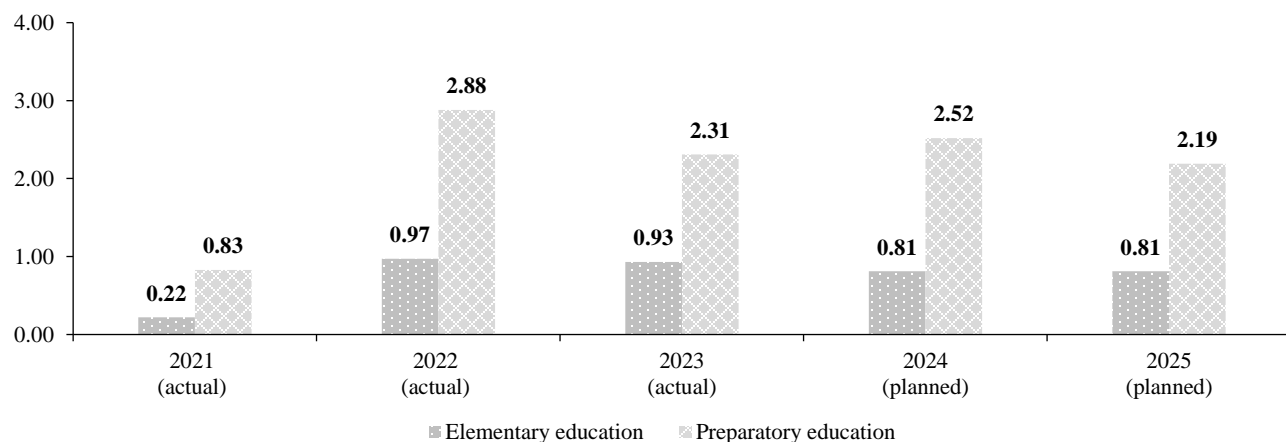
Programme performance in 2023 and target for 2025

26.46 The subprogramme’s work contributed to a reduction in the annual dropout rates for students enrolled in UNRWA elementary and preparatory education of 0.93 per cent and 2.31 per cent, respectively, which exceeded the planned target of 1.25 per cent for elementary and 2.84 per cent for preparatory education.

26.47 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.X).

Figure 26.X

Performance measure: annual dropout rates for Agency elementary and preparatory education



Result 2: learning loss recovered

Programme performance in 2023 and target for 2025

26.48 The subprogramme’s work contributed to the development and implementation of learning recovery plans and to teachers and students starting to use digital learning methods, especially during emergencies and for afterschool learning, which met the planned target.

26.49 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 26.4).

Table 26.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
In-person teaching is gradually reintroduced in UNRWA schools	In-person teaching is resumed in all UNRWA schools	Learning recovery plans are developed and implemented	Assessment of learning outcome tests demonstrate closure of the learning gap	Results of the assessment of learning outcome tests are analysed
Students take assessment of learning outcome tests	Students take catch-up classes	Teachers and students start to use digital learning methods during emergencies and for afterschool learning		Learning recovery plans are revised based on the test results
Additional vulnerable students receive tablets and Internet bundles				

Result 3: safety and inclusiveness of the learning environment for students in Agency schools increased

Proposed programme plan for 2025

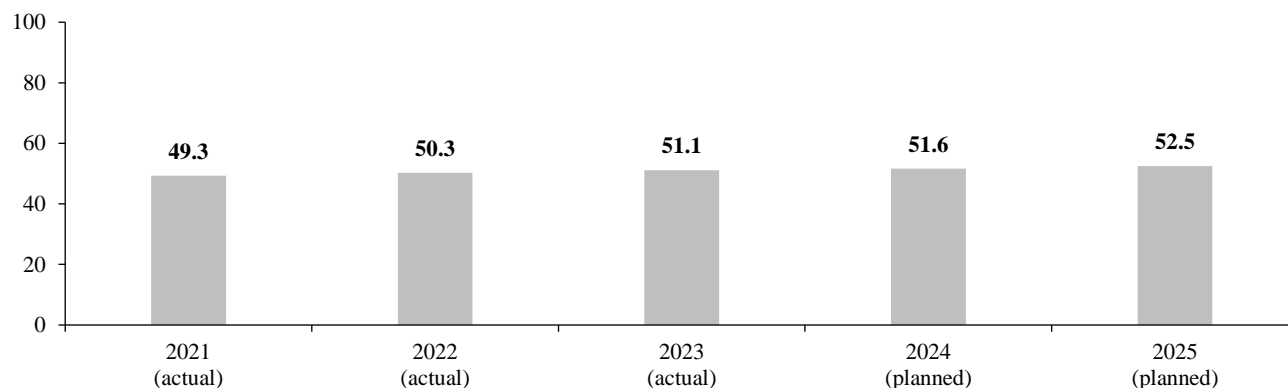
26.50 The physical learning environment is an important enabler in ensuring quality, inclusive and equitable education and can have a profound impact on student and educator outcomes. For students, school design can affect health, access for those with disabilities, and behavioural and overall learning performance. For educators, the physical environment can affect commitment, effort and retention rates. To enhance the physical environment in Agency schools, the subprogramme constructs, reconstructs or upgrades them on a rolling basis. All constructed, reconstructed and upgraded schools are designed to meet Agency protection and safety standards, with enhancements to ensure physical accessibility for all students and staff, as well as improved safety, including through strengthened structural integrity and fire safety measures. Gender-sensitive enhancements are also implemented, including the separation of lower grades from upper grades and the provision of internal toilets.

Lessons learned and planned change

26.51 The lesson for the subprogramme was that, while all newly constructed schools incorporate gender-sensitive and disability-inclusive design standards, the large number of Agency schools, combined with demographic pressures and underresourcing, means that a number of older buildings are not physically accessible for persons with disabilities and/or lack gender-sensitive features. In applying the lesson, the subprogramme will prioritize upgrades in schools that do not meet protection design standards.

26.52 Expected progress towards the objective is presented in the performance measure below (see figure 26.XI).

Figure 26.XI
Performance measure: percentage of schools run by the Agency that meet its protection design standards (annual)



Deliverables

26.53 Table 26.5 lists all deliverables of the subprogramme.

Table 26.5
Subprogramme 3: deliverables for 2025, by category and subcategory

Category and subcategory

C. Substantive deliverables

Direct service delivery: education services provided to some 550,000 students through approximately 700 schools.

Subprogramme 4 Palestine refugees have improved livelihood opportunities

Objective

26.54 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees have improved livelihood opportunities.

Strategy

26.55 To contribute to the objective, the subprogramme will:

- (a) Provide financial services, including diversified loan products, covering businesses, consumption and housing needs, to low-income Palestine refugees, women and young people through a network of microfinance branches;
- (b) Create employment opportunities for Palestine refugees through infrastructure and construction interventions in camps;
- (c) Provide quality and market-relevant technical and vocational education and training at UNRWA vocational training centres and education science facilities for degree-level teacher education in the West Bank, including East Jerusalem, and Jordan, focusing on vulnerable young people, including those whose families are recipients under the Agency’s social safety net programme;
- (d) Continue its higher education scholarship programme for young Palestine refugees.

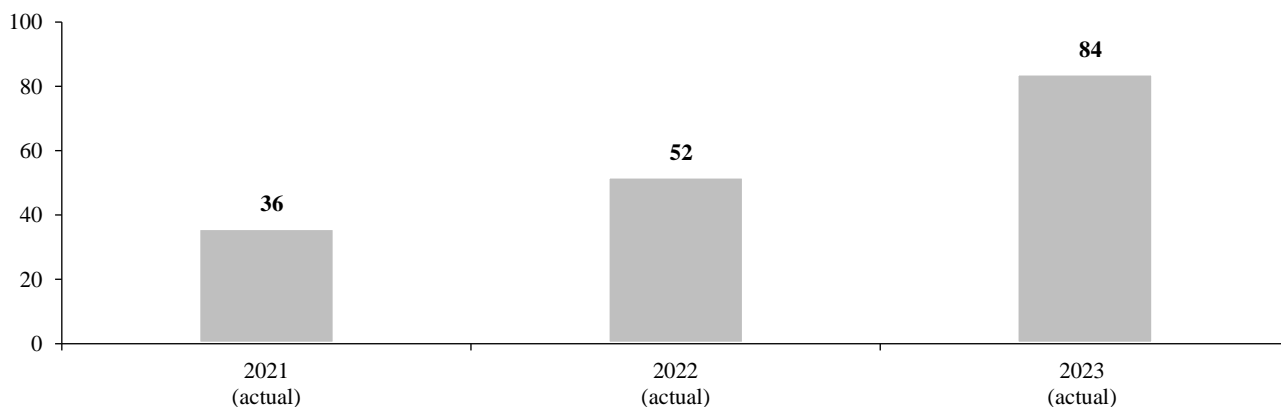
- 26.56 The above-mentioned work is expected to result in:
- (a) Improved livelihood capacities of Palestine refugees;
 - (b) Improved income generation and work opportunities for Palestine refugees, especially women and young people, facilitating self-sustainability.

Programme performance in 2023

Quality of Palestine refugee youth employment opportunities improved

- 26.57 Access to higher education is limited for many Palestine refugees because of their difficult socioeconomic situation. This narrows their employment opportunities and chances to improve their living conditions. The subprogramme provides university scholarships each year to young Palestine refugees who excel academically but would otherwise be unable to afford tertiary education. The subprogramme’s scholarships contribute towards the development of a highly skilled workforce. Past university scholarship holders have gone on to hold key positions in UNRWA and host countries, contributing to the social and economic development of the region. Scholarships are awarded for study in a wide range of fields across the sciences, social sciences and liberal arts, as well as for longer-term courses of study, such as engineering and medicine. Awards are granted according to academic merit and socioeconomic status. They are renewed on an annual basis after the satisfactory completion of each year, until students obtain their first university degree.
- 26.58 Progress towards the objective is presented in the performance measure below (see figure 26.XII).

Figure 26.XII
Performance measure: number of students receiving tertiary education scholarships from the Agency who successfully complete their courses (cumulative)



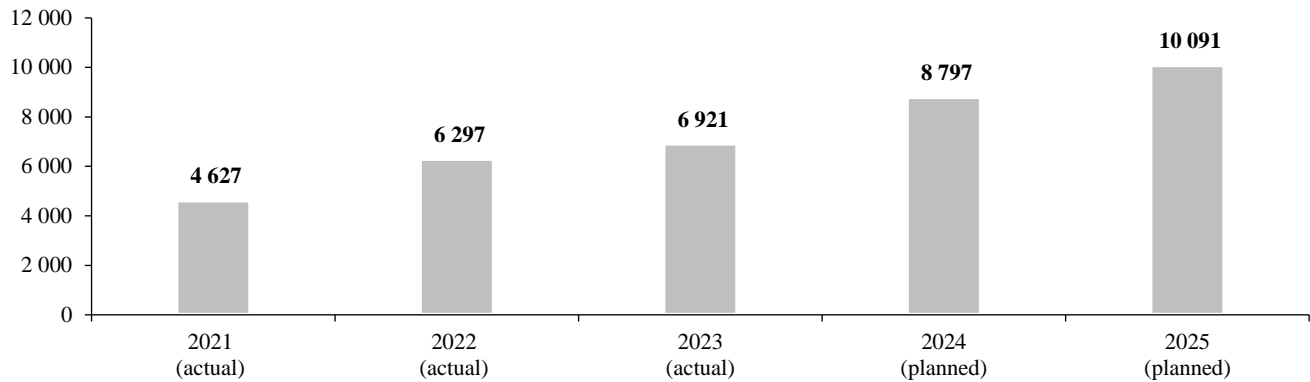
Planned results for 2025

Result 1: employability of Palestine refugees improved

Programme performance in 2023 and target for 2025

- 26.59 The subprogramme’s work contributed to the employability skills of 6,921 refugees being enhanced by camp improvement planning processes, which did not meet the planned target of 7,497 refugees. The target was not met due to the suspension of camp improvement planning in Gaza following the onset of the humanitarian crisis in October 2023.
- 26.60 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.XIII).

Figure 26.XIII
Performance measure: number of refugees whose employability skills were enhanced by the camp improvement planning process (cumulative)

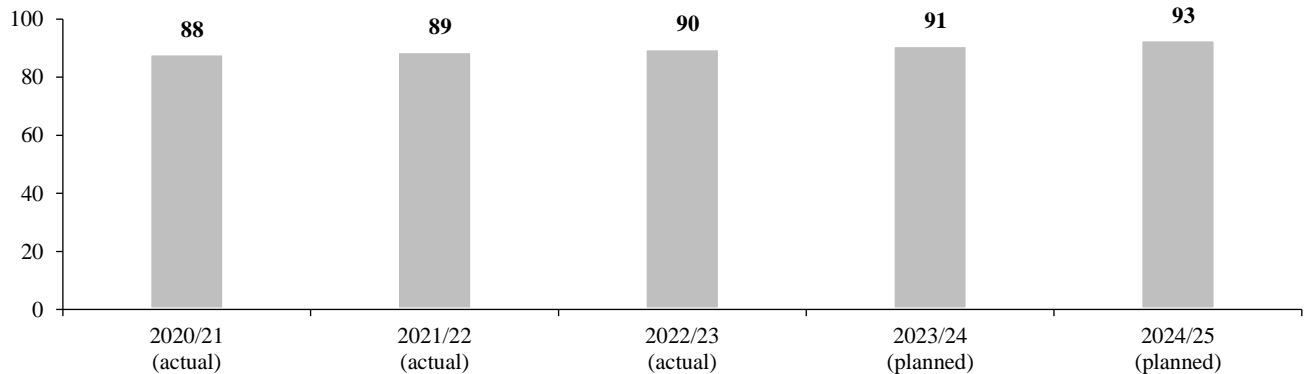


Result 2: improved access for Palestine refugees to highly skilled professions

Programme performance in 2023 and target for 2025

- 26.61 The subprogramme’s work contributed to 90 per cent of Education Science Faculty and Faculty of Educational Sciences and Arts graduates employed or continuing their studies within one year of graduation, which met the planned target.
- 26.62 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.XIV).

Figure 26.XIV
Performance measure: percentage of Education Science Faculty and Faculty of Educational Sciences and Arts graduates employed or continuing their studies within one year of graduation (annual)



Result 3: private sector employment opportunities created

Proposed programme plan for 2025

- 26.63 Palestine refugees face a number of constraints in building sustainable livelihoods. Despite refugees having strong human capital as a result of the educational and health structures provided by UNRWA and host authorities, the majority do not have access to the full range of assets – social, natural, physical and financial capital – required for sustainable livelihoods. The subprogramme extends credit and complementary financial services to entrepreneurs and small-business owners in all fields of operation, except Lebanon. These services help create and sustain jobs, decrease unemployment, reduce poverty and provide income-generating and asset-building opportunities for Palestine refugees and other poor and marginal groups. Dedicated microfinance loan products, including the

microenterprise credit, microenterprise credit plus, start-your-business loan and Palestine refugee business loan, are extended, aimed at women and youth entrepreneurs, and contribute to their economic empowerment.

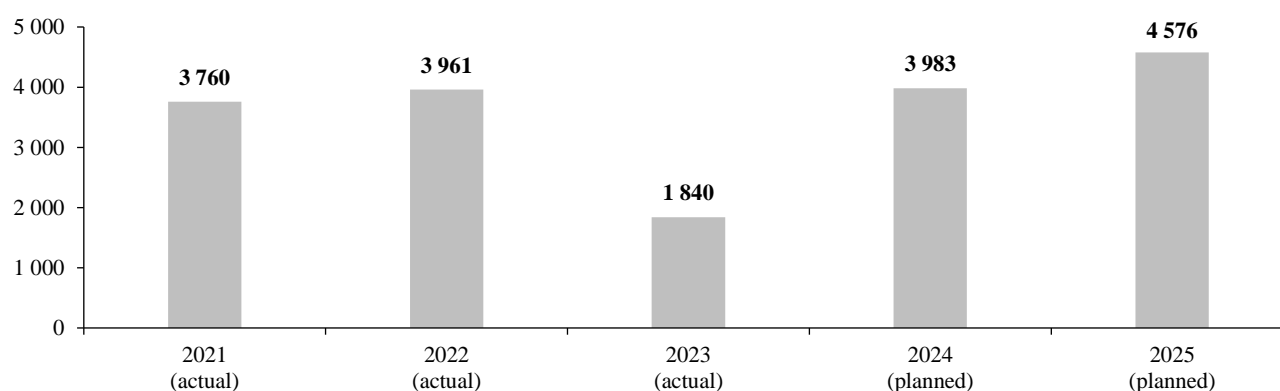
Lessons learned and planned change

26.64 The lesson for the subprogramme was the need to constantly adapt lending products to clients’ changing needs in the light of events in recent years that have had a significant impact on the economic climate. In applying the lesson, the subprogramme will institutionalize additional mechanisms to solicit more regular client feedback on the relevancy of loan products and emerging client needs.

26.65 Expected progress towards the objective is presented in the performance measure below (see figure 26.XV).

Figure 26.XV

Performance measure: number of additional jobs created by microfinance client enterprises (annual)



Deliverables

26.66 Table 26.6 lists all deliverables of the subprogramme.

Table 26.6

Subprogramme 4: deliverables for 2025, by category and subcategory

Category and subcategory

C. Substantive deliverables

Direct service delivery: issuance of microfinance loans valued at approximately \$47 million; approximately 8,000 students enrolled in technical and vocational education and training; some 2,470 job placements created as full-time equivalents.^a

^a Full-time equivalents are the number of full-time equivalent jobs, defined as total hours worked divided by average actual hours worked in full-time jobs.

**Subprogramme 5
Palestine refugees are able to meet their basic human needs of shelter, water and sanitation**

Objective

26.67 The objective, to which this subprogramme contributes, is to ensure that Palestine refugees are able to meet their basic human needs of shelter, water and sanitation.

Strategy

- 26.68 To contribute to the objective, the subprogramme will:
- Provide adequate and safe shelters for Palestine refugees living in camps through the rehabilitation of substandard shelters for the most vulnerable;
 - Provide Palestine refugees living in camps with effective environmental health services, including equitable and sufficient water for their basic needs, storm water drainage systems, solid waste collection and sewerage systems.
- 26.69 The above-mentioned work is expected to result in:
- Improved living conditions whereby Palestine refugees and their families can live in dignity in an adequate and safe built environment in camps;
 - Improved environmental health and infrastructure services, including access to safe drinking water, sanitation, drainage, electricity and waste disposal, for Palestine refugees living in camps.

Programme performance in 2023

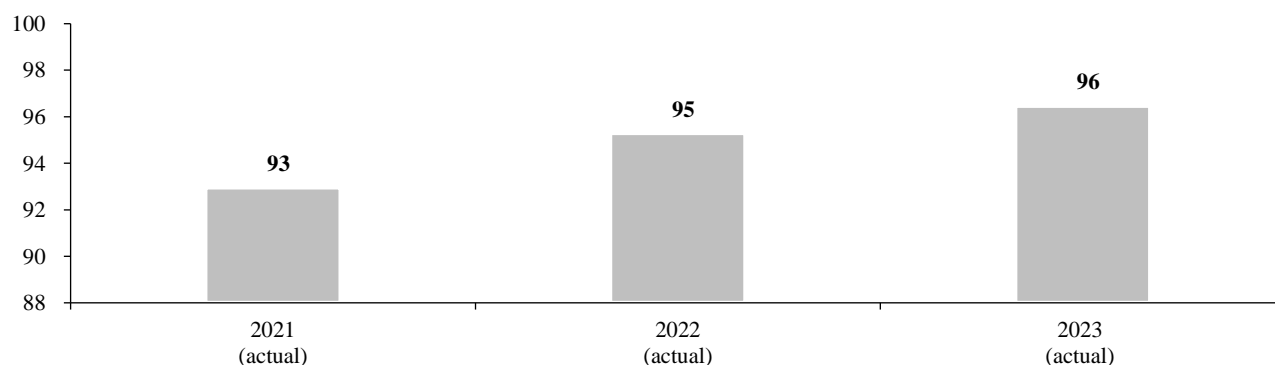
Environmental health in Palestine refugee camps improved

- 26.70 The density of housing and severe levels of overcrowding in many Palestine refugee camps have increased the amount of solid waste, insufficient disposal of which can create unsanitary conditions. In turn, these conditions can lead to outbreaks of vector-borne diseases. Although responsibility for the provision of public services in camps resides with host authorities, the subprogramme supports Palestine refugee access to basic sanitation through solid waste management services, including street cleaning and the collection and disposal of household waste. Collected waste is disposed of in municipal landfill sites. In addition to the collection and disposal of waste, the subprogramme also conducts regular campaigns in camps to promote waste reduction, reuse and recycling.
- 26.71 Progress towards the objective is presented in the performance measure below (see figure 26.XVI).

Figure 26.XVI

Performance measure: percentage of solid waste collected and disposed of on a regular basis (annual)

(Percentage)



Planned results for 2025

Result 1: sanitation in Palestine refugee camps enhanced

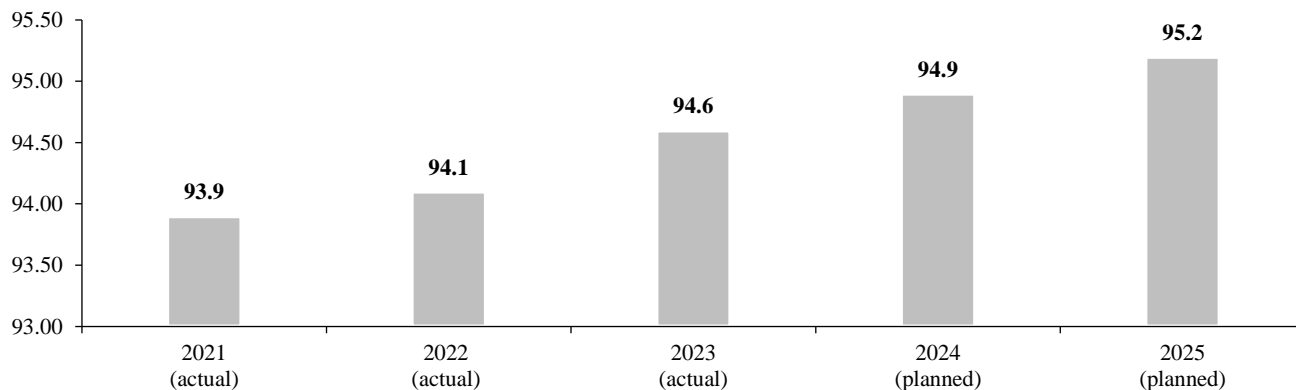
Programme performance in 2023 and target for 2025

- 26.72 The subprogramme's work contributed to 94.6 percent of shelters in camps being connected to official sewerage networks, which met the planned target.

26.73 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.XVII).

Figure 26.XVII

Performance measure: percentage of shelters in camps connected to official sewerage networks (cumulative)



Result 2: living conditions of camp residents improved

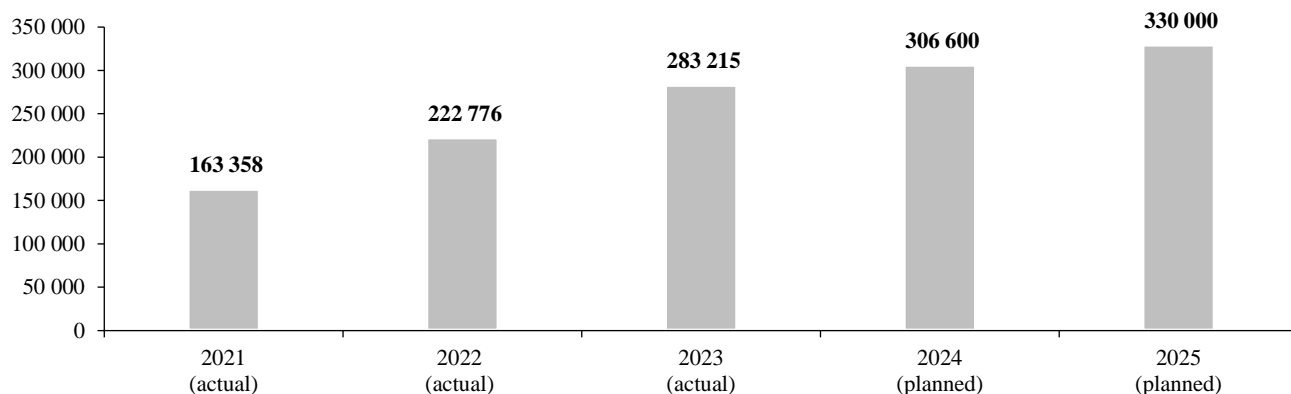
Programme performance in 2023 and target for 2025

26.74 The subprogramme’s work contributed to 283,215 refugees benefiting from the implementation of camp improvement plans, which exceeded the planned target of 245,054 refugees.

26.75 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.XVIII).

Figure 26.XVIII

Performance measure: number of refugees benefiting from the implementation of camp improvement plans (cumulative)



Result 3: safety and dignity of Palestine refugees living in camps improved

Proposed programme plan for 2025

26.76 Over several decades, the 58 official Palestine refugee camps in Gaza, Jordan, Lebanon, the Syrian Arab Republic and the West Bank, including East Jerusalem, have transformed from temporary “tent cities” into hypercongested masses of multistorey buildings marked by high concentrations of poverty and extreme overcrowding. Adequate housing is fundamental to the human dignity, health and psychosocial well-being of Palestine refugees, yet, in many camps, shelters contain asbestos roofing and are poorly ventilated, damp, overcrowded and unsuitable for persons with disabilities. The subprogramme assesses

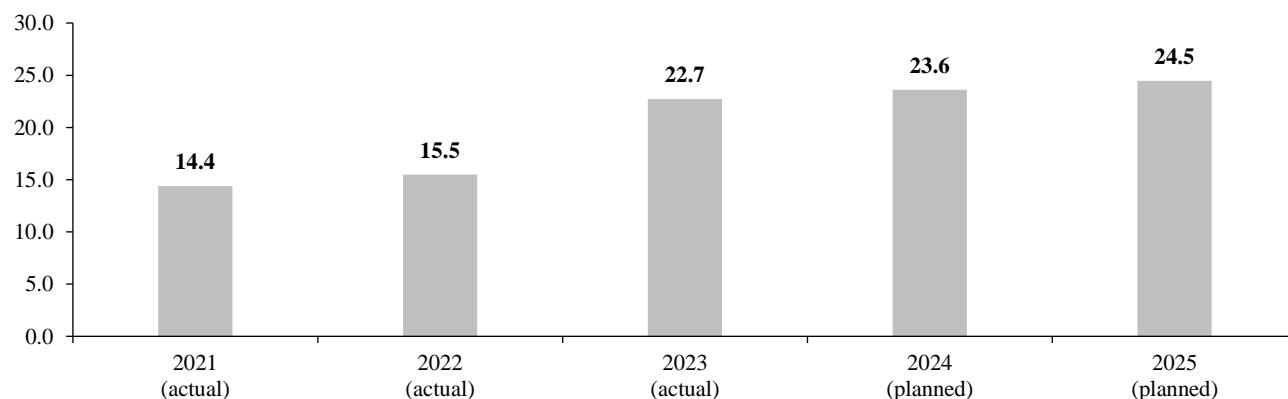
and rehabilitates substandard shelters in Palestine refugee camps, on the basis of an assessment process that evaluates applicants’ socioeconomic conditions and physical safety, and the environmental health of the structures they inhabit. To maximize beneficiary ownership of works undertaken and to reduce costs, the subprogramme promotes a self-help approach through which families are engaged in the rehabilitation of their own homes, under the technical supervision of UNRWA engineers.

Lessons learned and planned change

- 26.77 The lesson for the subprogramme was that the criteria employed to prioritize shelter rehabilitation applications need to be redefined in the light of the increasing number of vulnerable and poor families whose substandard shelters need rehabilitation. In applying the lesson, the subprogramme will revise the assessment criteria it uses to determine the prioritization of works to give top priority to shelters that are structurally unsafe and hazardous. All registered Palestine refugees living in substandard shelters will remain eligible to submit applications for UNRWA shelter rehabilitation.
- 26.78 Expected progress towards the objective is presented in the performance measure below (see figure 26.XIX).

Figure 26.XIX

Performance measure: percentage of substandard shelters repaired or reconstructed (cumulative)



Deliverables

- 26.79 Table 26.7 lists all deliverables of the subprogramme.

Table 26.7

Subprogramme 5: deliverables for 2025, by category and subcategory

Category and subcategory

C. Substantive deliverables

Direct service delivery: rehabilitation of 500 substandard shelters for Palestine refugees residing in camps.

Subprogramme 6

The most vulnerable Palestine refugees have access to effective social assistance

Objective

- 26.80 The objective, to which this subprogramme contributes, is to ensure that the most vulnerable Palestine refugees have access to effective social assistance.

Strategy

- 26.81 To contribute to the objective, the subprogramme will:
- (a) Distribute cash-based and in-kind social transfers to the most vulnerable Palestine refugees, at risk of poverty and food insecurity;
 - (b) Provide preferential access to vocational training opportunities and subsidization of secondary and tertiary health-care costs to Palestine refugees in need, including households headed by women, older persons and persons with disabilities.
- 26.82 The above-mentioned work is expected to result in the alleviation of poverty and food insecurity among the most vulnerable Palestine refugees in the face of economic hardship and restricted household income.

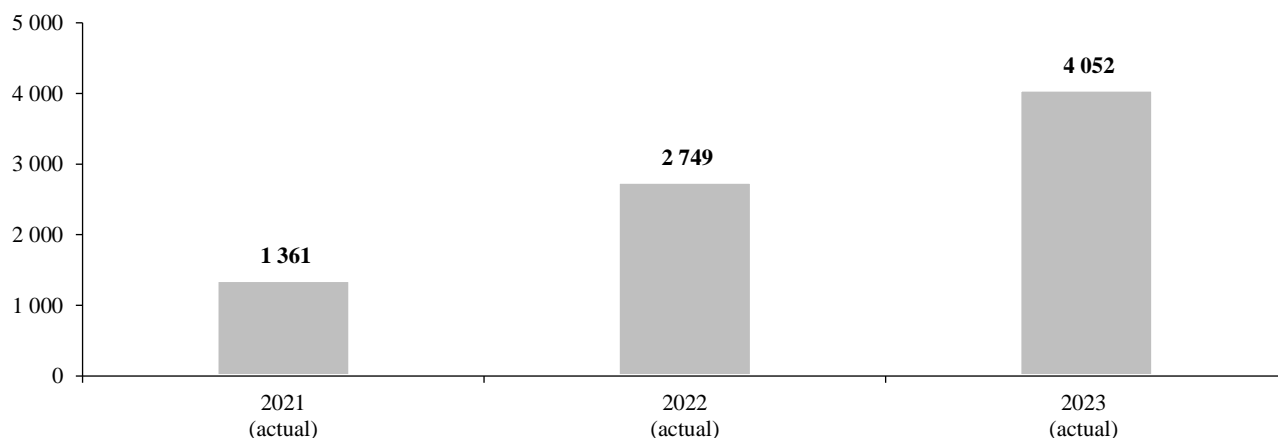
Programme performance in 2023

Access for the most vulnerable to employment opportunities

- 26.83 Across UNRWA fields of operation, there exists a range of structural barriers that inhibit the integration of Palestine refugees into labour markets, leading to high unemployment rates and the predominance of employment in low-paying and/or low-skilled informal jobs. These conditions, in turn, leave many Palestine refugees trapped in an inescapable cycle of poverty. The subprogramme provides Palestine refugee youth with technical and vocational education and training to ensure that they have the necessary skills and knowledge to find decent work. Through eight vocational training centres, the subprogramme provides a range of courses, including: (a) one- and two-year trade (vocational) courses for students who have completed preparatory education; and (b) two-year semi-professional courses for students who have completed secondary education. As well as offering a range of specializations in response to local market needs, such programming also equips students with soft skills and provides career guidance and placements to enhance their employability. The most vulnerable Palestine refugees are prioritized for admission.
- 26.84 Progress towards the objective is presented in the performance measure below (see figure 26.XX).

Figure 26.XX

Performance measure: number of social safety net programme students graduating from technical and vocational education and training courses (cumulative)



Planned result for 2025

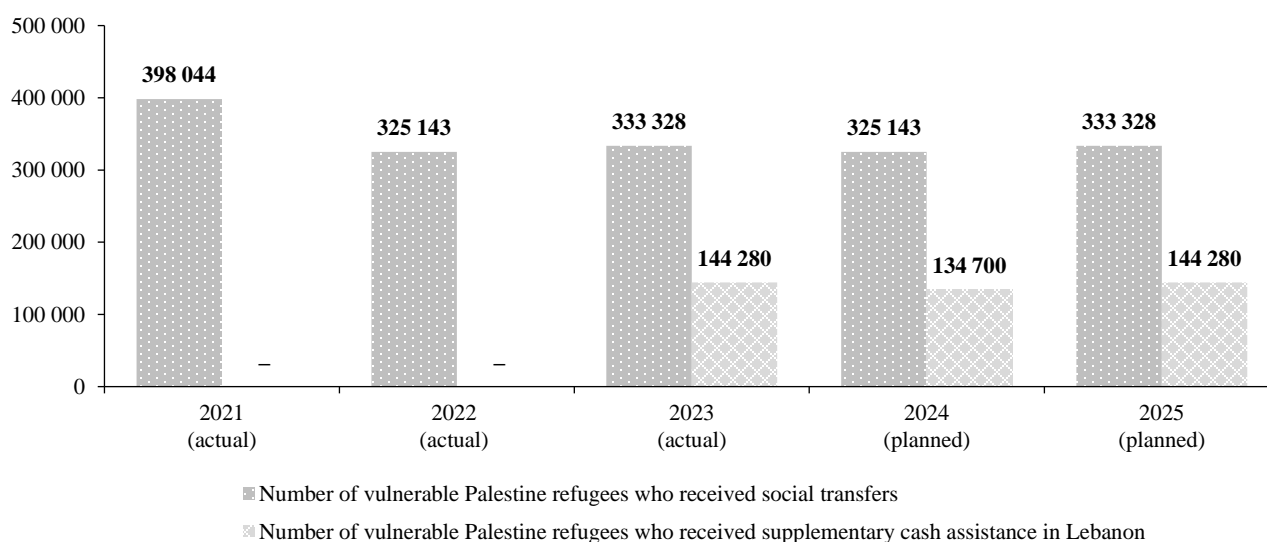
Result 1: abject poverty and food insecurity among the most vulnerable Palestine refugees mitigated

Programme performance in 2023 and target for 2025

- 26.85 The subprogramme's work contributed to 333,328 vulnerable Palestine refugees, including 144,280 refugees in Lebanon, receiving social transfers and supplementary cash assistance, which exceeded the planned target of 325,143 vulnerable Palestine refugees who received social transfers, including 134,700 vulnerable Palestine refugees in Lebanon who received supplementary cash assistance.
- 26.86 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 26.XXI).

Figure 26.XXI

Performance measure: number of vulnerable Palestine refugees who received social transfers and supplementary cash assistance (annual)



Result 2: access to affordable hospital care ensured

Proposed programme plan for 2025

- 26.87 In the West Bank, including East Jerusalem, and Jordan, Palestine refugees have access to effective host government hospitalization care. In some fields of operation, such as Lebanon and the Syrian Arab Republic, hospitalization care is prohibitively expensive, leaving the most vulnerable with a choice of either incurring significant personal debt or deferring potentially life-saving treatment. The subprogramme provides access to hospital care at heavily subsidized rates in governmental, private and non-governmental organization hospitals for the most vulnerable Palestine refugees. In 2023, the Agency supported over 49,000 hospital admissions.

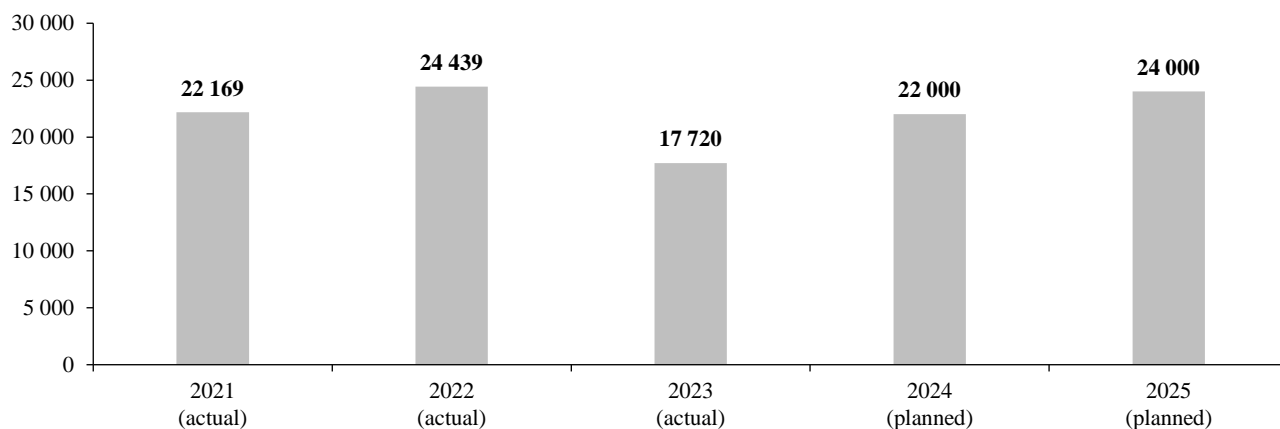
Lessons learned and planned change

- 26.88 The lesson for the subprogramme was that it needed to control costs incurred by the Agency in the light of an increasing number of vulnerable Palestine refugees and high inflation rates in all fields of operation. In applying the lesson, the subprogramme will finalize the roll-out of the hospitalization management system, which will allow for better monitoring and analysis of hospitalization data and facilitate timely corrective action, where necessary, to contain expenditure.

26.89 Expected progress towards the objective is presented in the performance measure below (see figure 26.XXII).

Figure 26.XXII

Performance measure: number of the most vulnerable Palestine refugees receiving subsidized hospital care (annual)



Deliverables

26.90 Table 26.8 lists all deliverables of the subprogramme.

Table 26.8

Subprogramme 6: deliverables for 2025, by category and subcategory

Category and subcategory

C. Substantive deliverables

Direct service delivery: food and cash assistance provided to vulnerable Palestine refugees in four countries.

B. Proposed post and non-post resource requirements for 2025

Overview

26.91 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 26.9 to 26.11.

Table 26.9

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Posts	37 935.8	41 507.0	–	–	185.8	185.8	0.4	41 692.8
Other staff costs	42.7	43.5	–	–	–	–	–	43.5
Grants and contributions	–	29 992.5	–	–	2 200.0	2 200.0	7.3	32 192.5
Total	37 978.5	71 543.0	–	–	2 385.8	2 385.8	3.3	73 928.8

Table 26.10

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	217	1 USG, 1 ASG, 9 D-2, 16 D-1, 38 P-5, 92 P-4, 44 P-3, 4 P-2/1, 12 GS (OL)
Establishment	1	P-4 Procurement Officer
Reclassification	–	Upward reclassification of one post from P-5 to D-1
Redeployment (geographical)	–	1 P-3 (Data Analyst from Amman to Gaza)
Proposed for 2025	218	1 USG, 1 ASG, 9 D-2, 17 D-1, 37 P-5, 93 P-4, 44 P-3, 4 P-2/1, 12 GS (OL)

Table 26.11

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	1	
ASG	1	–	–	–	–	1	
D-2	9	–	–	–	–	9	
D-1	16	–	–	1	1	17	

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); USG, Under-Secretary-General.

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<i>Category and grade</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
P-5	38	–	–	(1)	(1)	37	
P-4	92	–	–	1	1	93	
P-3	44	–	–	–	–	44	
P-2/1	4	–	–	–	–	4	
Subtotal	205	–	–	1	1	206	
General Service and related							
GS (OL)	12	–	–	–	–	12	
Subtotal	12	–	–	–	–	12	
Total	217	–	–	1	1	218	

26.92 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 26.12 to 26.14 and figure 26.XXIII.

26.93 As shown in tables 26.12 (1) and 26.13 (1), the overall resources proposed for 2025 amount to \$73,928,800 before recosting, reflecting a net increase of \$2,385,800 (or 3.3 per cent) compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

26.94 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), UNRWA is integrating environmental management practices into its operations. In 2023, work commenced on the implementation of an environmental sustainability policy that articulates the Agency’s commitment in this area and outlines overarching principles that guide the mainstreaming of such considerations into all UNRWA interventions. The policy aligns the Agency’s environmental sustainability efforts with the goals of the 2030 Agenda, United Nations development system reforms and international agreements on climate change and environmental protection and is anchored in the UNRWA strategic plan for 2023-2028, which posits environmental sustainability as a cross-cutting Agency priority. The policy is complemented by: (a) an environmental and social management framework which mandates the incorporation of environmental and social sustainability principles into all UNRWA construction, rehabilitation and camp improvement works; (b) practical measures to reduce the Agency’s environmental footprint, including, for example, the retrofitting of UNRWA installations with energy-efficient lighting, the introduction of electric and hybrid vehicles in its fleet, the expanded use of local recycling solutions and the launch of an initiative to phase out single-use plastics in Agency premises; and (c) ongoing negotiations with donor partners to expand decarbonization of the Agency’s electricity supply through the installation of solar energy systems.

Table 26.12

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Executive direction and management/Programme support	37 978.5	71 543.0	–	–	2 385.8	2 385.8	3.3	73 928.8
Subtotal, 1	37 978.5	71 543.0	–	–	2 385.8	2 385.8	3.3	73 928.8

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
Executive direction and management/Programme of work/Programme support	802 493.4	1 075 719.0	(78 241.3)	(7.3)	997 477.7
Subtotal, 2	802 493.4	1 075 719.0	(78 241.3)	(7.3)	997 477.7
Total	840 471.9	1 147 262.0	(75 855.5)	(6.6)	1 071 406.5

Table 26.13

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Executive direction and management/Programme support	217	–	–	1	1	218
Subtotal, 1	217	–	–	1	1	218

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
Executive direction and management/Programme of work/Programme support ^a	53	57	110
Subtotal, 2	53	57	110
Total	270	58	328

^a In addition, approximately 30,000 local area staff and 261 individual service providers (international and area staff) are funded from extrabudgetary resources.

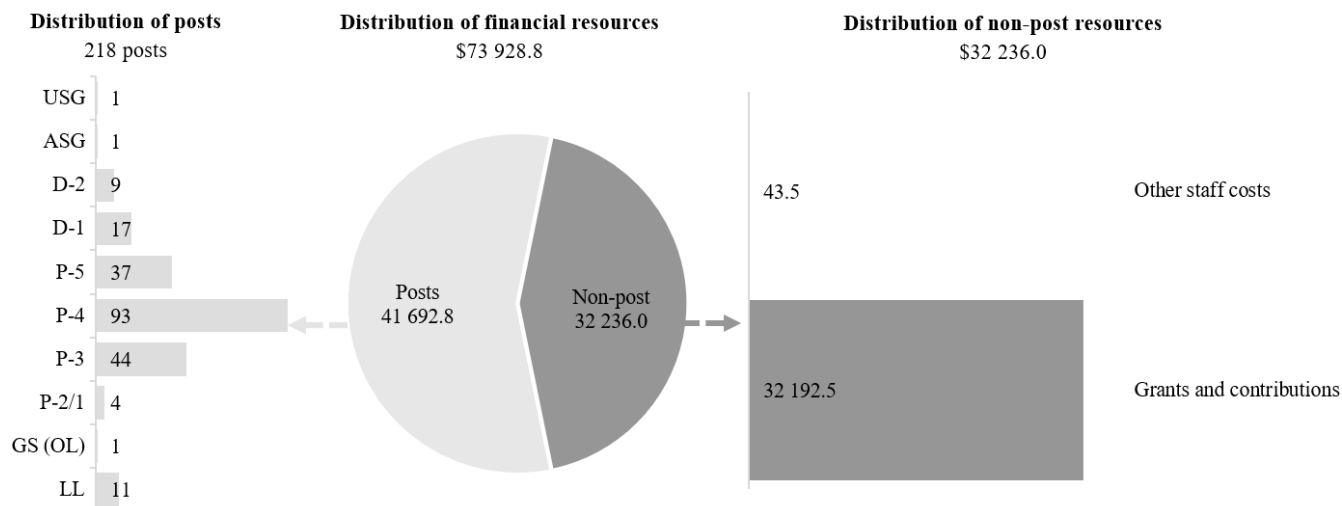
Table 26.14
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	37 935.8	41 507.0	–	–	185.8	185.8	0.4	41 692.8
Non-post	42.7	30 036.0	–	–	2 200.0	2 210.0	7.3	32 236.0
Total	37 978.5	71 543.0	–	–	2 385.8	2 385.8	3.3	73 928.8
Post resources by category								
Professional and higher		205	–	–	1	1	0.5	206
General Service and related		12	–	–	–	–	–	12
Total		217	–	–	1	1	0.5	218

Figure 26.XXIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

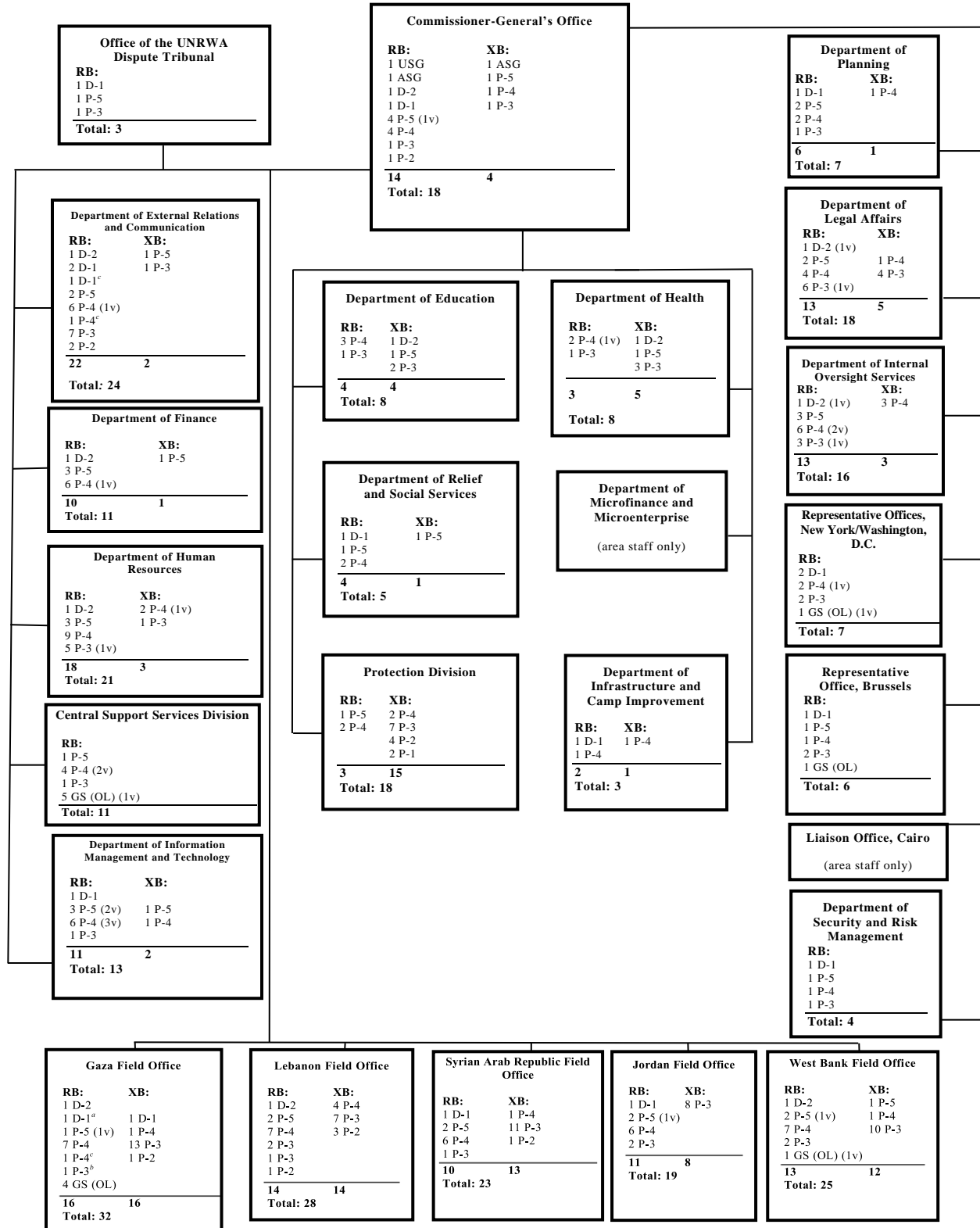
- 26.95 As shown in table 26.12 (1), resource changes reflect an increase of \$2,385,800, as follows:
- (a) An increase of \$185,800 under post relates to the strengthening of the management of the Agency's operations in Gaza, as follows: (i) the proposed establishment of one additional post at the P-4 level in the Gaza Field Office; (ii) the proposed upward reclassification of the post of Deputy Director of Operations in the Gaza Field Office from the P-5 to the D-1 level; and (iii) the proposed redeployment of a P-3 post from Amman to the Gaza Field Office. Additional information is provided in annex II;
 - (b) An increase of \$2,200,000 in non-post, under grants and contributions, is proposed to support the Agency's increased expenses for operational costs related to executive and administrative management functions. The proposed additional resources would be used for: (i) repairs of structural damages to buildings used by the executive management and administrative staff resulting from the conflict in Gaza; (ii) initial activities and configuration (including licensing and subscription, business process re-engineering, data cleansing and data warehousing) of the new enterprise resource planning solution selected to replace the solution currently in use at the Agency, which will no longer be technically supported beyond 2026; and (iii) strengthening information and communications technology security to ensure protection from increased cyberthreats resulting from the conflict in Gaza.

Extrabudgetary resources

- 26.96 As reflected in tables 26.12 (2), extrabudgetary resources amount to \$997,477,700 and would be used mainly to provide for continued humanitarian support and aid to Palestine refugees.
- 26.97 The extrabudgetary resources under the present section are subject to the oversight of the Commissioner-General of UNRWA, who is advised and assisted by an Advisory Commission and who has delegated authority from the Secretary-General.

Annex I

Organizational structure and post distribution for 2025



Note: Regular budget – 223 approved international positions. Extrabudgetary – 110 extrabudgetary international posts that are funded through extrabudgetary resources.

Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); RB, regular budget; USG, Under-Secretary-General; v, vacant; XB, extrabudgetary resources.

^a Post reclassification.

^b Post redeployment.

^c New post.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Action</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Reclassification		+ D-1 - P-5	Deputy Director of Operations, Gaza Field Office	The Gaza Field Office is the largest field of operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), with 290,000 children in UNRWA schools, over 1 million medical consultations in 22 health centres per quarter and food assistance for over 1 million Palestine refugees. The scope of programmatic responsibility of the post encompasses all fields of UNRWA programmes, including education, health, relief and social services, infrastructure and camp improvement, as well as microfinance. In view of the increased level of emergency and humanitarian operations in Gaza, which the Agency expects to continue for years to come owing to the extent of the crisis, it is proposed to upgrade the post of Deputy Director of Operations from the P-5 to the D-1 level. Such a heightened level of humanitarian operations requires oversight of the involvement of many of the Agency's programmes and operational units, as well as cooperation with other agencies, funds and programmes, including the World Food Programme, the World Health Organization, the United Nations Development Programme and the United Nations Office for Project Services. In addition, the incumbent will be responsible for providing support and advice to the Director of the Gaza Field Office in implementing the Agency's plan for comprehensive programme and management reform.
Establishment	1	P-4	Procurement Officer, Gaza Field Office	The nature of the current humanitarian operations, as well as the recovery and reconstruction efforts needed once the conflict abates, would require the Gaza Field Office to have a dedicated Procurement Officer to lead on procurement planning, both local and, if required, international procurement, contract management and contract administration of items procured to support UNRWA beneficiaries in Gaza. Such items include food, medicines and non-food items such as construction materials and supplies, as well as services. The procurement and logistics duties in the Gaza Field Office are currently combined under one function, but owing to the magnitude of work required given the current emergency and humanitarian response and eventual recovery, the post would be needed to oversee all procurement activities assigned to the Field Office and to ensure compliance with Agency-wide procurement standards and procedures.

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<i>Action</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Redeployment (geographical)	1	P-3	Data Analyst from Amman to the Gaza Field Office	An assessment of the entire security workforce concerning information and communications technology security threats across the Agency has determined that there is a significant gap in security at the Gaza Field Office as a result of the ongoing conflict in Gaza. It is therefore proposed to redeploy a post of Data Analyst from Amman to Gaza in support of UNRWA operations carried out by the Gaza Field Office.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VI

Humanitarian assistance

Section 27

Humanitarian assistance

Programme 23

Humanitarian assistance

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* Reissued for technical reasons on 31 May 2024.

** [A/79/50](#).

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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**** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

I. Office for the Coordination of Humanitarian Affairs

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 27.1 The mandate is derived from the priorities established in relevant General Assembly resolutions and decisions, including resolution [46/182](#), in which the Assembly set out the guiding principles of humanitarian response and affirmed the leadership role of the Secretary-General to ensure better preparation and effective response to natural disasters and complex emergencies. This mandate has been confirmed and consolidated through the normative developments of various resolutions over the past 33 years. The Office for the Coordination of Humanitarian Affairs is responsible for ensuring the timely, coherent, coordinated and principled response of the international community to natural disasters and complex emergencies and for facilitating the transition from emergency relief to rehabilitation and sustainable development. With 299 million people in need of humanitarian assistance in 2024 and extreme poverty and hunger on the rise, owing to the compounded effects of emerging and prolonged armed conflicts and the crisis of climate change, ensuring well-coordinated and principled humanitarian assistance by the international community remains as important as ever.

Strategy and external factors for 2025

- 27.2 In 2023, several compounding shocks created a further rise in vulnerability worldwide, with 333 million people experiencing food insecurity, the largest world food crisis in modern history. In addition, forced displacement continued to increase, with 114 million people, or 1.4 per cent of the global population, displaced. Armed conflicts continued to take a heavy toll on civilians, and the crisis of climate change exacerbated humanitarian needs.
- 27.3 In the face of these challenges, the Office will continue to enhance the coordination and effective and efficient delivery of humanitarian assistance, together with humanitarian organizations. The Office will continue to develop and promote a common policy on humanitarian issues for the United Nations system and its partners; coordinate response to humanitarian emergencies; mobilize United Nations capacity to expedite the provision of humanitarian assistance; strengthen anticipatory approaches and early warning early action systems; advocate and contribute to better preparedness for more timely humanitarian assistance in emergencies; advocate on humanitarian issues; and strengthen the analysis and availability of timely information on emergencies and natural disasters, in accordance with its mandate. The Office will also support the mobilization of resources to enable a timely and effective response to new or rapidly deteriorating humanitarian emergencies.
- 27.4 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will continue to work with national and local governments, affected communities and other stakeholders, including regional disaster management and response organizations, other regional and subregional organizations, private sector actors and first responders to promote principled, timely and effective humanitarian responses.
- 27.5 With regard to inter-agency coordination and liaison, the Office will continue, through the Inter-Agency Standing Committee and its subsidiary bodies, to coordinate the development of guidance for the humanitarian system, including on operations policy development and advocacy and supporting implementation of the Secretary-General's action agenda on internal displacement. The Office will provide and manage global platforms, such as the United Nations Disaster Assessment and Coordination Team mechanism and the International Search and Rescue Advisory Group, to pool resources and facilitate a coordinated response to humanitarian crises. The Office will also collaborate closely with the Development Coordination Office and United Nations

agencies, funds and programmes, at both the Headquarters and country levels throughout the humanitarian programme cycle. This will enable effective and consistent system-wide response strategies that meet the humanitarian needs of people in vulnerable situations and minimize the duplication and gaps in response efforts. The Office's country, regional and liaison offices are strategically located to work with governments and assist in humanitarian preparedness and response.

- 27.6 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Natural disasters will continue to increase in frequency and magnitude, owing, among others, to the adverse effects of the crisis of climate change;
 - (b) The impact of the global economic contraction, compounded by the impacts of natural disasters and armed conflicts, will continue to be felt and will increase the vulnerability of people;
 - (c) Humanitarian needs and funding requirements will remain relatively high.
- 27.7 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In 2025, the Office will strive to address protection issues, including violence affecting women and girls, through its advocacy, resource mobilization and programming. Women's participation and leadership in humanitarian decision-making will also remain a key priority.
- 27.8 The Office advances United Nations system-wide commitments on protection from sexual exploitation and abuse and sexual harassment. The Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, as Chair of the Inter-Agency Standing Committee, leads and promotes Committee efforts that are aimed at ensuring that people caught up in crises feel safe and respected and can gain access to the protection and assistance that they need. The Office will promote system-wide commitments to ensure that the affected population and aid workers engaged in the delivery of humanitarian assistance are protected from sexual harassment and abuse.
- 27.9 In line with the United Nations Disability Inclusion Strategy, the Office will work to make humanitarian programming and responses more inclusive of persons with disabilities, in particular by ensuring that their needs are reflected in humanitarian data.

Legislative mandates

- 27.10 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

46/182 ; 76/124 ; 77/28 ; 78/119	Strengthening of the coordination of humanitarian emergency assistance of the United Nations	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
52/12	Renewing the United Nations: a programme for reform	72/305	Review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council
52/167 60/1	Safety and security of humanitarian personnel	74/306	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
63/147 68/1	New international humanitarian order		
	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council		

Section 27 Humanitarian assistance

75/290 A; 75/290 B	Review of the implementation of General Assembly resolution 72/305 on the strengthening of the Economic and Social Council	78/119	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
76/264	State of global food insecurity	78/120	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
77/288	Persistent legacy of the Chernobyl disaster	78/185	Assistance to refugees, returnees and displaced persons in Africa
78/118	Safety and security of humanitarian personnel and protection of United Nations personnel	78/205	Protection of and assistance to internally displaced persons

Economic and Social Council resolution

2023/16	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
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Security Council resolutions

1265 (1999)	2664 (2022)
1894 (2009)	2677 (2023)
2222 (2015)	2678 (2023)
2286 (2016)	2682 (2023)
2417 (2018)	2690 (2023)
2474 (2019)	2691 (2023)
2475 (2019)	2702 (2023)
2532 (2020)	2705 (2023)
2573 (2021)	2708 (2023)
2615 (2021)	2709 (2023)
2616 (2021)	2717 (2023)

**Subprogramme 1
Policy and analysis***General Assembly resolutions*

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel	73/195	Global Compact for Safe, Orderly and Regular Migration
61/117	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories	76/125	White Helmets Commission: participation of volunteers in the activities of the United Nations in the field of humanitarian relief, rehabilitation, and technical cooperation for development
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations	78/184	Office of the United Nations High Commissioner for Refugees

**Subprogramme 2
Coordination of humanitarian action and emergency response***General Assembly resolutions*

68/129	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows, and victims of sexual violence	78/121 78/222	Assistance to the Palestinian people Situation of human rights in the Syrian Arab Republic
77/10	The situation in Afghanistan		

Security Council presidential statement

S/PRST/2015/23

**Subprogramme 3
Emergency support services**

General Assembly resolutions

56/99	Emergency response to disasters	65/307	Improving the effectiveness and coordination of military and civil defence assets for natural disaster response
60/13	Strengthening emergency relief, rehabilitation, reconstruction, and prevention in the aftermath of the South Asian earthquake disaster – Pakistan	68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
63/137	Strengthening emergency relief, rehabilitation, reconstruction, and prevention in the aftermath of the Indian Ocean tsunami disaster	69/280	Strengthening emergency relief, rehabilitation, and reconstruction in response to the devastating effects of the earthquake in Nepal

**Subprogramme 4
Humanitarian emergency information and advocacy**

General Assembly resolutions

51/194; 57/153	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
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Deliverables

27.11 Table 27.1 lists all cross-cutting deliverables of the programme.

Table 27.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meetings of:				
1. The Fifth Committee	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Evaluation activities

- 27.12 The following evaluations completed in 2023 have guided the proposed programme plan for 2025.
- (a) Office of Internal Oversight Services evaluation of subprogramme 2;
 - (b) Inter-agency evaluation of the coronavirus disease (COVID-19) humanitarian response, conducted by the Office.
- 27.13 In response to the results of the evaluations referenced above, the Office will focus on strengthening the quality and effectiveness of humanitarian responses, including the engagement with affected communities in the planning and implementation of humanitarian assistance, enhancements to the participation and

capacity-building of local organizations, and collaboration between humanitarian and development efforts. The Office is also in the process of simplifying the humanitarian programme cycle, with a view to effectively using resources and allowing for the testing of people-centred coordination models.

- 27.14 The following evaluations are planned for 2025:
- (a) An inter-agency, joint evaluation of the humanitarian system-wide scale-up activations;
 - (b) Office of Internal Oversight Services evaluation of one of the Office's subprogrammes.

Programme of work

Subprogramme 1 Policy and analysis

Objective

- 27.15 The objective, to which this subprogramme contributes, is to improve the strategic and operational coherence of humanitarian response.

Strategy

- 27.16 To contribute to the objective, the subprogramme will:
- (a) Identify emerging humanitarian trends to support the comprehensive, authoritative and evidence-based assessment of global humanitarian needs and analyse challenges and opportunities for humanitarian policy and programme development;
 - (b) Identify policy and programmatic solutions, best practices and innovative and emerging technologies to be applied in the humanitarian field and take steps to increase the preparedness and operational readiness of national disaster managers and humanitarian organizations.
- 27.17 The above-mentioned work is expected to result in:
- (a) Humanitarian assistance that addresses evolving challenges and reduces the gap between humanitarian needs and response capacity;
 - (b) A humanitarian system that remains relevant and adapts to the ever-changing operational environment;
 - (c) Humanitarian actors applying innovative solutions in humanitarian operations.

Programme performance in 2023

A total of 82 countries and 43 organizations make political declaration on climate, relief, recovery and peace at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change

- 27.18 The subprogramme helped to advance humanitarian priorities at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change by advocating for increased financing for building the resilience of the most vulnerable. Throughout the conference, the subprogramme advanced humanitarian perspectives on the adverse effects of climate change on advocacy, financing and humanitarian operations. The political declaration on climate, relief, recovery and peace made by 82 Governments and 43 organizations at the session marked the first instance in which a United Nations climate conference recognized the need to build climate resilience in highly vulnerable countries, in particular those threatened or affected by armed conflict or facing severe humanitarian needs.
- 27.19 Progress towards the objective is presented in the performance measure below (see table 27.2).

Table 27.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	<p>82 countries and 43 organizations make political declaration on climate, relief, recovery and peace at the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change</p> <p>The declaration marked the first instance in which a United Nations climate conference recognized the need to build climate resilience in vulnerable countries facing severe humanitarian needs</p>

Planned results for 2025

Result 1: strengthened humanitarian assistance to address the growing impacts of the adverse effects of climate change

Programme performance in 2023 and target for 2025

- 27.20 The subprogramme’s work contributed to the formulation of a draft road map on humanitarian assistance in disasters relating to climate change and to the operationalization of the loss and damage fund, which met the planned target.
- 27.21 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.3).

Table 27.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased awareness by stakeholders of the growing crisis of climate change and its impact on the humanitarian crisis	Policies and strategies were developed by various stakeholders to adapt humanitarian action to the growing urgency of the crisis of climate change, for example, the call by the Inter-Agency Standing Committee for increased investment in building resilience and adaptation for the most vulnerable and worst affected, and concrete action and increased finance to avert, minimize and address losses and damages	<p>Road map for adapting humanitarian assistance to climate change developed</p> <p>Operationalization of loss and damage fund</p>	Humanitarian policies and strategies in 4 specific country contexts that contribute to community resilience, including resilience to adverse effects of climate change	Humanitarian policies and strategies in 7 specific country contexts that contribute to community resilience, including resilience to adverse effects of climate change

Result 2: addressing emerging risks in the humanitarian operating environment

Programme performance in 2023 and target for 2025

- 27.22 The subprogramme’s work contributed to the identification of gaps in the protection of the humanitarian system against risks associated with the use of information and communications technology (ICT) and the availability of operational guidance on data responsibility in humanitarian action, which covers principles and recommended action to ensure the safe, ethical and effective management of personal and non-personal data at all levels of the humanitarian system, which met the planned target.
- 27.23 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.4).

Table 27.4
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Increased availability of information and use of strategic technologies by humanitarian actors	Member States and the humanitarian community discuss risks associated with the use of ICT	Gaps identified in the protection of the humanitarian operating environment against risks associated with the use of ICT Operational guidance on data responsibility in humanitarian action available to humanitarian community	Humanitarian community begins to develop collective solutions to address gaps in the protection of the humanitarian operating environment against risks associated with the use of ICT	Humanitarian community begins to implement collective solutions to address gaps in the protecting the humanitarian operating environment against risks associated with the use of ICT

Result 3: increased engagement of communities in humanitarian response to effectively address their needs

- 27.24 Humanitarian emergencies are becoming more frequent, complex and protracted. At the same time, the humanitarian operating environment is becoming more resource-constrained, uncertain and complex.

Lessons learned and planned change

- 27.25 The lesson for the subprogramme, in the present environment, was the need to maximize the effectiveness and efficiency of humanitarian response and coordination activities, in particular by engaging with and facilitating the participation of the affected communities and local actors. In applying the lesson, the subprogramme will implement a pilot initiative to promote more holistic, people-centred and community-driven humanitarian responses, through systematic engagement with national and local authorities and communities, to localize humanitarian decision-making, identify financing at local levels, empower local partners and place the resilience of communities at the centre of humanitarian programming.
- 27.26 Expected progress towards the objective is presented in the performance measure below (see table 27.5).

Table 27.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Stakeholders in the humanitarian system, including governments, partners and communities in four countries (Colombia, the Niger, the Philippines, and South Sudan), commence pilot initiative for community-centric coordination and response structures	Increased active listening approaches adopted in pilot countries	Increased community participation and local actors' engagement in the design and implementation of humanitarian coordination and response structures, including financing, with a view to assessing practices for further scaling and replicating for other contexts

Deliverables

27.27 Table 27.6 lists all deliverables of the subprogramme.

Table 27.6
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
Reports:				
1. On the strengthening of the coordination of emergency humanitarian assistance of the United Nations	1	1	1	1
2. On the protection of civilians	1	1	1	1
3. On international cooperation on humanitarian assistance in the field of natural disasters, from relief to development	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
Meetings of:				
4. The Third Committee	1	1	1	1
5. The Expert Group on the Protection of Civilians	4	4	4	4
6. The Economic and Social Council humanitarian affairs segment	5	5	5	5
7. The Economic and Social Council on transition from relief to development	2	2	2	2
B. Generation and transfer of knowledge				
Publications (number of publications)	1	1	1	1
8. Global Humanitarian Overview	1	1	1	1
Seminars, workshops, and training events (number of days)	3	3	3	3
9. Workshops on promotion of humanitarian assistance and on addressing humanitarian concerns with academic institutions and non-governmental organizations	3	3	3	3

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
Technical materials (number of materials)	2	2	2	2
10. On humanitarian assistance in the context of the multidimensional United Nations response to crises	1	1	1	1
11. On developments in the humanitarian sector	1	1	1	1
D. Communication deliverables				
Outreach programmes, special events and information materials: Global Humanitarian Policy Forum.				
Digital platforms and multimedia content: Global Humanitarian Overview website.				

Subprogramme 2 Coordination of humanitarian action and emergency response

Objective

- 27.28 The objective, to which this subprogramme contributes, is to ensure a coherent, effective and timely humanitarian response to reduce and alleviate human suffering in natural disasters and complex emergencies.

Strategy

- 27.29 To contribute to the objective, the subprogramme will:
- (a) Maintain an effective coordination system to convene humanitarian actors and support senior humanitarian leadership at the global level and in countries affected by natural disasters and complex emergencies, by coordinating timely and objective multisectoral assessments and analyses of humanitarian needs; supporting response planning; and programming and monitoring the provision of assistance to people in need during and in the aftermath of emergencies;
 - (b) Promote the delivery of principled humanitarian assistance and coordinate resource mobilization efforts to reduce funding gaps that hamper humanitarian operations, including through effective partnerships with humanitarian actors, Member States, regional organizations and civil society, and the effective management and disbursement of funding from humanitarian pooled funds;
 - (c) Increase the use of anticipatory approaches and early warning early action systems to prevent and reduce human suffering, especially to disasters relating to the crisis of climate change;
 - (d) Strengthen links between humanitarian assistance and efforts to support resilience, early recovery and development to reduce the needs and vulnerabilities of affected people, ensuring that sex-, age- and disability-oriented data are taken into account in all aspects of the response.
- 27.30 The above-mentioned work is expected to result in:
- (a) Improved prioritization of humanitarian needs, based on informed and timely decision-making by humanitarian actors;
 - (b) Reduced duplication of response interventions and reduced gaps in humanitarian response;
 - (c) An adequately funded international humanitarian system, to respond to increasingly frequent natural disasters and complex emergencies.

Programme performance in 2023

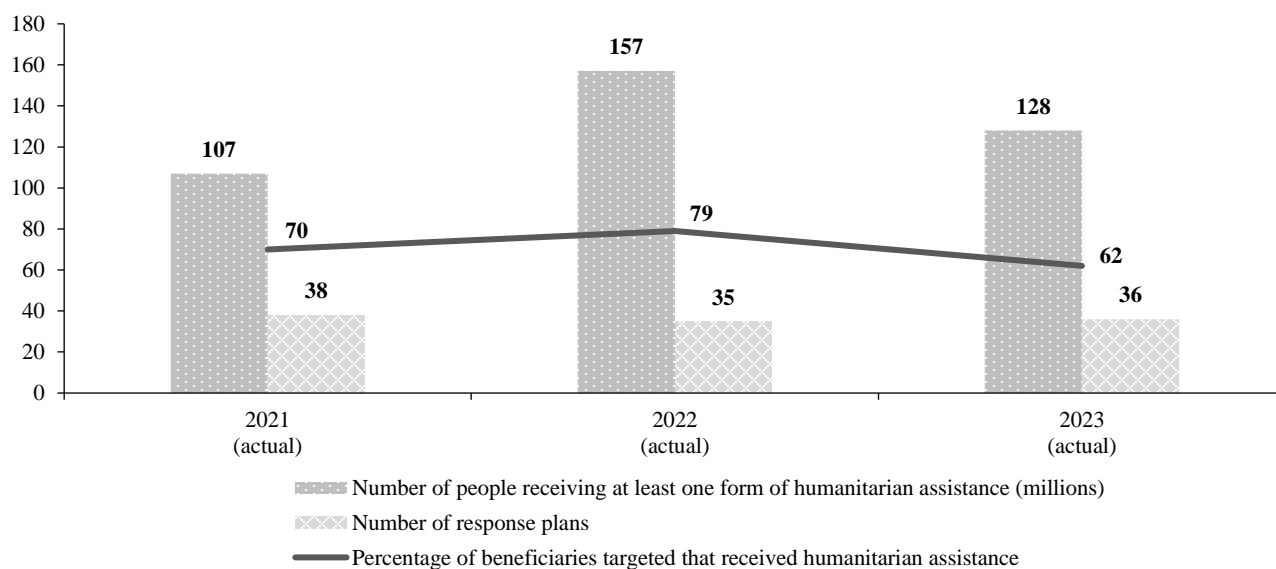
Reaching people in need in increasingly challenging humanitarian contexts

27.31 The subprogramme helped humanitarian partners in Member States to organize responses through 27 country humanitarian response plans and 9 regional plans, on the basis of a common understanding of the specific humanitarian contexts, which enabled collective and coordinated responses. Of all the people targeted by plans at the country level, humanitarian partners reached 128 million people with at least one form of assistance. Critical assistance was delivered to reduce food insecurity and avoid an escalation to famine; 119.5 million people received food, cash and voucher assistance. Feedback mechanisms were used by 19 million people, who shared their concerns, questions and complaints, ensuring that the voices of people in need and affected communities were heard within humanitarian planning and response. Effective collaboration between humanitarians and private sector actors continued: those actors supported humanitarian response in at least 15 crises in 2023, reaching more than 7.8 million people. However, 2023 was the first year since 2010 when humanitarian funding declined compared with the previous year. If this trend continues, this will have the potential to further limit the reach of humanitarian response.

27.32 Progress towards the objective is presented in the performance measure below (see figure 27.I).

Figure 27.I

Performance measure: number of people receiving at least one form of humanitarian assistance, and number of humanitarian response plans (annual)



Planned results for 2025

Result 1: increased use of anticipatory approaches and early warning early action systems

Programme performance in 2023 and target for 2025

27.33 The subprogramme's work contributed to an expansion of the scope of the anticipatory approaches in 10 countries based on lessons learned from disasters relating to climate change and the piloting of anticipatory approaches for cholera in the Democratic Republic of the Congo, which met the planned target.

27.34 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.7).

Table 27.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Central Emergency Response Fund-supported early action is reviewed, and lessons learned for anticipatory approaches	Increased use of anticipatory approaches by Member States, for floods in Bangladesh, Chad, Nepal and South Sudan, as well as for droughts in Burkina Faso, Ethiopia, the Niger and Somalia	Increased use of anticipatory approaches by Member States, for disasters relating to climate change in Bangladesh, El Salvador, Fiji, Guatemala, Honduras, Nicaragua, the Niger, the Philippines and Yemen, and for cholera in the Democratic Republic of Congo	Anticipatory approaches are used by humanitarian actors in 15 countries to predict and respond to the humanitarian impact of predictable hazards	Anticipatory approaches are used by humanitarian actors in 18 countries to predict and respond to the humanitarian impact of predictable hazards

Result 2: transforming humanitarian programming to improve the delivery of aid to people in need

Programme performance in 2023 and target for 2025

- 27.35 The subprogramme’s work contributed to the revision of the humanitarian programme cycle, including by integrating a new joint intersectoral analysis framework, which met the planned target.
- 27.36 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.8).

Table 27.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Humanitarian programme cycle facilitation package for 2023, with initial tips on flexibility and streamlining narratives available to the humanitarian community	Revised humanitarian programme available to the humanitarian community, including a new joint intersectoral analysis framework and consolidated cross-cutting guidance as elements of the broader humanitarian programme cycle reform	75 per cent of humanitarian country operations report simplified, shorter humanitarian programme cycle processes and improved ability to focus on delivery of humanitarian assistance	85 per cent of humanitarian country operations report simplified, shorter humanitarian programme cycle and improved ability to focus on delivery of humanitarian assistance

Result 3: increased participation of local and national actors in humanitarian coordination mechanisms

Proposed programme plan for 2025

27.37 Crises-affected people, communities and local actors are seeking ways to influence the type of assistance that they receive and how it is provided. The subprogramme will examine how the coordinated planning processes and coordination mechanisms can be further improved to strengthen the participation of local and national actors in humanitarian action.

Lessons learned and planned change

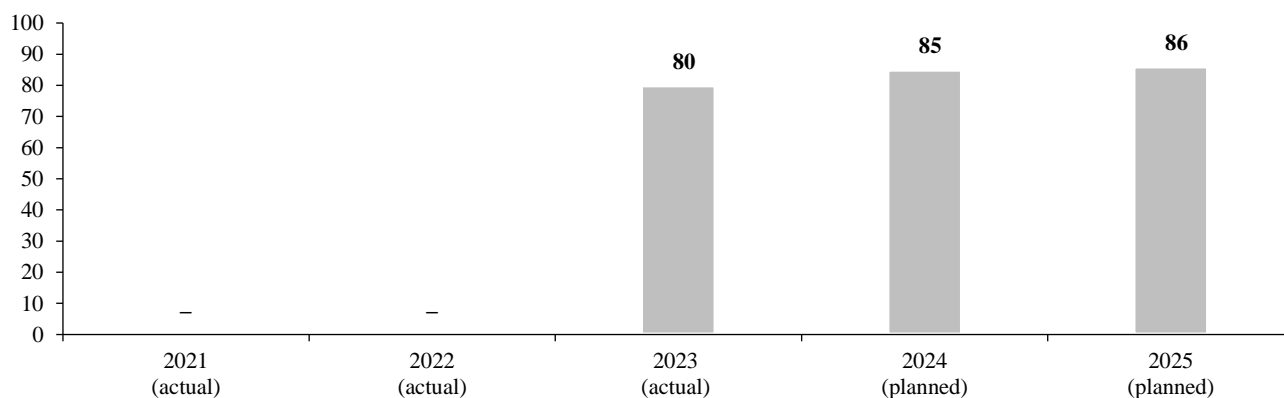
27.38 The lesson for the subprogramme was that, as the humanitarian system continues to adapt to complex challenges, it must respond to the needs and priorities of affected people and support local actors more effectively and efficiently, to enable them to lead responses and reinforce resilience. In applying the lesson, the subprogramme will work with country offices to support the structured and consistent participation of local and national actors in humanitarian coordination mechanisms.

27.39 Expected progress towards the objective is presented in the performance measure below (see figure 27.II).

Figure 27.II

Performance measure: countries with local and national actors participating in humanitarian coordination mechanisms^a

(Percentage)



^a Baseline for 2023 is based on most recent data collected through the annual coordination survey.

Deliverables

27.40 Table 27.9 lists all deliverables of the subprogramme.

Table 27.9

Subprogramme 2: deliverables for the period 2023–2025 by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	5	4	4
1. Report to the General Assembly on the Central Emergency Response Fund	1	1	1	1
2. High-level pledging events on the provision of international assistance to countries affected by humanitarian emergencies	3	4	3	3
Substantive services for meetings (number of three-hour meetings)	2	2	2	2
3. High-level meetings and side events of the General Assembly on the provision of international assistance to countries affected by humanitarian emergencies	2	2	2	2
B. Generation and transfer of knowledge				
Seminars, workshops, and training events (number of days)	2	1	–	1
4. Workshops on international humanitarian law and other emerging issues for resident coordinators/humanitarian coordinators	2	1	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: briefings to the Security Council on specific complex emergency situations; informal consultations with more than 50 Member States on specific emergency situations and the financing of humanitarian requirements; consolidated inter-agency appeals for more than 60 countries and regions affected by humanitarian emergencies; consultations with humanitarian organizations in more than 60 countries on operations, policies and coordination arrangements; and consultations with Member States, regional organizations and the private sector on common humanitarian action.				
Databases and substantive digital materials: monitoring mechanisms in support of operational partners (e.g., financial tracking systems).				
D. Communication deliverables				
Outreach programmes, special events and information materials: meetings and special events on specific complex emergency situations; quarterly donor briefings on humanitarian financing; the Central Emergency Response Fund annual report; consolidated annual report on country-based pooled funds; and Global Humanitarian Overview.				
Digital platforms and multimedia content: Central Emergency Response Fund data hub.				
E. Enabling deliverables				
Administration: grant delivery allocations to United Nations humanitarian agencies and the International Organization for Migration from the Central Emergency Response Fund for new and protracted emergencies; allocation of grants from the country-based pool funds; and monitoring the humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners.				

Subprogramme 3

Emergency support services

Objective

- 27.41 The objective, to which this subprogramme contributes, is to expedite international humanitarian assistance to victims of emergencies and natural disasters.

Strategy

- 27.42 To contribute to the objective, the subprogramme will:
- (a) Provide effective and well-coordinated operational response support to disaster-affected States and continue to coordinate and support humanitarian actors to prepare for, plan, deliver and monitor the humanitarian response through the humanitarian programme cycle;

- (b) Strengthen the capacities of Member State mechanisms for emergency response through the management of various technical response services, including the United Nations Disaster Assessment and Coordination Team mechanism, the International Search and Rescue Advisory Group system, the environmental emergency response mechanism of the Joint Environment Unit of the United Nations Environment Programme and the Office for the Coordination of Humanitarian Affairs, as well as through the provision of training, guidance and technical support, including a continued focus on effective facilitation and functioning of inter-cluster coordination groups and their associated subgroups, and on the role and capacity of local responders;
- (c) Promote collaboration with various partner organizations, including the private sector, through the Connecting Business initiative, which is managed jointly by the Office and the United Nations Development Programme, and United Nations humanitarian civil-military coordination and humanitarian negotiation services; and by continuing to conduct courses and training sessions and meeting regularly with partners through focal points in regional and country offices;
- (d) Standardize and improve operational procedures for international urban search and rescue teams through the International Search and Rescue Advisory Group and activate and coordinate rapid response coordination platforms, such as the virtual On-Site Operations Coordination Centre and the Global Disaster Alert and Response Coordination System, as well as provide near real-time alerts on natural disasters around the world and tools to facilitate response coordination.

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

- (a) Enhanced response capacity of local, regional and international responders for natural disasters;
- (b) More efficient and timely mobilization and deployment of emergency response services;
- (c) Improved effectiveness and prioritization of preparedness and response of the national emergency management authorities in disaster-prone countries, ensuring that assistance and protection reach the people who need it most;
- (d) More effective operational engagement by humanitarian organizations with both local and international private sectors before, during and after emergencies. This will ensure that private sector contributions are well coordinated and recognized and that humanitarian interventions contribute to longer-term development goals.

Programme performance in 2023

Member States are enabled to provide rapid response to sudden-onset and complex emergencies

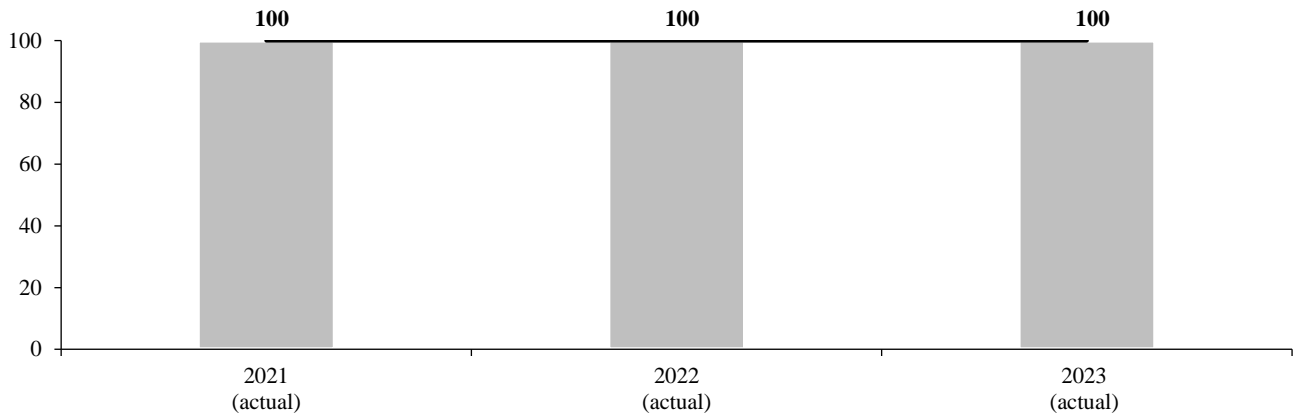
- 27.44 In 2023, the subprogramme responded to sudden-onset and complex emergencies and supported emergency preparedness in nine countries: Cabo Verde, Chile, Ghana, Libya, Morocco, Peru, the Syrian Arab Republic, Türkiye and Zambia, through the utilization of its United Nations Disaster Assessment and Coordination teams and systems.
- 27.45 Following the devastating earthquakes in Türkiye in February 2023, the United Nations Disaster Assessment and Coordination system promptly deployed a team of more than 100 experts to provide support to the Government and the United Nations system. This has been the largest United Nations Disaster Assessment and Coordination deployment to date. The International Search and Rescue Advisory Group coordinated its largest search and rescue mission to date, mobilizing 87 per cent of the Group's classified teams globally, to respond to the earthquakes in the Syrian Arab Republic and Türkiye. The deployment, comprising more than 12,000 responders from 90 countries resulted in the rescue of more than 300 people.
- 27.46 In addition, at the request of the affected Government for assistance, the United Nations Environment Programme and Joint Environment Unit responded to environmental emergencies arising from sudden-onset and complex emergencies, including in the Democratic Republic of the Congo, Mauritius and Ukraine.

27.47 Progress towards the objective is presented in the performance measure below (see figure 27.III).

Figure 27.III

Performance measure: United Nations Disaster Assessment and Coordination teams mobilized and dispatched to the affected country within 48 hours of receiving a request for international assistance (annual)

(Percentage)



Planned results for 2025

Result 1: crisis-affected people received emergency humanitarian assistance in the immediate aftermath of a catastrophe

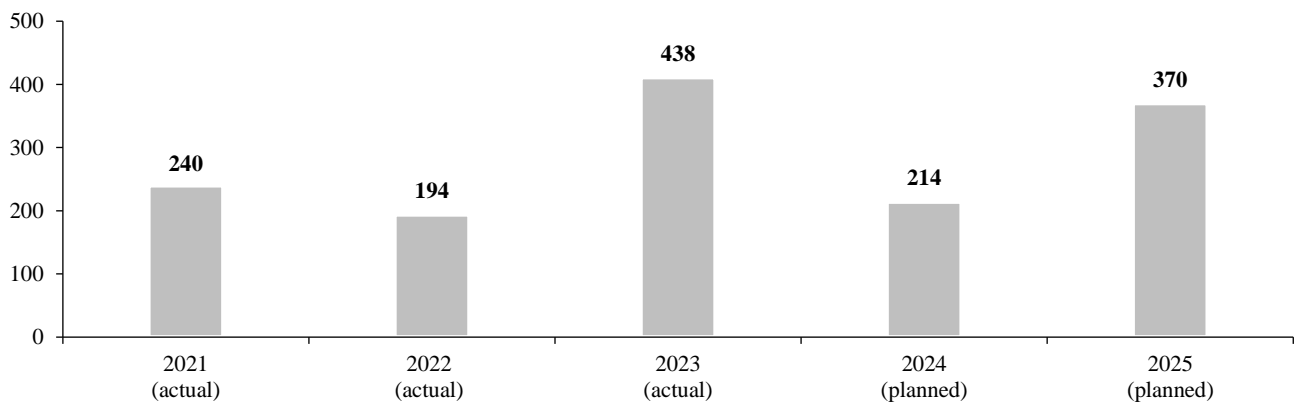
Programme performance in 2023 and target for 2025

27.48 The subprogramme’s work contributed to 438 emergency responders equipped with the skills and capacity to deploy and respond to sudden-onset emergencies, which exceeded the planned target of 110 emergency responders.

27.49 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.IV).

Figure 27.IV

Performance measure: number of emergency responders trained in United Nations Disaster Assessment and Coordination Team and United Nations humanitarian civil-military Coordination, to deploy and respond to sudden-onset emergencies (annual)



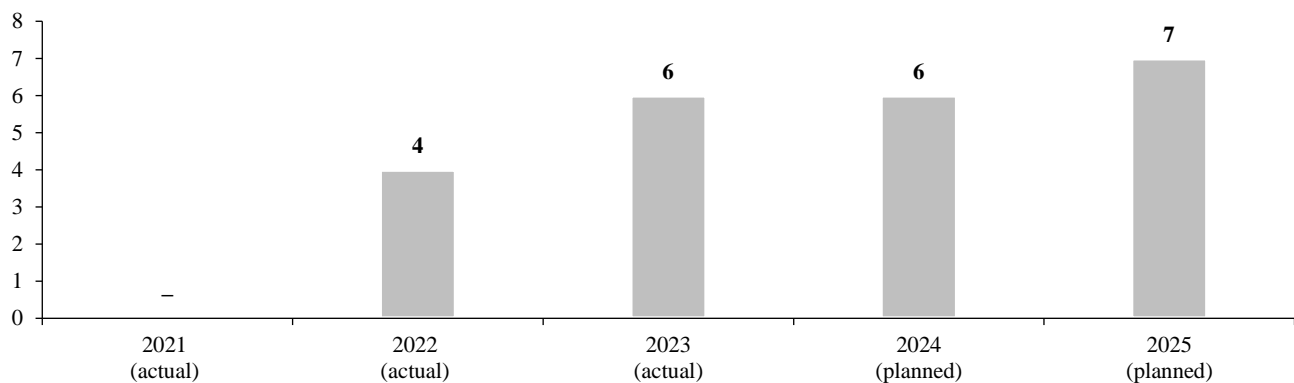
Result 2: engagement of all actors to improve access for the most vulnerable to humanitarian assistance and protection

Programme performance in 2023 and target for 2025

- 27.50 The subprogramme's work contributed to improved access for the most vulnerable to humanitarian assistance and protection through engagement and negotiation with relevant actors and stakeholders to help to ease access constraints in six contexts, which exceeded the planned target of five contexts.
- 27.51 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.V).

Figure 27.V

Performance measure: number of contexts in which interlocutors with influence on humanitarian access engage in diplomacy and negotiations (annual)



Result 3: enhanced partnership with the private sector in collective humanitarian action

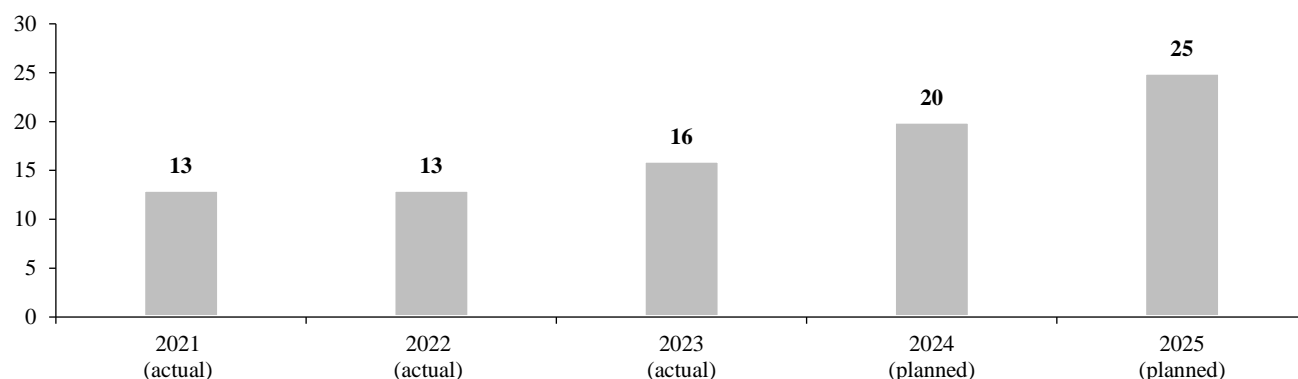
Proposed programme plan for 2025

- 27.52 As the world continues to see more severe and frequent disasters, the crucial role that the private sector plays in disaster management has become more apparent. The Connecting Business initiative engages the private sector strategically before, during and after emergencies, increasing the scale and effectiveness of the response and recovery in a coordinated manner. Since the initiative's launch at the World Humanitarian Summit in May 2016, its member networks have responded to 132 crises, mobilized \$91 million and assisted more than 23 million people in need.

Lessons learned and planned change

- 27.53 The lesson for the subprogramme was that a global network of private sector humanitarian partners was more effectively established and administered by staff based in the applicable regions rather than centrally, given that the development of relationships to support public-private collaboration often depended on local knowledge. In applying the lesson, the subprogramme will strengthen the regional offices' capacity to identify new private sector partners, improve local coordination and establish additional local private sector networks.
- 27.54 Expected progress towards the objective is presented in the performance measure below (see figure 27.VI).

Figure 27.VI
Performance measure: number of Connecting Business initiative-supported local private sector networks that respond to crises (cumulative)



Deliverables

27.55 Table 27.10 lists all deliverables of the subprogramme.

Table 27.10
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	5	5	5	4
1. On the interoperability of response tools and procedures	1	1	1	1
2. On response capacity-building	4	4	4	3
Seminars, workshops, and training events (number of days)	55	156	55	139
3. Training events on various response services and field coordination (e.g., United Nations Disaster Assessment and Coordination Team; United Nations humanitarian civil-military coordination; emergency response to disasters, natural hazards and adverse effects of climate change; environmental emergencies; International Search and Rescue Advisory Group classification and reclassification exercises; and humanitarian programme cycle) at the regional and international levels	55	156	55	139
Humanitarian assistance missions (number of missions)	13	31	13	17
4. United Nations humanitarian civil-military coordination support missions	6	21	6	10
5. United Nations Disaster Assessment and Coordination Team missions (subject to occurrence of disasters and at the request of disaster-affected governments or humanitarian country teams)	7	10	7	7
C. Substantive deliverables				
Consultation, advice, and advocacy: diplomacy and engagement with Member States and key stakeholders to facilitate humanitarian access; and advisory services to 70 key stakeholders and Member States on rapid response coordination, including United Nations humanitarian civil-military coordination and integrating environmental considerations into humanitarian response.				
Databases and substantive digital materials: guidance, tools and handbooks on humanitarian coordination response services; electronic tools relating to rapid response and humanitarian coordination; and roster for humanitarian coordinators and operational partners.				
D. Communication deliverables				
Outreach programmes, special events and information materials: annual partnership and outreach events, and special meetings to facilitate collaboration and interoperability among 2,500 stakeholders, including humanitarian responders, governments, donors, military, civil society and the private sector; and guidance materials on emergency response services annually.				
Digital platforms and multimedia content: websites for technical humanitarian response services and private sector contribution trackers.				

Subprogramme 4 Humanitarian emergency information and advocacy

Objective

- 27.56 The objective, to which this subprogramme contributes, is to ensure effective advocacy for humanitarian principles and knowledge-sharing in serving populations affected by disasters and emergencies.

Strategy

- 27.57 To contribute to the objective, the subprogramme will:
- (a) Intensify its efforts to raise public awareness of international humanitarian law through targeted communications, clear and accessible messages and proactive media engagement;
 - (b) Produce and improve its analytical information products, including digital products and services.
- 27.58 The above-mentioned work is expected to result in:
- (a) Increased respect for international humanitarian law to enhance the protection of affected people and improved unhindered access to humanitarian assistance;
 - (b) Improved humanitarian decisions based on more timely and accurate information on humanitarian crises, including intersectoral analysis of the humanitarian situation and its severity and needs.

Programme performance in 2023

Humanitarian actors provide more timely and tailored support to countries in need

- 27.59 In a humanitarian emergency, it is crucial to ensure that the humanitarian community has access to relevant information. This facilitates a comprehensive understanding of the situation and supports informed decision-making, which are essential for effective response efforts. In 2023, the subprogramme completed the transition of the Office's humanitarian coordination platform from HumanitarianResponse.info to ReliefWeb Response, a new specialized digital service launched in 2022 to provide an authoritative source of information in new and existing humanitarian operations. The platform is integrated strongly with existing ReliefWeb services and leverages ReliefWeb content management expertise and technology to ensure that humanitarians can share, find and reuse critical information quickly and efficiently. Humanitarian partners on the ground can upload and moderate content to match the needs of the humanitarian or emergency response in the country. At the end of 2023, the platform contained live operations, with humanitarian actors able to utilize the platform to provide more efficient, responsive and targeted humanitarian assistance.
- 27.60 Progress towards the objective is presented in the performance measure below (see table 27.11).

Table 27.11

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	ReliefWeb Response facilitates situational understanding and decision-making, with 18.1 million users in 56 humanitarian operations

Planned results for 2025

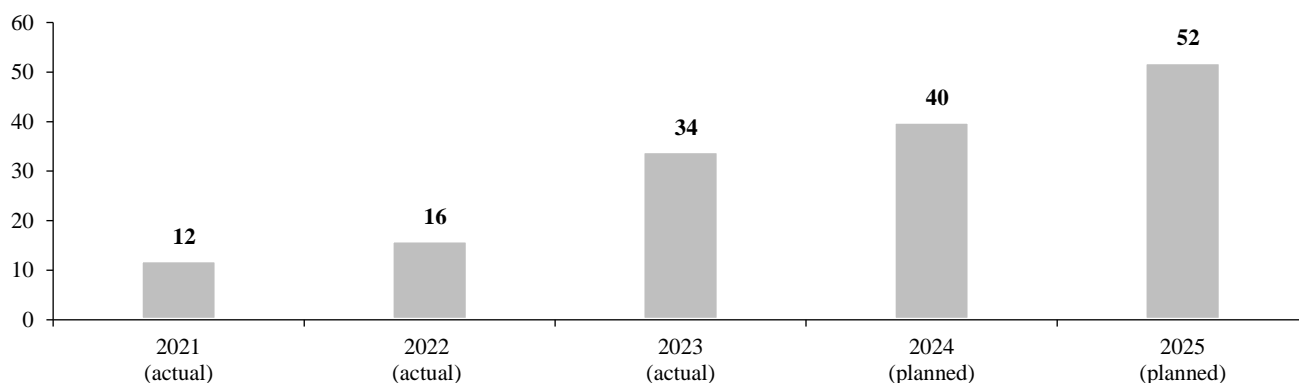
Result 1: strengthened disaster risk analysis for humanitarian response

Programme performance in 2023 and target for 2025

- 27.61 The subprogramme's work contributed to 34 countries with strengthened risk analysis capacities for humanitarian response, which did not meet the planned target of 38 countries. The target was not met owing to the time required for assessing and integrating new anticipatory approaches and early warning and early action systems into operations.
- 27.62 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.VII).

Figure 27.VII

Performance measure: number of countries with strengthened risk analysis capacities for humanitarian response (cumulative)



Result 2: strengthened advocacy for an adequate response to humanitarian situations

Programme performance in 2023 and target for 2025

- 27.63 The subprogramme's work contributed to strengthening advocacy for adequate response to humanitarian crises, with \$5 billion pledged through high-level pledging conferences on the Horn of Africa, the Sudan and Yemen, which met the planned target.
- 27.64 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 27.12).

Table 27.12

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
\$6 billion pledged through the virtual high-level pledging event for the humanitarian situation in Yemen and the fifth Brussels Conference on Supporting the Future of Syria and the Region	\$9.9 billion pledged through the sixth Brussels Conference on Supporting the Future of Syria and the Region, the Ukraine flash appeal and the high-level pledging conference on Afghanistan	\$5 billion pledged through high-level pledging conferences on the Horn of Africa, the Sudan and Yemen	Pledges enable adequate response to humanitarian situations	Pledges enable adequate response to humanitarian situations

Result 3: reliable network and connectivity services for humanitarian responders

Proposed programme plan for 2025

27.65 Having reliable network and connectivity services is vital for successful humanitarian action. In crisis situations, efficient communication and information exchange are key to assessing needs, coordinating assistance and delivering timely responses. Reliable connectivity ensures that humanitarian workers can maintain contact with one other and with affected communities, gain access to and share critical data, and manage resources effectively. The subprogramme operates in locations classified as hard-to-reach areas. Such areas have difficulties in gaining access to stable and reliable Internet connectivity, as well as personnel to support its ICT infrastructure, and stable power supply.

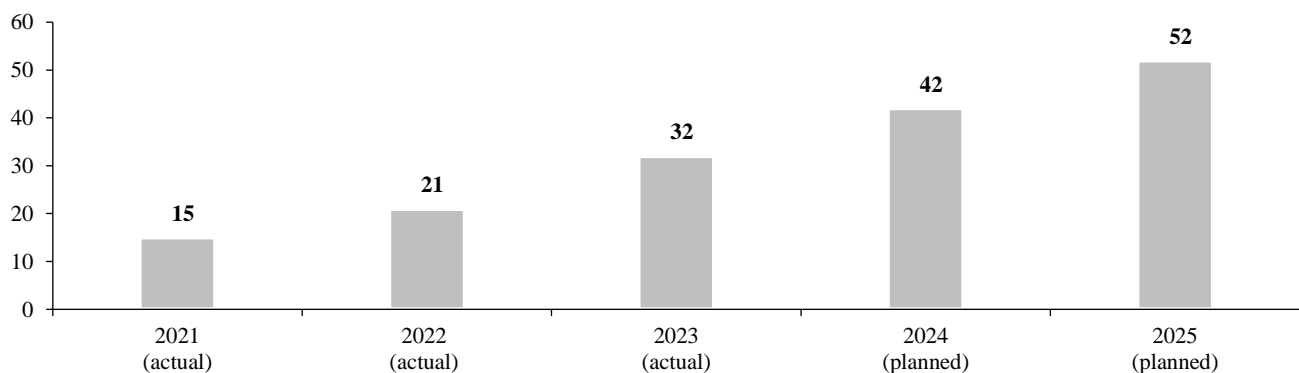
Lessons learned and planned change

27.66 The lesson for the subprogramme was the importance of identifying suitable approaches for the locations lacking proper ICT infrastructure. The subprogramme evaluated various approaches to ensure adequate connectivity through a pilot programme in emergency contexts. In applying the lesson, the subprogramme will provide tailored and ready-to-deploy kits for connectivity in such locations. This stock is composed of mainly quick-to-deploy kits for Internet access through satellite and solar panel systems for an independent power source. Using solar power or generators will help to ensure connectivity, notwithstanding disruptions in power supply within a country.

27.67 Expected progress towards the objective is presented in the performance measure below (see figure 27.VIII).

Figure 27.VIII

Performance measure: number of quick-to-deploy kits used by humanitarian responders in crises-affected locations (cumulative)



Deliverables

27.68 Table 27.13 lists all deliverables of the subprogramme.

Table 27.13

Subprogramme 4: deliverables for 2025, by category and subcategory

Category and subcategory

C. Substantive deliverables

Advocacy: shared public advocacy with humanitarian partners, including a humanitarian advocacy and communications group to strengthen consistency in messaging.

Databases and substantive digital materials: field guides, maps and other reference information for more than 1,000 humanitarian operational partners; and information management, shared data standards for information exchange in the humanitarian community, databases and electronic tools, including the International Search and Rescue Advisory Group urban search and rescue directory and common risk and vulnerability assessment methodologies and tools.

D. Communication deliverables

Outreach programmes, special events and information materials: information materials on coordination of humanitarian action; and World Humanitarian Day campaign on protection of humanitarian workers.

External and media relations: daily media updates to United Nations accredited correspondents through the noon briefing in New York and twice-weekly Palais des Nations briefings in Geneva; at least 12 on-the-record and background media briefings for global media outlets and two dozen interviews to advocate assistance for people caught in humanitarian crises, to reach decision-making audiences in donor countries and countries with humanitarian situations; and comprehensive communications for the launch of the Global Humanitarian Overview (annual consolidated appeals), in support of the Central Emergency Response Fund, and of pledging conferences for large humanitarian crises.

Digital platforms and multimedia content: humanitarian community digital platforms, such as ReliefWeb, ReliefWeb Response and Humanitarian Data Exchange; guidance and templates on various reporting products for humanitarian organizations and Member States, including situation reports and humanitarian snapshots; and video, social media and other multimedia content on humanitarian issues, international humanitarian law, international human rights law, humanitarian principles, protection of civilians, specific emergency situations and resource mobilization.

E. Enabling deliverables

Information and communications technology: global information and communications technology and product support for collaboration services; and information and communications technology for emergency response and business continuity services, business intelligence and data analysis services.

B. Proposed post and non-post resource requirements for 2025

Overview

- 27.69 Pursuant to paragraph 20 of General Assembly resolution [77/262](#), the Office carried out a spending review as part of its proposed budget exercise for 2025. With the engagement of all programme managers, a review was carried out for each subprogramme and component of the Office, including an in-depth analysis of the most recent post complement and functional profiles and non-post resource requirements and distribution, with a view to determining the optimal level and distribution of resources required to implement the mandates of the Office and to achieve results.
- 27.70 Over the past five years, the Office's continuing¹ regular budget resources (amounting to an annual average of \$14.7 million) represented 5 per cent of the Office's overall budgetary requirements. The remaining 95 per cent was funded from voluntary contributions (amounting to an annual average of \$328.5 million). With regard to posts, the Office has maintained 71 established regular budget-funded posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 3 D-2, 3 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 General Service (Principal level) and 15 General Service (Other level)) over the past five years, which, on average, represent 3 per cent of the Office's staffing capacity, with the remaining 97 per cent (an annual average of 2,137 posts) funded from extrabudgetary resources.
- 27.71 The majority of the Office's continuing regular budget resources fall under posts (89 per cent) and non-post resources account for the remaining 11 per cent. A review of the Office's 71 posts, including its current distribution, in which the majority (56 posts) support the Office's programme of work, indicated that the current level and distribution continued to be required. Accordingly, no changes are proposed to the current complement of approved posts for 2024.
- 27.72 With regard to non-post resources, the spending review resulted in a redistribution of resources across various objects of expenditure, under the programme support component, as follows:
- (a) Redeployment of \$30,000 from general operating expenses (\$15,000) and furniture and equipment (\$15,000) to contractual services to cover the costs of upgrading staff skills to enhance the work of the Office in support of Member States. Areas of training would include strengthening awareness on misinformation, disinformation and hate, building modern data and digital expertise to improve data collection, governance and digitally enable solutions, instilling strategic foresight and behavioural science to navigate change and make better choices and decisions, and managing staff health and well-being in stressful work settings. Taking into account prior expenditure experience, resources from general operating expenditure under communications (\$8,000) and miscellaneous services (\$7,000) and furniture and equipment under office automation equipment (\$15,000) would be redeployed to contractual services under training and retraining (\$30,000) to fund the above training activities;
 - (b) Redeployment of \$195,400 from general operating expenditure to contractual services to reflect the posting of expenditure relating to communications under contractual services, which resulted in overexpenditure under contractual services for the past three years.
- 27.73 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 27.14 to 27.16.

¹ Regular budget resources of a continuing nature that are not time-bound. In the context of the Office, the spending review excluded resources to support the Black Sea Initiative, the United Nations Monitoring Mechanism for the Syrian Arab Republic and for Ebola prevention that were time-bound.

Section 27 Humanitarian assistance

Table 27.14
Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 estimate (before recosting)</i>	
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>		<i>Percentage</i>
Posts	14 131.9	14 209.4	–	–	–	–	–	14 209.4
Other staff costs	3 837.7	6 8769.9	(6 575.3)	–	(1 336.5)	(5 238.8)	(76.3)	1 631.1
Hospitality	–	6.3	(3.4)	–	–	(3.4)	(54.0)	2.9
Consultants	–	54.1	(54.1)	–	–	(54.1)	(100.0)	–
Travel of staff	560.5	644.8	(394.9)	–	(198.4)	(196.5)	(30.5)	448.3
Contractual services	359.3	306.9	(146.5)	–	262.4	115.9	37.8	422.8
General operating expenses	258.0	420.6	(158.8)	–	(91.1)	(249.9)	(59.4)	170.7
Supplies and materials	21.0	72.1	(66.9)	–	62.5	(4.4)	(6.1)	67.7
Furniture and equipment	28.3	256.8	(226.1)	–	(15.0)	(241.1)	(93.9)	15.7
Grants and contributions	2 704.2	4 294.9	(3 458.5)	–	–	(3 458.5)	(80.5)	836.4
Other	(1.0)	–	–	–	–	–	–	–
Total	21 899.9	27 135.8	(11 084.5)	–	(1 753.7)	(9 330.8)	(34.4)	17 805.0

Table 27.15
Overall: proposed posts and post changes for 2025

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2024	71	1 USG, 1 ASG, 3 D-2, 3 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)
Post changes	–	–
Proposed for 2025	71	1 USG, 1 ASG, 3 D-2, 3 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL)

Table 27.16
Overall: proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	3	–	–	–	–	3

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

Part VI Humanitarian assistance

Category and grade	Changes					Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other			
P-5	11	–	–	–	–	–	11
P-4	16	–	–	–	–	–	16
P-3	14	–	–	–	–	–	15
P-2/1	5	–	–	–	–	–	5
Subtotal	54	–	–	–	–	–	54
General Service and related							
GS (PL)	2	–	–	–	–	–	2
GS (OL)	15	–	–	–	–	–	15
Subtotal	17	–	–	–	–	–	17
Total	71	–	–	–	–	–	71

27.74 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 27.17 to 27.19 and figure 27.IX.

27.75 As shown in tables 27.17 (1) and 27.18 (1), the overall resources proposed for 2025 amount to \$17,805,000 before recosting, reflecting a net decrease of \$9,330,800 (or 34.4 per cent) compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.17

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Executive direction and management									
1. Executive direction and management	1 960.1	2 026.1	–	–	–	–	–	–	2 026.1
2. United Nations Monitoring Mechanism for the Syrian Arab Republic	1 929.2	2 447.0	(2 447.0)	–	–	(2 447.0)	(100.0)	–	–
3. Black Sea Initiative support office	4 738.0	8 637.5	(8 637.5)	–	–	(8 637.5)	(100.0)	–	–
Subtotal, A	8 627.3	13 110.6	–	–	–	(11 084.5)	(84.5)	–	2 026.1
B. Programme of work									
1. Policy and analysis	609.1	696.3	–	–	–	–	–	–	696.3
2. Coordination of humanitarian action and emergency response	5 800.8	6 127.3	–	–	1 753.7	1 753.7	28.6	–	7 881.0
3. Emergency support services	3 229.1	3 484.0	–	–	–	–	–	–	3 484.0

Section 27 Humanitarian assistance

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
4. Humanitarian emergency information and advocacy	2 010.5	1 899.1	–	–	–	–	–	1 899.1
Subtotal, B	11 649.5	12 206.7	–	–	1 753.7	1 753.7	14.4	13 960.4
C. Programme support	1 623.1	1 818.5	–	–	–	–	–	1 818.5
Subtotal, 1	21 899.9	27 135.8	(11 084.5)	–	1 753.7	(9 330.8)	(34.4)	17 805.0

(2) Extrabudgetary

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	5 229.8	3 774.6	5 335.8	141	9 110.4
B. Programme of work					
1. Policy and analysis	1 124.2	1 842.2	–	–	1 842.2
2. Coordination of humanitarian action and emergency response ^a	266 568.6	276 500.8	–	–	276 500.8
3. Emergency support services	24 900.0	27 091.9	–	–	27 091.9
4. Humanitarian emergency information and advocacy	18 086.5	20 896.1	–	–	20 896.1
Subtotal, B	310 679.3	326 331.0	–	–	326 331.0
C. Programme support	27 504.5	30 783.3	(5 335.8)	(17.0)	25 447.5
Subtotal, 2	343 413.6	360 888.9	–	–	360 888.9
Total (1+2)	365 313.5	388 024.7	(9 330.8)	(2.4)	378 693.9

^a Excludes resources to fund country-based pooled funds and the Central Emergency Response Fund that are used by United Nations and non-United Nations entities to support humanitarian action and response efforts in humanitarian emergencies and relief efforts. The 2023 expenditure amounted to \$2.9 billion and the estimates for 2024 and 2025 amount to \$3.6 billion and \$3.7 billion, respectively.

Table 27.18

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component/subprogramme	Changes				2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	
A. Executive direction and management	8	–	–	–	8
B. Programme of work					
1. Policy and analysis	3	–	–	–	3
2. Coordination of humanitarian action and emergency response	26	–	–	–	26

Part VI Humanitarian assistance

Component/subprogramme	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
3. Emergency support services	17	–	–	–	–	17	
4. Humanitarian emergency information and advocacy	10	–	–	–	–	10	
Subtotal, B	56	–	–	–	–	56	
C. Programme support	7	–	–	–	–	7	
Subtotal, 1	71	–	–	–	–	71	

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	13	22	35
B. Programme of work			
1. Policy and analysis	5	–	5
2. Coordination of humanitarian action and emergency response	1 942	–	1 942
3. Emergency support services	96	–	96
4. Humanitarian emergency information and advocacy	75	–	75
Subtotal, B	2 118	–	2 118
C. Programme support	113	(21)	92
Subtotal, 2	2 244	1	2 245
Total (1+2)	2 315	1	2 316

Table 27.19

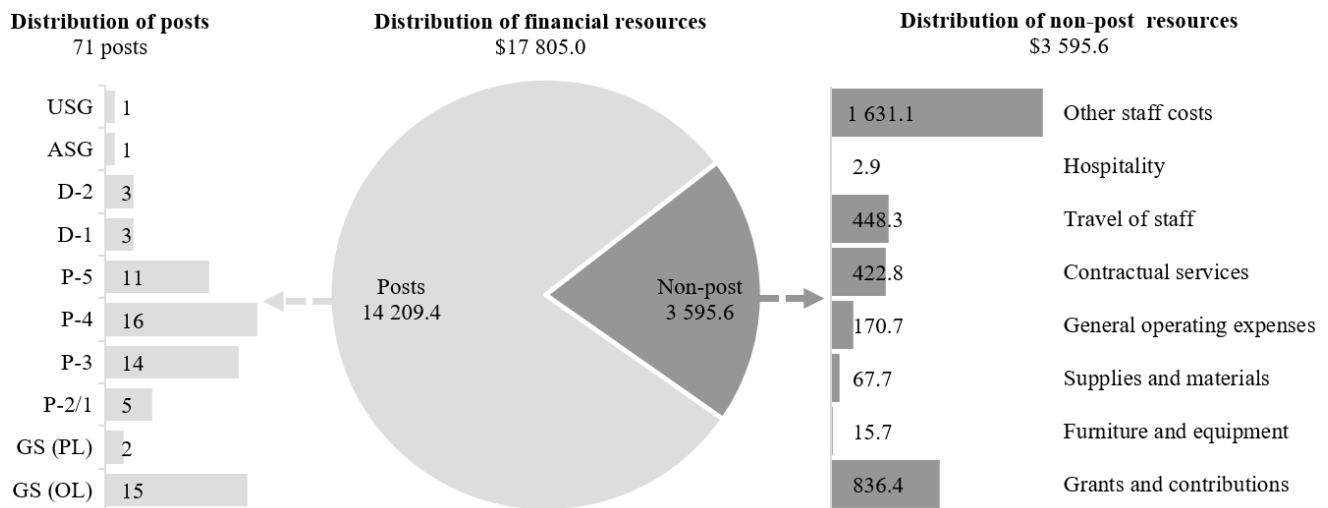
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	14 132.0	14 209.4	–	–	–	–	–	14 209.4	
Non-post	7 767.9	12 926.4	(11 084.5)	–	1 753.7	(9 330.8)	(72.2)	3 595.6	
Total	21 899.9	27 135.8	(11 084.5)	–	1 753.7	(9 330.8)	(34.4)	17 805.0	
Post resources by category									
Professional and higher		54	–	–	–	–	–	54	
General Service and related		17	–	–	–	–	–	17	
Total		71	–	–	–	–	–	71	

Figure 27.IX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

27.76 As shown in table 27.17 (1), resource changes reflect a net decrease of \$9,330,800, as follows:

Technical adjustments

- (a) **Executive direction and management (decrease of \$11,084,500).** The proposed decrease reflects:
 - (i) The decrease of \$2,447,000 relating to the removal of all requirements to support the United Nations Monitoring Mechanism for the Syrian Arab Republic, following the non-renewal of the mandate by the Security Council beyond 10 July 2023. The amounts fall under other staff costs (\$2,107,600), travel of staff (\$132,500), contractual services (\$13,800), general operating expenses (\$99,900), supplies and materials (\$31,500) and furniture and equipment (\$61,700);
 - (ii) The decrease of \$8,637,500 relating to the removal of all requirements to support the Black Sea Initiative support office, following the non-renewal of the Initiative beyond 17 July 2023. The amounts fall under other staff costs (\$4,467,700), hospitality (\$3,400), consultants (\$54,100), travel of staff (\$262,400), contractual services (\$132,700), general operating expenses (\$58,900), supplies and materials (\$35,400), furniture and equipment (\$164,400) and grants and contributions (\$3,458,500).

Other changes

- 27.77 (a) **Subprogramme 2, Coordination of humanitarian action and emergency response (increase of \$1,753,700).** The increase of \$1,753,700 relates to requirements for the monitoring of all humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners to the north-west of the Syrian Arab Republic. The requirements take into account the continued requirements for the monitoring of all humanitarian relief consignments as supported by the General Assembly in its resolution 78/222. The requirements would provide for:

- (i) Other staff costs: the increase of \$1,336,500 would cover the costs of 10 general temporary positions and 3 United Nations Volunteers that would undertake the monitoring of all humanitarian relief consignments of the United Nations humanitarian agencies and their implementing partners to the north-west of the Syrian Arab Republic. The 13 positions include 1 Humanitarian Affairs Officer (P-4), 1 Humanitarian Affairs Liaison Officer (P-4), 1 Humanitarian Affairs Officer (P-3), 2 Associate Humanitarian Affairs (Inspection) Officers (P-2), 1 Senior Liaison Officer (National Professional Officer), 1 Administrative Associate (Local level), 3 Drivers (Local level) and 3 Associate Inspection Officers (International United Nations Volunteer);
- (ii) Travel of staff: the increase of \$198,400 would provide for travel of staff within the region to conduct coordination meetings with the Government of Türkiye, the monitoring of cross-border operations, and consultations with Headquarters and other stakeholders on the implementation of the mandate;
- (iii) Contractual services: the increase of \$37,000 would provide for translation and interpretation services, software licence fees, car rentals, conference event management and public information production costs;
- (iv) General operating expenses: the increase of \$119,300 would provide for communications and information technology services and the rental of furniture and equipment to support the operations;
- (v) Supplies and materials: the increase of \$62,500 would provide for operational equipment supplies, including maps and flags, public information, and stationery and office supplies.

Extrabudgetary resources

- 27.78 As reflected in tables 27.17 (2) and 27.18 (2), extrabudgetary resources (including in-kind) amount to \$360,888,900. The resources would complement regular budget resources and would be used mainly to provide for 2,245 posts (36 D-1, 100 P-5, 290 P-4, 333 P-3, 28 P-2, 664 National Professional Officer, 8 General Service (Principal level), 101 General Service (Other level) and 685 (Local level)) and non-post resources, and would be used mainly to support the coordination and delivery of humanitarian assistance.
- 27.79 The extrabudgetary resources under the present section are subject to the oversight of the Office, which has delegated authority from the Secretary-General.

Executive direction and management

- 27.80 The executive direction and management component of the Office for the Coordination of Humanitarian Affairs comprises the Office of the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator and the Office of the Assistant Secretary-General and Deputy Emergency Relief Coordinator. The Office of the Under-Secretary-General oversees the Internally Displaced Persons Unit, the Strategic Communication Branch and the climate team. The Office of the Assistant Secretary-General oversees the new planning and performance branch (which includes the activities of the Evaluation and Oversight Section, the People and Culture Section and the Strategic Planning, Performance Monitoring and Risk Management Section), the Policy Branch, the Operations and Advocacy Division, the Coordination Division, the Information Management Branch, the Executive Office, the Gender Unit, the Regional, Field and Disaster Response Adviser offices and the Financing and Partnerships Division.

- 27.81 The overall responsibilities of the executive direction and management component include the following:
- (a) Provide overall direction, management and policy guidance to the offices in New York and Geneva and in the field, including leadership in the coordination of the overall response of the international community to disasters and humanitarian emergencies;
 - (b) Undertake humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for the rapid delivery of humanitarian assistance;
 - (c) Provide oversight of the humanitarian coordination leadership in the field, as well as management of the field operations;
 - (d) Lead on the humanitarian finances and resource mobilization functions, manage the emergency services on behalf of the United Nations system and coordinate with Member States, donors and partners;
 - (e) Facilitate the work of the Inter-Agency Standing Committee in relation to policy development and advocacy in the humanitarian sector;
 - (f) Act as the main adviser to the Secretary-General on humanitarian issues and cooperate closely with other United Nations offices in the planning and coordination of United Nations humanitarian assistance activities in crisis situations;
 - (g) Assist the Coordinator of the Executive Committee on Humanitarian Affairs in providing the overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting Office for the Coordination of Humanitarian Affairs coordination in the field;
 - (h) Interact with Member States, intergovernmental organizations, non-governmental organizations and operational humanitarian agencies, as well as departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities, to facilitate joint responses, where applicable;
 - (i) Serve as Chair of the Inter-Agency Standing Committee Working Group and act on behalf of the Emergency Relief Coordinator in his/her absence;
 - (j) Provide strategic advice on issues relating to internally displaced persons and engage with relevant partners to drive the implementation of the Secretary General's action agenda on internal displacement, including through membership in the Steering Group on Internal Displacement Solutions and co-chairing of the GP2.0 multi-stakeholder global platform on internal displacement;
 - (k) Manage and coordinate internal evaluations of the Office for the Coordination of Humanitarian Affairs and inter-agency evaluations, provide secretariat services and chair the Inter-agency Humanitarian Evaluation steering group and coordinate external oversight to ensure organization compliance with audits and evaluation recommendations;
 - (l) Coordinate and lead the work of the Office on gender equality in humanitarian action and the response to gender-based violence in emergencies, strengthen capacities and provide technical guidance, support and training on gender, including through the gender community of practice, influence improved gender analysis and support the Office's work on integrating a gender perspective into every stage of the humanitarian programme cycle;
 - (m) Foster a kind and respectful organizational culture, through strategic and meaningful efforts in diversity and inclusion, learning and staff development and welfare;
 - (n) Provide guidance on and oversee the strategic planning and prioritization of activities of the offices at Headquarters and in the field, organizational risk management, business continuity planning and performance monitoring.
- 27.82 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability

information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. As part of its environmental management system, the Office is developing an environment and climate action strategy, a policy and an information and analysis dashboard. Country-level initiatives include waste management processes that promote recycling, reduction in the use of single-use plastics and continuous guidance to countries on conducting environmental impact assessments in humanitarian action and integrating environmental and climate considerations into programming.

- 27.83 In 2025, the Office will systematically measure and report on environmental performance through the implementation of its environmental management system. The Office will map its programmatic and operational environmental impacts, work to reduce adverse environmental impacts and maintain climate neutrality through a variety of initiatives. Such initiatives include increasing its use of videoconference and remote meeting options, consistently reviewing its vehicle fleet to ensure that replacements are made only if required and moving to shared facilities when safe, practical and in line with the humanitarian principles, in order to reduce its environmental footprint.
- 27.84 Information on the timely submission of documentation and advance booking for air travel is reflected in table 27.20. Managers are asked to implement preventive and corrective measures. Compliance rates are monitored and statistics and trends are distributed to managers on a quarterly basis. In 2025, the Office will continue to implement measures to improve the compliance rate for air tickets, including: (a) advance planning and nomination of travellers; (b) onboarding of staff in advance with contingencies in place (e.g., advance request for visas); and (c) undertaking communication to staff and managers to raise awareness of the requirement. In 2023, the Office continued to submit nearly all its documents within the prescribed timelines.

Table 27.20
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	98	100	100
Air tickets purchased at least two weeks before the commencement of travel	16	21.7	26	100	100

- 27.85 The proposed regular budget resources for 2025 amount to \$2,026,100 and reflect a decrease of \$11,084,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 27.76 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.21 and figure 27.X.

Table 27.21
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

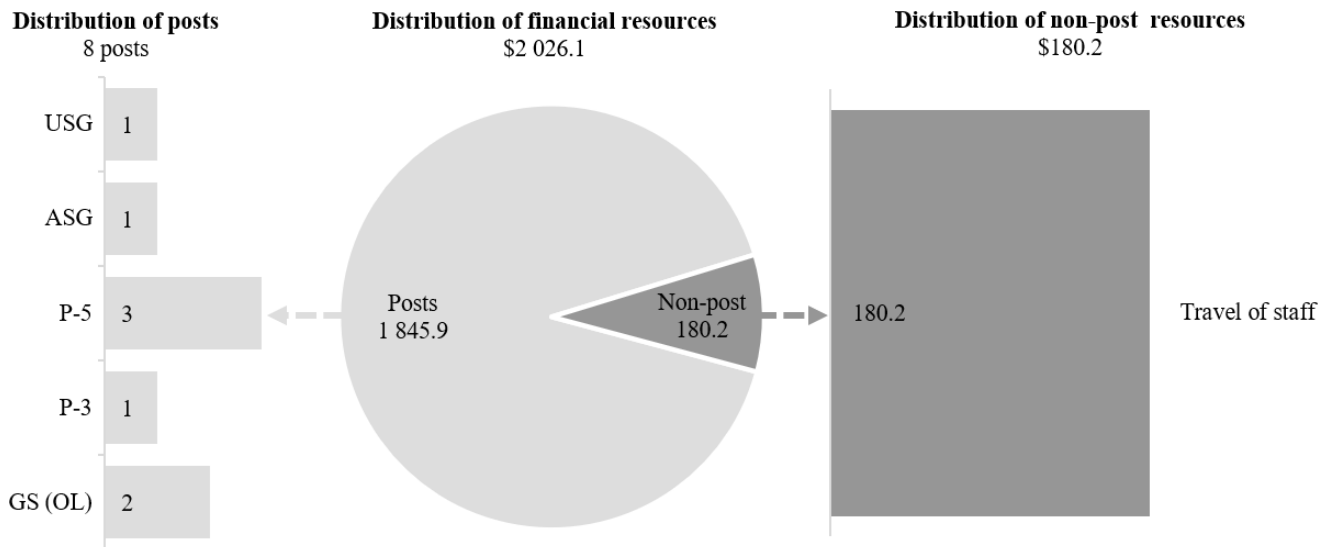
	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	1 801.4	1 845.9	–	–	–	–	1 845.9	
Non-post	6 825.9	11 264.7	(11 084.5)	–	–	(11 084.5)	(98.4)	180.2
Total	8 627.3	13 110.6	–	–	–	(11 084.5)	(84.5)	2 026.1

Section 27 Humanitarian assistance

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		6	–	–	–	–	6
General Service and related		2	–	–	–	–	2
Total		8	–	–	–	–	8

Figure 27.X
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

**Subprogramme 1
 Policy and analysis**

27.86 The proposed regular budget resources for 2025 amount to \$696,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.22 and figure 27.XI.

Table 27.22
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	609.1	696.3	–	–	–	–	696.3
Total	609.1	696.3	–	–	–	–	696.3

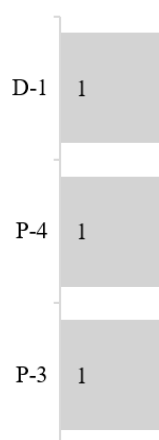
	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		3	–	–	–	–	–	3
Total		3	–	–	–	–	–	3

Figure 27.XI

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

Distribution of posts
3 posts



Subprogramme 2
Coordination of humanitarian action and emergency response

27.87 The proposed regular budget resources for 2025 amount to \$7,881,000 and reflect an increase of \$1,753,700 compared with the approved budget for 2024. The proposed increase is explained in paragraph 27.77 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.23 and figure 27.XII.

Table 27.23

Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	5 425.0	5 259.8	–	–	–	–	–	5 259.8
Non-post	375.8	867.5	–	–	1 753.7	1 753.7	202.0	2 621.2
Total	5 800.8	6 127.3	–	–	1 753.7	1 753.7	28.6	7 881.0

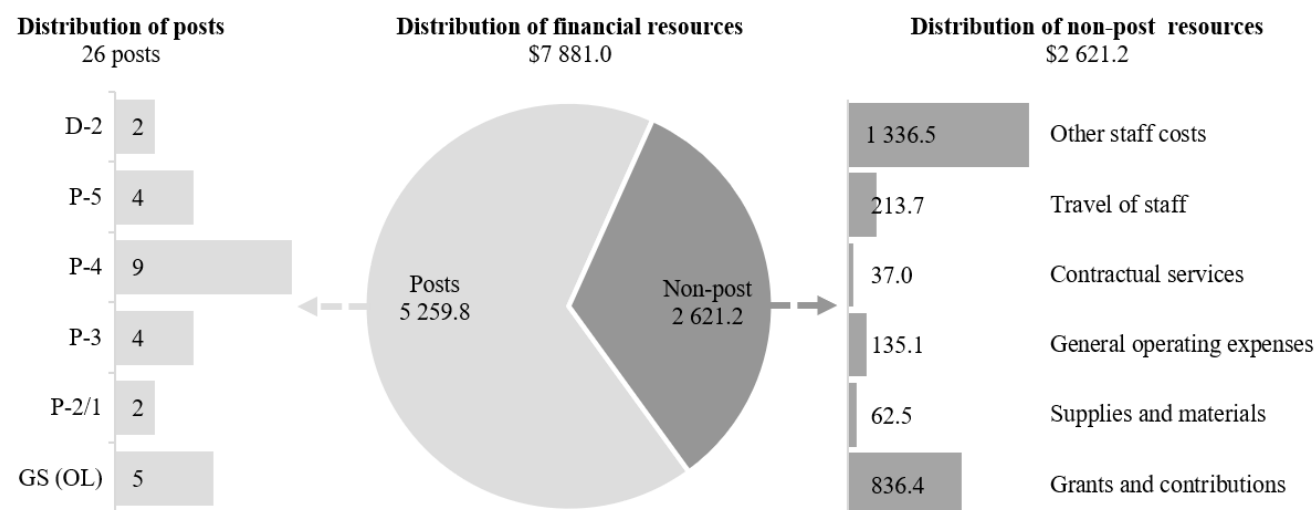
Section 27 Humanitarian assistance

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		21	–	–	–	–	21
General Service and related		5	–	–	–	–	5
Total		26	–	–	–	–	26

Figure 27.XII

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Emergency support services**

27.88 The proposed regular budget resources for 2025 amount to \$3,484,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.24 and figure 27.XIII.

Table 27.24

Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	3 194.6	3 431.1	–	–	–	–	3 431.1
Non-post	34.4	52.9	–	–	–	–	52.9
Total	3 229.1	3 484.0	–	–	–	–	3 484.0

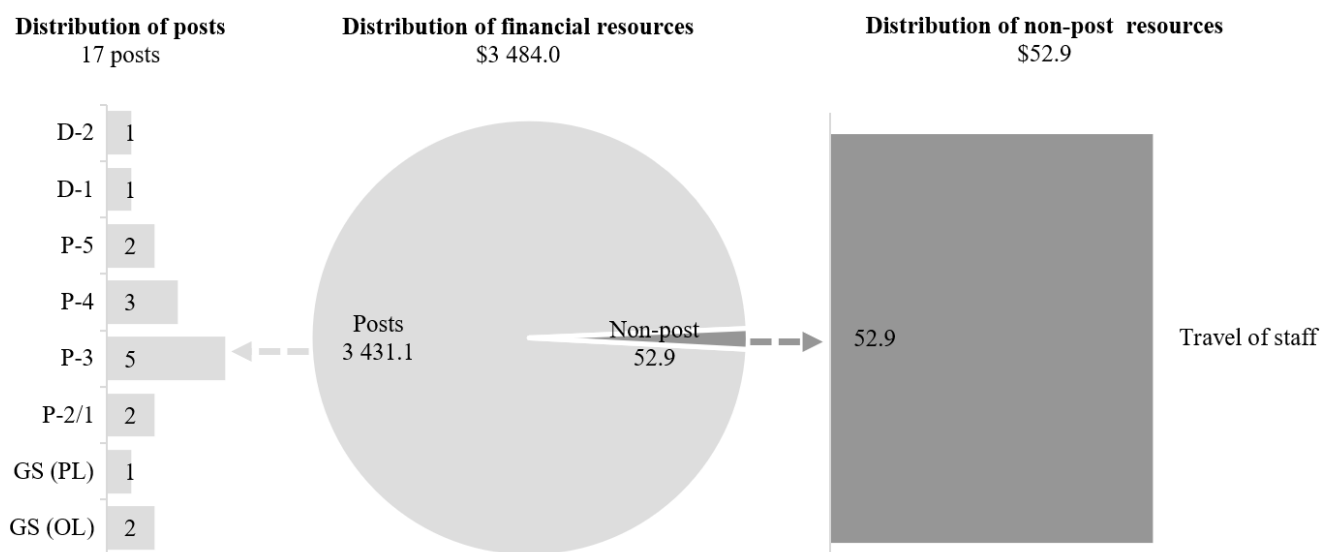
Part VI Humanitarian assistance

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post resources by category								
Professional and higher		14	–	–	–	–	–	14
General Service and related		3	–	–	–	–	–	3
Total		17	–	–	–	–	–	17

Figure 27.XIII

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Humanitarian emergency information and advocacy**

27.89 The proposed regular budget resources for 2025 amount to \$1,899,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 27.25 and figure 27.XIV.

Table 27.25

Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

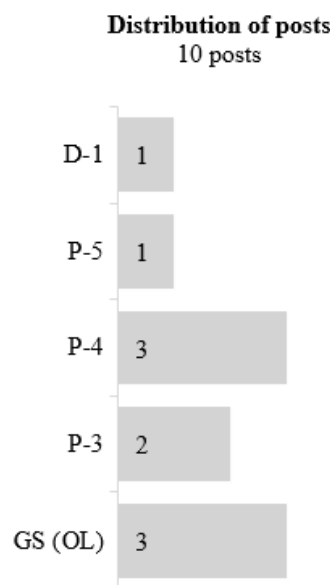
	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	2 010.5	1 899.1	–	–	–	–	–	1 899.1
Total	2 010.5	1 899.1	–	–	–	–	–	1 899.1

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		7	–	–	–	–	7
General Service and related		3	–	–	–	–	3
Total		10	–	–	–	–	10

Figure 27.XIV

Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

- 27.90 The programme support component comprises the Executive Office, the Human Resources Section, the Procurement, Asset Management and Logistics Section, the Legal and Travel Units and the Budget and Finance Section.
- 27.91 The main responsibilities of the programme support component include: (a) overseeing the financial, human resources, procurement of goods and services and general administrative aspects of the Office and providing guidance on administrative matters; (b) supporting senior management in formulating policies and instructions, including financial management, workforce planning and staff rostering; (c) coordinating departmental programme budgets and presentations to legislative bodies; (d) continuing to focus on workforce and succession planning, as well as career and staff development, in line with the human resources strategy and the staff strategy; (e) improving financial monitoring and projections of funding requirements for future budgets, managing and effectively utilizing resources, capturing and sharing field information and ensuring the accurate and timely reporting of financial transactions; and (f) focusing on enhancing the service orientation and client focus of administrative support under programme support.
- 27.92 The proposed regular budget resources for 2025 amount to \$1,818,500 and reflect cost-neutral changes that result from the spending review as explained in paragraph 27.72 above. Additional

details on the distribution of the proposed resources for 2025 are reflected in table 27.26 and figure 27.XV.

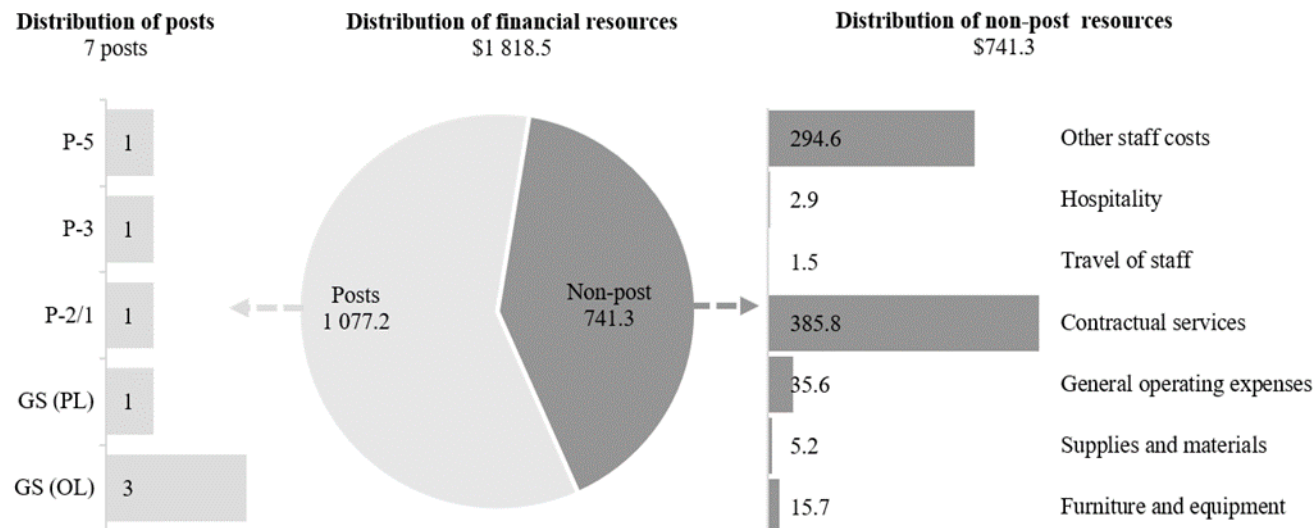
Table 27.26
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 091.4	1 077.2	–	–	–	–	1 077.2
Non-post	531.8	741.3	–	–	–	–	741.3
Total	1 623.1	1 818.5	–	–	–	–	1 818.5
Post resources by category							
Professional and higher		3	–	–	–	–	3
General Service and related		4	–	–	–	–	4
Total		7	–	–	–	–	7

Figure 27.XV
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



II. United Nations Office for Disaster Risk Reduction

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 27.93 The United Nations Office for Disaster Risk Reduction is the focal point in the United Nations system for the coordination of disaster reduction and ensuring synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socioeconomic and humanitarian fields. It provides a data-driven and people-centred approach to supporting Governments and stakeholders in identifying, reporting on and reducing existing and emerging disaster risks, with the aim of ensuring that no one is left behind in implementing the Sendai Framework for Disaster Risk Reduction 2015–2030. The mandate derives from the priorities established in General Assembly resolutions and decisions, including resolutions [42/169](#), [54/219](#), [56/195](#) and [77/164](#), as well as the Sendai Declaration and the Sendai Framework adopted by the Assembly in its resolution [69/283](#).
- 27.94 The General Assembly, in its resolution [69/283](#), tasked the Office with supporting the implementation, follow-up and review of the Sendai Framework. The Assembly, in its resolution [77/289](#), adopted the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030, which reaffirmed the importance of effective implementation of the Sendai Framework. The Office's programme plan aligns with the outcomes of the midterm review of the implementation of the Sendai Framework. To implement its mandate, in line with its strategic framework for the period 2022–2025, the Office supports regional, national and local implementation of the Sendai Framework, strengthens global monitoring and analysis of disaster risk, catalyses action for risk reduction and resilience by countries and stakeholders, and promotes effective risk communication, advocacy and knowledge management.

Programme of work

Objective

- 27.95 The objective, to which this programme contributes, is to substantially reduce disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.

Strategy and external factors for 2025

- 27.96 To contribute to the objective, the Office will:
- Provide guidance to Member States and stakeholders on implementing the Sendai Framework and accelerating the implementation of disaster risk reduction action through the production and dissemination of knowledge resources and best practices and the provision of capacity development and assistance at the regional, national and local levels;
 - Work closely with Member States and stakeholders to follow up on General Assembly resolution [77/289](#) on the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030, with a strengthened focus on the four priority areas identified by Member States;

- (c) Provide support to Member States for reporting on the global targets of the Sendai Framework and for the related indicators of the Sustainable Development Goals using the Framework monitoring system;
- (d) Co-lead the Early Warnings for All initiative, together with the World Meteorological Organization, and lead on the planning and implementation of the initiative's pillar 1 focusing on risk knowledge and management, in line with target (g) of the Sendai Framework;
- (e) Support Member States and other development stakeholders in strengthening the integration of climate change and disaster risk reduction into relevant strategies and policies across and within sectors, including by delivering evidence-based advocacy initiatives with clear calls to action to invest in disaster risk reduction and climate change adaptation and raise public awareness on the importance of such initiatives;
- (f) Work with practitioners and experts around the world to strengthen awareness and understanding of existing and emerging disaster risks, including the impacts of climate change, biodiversity loss, environmental degradation and unplanned and rapid urbanization, as well as technological hazards and risks, and assist local and national governments and regional organizations in applying new risk information and analysis in their decision-making;
- (g) Advise Member States in identifying gaps in public spending on disaster risk reduction and ensuring that disaster risk reduction is mainstreamed into public budgeting, financial planning, expenditure, investment and procurement processes in all relevant sectors and at all levels of government, and that integrated national financing frameworks are risk-informed;
- (h) Support Member States in strengthening disaster risk reduction policies and programmes in the least developed countries, landlocked developing countries, small island developing States and in humanitarian contexts, through the provision of focused assistance in overcoming the challenges, constraints and gaps that they continue to face.

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

- (a) Improved management and decision-making at the local, national and regional levels regarding current and future disaster risks through an evidence-based understanding of the multi-hazard risk landscape, enabling risk-informed policies, plans, regulatory frameworks and investment that align with the Sendai Framework and the 2030 Agenda for Sustainable Development;
- (b) Increased accountability for and commitment to implementing the Sendai Framework;
- (c) Multi-sector and inclusive disaster risk reduction interventions that address the needs of the most vulnerable, thereby contributing to leaving no one behind.

27.98 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:

- (a) Disasters will continue to increase in frequency and magnitude owing to, among others, the adverse effects of climate change, necessitating the integration of disaster risk reduction and climate action to reduce the impact of disasters;
- (b) Socioeconomic disparities and political tensions have the potential to deepen vulnerabilities of people living in the most disaster-prone countries, necessitating policies, plans, regulatory frameworks and investment decisions based on an accessible and evidence-based understanding of risks;
- (c) The risk of damage and losses from disasters will remain high for the least developed countries, landlocked developing countries and small island developing States, necessitating an increase in early warning coverage and support to adequately prepare for and respond to disasters.

27.99 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will organize the eighth session of the Global Platform for Disaster Risk Reduction, in Switzerland in 2025. The Platform will provide Member States and non-State actors a global forum

for assessing and discussing progress on and challenges in the implementation of the Sendai Framework. It is expected to provide an important platform for taking stock of progress made in implementing the recommendations of the midterm review document.

- 27.100 It is recognized in the Sendai Framework that, while States have the overall responsibility for reducing disaster risk, it is a shared responsibility between Governments and relevant stakeholders. Therefore, cooperation with stakeholders, including science and academia, the media, the private sector and civil society, will support an all-of-society approach to disaster risk reduction. The Office will support private sector coordination efforts with national and local governments and strengthening micro-, small and medium-sized enterprises' resilience to disasters. The Office will continue to work through the Office's stakeholder engagement mechanism and other region-specific mechanisms to promote inclusive and coherent implementation of the Sendai Framework and risk-informed development that leaves no one behind. The Office will also emphasize cooperation at the local level by promoting disaster resilience-building in cities.
- 27.101 With regard to inter-agency coordination and liaison, as Chair of the Senior Leadership Group on Disaster Risk Reduction for Resilience and as co-lead of the Early Warnings for All initiative, the Office will align efforts and promote synergies within the United Nations system on interventions relating to disaster risk reduction and early warning systems. It will strengthen collaboration across disaster risk reduction, development and humanitarian planning, taking into account climate change information. At the technical level, the Office will strengthen coordination within the United Nations system by convening the United Nations Disaster Risk Reduction Focal Points' Group and leading the risk knowledge and management pillar of the Early Warnings for All executive action plan for the period 2023–2027. The Office will further contribute to the Climate Risk and Early Warning Systems initiative, a mechanism that funds the least developed countries and small island developing States for risk-informed early warning services, implemented jointly with the World Meteorological Organization and the World Bank. In accordance with General Assembly decision 78/546, the Office will also host the secretariat for the Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change.
- 27.102 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. In line with the Sendai Framework, the Office will work to promote the full, equal and effective participation and leadership of women in the design, management, resourcing and implementation of gender-sensitive disaster risk reduction policies, plans and programmes, and enable Governments to better incorporate a gender perspective into national risk reduction strategies, early warning systems, climate adaptation and resilience-building.
- 27.103 Noting the United Nations Disability Inclusion Strategy and recognizing that disasters and the consequent disruption to physical, social, economic and environmental networks and support systems disproportionately affect persons living with disabilities and their families, the Office will increase advocacy on disability-inclusive disaster risk reduction and ensure the participation of persons with disability stakeholder groups in processes that set the global and regional disaster risk reduction agendas, with the active involvement of its regional offices. The Office will support States parties' efforts to implement the Convention on the Rights of Persons with Disabilities. Emphasis will be placed on supporting Member States in ensuring that persons living with disabilities and their needs are included in the implementation of the Sendai Framework and its expected results, goal and targets, including through the availability of disaggregated data.

Evaluation activities

- 27.104 An evaluation of the Sendai Framework monitor, conducted by the Office and completed in 2023, has guided the proposed programme plan for 2025.
- 27.105 In response to the results of the evaluation referenced above, the Office will enhance and strengthen the disaster data network with a focus on official disaster statistics, including through the operationalization of a new tracking system for hazardous events and disaster loss and damage. The

system will expand data availability, access and the user interface and further strengthen coordination at the national and local levels. Emphasis will be placed on generating and disseminating data disaggregated by sex, age, income, disability and hazard types. The Office will continue to support national Governments in better reporting and applying the collected data for policy development and implementation.

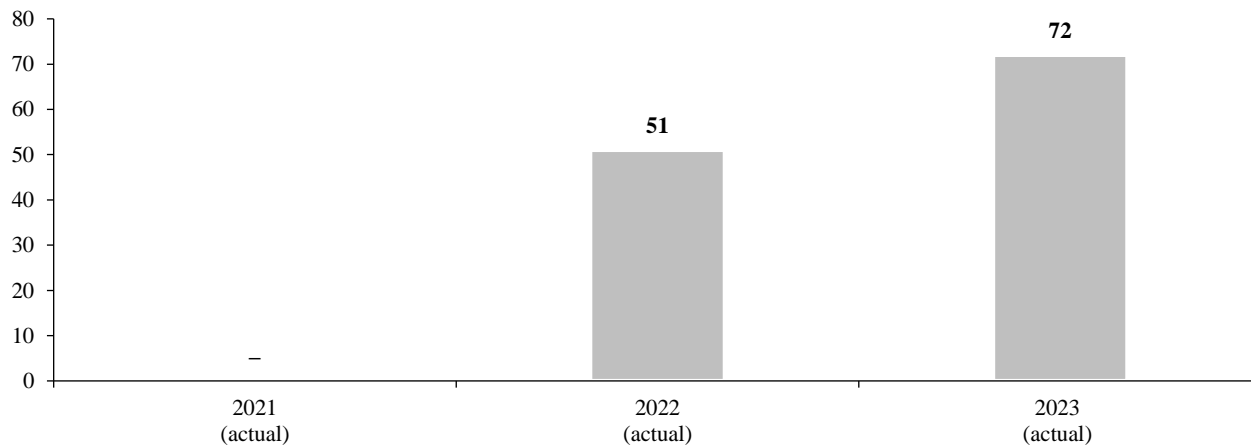
- 27.106 An evaluation to be conducted by the Office on the Making Cities Resilient 2030 programme is planned for 2025.

Programme performance in 2023

Member States and stakeholders reaffirm their commitment to the full implementation of the Sendai Framework towards disaster risk reduction

- 27.107 Member States and stakeholders conducted the midterm review of the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030 and took stock of progress made and challenges faced during the first seven years of the implementation of the Sendai Framework. The Office provided guidance and identified key thematic areas for the review. It also formulated important questions to guide the review and identified relevant partners and stakeholders for global, regional and national consultations, taking into consideration relevant thematic and emerging issues. Throughout 2022 and 2023, Member and observer States produced 72 voluntary national reports. The review also drew from 7 regional reports, 14 thematic studies, contributions from 28 United Nations system entities, interventions from 7 additional United Nations entities through the Senior Leadership Group on Disaster Risk Reduction for Resilience and contributions from 25 major groups, organizations associated with stakeholder engagement mechanisms or observers to the General Assembly. These contributions are an indication of Member States' and other stakeholders' increased commitment to accelerating the implementation of the Sendai Framework. Furthermore, by providing insights into the implementation of the Sendai Framework in varied national contexts, the reports contributed to shaping the overall midterm review and its resulting recommendations.
- 27.108 The General Assembly, in its resolution [77/289](#), adopted the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030, which, among others, contains calls for Member States and stakeholders to promote a disaster risk-informed approach to sustainable development at the local, national, regional and global levels and to accelerate progress on integrating disaster risk reduction into policies, programmes and investment at all levels.
- 27.109 Progress towards the objective is presented in the performance measure below (see figure 27.XVI).

Figure 27.XVI
Performance measure: number of voluntary national reports on the implementation of the Sendai Framework produced by Member and observer States (cumulative)



Planned results for 2025

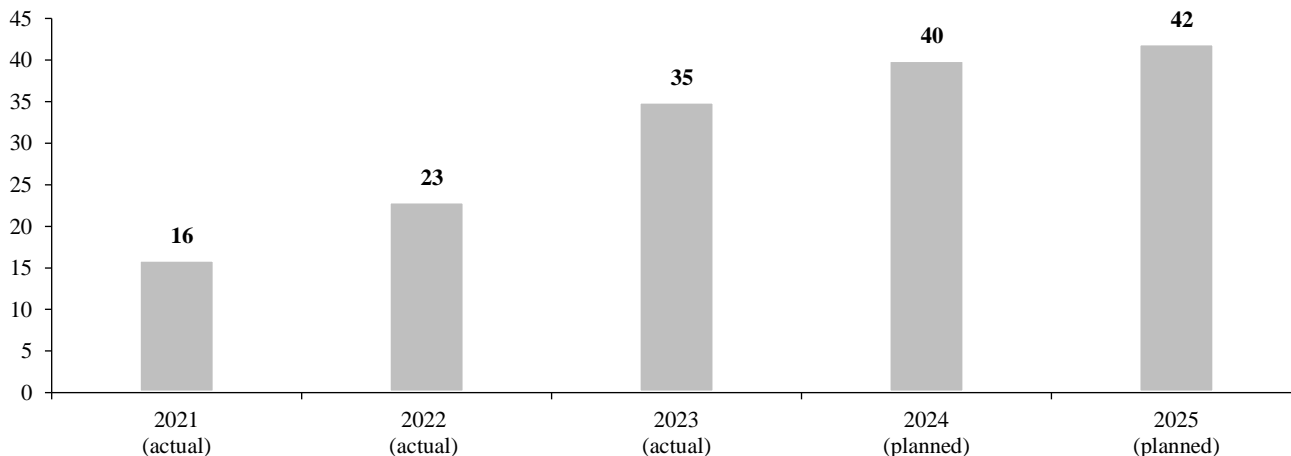
Result 1: national policymakers integrated innovation, good practices and evidence-based risk reduction into their decision-making processes

Programme performance in 2023 and target for 2025

27.110 The subprogramme’s work contributed to 35 countries integrating climate change data and analysis to develop and implement disaster risk reduction strategies and plans, which did not meet the planned target of 40 countries. The target was not met owing to the need for further intersectoral coordination to integrate climate change data and analysis into disaster risk reduction strategies.

27.111 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.XVII).

Figure 27.XVII
Performance measure: number of countries integrating climate change data and analysis to develop and/or implement disaster risk reduction strategies and plans (cumulative)



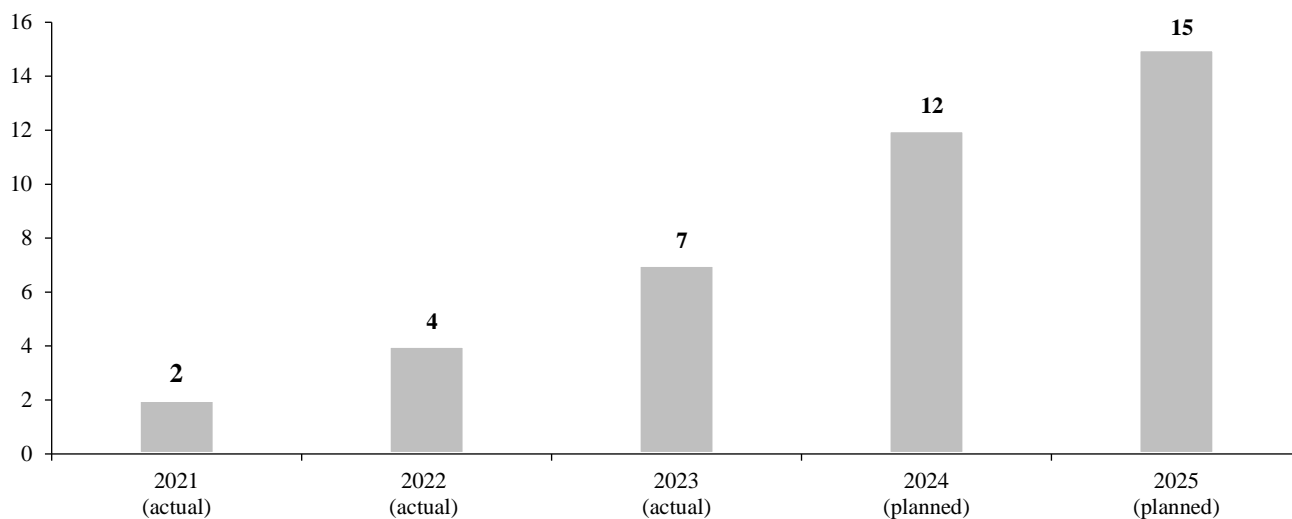
Result 2: accelerated achievement of the Sendai Framework with countries using relevant information and analysis to reduce risks and inform development decisions

Programme performance in 2023 and target for 2025

- 27.112 The subprogramme’s work contributed to seven countries developing multi-hazard risk profiles, which did not meet the planned target of eight countries. The target was not met owing to delays experienced in one target country.
- 27.113 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 27.XVIII).

Figure 27.XVIII

Performance measure: number of countries having developed multi-hazard risk profiles (cumulative)



Result 3: strengthened inclusive multi-hazard early warning systems that reach the most vulnerable

Proposed programme plan for 2025

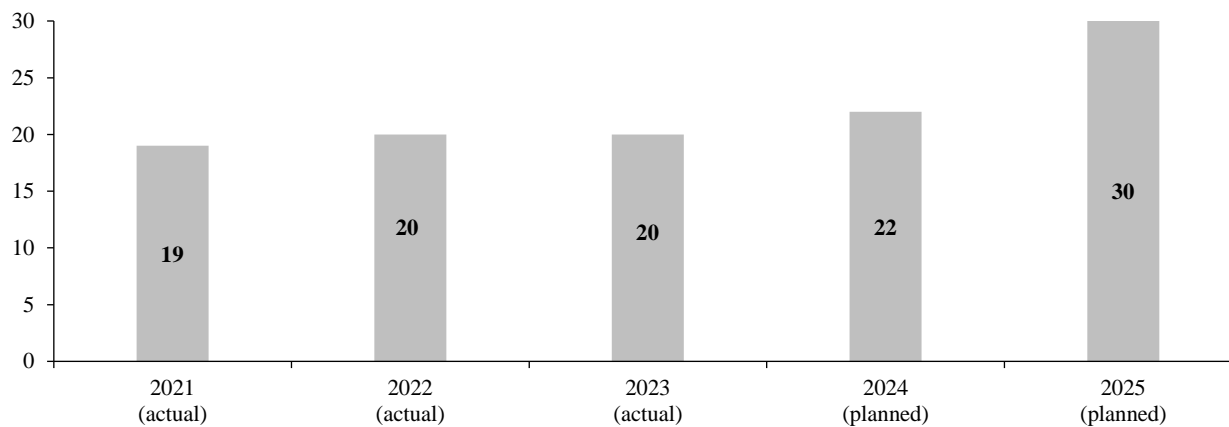
- 27.114 People-centred, multi-hazard and multisectoral forecasting and early warning systems help to minimize the impact of disasters on people, assets and livelihoods by triggering early action that is well prepared and tested. The General Assembly, in its resolution [77/289](#), expressed deep concern that coverage of and accessibility to multi-hazard early warning systems remained inadequate in all countries and emphasized the need to urgently extend the reach of multi-hazard early warning systems everywhere, especially in developing countries and in particular in least developed countries, small island developing States, landlocked developing countries and African countries.

Lessons learned and planned change

- 27.115 The lesson for the programme was the need to enhance Member States’ risk knowledge and integrate it into inclusive, accessible and effective early warning systems, with a focus on small island developing States, least developed countries and landlocked developing countries. In applying the lesson, the programme will support activities focused on strengthening the production, access, dissemination and use of risk information, fostering stronger stakeholder coordination, promoting innovation and empowering decision makers and communities to understand, identify and respond to risks.
- 27.116 Expected progress towards the objective is presented in the performance measure below (see figure 27.XIX).

Figure 27.XIX

Performance measure: number of small island developing States, least developed countries and landlocked developing countries that have accessible, understandable, usable and relevant disaster risk information and assessment available to the people at the national and local levels^a



^a Based on national reporting against target G5 of the Sendai Framework monitor.

Legislative mandates

27.117 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
56/195 ; 64/200	International Strategy for Disaster Reduction		
69/283	Sendai Framework for Disaster Risk Reduction 2015–2030		
70/203	World Tsunami Awareness Day	76/258	Doha Programme of Action for Least Developed Countries
72/218 ; 73/231 ; 74/218 ; 75/216 ; 76/204 ; 77/164 ; 78/152	Disaster risk reduction	77/29 ; 78/120	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the Small Island Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway	77/289	Political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030
74/4 ; 78/1	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly	78/3	Political declaration of the General Assembly high-level Meeting on pandemic prevention, preparedness and response

Economic and Social Council resolutions and intergovernmental agreed conclusions

2018/14	Strategic Framework on Geospatial Information and Services for Disasters	priority theme “Achieving gender equality and the empowerment of all women and girls in the context of climate change, environmental and disaster risk reduction policies and programmes”
2022/8	Report of the Committee for Development Policy on its twenty-fourth session	
E/2022/27- E/CN.6/2022/16	Report of the Commission on the Status of Women on its sixty-sixth session, on the	

<p>E/FFDF/2020/3; E/FFDF/2021/3; E/FFDF/2022/3; E/FFDF/2023/3 E/HLS/2022/1</p>	<p>Follow-up and review of the financing for development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development</p> <p>Ministerial declaration of the high-level segment of the 2022 session of the Economic and Social Council and the 2022</p>	<p>high-level political forum on sustainable development, convened under the auspices of the Council, on the theme “Building back better from the coronavirus disease (COVID-19) while advancing the full implementation of the 2030 Agenda for Sustainable Development”</p>
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Deliverables

27.118 Table 27.27 lists all deliverables of the programme.

Table 27.27

Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	1	1
1. Report to the General Assembly on the implementation of the Sendai Framework for Disaster Risk Reduction 2015–2030	1	1	1	1
2. Report of the midterm review of the Sendai Framework – main findings and recommendations	1	1	–	–
Substantive services for meetings (number of three-hour meetings)	8	20	2	2
3. Provision of substantive and technical support to General Assembly (Second Committee) resolution negotiations on disaster risk reduction (annual)	1	4	1	1
4. Provision of substantive and technical support to General Assembly negotiations on the political declaration of the midterm review of the Sendai Framework	1	7	–	–
5. Provision of substantive and technical support to General Assembly resolution negotiations on building global resilience through regional and interregional infrastructure connectivity	1	2	–	–
6. General Assembly plenary (Second Committee), agenda item on Sustainable development: disaster risk reduction	1	1	1	1
7. General Assembly plenary, high-level meeting on the midterm review of the Sendai Framework	4	6	–	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	30	33	35	30
8. National, regional, and interregional projects related to the implementation of the Sendai Framework	30	33	35	30
Seminars, workshops and training events (number of days)	330	345	330	150
9. Training events on disaster risk reduction planning and implementation and monitoring of the Sendai Framework for regional, national and local capacity development	330	345	330	150
Publications (number of publications)	4	4	3	5
10. Global Assessment Report on Disaster Risk Reduction and Global Assessment Report special reports	1	1	1	1
11. United Nations Office for Disaster Risk Reduction annual report	1	1	1	1
12. United Nations Office for Disaster Risk Reduction biennial work programme and strategic framework	1	1	–	2
13. United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development (progress report)	1	1	1	1
Technical materials (number of materials)	22	23	23	23
14. On the monitoring and implementation of the Sendai Framework	15	15	15	15

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
15. On the application of risk knowledge	6	7	6	7
16. Technical contributions to outcome documents of the regional and global platforms	1	1	2	1

C. Substantive deliverables

Consultation, advice and advocacy: advocacy through high-level engagement of key audiences and decision makers; advice and support on risk information and analysis to 100 countries; advisory services for risk governance capacities of 18 regional and subregional intergovernmental organizations; and advocacy with and technical advice to Member States to integrate disaster risk reduction into intergovernmental deliberations and policy decisions at the General Assembly and the Economic and Social Council, including the coordination segment, the Commission on the Status of Women, the forum on financing for development follow-up and the high-level political forum for sustainable development, as well as into the United Nations Framework Convention on Climate Change.

Databases and substantive digital materials: the Sendai Framework monitor, used by 175 Member States for monitoring and reporting on progress against Framework targets and related Sustainable Development Goal targets and indicators; the Sendai Framework voluntary commitments online platform, with more than 175 voluntary commitments; and disaster loss databases complying with the Framework requirements, covering 120 countries and territories.

D. Communication deliverables

Outreach programmes, special events and informative materials: high-level global and regional meetings on disaster risk reduction; World Tsunami Awareness Day events; International Day for Disaster Reduction events; newsletters and notes verbales on Sendai Framework monitoring; communications campaigns on inclusive disaster risk reduction and the Early Warnings for All initiative; and increased capacity of media, institutional actors and communities to communicate about risk effectively.

External and media relations: press releases, op-eds and press coverage; and media briefings on community risk and reporting on disaster risk reduction.

Digital platforms and multimedia content: PreventionWeb, the online knowledge platform for disaster risk reduction; and web stories, posts and videos for social media.

B. Proposed post and non-post resource requirements for 2025

Overview

- 27.119 The United Nations Office for Disaster Risk Reduction carried out a spending review pursuant to paragraph 20 of General Assembly resolution 77/262 as part of its proposed budget formulation process for 2025. With the engagement of programme managers, the review included an analysis of the post and non-post resource types, with a view to optimizing the use of resources and drawing lessons learned towards effective and efficient mandate implementation. The regular budget post component provides for one D-1 post and the associated common services costs and, pursuant to Assembly resolution 52/12 B, a grant out to United Nations Development Programme to support operational activities for natural disaster mitigation, prevention and preparedness.
- 27.120 Over the past five years, the Office's regular budget resources (an annual average of \$1.4 million) represents 3 per cent of its overall budgetary requirements. The remaining 97 per cent is funded from voluntary contributions (an annual average of \$44.5 million). With regard to posts, the Office has maintained 1 D-1 post over the past five years, which, on average, represents 1 per cent of its staffing capacity, with the remaining 99 per cent (an annual average of 118 posts) funded from extrabudgetary resources.
- 27.121 The review highlighted the continued need for the D-1 post to lead the preparation of reports to intergovernmental bodies, the integration of disaster risk reduction policies through cooperation with the United Nations resident coordinator system and United Nations country teams, and the identification of opportunities for partnerships and coordination with and among key partners.
- 27.122 The review also considered the non-post resources that support the management and administration of operational activities relating to capacity-building for disaster mitigation, prevention and preparedness as mandated by the General Assembly in its resolution 52/12 B. No changes are proposed to the current arrangements following the outcome of the review.
- 27.123 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 27.28 to 27.30.

Table 27.28

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Posts	251.8	308.7	–	–	–	–	–	308.7	
Contractual services	3.0	2.2	–	–	–	–	–	2.2	
General operating expenses	13.5	16.6	–	–	–	–	–	16.6	
Supplies and materials	–	0.4	–	–	–	–	–	0.4	
Furniture and equipment	2.1	–	–	–	–	–	–	–	
Grants and contributions	1 144.1	1 277.3	–	–	–	–	–	1 277.3	
Total	1 414.5	1 605.2	–	–	–	–	–	1 605.2	

Section 27 Humanitarian assistance

Table 27.29

Overall: proposed posts and post changes for 2025

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2024	1	D-1
Post changes	–	–
Proposed for 2025	1	D-1

Table 27.30

Overall: proposed posts by category and grade

(Number of posts)

<i>Category and grade</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
D-1	1	–	–	–	–	1
Total	1	–	–	–	–	1

27.124 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 27.31 to 27.33 and figure 27.XX.

27.125 As shown in tables 27.31 (1) and 27.32 (1), the overall resources proposed for 2025 amount to \$1,605,200 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 27.31

Overall: evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Programme of work	1 414.5	1 605.2	–	–	–	–	–	1 605.2	
Subtotal, 1	1 414.5	1 605.2	–	–	–	–	–	1 605.2	

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Programme of work	50 144.1	65 514.3	(634.1)	(1.0)	64 880.2
Subtotal, 2	50 144.1	65 514.3	(634.1)	(1.0)	64 880.2
Total (1+2)	51 558.6	67 119.5	(634.1)	(1.0)	66 485.4

Table 27.32

Overall: proposed posts for 2025 by source of funding and component

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Programme of work	1	–	–	–	–	1	
Subtotal, 1	1	–	–	–	–	1	

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
Programme of work	126	–	126
Subtotal, 2	126	–	126
Total (1+2)	127	–	127

Table 27.33

Overall: evolution of financial and post resources

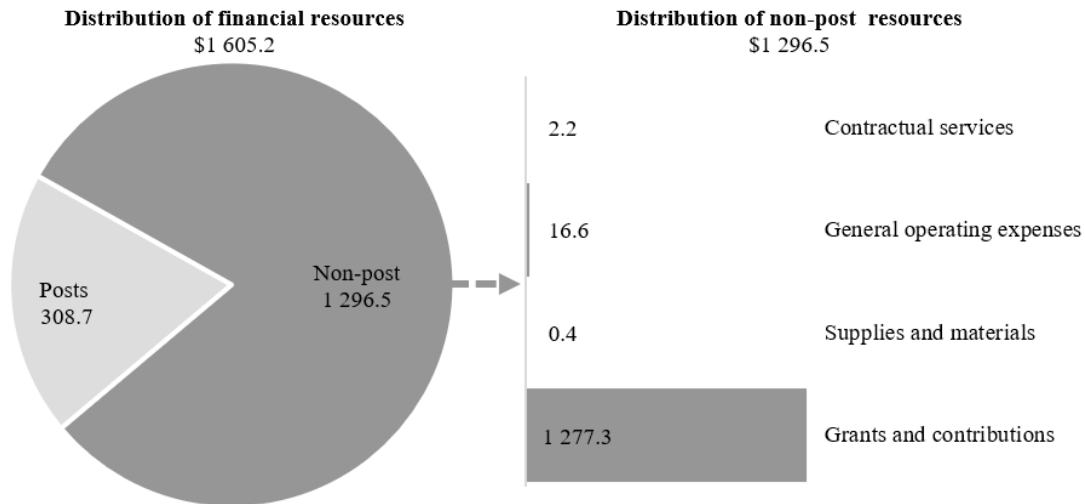
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	251.8	308.7	–	–	–	–	–	308.7	
Non-post	1 162.7	1 296.5	–	–	–	–	–	1 296.5	
Total	1 414.5	1 605.2	–	–	–	–	–	1 605.2	
Post resources by category									
Professional and higher ^a		1	–	–	–	–	–	1	
Total		1	–	–	–	–	–	1	

^a One D-1 post.

Figure 27.XX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 27.126 As reflected in tables 27.31 (2) and 27.32 (2), extrabudgetary resources amount to \$64,880,200. The resources would complement regular budget resources and would be used to provide for 126 posts (1 Assistant Secretary-General, 1 D-2, 3 D-1, 12 P-5, 30 P-4, 35 P-3, 2 P-2, 10 National Professional Officer, 2 General Service (Principal level) and 30 General Service (Other level)) and non-post resources to support the implementation, follow-up and review of the Sendai Framework for Disaster Risk Reduction 2015–2030 and to provide technical assistance, capacity development, coordination and policy guidance on the implementation of the Sendai Framework at the global, regional, national and local levels.
- 27.127 The extrabudgetary resources under the present section are subject to the oversight of the Special Representative of the Secretary-General for Disaster Risk Reduction, who has delegated authority from the Secretary-General.

Annex I

Organizational structure and post distribution for 2025

Three charts showing the organizational structure of the Office for the Coordination of Humanitarian Affairs are presented below. Chart A reproduces the approved organizational structure for 2024, as contained in document [A/78/6 \(Sect. 27\)](#). Charts B and C present the proposed organizational structure for 2025 for the Office for the Coordination of Humanitarian Affairs and the United Nations Office for Disaster Risk Reduction, respectively.

Justification for the proposed changes

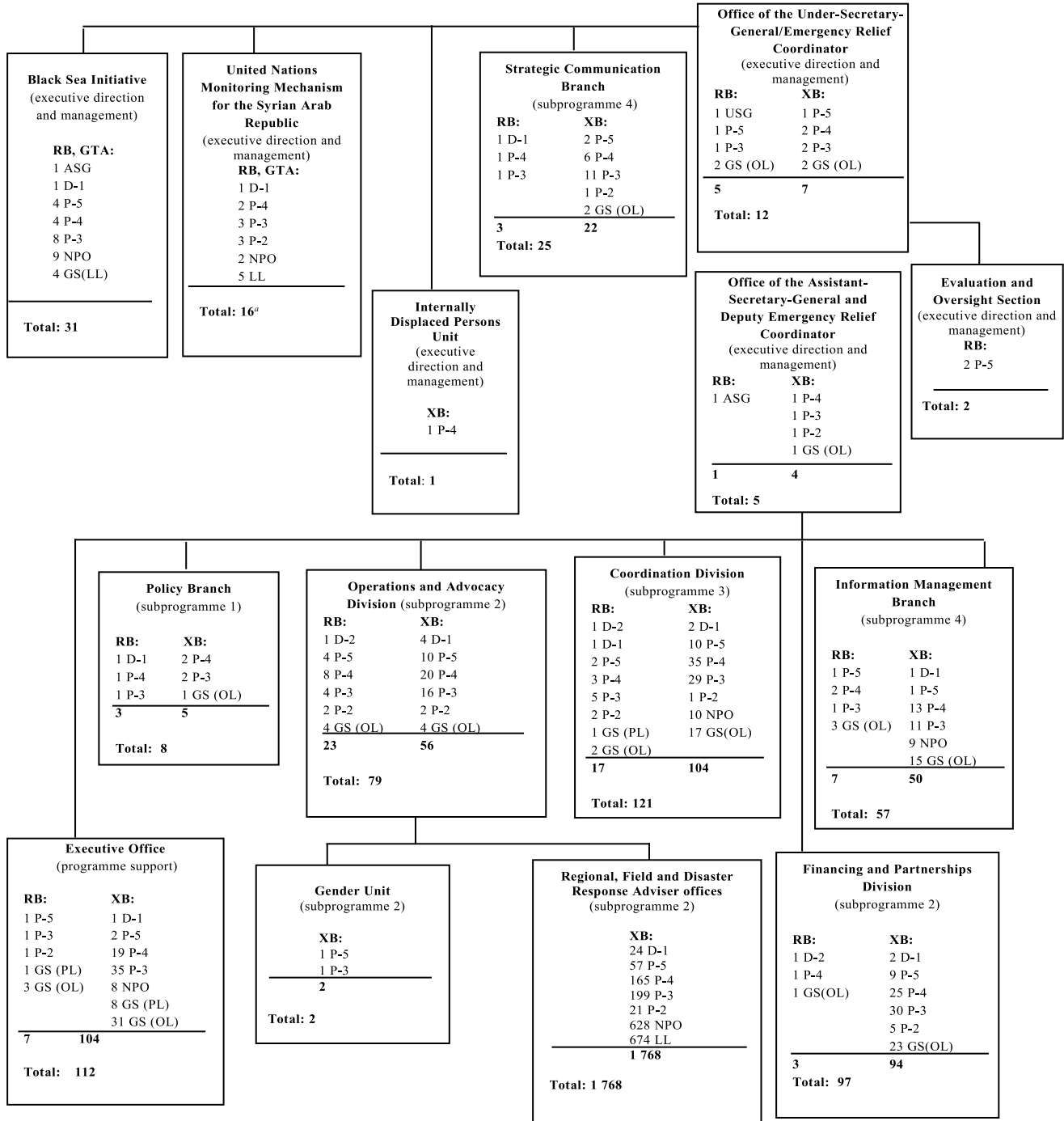
Executive direction and management. The organizational chart reflects the removal of the Black Sea Initiative support office and the United Nations Monitoring Mechanism for the Syrian Arab Republic, as explained in paragraphs 27.76 and 277 above.

Planning and performance branch. With increasing levels of need and crisis complexity globally, the Office for the Coordination of Humanitarian Affairs is supporting Member States through the coordination of humanitarian responses in more than 30 countries. The lives of nearly 300 million people depend on the timeliness and effectiveness of these responses. It is therefore crucial that the Office remain visibly accountable and focused on learning and results.

The Office for the Coordination of Humanitarian Affairs plans to create a new planning and performance branch under executive direction and management, which would incorporate the performance monitoring, evaluation, oversight and learning functions and would include existing regular budget-funded posts and the redeployment of extrabudgetary funded posts from the Executive Office. This would ensure an independent line of strategic management for those functions to strengthen the Office's executive direction and governance.

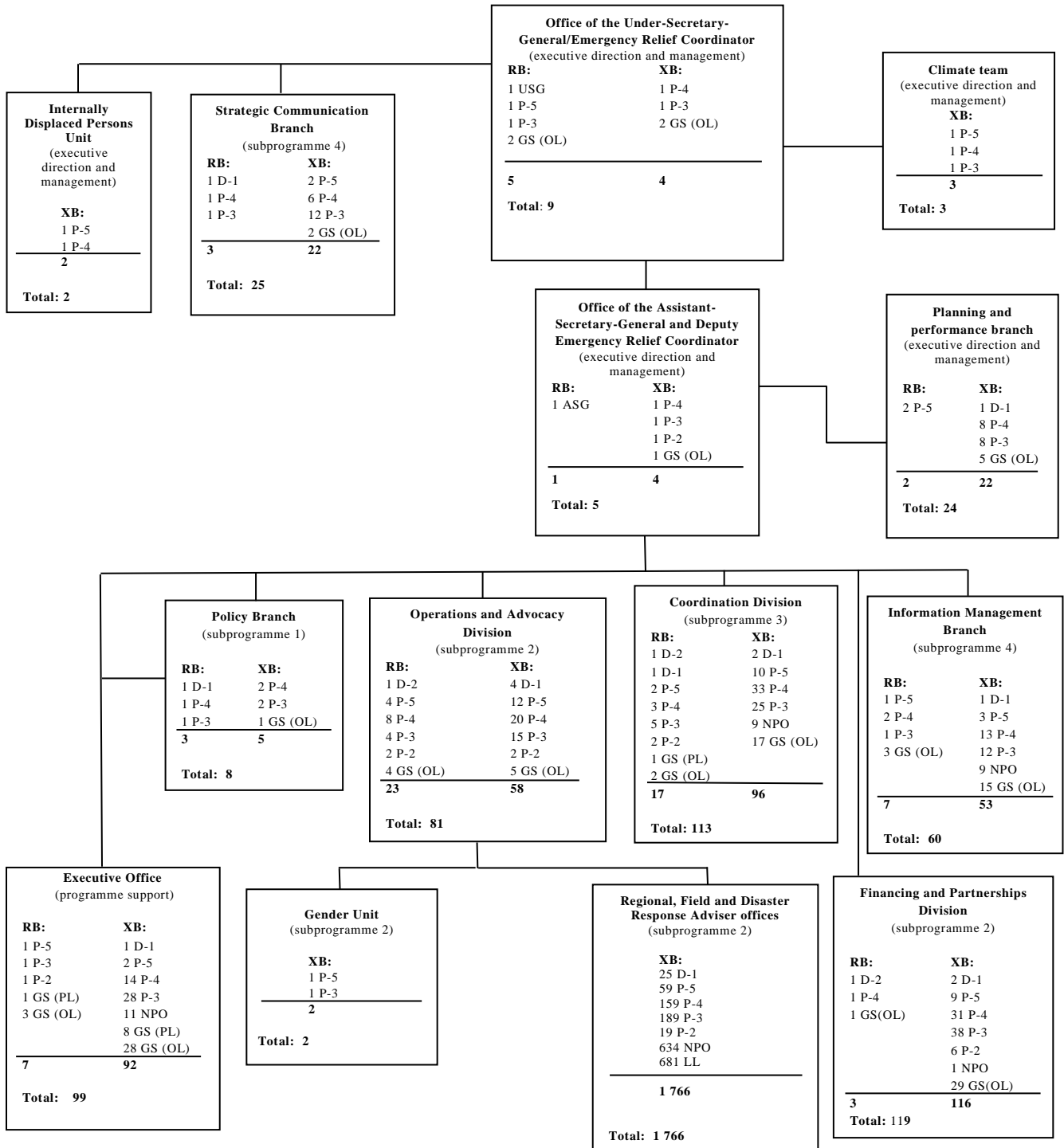
Climate team. the Office plans to create a climate team to catalyse, coordinate and support the delivery by the Office for the Coordination of Humanitarian Affairs of its commitments in the strategic plan relating to climate change, with a focus on three priority areas: finance, advocacy and operations. The climate team would, among others, support the development of humanitarian financing instruments that enable a timely and adequate response to climate-related crises and promote investment to build climate resilience in contexts of high humanitarian need. In order to facilitate its role in bringing together various functions within the Office, the reporting line of the climate team is to the Office of the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator.

A. Office of the Coordination of Humanitarian Affairs: approved organizational structure and post distribution for 2024

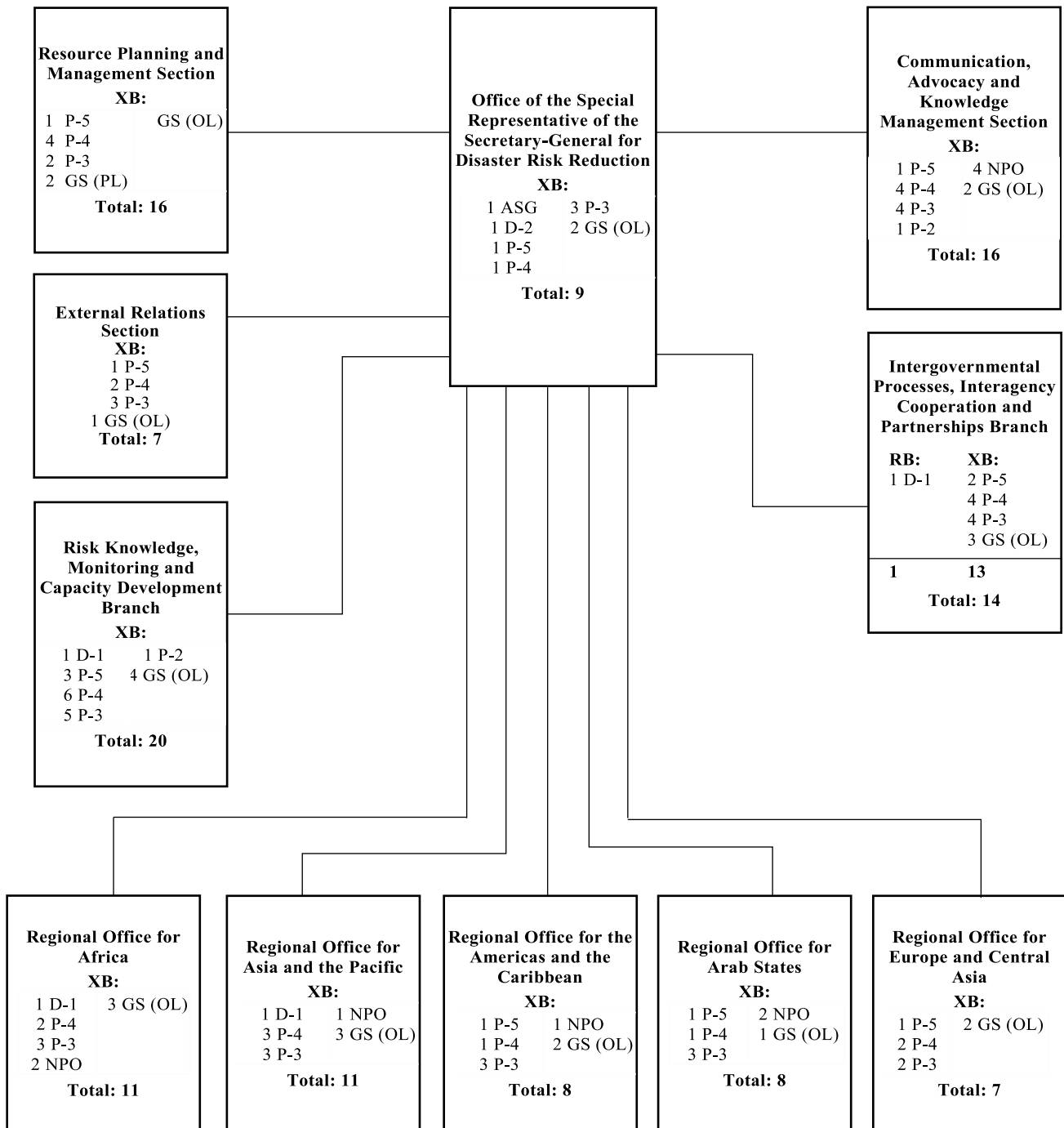


^a Excluding three United Nations Volunteers.

B. Office of the Coordination of Humanitarian Affairs: proposed organizational structure and post distribution for 2025



C. United Nations Office for Disaster Risk Reduction: organizational structure and post distribution for 2025



Abbreviations: ASG, Assistant Secretary-General; GS (OL); General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Annex II

Overview of financial and post resources, by entity and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2024 appropriation	2025 estimate (before recosting)	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance
Financial resources									
Office for the Coordination of Humanitarian Affairs	27 135.8	17 805.0	(9 330.8)	360 888.9	360 888.9	–	388 024.7	378 693.9	(9 330.8)
United Nations Office for Disaster Risk Reduction	1 605.2	1 605.2	–	65 514.3	64 880.2	(634.1)	67 119.5	66 485.4	(634.1)
Total, Section 27	28 741.0	19 410.2	(9 330.8)	426 403.2	425 769.1	(634.1)	455 144.2	445 179.3	(9 964.9)
Post resources									
Office for the Coordination of Humanitarian Affairs	71	71	–	2 244	2 245	1	2 315	2 316	1
United Nations Office for Disaster Risk Reduction	1	1	–	126	126	–	127	127	–
Total, Section 27	72	72	–	2 370	2 371	1	2 442	2 443	1



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Items 139 and 140 of the provisional agenda*

Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VI

Humanitarian assistance

Section 27

Humanitarian assistance

Programme 23

Humanitarian assistance

Corrigendum

Table 27.17 (2) *Extrabudgetary*

Footnote a *should read*

^a Excludes resources to fund country-based pooled funds, the Central Emergency Response Fund and special designated contributions that are used by United Nations and non-United Nations entities to support humanitarian action and response efforts in humanitarian emergencies and relief efforts. Special designated contributions are not part of the programme budget of the Office for the Coordination of Humanitarian Affairs, but rather pass-through donor-earmarked funding for specific purposes. The combined 2023 expenditure amounted to \$1.8 billion, and the estimates for 2024 and 2025 amount to \$1.7 billion and \$1.8 billion, respectively.

* [A/79/150](#)





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Items 139 and 140 of the preliminary list*

Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

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Section 28 Global communications

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 28.1 The Department of Global Communications is responsible for communicating to the world the ideals and work of the United Nations; interacting and partnering with diverse audiences; and building support for the purposes and principles enshrined in the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [13 \(I\)](#), [76/268](#) on multilingualism and [78/80](#) A and B on questions relating to information. The Department will leverage the power of communications to tell the United Nations story to global audiences in multiple languages and platforms in order to mobilize action in support of the United Nations agenda.

Strategy and external factors for 2025

- 28.2 The overall programme plan for 2025 reflects the Department's strategy to strengthen support for the work and purposes of the United Nations by engaging with audiences and encouraging them to act, through impactful storytelling and a focus on solutions. The Department takes the following core approaches in its work: strategic planning by identifying communications goals and target audiences; maintaining close working relationships with stakeholders, offices of the Secretariat, entities of the United Nations system and other key partners; enhancing audience reach through multilingualism and the parity of all six official languages in the preparation of news and communications products, including content on United Nations websites and social media accounts; targeted use of social and digital media to deliver information directly and instantaneously to key audiences; and using rigorous evaluation tools and processes to measure the impact of campaigns in order to improve the Department's work.
- 28.3 The Department, through its subprogrammes, delivers strategic communications campaigns to engage and inspire target audiences. It works through a global network of United Nations information centres, integrated with United Nations resident coordinator offices, to reach local audiences and provide content for global platforms. It produces accurate, objective and balanced multilingual news and communications products that convey authoritative information and solutions-based stories. It advocates on priority issues with Member States, civil society, academia, the media, young people and other partners. The Department contributes to the observance of international days and celebrations established by the General Assembly.
- 28.4 The Department also provides services to delegates and staff, including through the Dag Hammarskjöld Library, and promotes knowledge-sharing and internal communication by way of iSeek, the United Nations intranet.
- 28.5 The Department continues to put accuracy, timeliness and trustworthiness at the centre of its work. In an age when misinformation, disinformation, information manipulation and hatred are disseminated to sow bigotry, promote discrimination and undermine civil discourse, United Nations communications, including crisis communications, serve as a source of reliable information.
- 28.6 The Department will lead and coordinate crisis communications by identifying crises and emerging reputational risks, strengthening the United Nations response through aligned messaging and mitigating risk by developing guidance on crisis communications.
- 28.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will leverage partnerships with an array of partners, including from civil society, academia, the media and the private sector, to enhance its ability to target and deliver information to an even wider community, with a focus on young people around the world.

- 28.8 With regard to inter-agency coordination and liaison, the Department will continue to strengthen the coordination of communications across the United Nations system, including through United Nations communications groups at the country and regional levels. Coordination will also be strengthened through the integration of United Nations information centres with resident coordinator offices, in line with the implementation of the United Nations development system reform. The Department’s field staff serve as communications officers and advisers to resident coordinators and work under their direct supervision. As part of the integration process, the Information Centres Service will continue its work with the Development Coordination Office to provide strategic communications support to resident coordinators in countries without an information centre presence to ensure the Department’s reach.
- 28.9 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) All stakeholders and partners fulfil their responsibilities and obligations under service agreements and partnerships;
 - (b) Access by target audiences to programmes, products and services is not limited by communications technology, security or infrastructure conditions.
- 28.10 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The strategic communications guidance of the Department mainstreams a gender perspective into the work of the Department as a matter of practice. For example, the Department will promote the balanced presence of women and men, as well as a multidimensional representation and portrayal of women and men, in all its products, campaigns, events and activities.
- 28.11 In line with the United Nations Disability Inclusion Strategy, the Department will use its network of focal points to help to develop a common and coordinated approach to the implementation of relevant General Assembly mandates and to making United Nations services and activities accessible for persons with disabilities. The focal points will provide communications support to the Strategy, including by setting accessibility standards for United Nations websites.

Legislative mandates

- 28.12 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

13 (I)	Organization of the Secretariat	62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade
168 (II)	United Nations Day		
423 (V)	Human Rights Day	64/13	Nelson Mandela International Day
32/40 B	Question of Palestine	76/68	Follow-up to the Declaration and Programme of Action on a Culture of Peace
35/201	Annual Reham Al-Farra Memorial Journalists’ Fellowship Programme	76/268	Multilingualism
36/67	International Year of Peace and International Day of Peace	77/24	Special information programme on the question of Palestine of the Department of Global Communications of the Secretariat
54/134	International Day for the Elimination of Violence against Women	77/87	United Nations Disarmament Information Programme
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa’s Development	78/80 A	Questions relating to information: information in the service of humanity
57/129	International Day of United Nations Peacekeepers	78/80 B	Questions relating to information: United Nations global communications policies and activities
60/7	Holocaust remembrance		
60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence	78/100	Dissemination of information on decolonization

Section 28 Global communications

78/163	Follow-up to the Second United Nations Conference on Landlocked Developing Countries	78/233	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
78/182	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly	78/234	A global call for concrete action for the elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action

Deliverables

28.13 Table 28.1 lists all cross-cutting deliverables of the programme.

Table 28.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	1	1	1	1

Programme of work

**Subprogramme 1
Campaigns and country operations services**

Objective

28.14 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

28.15 To contribute to the objective, the subprogramme will:

- (a) Deliver communications campaigns related to United Nations priorities, including sustainable development, climate change, peace and security and human rights, directed by the global communications strategy for the United Nations and facilitated through a variety of communications tools, including audience-targeted messaging, issue-focused content and inspiring stories;
- (b) Promote strategic communications priorities of the United Nations through its information centres by developing multimedia content that supports targeted and localized messages and communications campaigns;
- (c) Provide strategic and crisis communications guidance to resident coordinator offices and United Nations country teams in their relevant regions;

- (d) Devise strategic guidance on countering misinformation, disinformation and information manipulation and develop and promote content to counter false narratives and build confidence among global audiences.

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

- (a) Increased knowledge and engagement of target audiences around the globe, and further action in support of United Nations priorities;
- (b) Global reach of communications campaigns available in the languages and on the platforms used by audiences, thus ensuring greater impact.

Programme performance in 2023

Inspiring action across the globe through communications in 159 languages

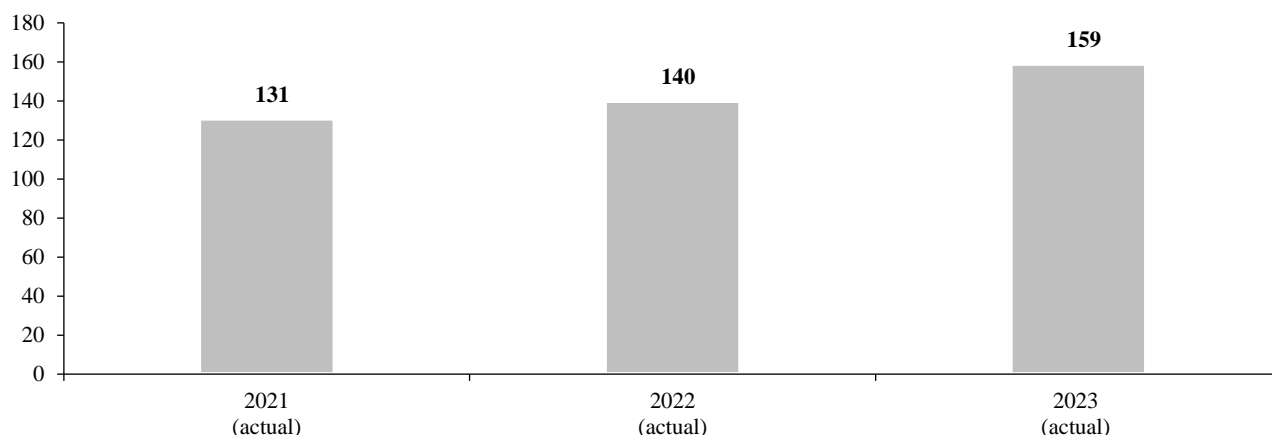
28.17 Whether by undertaking innovative approaches to communications or using more traditional means, United Nations information centres have achieved their greatest impact by engaging audiences in national or local languages. In 2023, information centres worked in 153 local languages, sign languages and Braille, in addition to the six official languages of the United Nations, to promote greater public understanding and inspire action on United Nations priority issues. For instance, the information centre in Pakistan, along with the resident coordinator office and the United Nations country team, engaged more than 1,200 Pakistani local leaders in conducting dialogues on the Sustainable Development Goals not only in Pashto, Sindhi and Urdu, but also in Balochi, Brahui, Dari, English, Hindko, Punjabi and Saraiki.

28.18 To commemorate the seventy-fifth anniversary of the Universal Declaration of Human Rights, the global network of United Nations information centres translated the Declaration into 13 local languages. The information centre in Trinidad and Tobago, which services the Caribbean, produced the first-ever translations of the Declaration in Jamaican Patois (Patwa) and Saint Lucian Creole (Kwéyòl). In Zambia, the information centre facilitated the production and conversion of the summary of the United Nations Sustainable Development Cooperation Framework 2023–2027 for Zambia into Braille. The finalized Braille document was launched in November 2023, together with a sign language video and audio versions of the Framework, and translations in seven Zambian languages. These examples represent just a fraction of the communications activities conducted by United Nations information centres across the world.

28.19 Progress towards the objective is presented in the performance measure below (see figure 28.I).

Figure 28.I

Performance measure: number of languages in which United Nations information centres produced or translated materials (cumulative)



Planned results for 2025

Result 1: increased engagement with global audience on United Nations priority themes

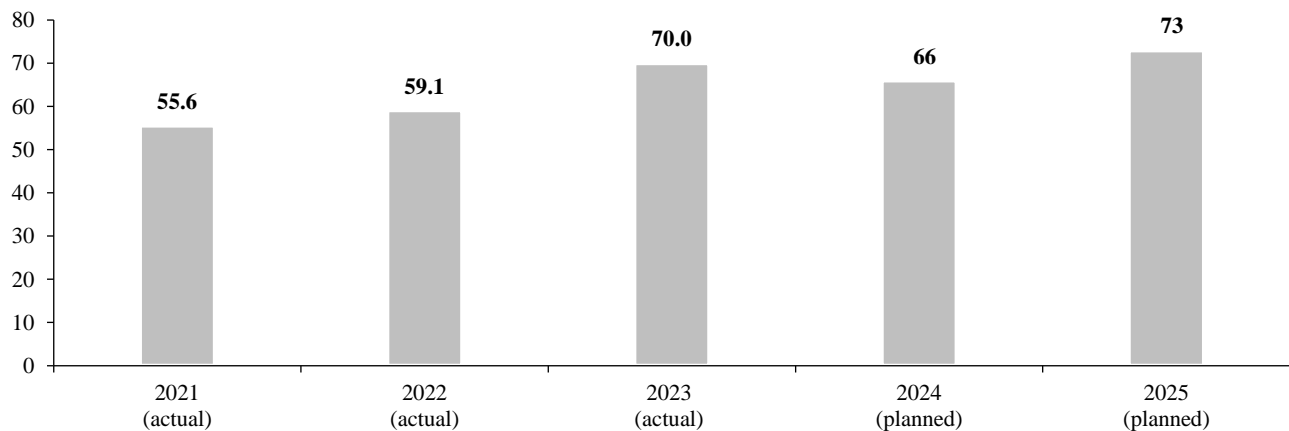
Programme performance in 2023 and target for 2025

- 28.20 The subprogramme's work contributed to gaining a total of 70 million followers across social media channels and languages, which exceeded the planned target of 63 million followers.
- 28.21 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 28.II).

Figure 28.II

Performance measure: number of social media followers across platforms

(Millions)



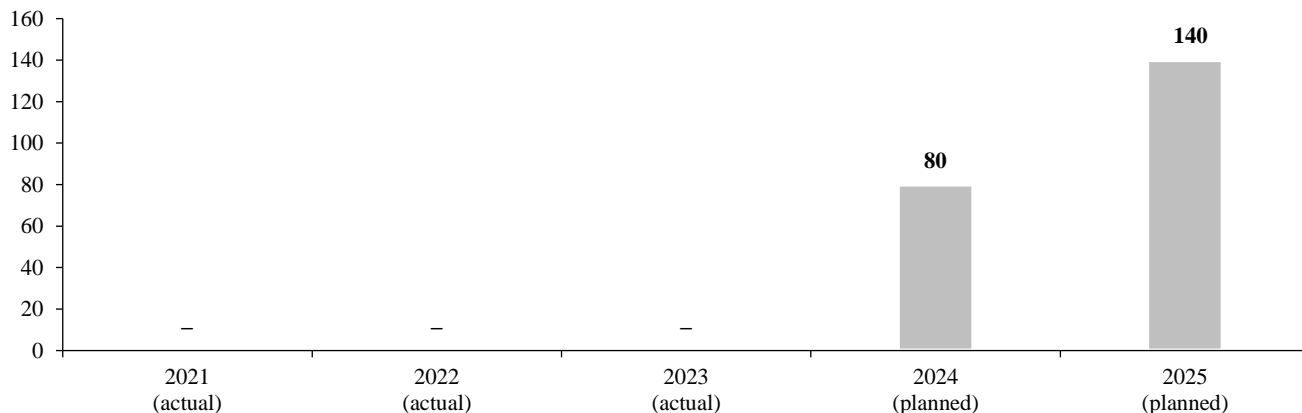
Result 2: increased public engagement with the global peace and security agenda

Programme performance in 2023 and target for 2025

- 28.22 The subprogramme's work contributed to progress towards the launch of a new peace and security website in 2024, which is intended to serve as an information gateway to United Nations peace efforts, from prevention and mediation to peacebuilding. In 2023, stakeholders, including the Departments of Political and Peacebuilding Affairs and Peace Operations and the Office of Disarmament Affairs, were consulted on substantive issues to prepare content for the website. Various strategic communication tools, including an audience survey of university students, were used to understand the interests and expectations of a younger target audience.
- 28.23 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 28.III).

Figure 28.III
Performance measure: views of United Nations website on peace and security issues

(Thousands)



Result 3: increased action on the 2030 Agenda for Sustainable Development

Proposed programme plan for 2025

28.24 The 2023 Sustainable Development Goals Summit marked the beginning of a new phase of accelerated progress towards the Sustainable Development Goals. With the 2030 deadline approaching, this will be a moment for reinvigorated public engagement to support transformative and accelerated commitments and ensure that no one is left behind. The subprogramme launched the ActNow campaign for climate action in 2018 to engage audiences on steps that can be taken to curb emissions and preserve the environment. Users can log and track their actions through the ActNow mobile phone application.

Lessons learned and planned change

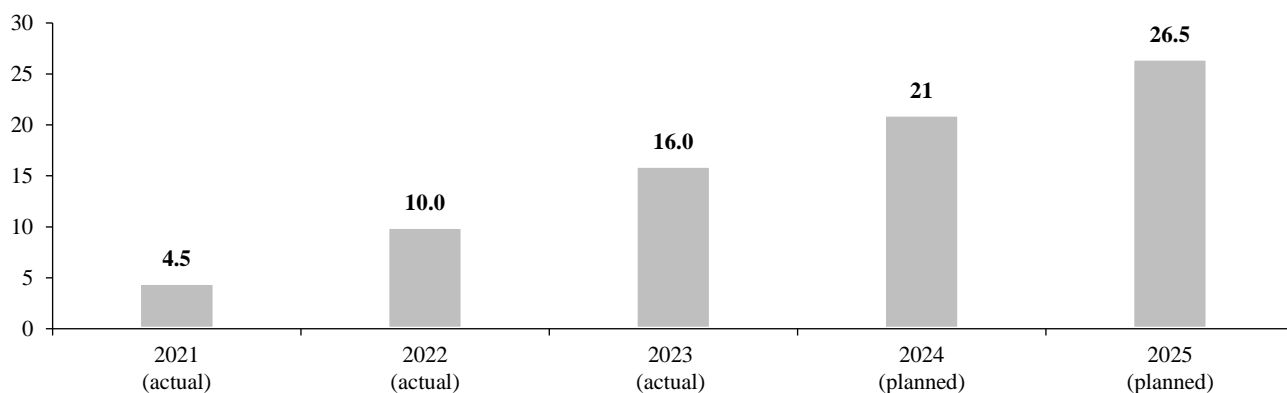
28.25 The lesson for the subprogramme was that interactive engagement through mobile phone applications can be effective in inspiring individual action and mobilizing support for global priorities. By the end of 2022, 10 million climate actions had been logged through the ActNow application. In applying the lesson, the subprogramme will expand the ActNow campaign in the lead up to the Sustainable Development Goals Summit to cover all of the Goals. This will allow users to choose and track their actions towards achieving the Goals and learn about sustainable development topics in interactive ways through activities such as quizzes and group challenges. The subprogramme will also engage in digital outreach through United Nations platforms, expand its circle of supporters of the Goals and strengthen media partnerships. These efforts will help to showcase the 2030 Agenda as the overarching road map for achieving sustainable development and highlight the urgent need to act to realize its vision.

28.26 Expected progress towards the objective is presented in the performance measure below (see figure 28.IV).

Figure 28.IV

Performance measure: number of individual actions logged through the ActNow campaign (cumulative)

(Millions)



Deliverables

28.27 Table 28.2 lists all deliverables of the subprogramme.

Table 28.2

Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the General Assembly on the dissemination of information on decolonization	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	26	24	26	26
2. Training programme for Palestinian broadcasters and journalists	24	24	24	24
3. International Media Seminar on Peace in the Middle East	2	–	2	2
D. Communication deliverables				
Outreach programmes, special events and information materials: communications campaigns and strategic outreach events and programmes through the Department’s field offices reaching local audiences, including lectures, exhibits and the organization of more than 100 Model United Nations conferences on priority issues or special observances of the United Nations, with specific target audiences (e.g. civil society, young people, academia, Governments and the private sector) and working in some 124 languages.				
External and media relations: press conferences, briefings and panel discussions on United Nations priorities, activities, events, publications, reports and outcomes of negotiations or other United Nations activities; media outreach, including media interviews and/or placement of opinion articles; strategic partnerships with education institutions, the media, civil society, the private sector, the creative community and other partners; and radio and television programmes.				
Digital platforms and multimedia content: flagship and other social media accounts, campaigns and multilingual websites managed by United Nations information centres.				

Subprogramme 2 News services

Objective

28.28 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

- 28.29 To contribute to the objective, the subprogramme will:
- Provide the timely delivery of accurate, impartial, comprehensive, balanced, coherent and objective news and information;
 - Produce customized news and information materials (textual, audiovisual and photographic);
 - Provide services to the media and other consumers, including through the use of the newest web-based and mobile distribution platforms, with an overall emphasis on multilingualism from the planning stage.
- 28.30 The above-mentioned work is expected to result in increased public awareness of and engagement with the United Nations through access to more user-friendly and diversified content and a broader range of options available to audiences, from traditional to social media.

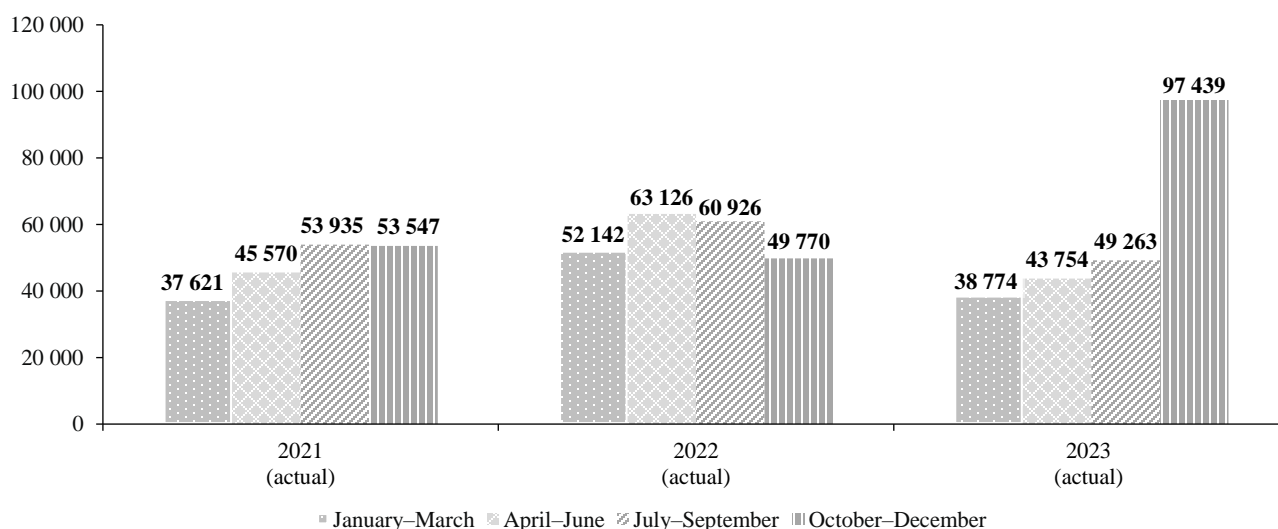
Programme performance in 2023

Increased usage of UNifeed video by digital media organizations covering global crises

- 28.31 UNifeed, a service managed by the subprogramme, provides broadcasters with raw source video footage of broadcast quality on a range of global issues from entities across the United Nations system. This footage covers topics such as climate change, peacekeeping and humanitarian emergencies, as well as economic and social conditions and sustainable development. During 2023, over 2,500 major news broadcasters and other news organizations continued to use UNifeed packages, especially during crises.
- 28.32 In September 2023, the subprogramme diversified its monitoring capacity to allow the tracking of UNifeed content usage by online platforms and has since measured a noticeable increase in the use of UNifeed video. As news audiences increasingly move to online media platforms, the subprogramme will look for opportunities to increase usage of UNifeed video by online media organizations.
- 28.33 Progress towards the objective is presented in the performance measure below (see figure 28.V).

Figure 28.V

Performance measure: number of times UNifeed videos have been used by broadcasters or online media platforms (annual)



Planned results for 2025

Result 1: increased access to United Nations News

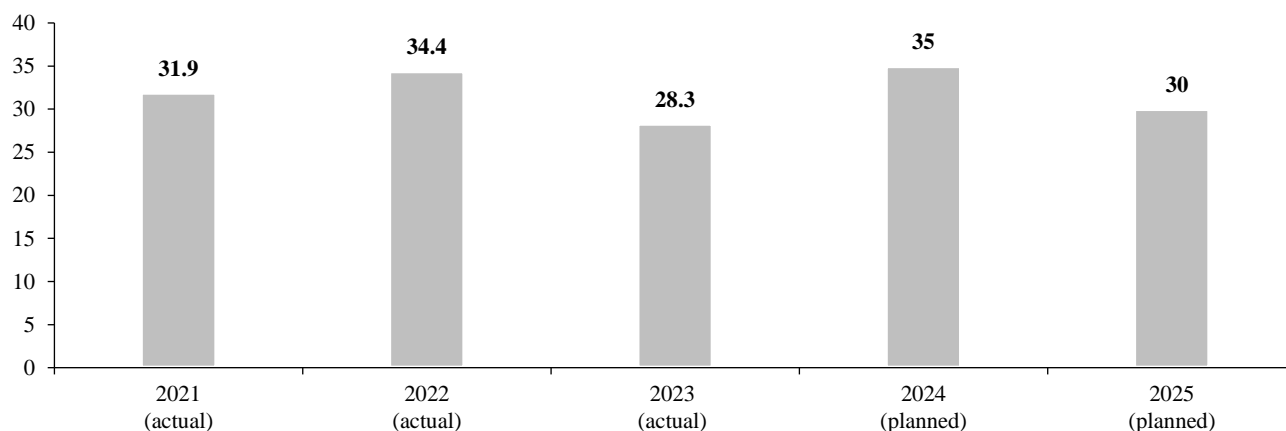
Programme performance in 2023 and target for 2025

- 28.34 The subprogramme's work contributed to increased access to the redesigned United Nations News website, with 28.3 million users in 2023, which did not meet the planned target of 34 million users. The target was not met owing to a confluence of factors, including the end of the coronavirus disease (COVID-19) pandemic as a global public health emergency (a topic which drove significant audience reach in 2022), as well as shifts in user preferences towards more visual and interactive content.
- 28.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 28.VI).

Figure 28.VI

Performance measure: increased access to the redesigned United Nations News website (annual)

(Millions of users)



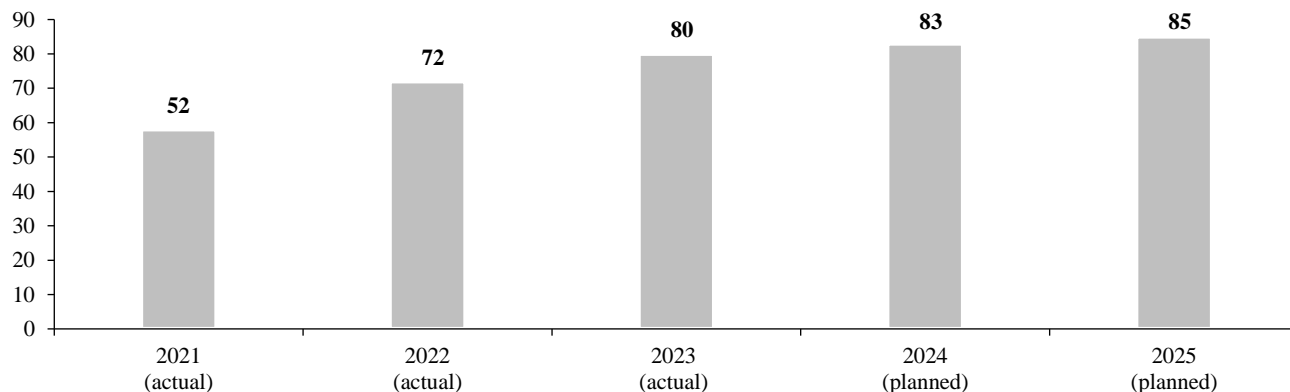
Result 2: increased global audience for the United Nations Web TV platform in the six official languages

Programme performance in 2023 and target for 2025

- 28.36 The subprogramme's work contributed to 80 million minutes of watch time on the United Nations Web TV platform in 2023, which exceeded the planned target of 78 million minutes. In 2023, United Nations Web TV became available in Arabic, Chinese, French, Russian and Spanish, ensuring that users can engage with content in any of the six official languages of the United Nations.
- 28.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 28.VII).

Figure 28.VII
Performance measure: watch time on United Nations Web TV platform

(Millions of minutes)



Result 3: deeper engagement of audiences through live-blogging tools and formats

Programme performance in 2023 and target for 2025

28.38 When news breaks and major world events unfold, audiences frequently turn to and follow online channels to get the latest updates. Social media platforms have until recently provided the ideal channel for online audiences to remain informed. However, recent trends in online publishing have favoured live-blog style coverage, providing audiences with access to real-time, up-to-the-minute news and information from trusted, branded, media outlets. In 2023, the subprogramme piloted live-blogging exercises and experimented with different technical approaches, including for the high-level debate of the seventy-eighth session of the General Assembly and the twenty-eighth Conference of the Parties to the United Nations Framework Convention on Climate Change in the United Arab Emirates in 2023.

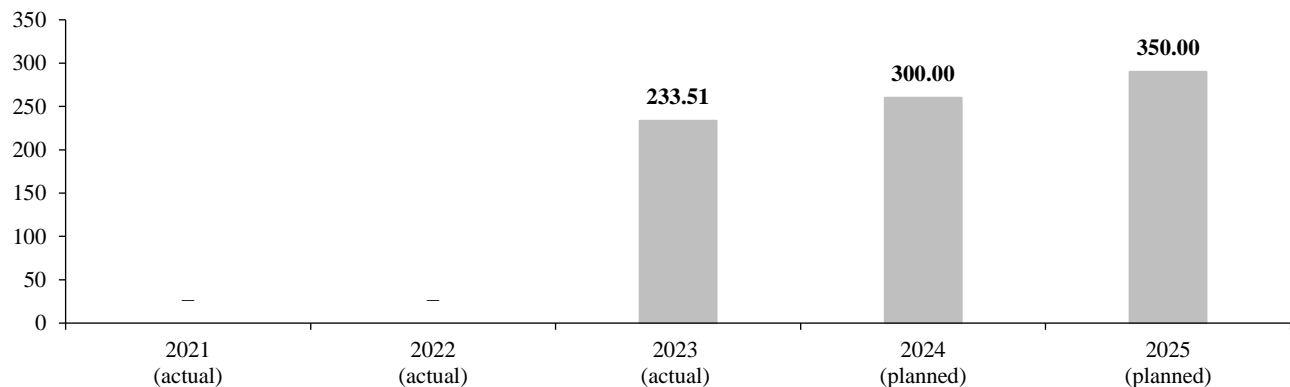
Lessons learned and planned change

28.39 The lesson for the subprogramme was that, on average, web pages containing live blogs experienced a higher number of views per user and a higher engagement time. In applying the lesson, the subprogramme will expand its coverage of newsworthy events using the live-blog format, with a view to increasing online audience engagement.

28.40 Progress towards the objective is presented in the performance measure below (see figure 28.VIII).

Figure 28.VIII
Performance measure: audience engagement time on live blogs (annual)

(Total time spent on page: hours.minutes)



Deliverables

28.41 Table 28.3 lists all deliverables of the subprogramme.

Table 28.3

Subprogramme 2: deliverables for 2025, by category and subcategory

Category and subcategory

D. Communication deliverables

External and media relations: accreditation of and services to 5,300 members of the media (including 1,100 long-term grounds passes, 2,200 temporary passes and 2,200 requests for media passes from Member States); covering United Nations meetings and issuing press releases in the six official languages; coverage of intergovernmental meetings; online publication and distribution of speeches and statements of the Secretary-General and the Deputy Secretary-General and transcripts of press encounters of the Secretary-General; and photo coverage of meetings of key intergovernmental bodies and activities of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly.

Digital platforms and multimedia content: daily multimedia content – audio, video and text – in the six official languages and three non-official languages (Hindi, Kiswahili and Portuguese) disseminated through multiple platforms and channels, including online and on social media, and through partnerships with external media organizations; the core United Nations website (including the home page), 215 United Nations observances and major global campaigns in the six official languages; assistance to United Nations entities in the multilingual aspects of their websites (54 websites); live television coverage, including live streams, and the posting of on-demand webcasts of intergovernmental meetings and other newsworthy events taking place at Headquarters, including the Sustainable Development Goals Studio; and provision of audiovisual library services to delegates, media outlets and others.

Subprogramme 3 Outreach and knowledge services

Objective

28.42 The objective, to which this subprogramme contributes, is to mobilize audiences and strengthen support for the work, principles and purposes of the United Nations.

Strategy

28.43 To contribute to the objective, the subprogramme will:

- (a) Engage in advocacy with a broad and international range of academic institutions, students and educators, the creative community and civil society;
- (b) Organize briefing programmes, special events, guided tours and interactive workshops, and engage with organizers of Model United Nations conferences;
- (c) Organize outreach and education programmes on the Holocaust and the transatlantic slave trade and create publications, research guides and exhibits on the same priorities, with a special focus on young people;
- (d) Develop communications materials, visual identities and branding in support of United Nations priorities;
- (e) Develop and maintain strategic partnerships with the entertainment, advertising and publishing industries, major sports and international events and institutions of higher education and research, targeting young people in particular;
- (f) Work with partners to develop multilingual and effective educational resources and programmes, campaigns, projects and events to inspire and encourage action for the 2030 Agenda for Sustainable Development;
- (g) Facilitate knowledge-sharing and the preservation of United Nations information resources for internal and external audiences.

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

- (a) A better understanding of the principles and purposes of the United Nations and the mobilization of young people and student participation in local, regional or national political, non-governmental and intergovernmental processes;
- (b) Increased mobilization of youth and student activity to advance the achievement of the Sustainable Development Goals and foster a new generation of leaders committed to the principles and values of the United Nations;
- (c) Increased access to United Nations documentation and information by Member States, United Nations staff around the world, research institutions, young people, schools and the general public for improved engagement, awareness and decision-making.

Programme performance in 2023

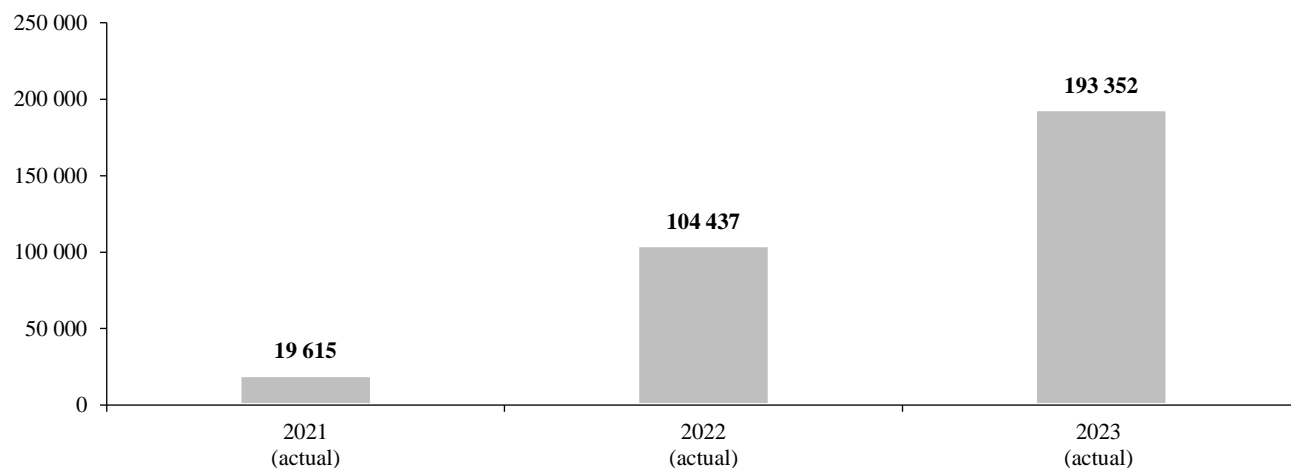
Public returns to the United Nations in New York

28.45 Following several years when public access to the United Nations in New York was restricted because of COVID-19, the subprogramme saw the public returning to visit Headquarters in 2023: the number of visitors touring Headquarters nearly reached pre-pandemic levels. The positive outcome is largely due to the portfolio of languages offered for guided tours in 2023 (the six official languages of the United Nations, as well as German, Greek, Hebrew, Italian, Japanese, Korean, Pashto, Portuguese and Urdu) and the range of thematic tours offered throughout the year, covering black history; women’s contributions to United Nations work on peace and security and human rights and development; the architecture and art at United Nations Headquarters; and a dedicated children’s tour.

28.46 Progress towards the objective is presented in the performance measure below (see figure 28.IX).

Figure 28.IX

Performance measure: number of visitors at the United Nations in New York (annual)



Planned results for 2025

Result 1: increased engagement and action for the Sustainable Development Goals through the global football community

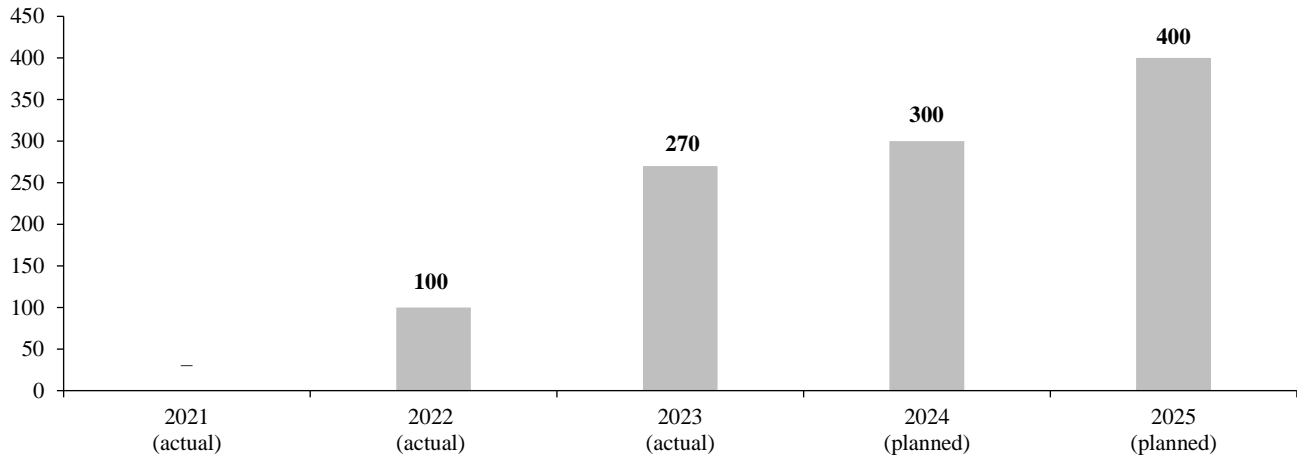
Proposed programme plan for 2023

28.47 The subprogramme’s work contributed to a total of 270 football-related organizations joining the United Nations “Football for the Goals” initiative, which exceeded the planned target of 25.

28.48 Progress towards the objective and the target for the target for 2025 are presented in the performance measure below (see figure 28.X).

Figure 28.X

Performance measure: number of partner entities engaged in the United Nations “Football for the Goals” initiative (cumulative)



Result 2: increased communication and advocacy regarding the Sustainable Development Goals

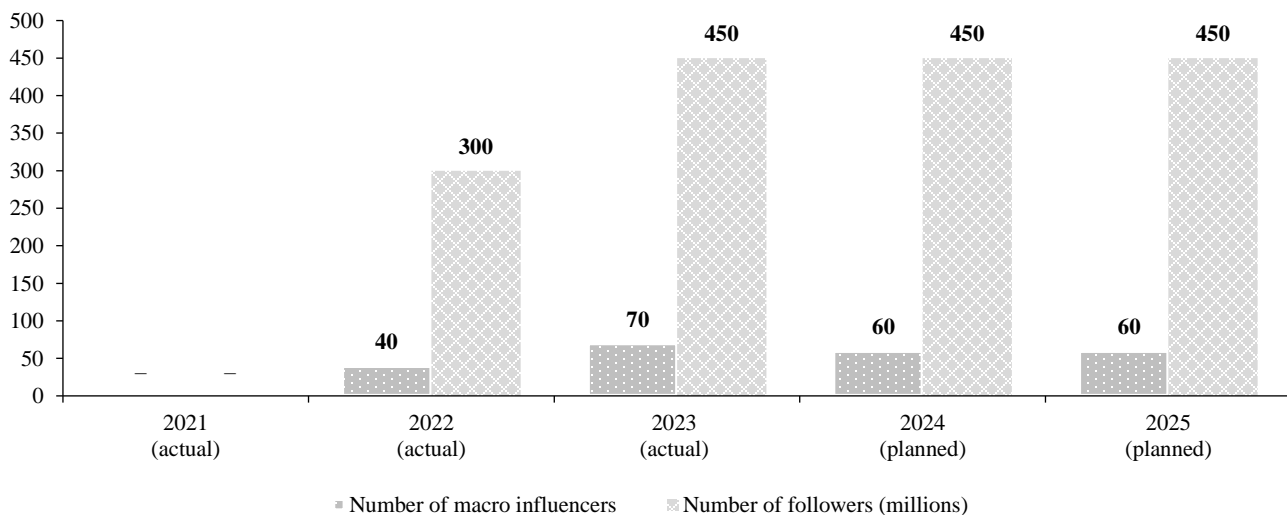
Programme performance in 2023 and target for 2025

28.49 The subprogramme’s work contributed to the participation of 70 macro influencers with a combined reach of 450 million followers in communications and advocacy efforts with regard to the Sustainable Development Goals, which exceeded the planned target of 50 macro influencers and 400 million combined followers.

28.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 28.XI).

Figure 28.XI

Performance measure: number of macro influencers engaged and combined number of followers (annual)



Result 3: young journalists gain access and insight into the work of the United Nations

Proposed programme plan for 2025

28.51 The annual Reham Al-Farra Memorial Journalists' Fellowship Programme provides a unique opportunity for young working journalists from developing countries and countries with economies in transition to cover the opening of the General Assembly for their news outlets. Fellows attend special briefings, interview senior officials, engage with international media outlets and exchange ideas with colleagues from around the world. Through the Programme, journalists can gain a better understanding of the work of the United Nations, enabling them to produce responsible and nuanced reporting on global issues in their communities. In 2023, after four years, the Programme returned to an in-person format.

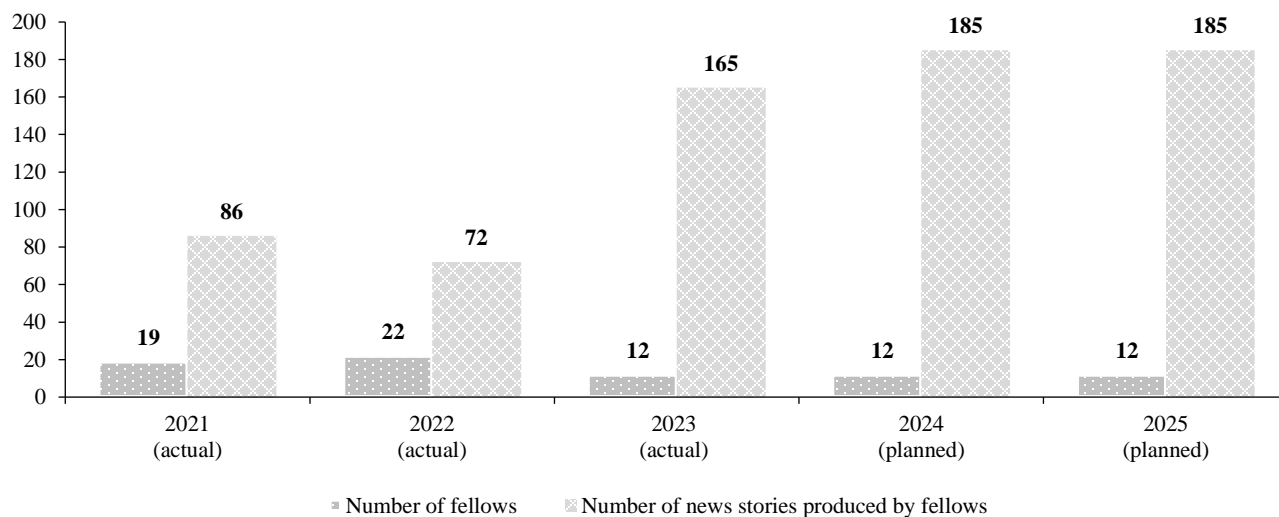
Lessons learned and planned change

28.52 The lesson for the subprogramme was that while virtual versions of the Programme enabled broader participation, the in-person format delivered a more meaningful and impactful experience for journalists. It provided more opportunities to interact directly with representatives of Member States and United Nations officials and led to an increase in the number of news stories produced by the fellows. In applying the lesson, the subprogramme will strive to hold the Programme in person and to create additional opportunities for interactions with a wide range of internal and external entities.

28.53 Expected progress towards the objective is presented in the performance measure below (see figure 28.XII).

Figure 28.XII

Performance measure: number of young journalists participating in the Programme and number of news stories produced by fellows (annual)



Deliverables

28.54 Table 28.4 lists all deliverables of the subprogramme.

Table 28.4

Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	4	4
1. Reports for the General Assembly on questions of information and on the activities of the Department: strategic communications services, news services and outreach and knowledge services	4	4	4	4
Substantive services for meetings (number of three-hour meetings)	20	15	20	20
2. Meetings of the Committee on Information	20	15	20	20
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	361	447	370	370
3. Workshops on intergovernmental engagements for non-governmental organizations and orientation programme for newly associated non-governmental organizations	40	53	40	40
4. Training event on Dag Hammarskjöld Library services and training courses for iSeek content creators, editors and focal points	300	353	300	300
5. Training event on journalism as part of Reham Al-Farra Memorial Journalists' Fellowship Programme	21	41	30	30
C. Substantive deliverables				
Consultation, advice and advocacy: guidance and expert advice to the Model United Nations; and conferences on subjects such as slavery and the transatlantic slave trade and Holocaust remembrance.				
D. Communication deliverables				
Outreach programmes, special events and information materials: partnerships with civil society, academic institutions and other entities; educational and promotional materials, such as <i>UN Chronicle</i> ; responses to public enquiries; exhibits at United Nations Headquarters and online; multilingual guided tours; outreach programme with prominent personalities, including Messengers of Peace and other celebrities; special events and observances of selected commemorative days and years; Creative Community Outreach Initiative to feature the United Nations or a United Nations issue in a film, television or theatre product; and graphic design products in support of United Nations branding, and communication campaigns.				
External and media relations: press conferences and press releases to announce new outreach partnerships and special events; and exhibit openings.				
Digital platforms and multimedia content: iSeek; e-DeleGATE; shop.un.org ; and United Nations Development Business.				
Library services: a secure digital United Nations central repository (United Nations Digital Library) in the six official languages; online library products for the Library's global public, loan and related services and the provision of direct and targeted research to representatives of Member States; management of the United Nations System Electronic Information Acquisition Consortium and the United Nations Depository Library Programme; and curation of diverse library content.				

B. Proposed post and non-post resource requirements for 2025

Overview

28.55 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 28.5 to 28.7.

Table 28.5

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	86 282.2	91 587.6	–	–	–	–	–	91 587.6
Other staff costs	4 845.9	9 960.8	(22.5)	–	–	(22.5)	(0.2)	9 938.3
Hospitality	14.0	28.0	–	–	–	–	–	28.0
Consultants	86.0	–	–	–	–	–	–	–
Travel of representatives	4.2	–	–	–	–	–	–	–
Travel of staff	570.5	289.3	–	–	6.3	6.3	2.2	295.6
Contractual services	6 724.0	8 318.3	(76.1)	137.9	2.3	64.1	0.8	8 382.4
General operating expenses	5 498.3	5 704.6	–	–	(3.7)	(3.7)	(0.1)	5 700.9
Supplies and materials	201.5	569.7	–	100.0	(1.0)	99.0	17.4	668.7
Furniture and equipment	649.0	734.2	(24.9)	–	–	(24.9)	(3.4)	709.3
Improvement of premises	7.9	–	–	–	–	–	–	–
Grants and contributions	243.0	724.2	–	–	(3.9)	(3.9)	(0.5)	720.3
Other	(17.4)	–	–	–	–	–	–	–
Total	105 109.1	117 916.7	(123.5)	237.9	–	114.4	0.1	118 031.1

Table 28.6

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	686	1 USG, 3 D-2, 18 D-1, 34 P-5, 71 P-4, 105 P-3, 57 P-2/1, 7 GS (PL), 197 GS (OL), 143 LL, 50 NPO
Post changes	–	–
Proposed for 2025	686	1 USG, 3 D-2, 18 D-1, 34 P-5, 71 P-4, 105 P-3, 57 P-2/1, 7 GS (PL), 197 GS (OL), 143 LL, 50 NPO

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 28.7

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	18	–	–	–	–	18
P-5	34	–	–	–	–	34
P-4	71	–	–	–	–	71
P-3	105	–	–	–	–	105
P-2/1	57	–	–	–	–	57
Subtotal	289	–	–	–	–	289
General Service and related						
GS (PL)	7	–	–	–	–	7
GS (OL)	197	–	–	–	–	197
LL	143	–	–	–	–	143
NPO	50	–	–	–	–	50
Subtotal	397	–	–	–	–	397
Total	686	–	–	–	–	686

28.56 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 28.8 to 28.10 and figure 28.XIII.

28.57 As shown in tables 28.8 (1) and 28.9 (1), the overall resources proposed for 2025 amount to \$118,031,100 before recosting, reflecting a net increase of \$114,400 (or 0.1 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 28.8

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Executive direction and management	2 615.5	2 831.4	–	–	–	–	–	2 831.4
B. Programme of work								
1. Campaign and country operations services	41 737.0	44 675.3	–	214.8	–	214.8	0.5	44 890.1
2. News services	35 276.3	43 018.8	(98.6)	23.1	–	(75.5)	(0.2)	42 943.3

Part VII Global communications

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
3. Outreach and knowledge services	21 270.9	23 025.5	–	–	–	–	–	23 025.5
Subtotal, B	98 284.2	110 719.6	(98.6)	237.9	–	139.3	0.1	110 858.9
C. Programme support	4 209.4	4 365.7	(24.9)	–	–	(24.9)	(0.6)	4 340.8
Subtotal, 1	105 109.1	117 916.7	(123.5)	237.9	–	114.4	0.1	118 031.1

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Campaign and country operations services	433.0	551.4	(9.3)	(1.7)	542.1
2. News services	262.9	331.8	(5.6)	(1.7)	326.2
3. Outreach and knowledge services	–	–	–	–	–
Subtotal, B	695.9	883.2	(14.9)	(1.7)	868.3
C. Programme support	–	–	–	–	–
Subtotal, 2	695.9	883.2	(14.9)	(1.7)	868.3

(3) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Campaign and country operations services	1 246.4	1 413.4	294.1	20.8	1 707.5
2. News services	2 816.3	2 947.0	155.7	5.3	3 102.7
3. Outreach and knowledge services	4 285.3	7 496.6	2 308.7	30.8	9 805.3
Subtotal, B	8 348.0	11 857.0	2 758.5	23.3	14 615.5
C. Programme support	970.8	750.0	50.0	6.7	800.0
Subtotal, 3	9 318.8	12 607.0	2 808.5	22.3	15 415.5
Total (1+2+3)	115 123.8	131 406.9	2 908.0	2.2	134 314.9

Table 28.9

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	16	–	–	–	–	16
B. Programme of work						
1. Campaign and country operations services	333	–	–	–	–	333
2. News services	181	–	–	–	–	181
3. Outreach and knowledge services	134	–	–	–	–	134
Subtotal, B	648	–	–	–	–	648
C. Programme support	22	–	–	–	–	22
Subtotal, 1	686	–	–	–	–	686

(2) *Other assessed*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Campaign and country operations services	2	–	2
2. News services	2	–	2
3. Outreach and knowledge services	–	–	–
Subtotal, B	4	–	4
C. Programme support	–	–	–
Subtotal, 2	4	–	4

(3) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Campaign and country operations services	–	–	–
2. News services	–	–	–
3. Outreach and knowledge services	7	–	7
Subtotal, B	7	–	7
C. Programme support	–	–	–
Subtotal, 3	7	–	7
Total (1+2+3)	697	–	697

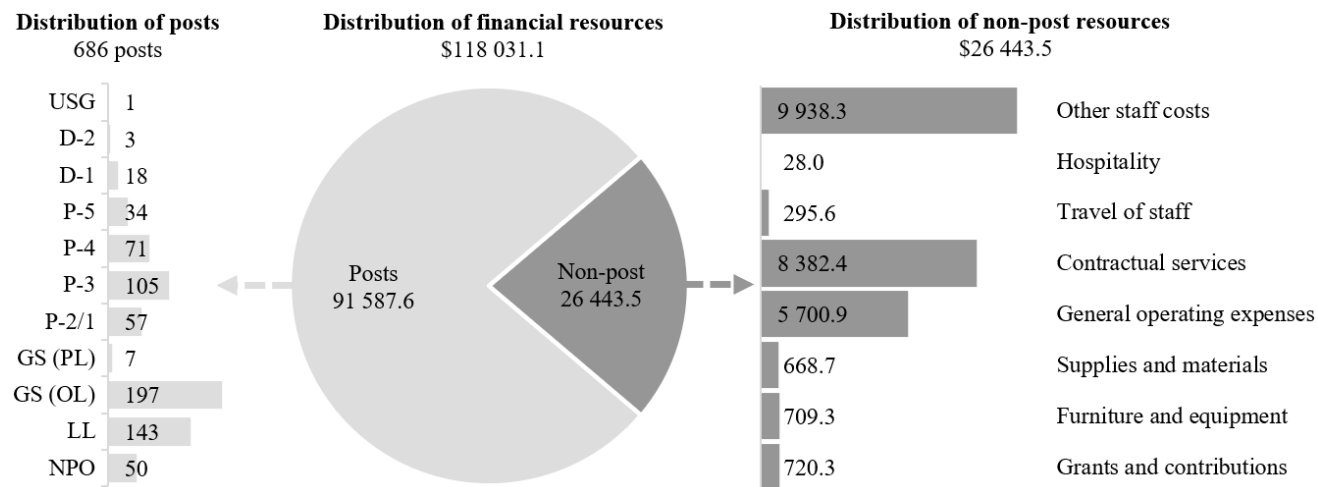
Table 28.10
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	86 282.2	91 587.6	–	–	–	–	–	91 587.6
Non-post	18 826.9	26 329.1	(123.5)	237.9	–	114.4	0.4	26 443.5
Total	105 109.1	117 916.7	(123.5)	237.9	–	114.4	0.1	118 031.1
Post resources by category								
Professional and higher		289	–	–	–	–	–	289
General Service and related		397	–	–	–	–	–	397
Total		686	–	–	–	–	–	686

Figure 28.XIII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

28.58 As shown in table 28.8 (1), resource changes reflect a decrease of \$123,500, as follows:

- (a) **Subprogramme 2, News services** (decrease of \$98,600). The decrease of \$98,600 relates to the removal of non-recurrent provisions under other staff costs (\$22,500) and contractual services (\$76,100) for webcasting and public information services that are no longer required in 2025, and that were approved pursuant to General Assembly resolutions [76/232](#), [76/307](#), [77/246](#), [77/249](#) and [77/250](#);
- (b) **Programme support** (decrease of \$24,900). The decrease of \$24,900 relates to the removal of non-recurrent provisions under furniture and equipment associated with the acquisition of

office automation equipment required for newly established general temporary assistance positions that were approved for 2024, pursuant to Assembly resolution [78/252](#).

New and expanded mandates

- 28.59 As shown in table 28.8 (1), resource changes reflect an increase of \$237,900, as follows:
- (a) **Subprogramme 1, Campaigns and country operations services** (increase of \$214,800). The increase relates to:
 - (i) Non-post resources under contractual services of \$29,800, relating to webcasting services, pursuant to General Assembly resolutions [78/20](#) and [78/238](#);
 - (ii) Non-post resources totalling \$100,000 (under contractual services of \$40,000 and under supplies and materials of \$60,000), relating to the translation of promotional products, the coordination of communications work and promotional activities across the United Nations information centre network for the Fifteenth United Nations Congress on Crime Prevention and Criminal Justice, pursuant to Assembly resolution [78/223](#);
 - (iii) Non-post resources totalling \$85,000 (under contractual services of \$45,000 and under supplies and materials of \$40,000), relating to the translation of promotional products, the creation of videos, the creation of digital and branding assets and promotional activities across the United Nations information centre network for the fourth International Conference on Financing for Development, pursuant to Assembly resolution [78/271](#);
 - (b) **Subprogramme 2, News services** (increase of \$23,100). The increase relates to non-post resources under contractual services, relating to webcasting services, pursuant to Assembly resolutions [78/271](#), [78/47](#) and [77/335](#).

Other assessed resources

- 28.60 As reflected in tables 28.8 (2) and 28.9 (2), other assessed resources amount to \$868,300. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

Extrabudgetary resources

- 28.61 As reflected in tables 28.8 (3) and 28.9 (3), extrabudgetary resources amount to \$15,415,500. The resources would complement regular budget resources and would be used to provide for seven posts (1 P-3 and 6 GS (OL)) and non-post resources that would be used to support the Department's capacity-development work; support specific communications campaigns at Headquarters and in the field; support multimedia and operational activities in Hindi; provide webcast and website support activities; and conduct activities in support of United Nations Development Business, United Nations Academic Impact and United Nations System Electronic Information Acquisition Consortium programmes, and the United Nations presence at Expo 2025 in Osaka, Japan.
- 28.62 The extrabudgetary resources under the present section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

Executive direction and management

- 28.63 The executive direction and management component comprises the Office of the Under-Secretary-General.
- 28.64 The main responsibilities of the executive direction and management component include:
- (a) The overall direction and strategic management of United Nations communications in the implementation of the Department's mandates and its approved programme of work, both at Headquarters and in the field;

- (b) The establishment of departmental strategy, policies and guidelines, while dealing with specific policy and management issues and problems;
 - (c) The administrative, financial and personnel management of the Department;
 - (d) The direction of liaison functions performed by the Department with regard to intergovernmental bodies, such as the Committee on Information, and with the United Nations Communications Group;
 - (e) Oversight of crisis communications and reputation management, convening relevant United Nations entities and partners within crisis cells to align approaches and messaging, and providing crisis communications policy, guidance and training;
 - (f) The establishment of United Nations communications priorities, identifying opportunities to communicate about these within a congested media landscape, and providing coordination across the United Nations system by strengthening the United Nations Communications Group, including at the country level through United Nations information centres and the resident coordinator system;
 - (g) The promotion of information integrity in public information, including the monitoring and analysis of, and response to, digital content hostile to the United Nations, its staff and operations.
- 28.65 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Department is integrating environmental management practices into its operations. The Department will, where feasible and effective, continue to make all official documentation, publications, brochures, and communications and advocacy materials available online, rather than in print, in order to reduce its carbon footprint and save energy. It will also continue to adopt a range of sustainability practices, including reducing the photocopying and printing of internal documents, and will promote videoconferencing, in order to reduce the travel undertaken, where possible. The Department will also continue to support internal and external communications on United Nations system sustainability efforts and will encourage staff to join the ActNow campaign and other Secretariat initiatives focused on individual action related to climate change and sustainability.
- 28.66 Information on the timely submission of documentation and advance booking for air travel is reflected in table 28.11. With regard to the advance booking for air travel, the Department has implemented the requirement for the traveller to request approval from the Under-Secretary-General for Global Communications for cases that do not comply with the policy and to provide a reason for the delayed request and justification for travel. In addition, the Department closely reviews the exceptions sought and regularly sends communications to directors, managers and staff to raise awareness of the policy requirement and the importance of minimizing the instances of exceptions.

Table 28.11

Compliance rate

(Percentage)

	2021 <i>actual</i>	2022 <i>actual</i>	2023 <i>actual</i>	2024 <i>planned</i>	2025 <i>planned</i>
Timely submission of documentation	100	100	89	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	56	55	67	100	100

- 28.67 The proposed regular budget resources for 2025 amount to \$2,831,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 28.12 and figure 28.XIV.

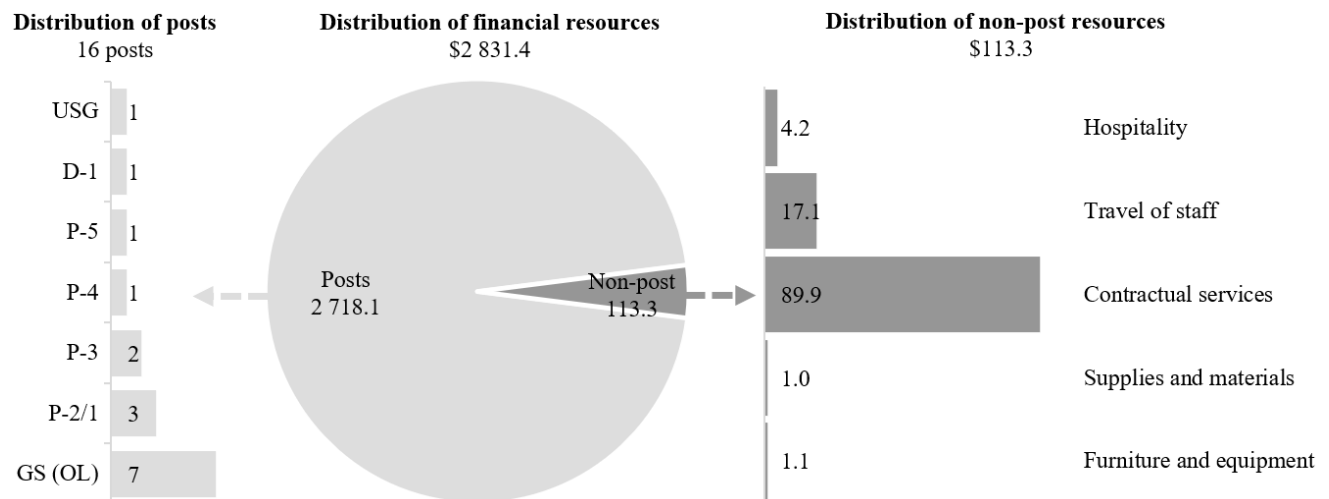
Table 28.12
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 504.1	2 718.1	–	–	–	–	–	2 718.1
Non-post	111.4	113.3	–	–	–	–	–	113.3
Total	2 615.5	2 831.4	–	–	–	–	–	2 831.4
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		7	–	–	–	–	–	7
Total		16	–	–	–	–	–	16

Figure 28.XIV
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

**Subprogramme 1
 Campaigns and country operations services**

28.68 The proposed regular budget resources for 2025 amount to \$44,890,100 and reflect an increase of \$214,800 compared with the approved budget for 2024. The proposed change is explained in paragraph 28.59 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 28.13 and figure 28.XV.

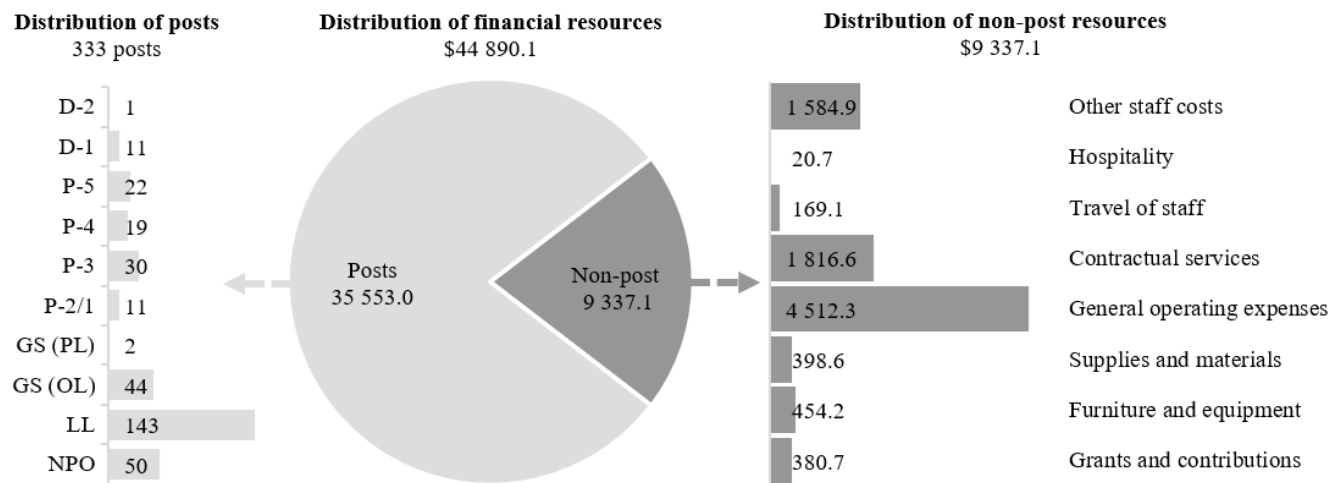
Table 28.13
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	34 341.0	35 553.0	–	–	–	–	–	35 553.0
Non-post	7 396.0	9 122.3	–	214.8	–	214.8	2.4	9 337.1
Total	41 737.0	44 675.3	–	214.8	–	214.8	0.5	44 890.1
Post resources by category								
Professional and higher		94	–	–	–	–	–	94
General Service and related		239	–	–	–	–	–	239
Total		333	–	–	–	–	–	333

Figure 28.XV
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
 News services**

28.69 The proposed regular budget resources for 2025 amount to \$42,943,300 and reflect a net decrease of \$75,500 compared with the approved budget for 2024. The proposed change is explained in paragraphs 28.58 (a) and 28.59 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 28.14 and figure 28.XVI.

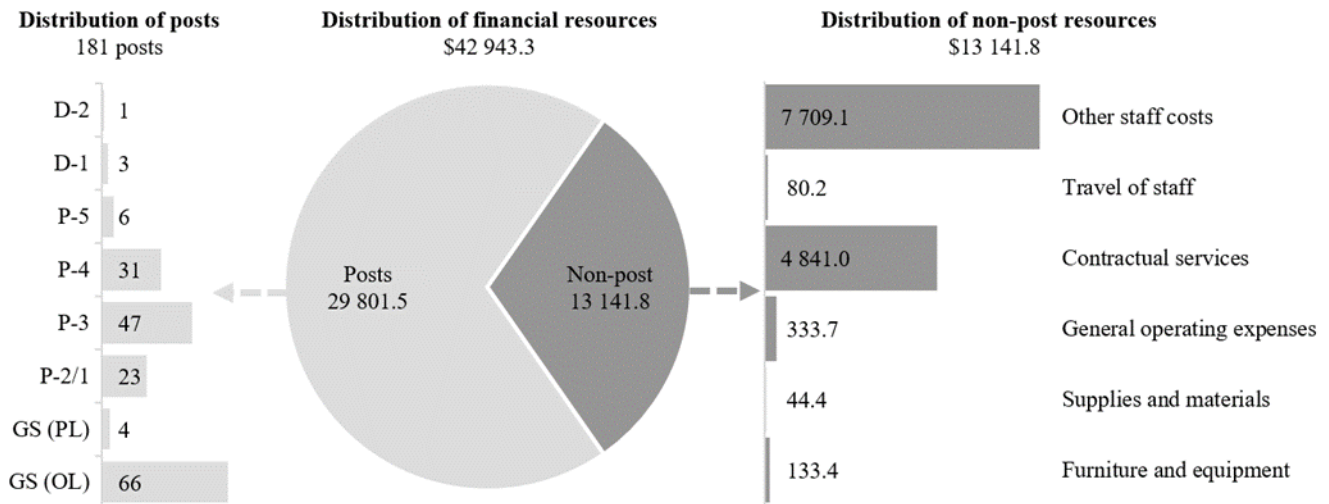
Table 28.14
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	27 273.4	29 801.5	–	–	–	–	29 801.5
Non-post	8 002.9	13 217.3	(98.6)	23.1	–	(75.5)	13 141.8
Total	35 276.3	43 018.8	(98.6)	23.1	–	(75.5)	42 943.3
Post resources by category							
Professional and higher		111	–	–	–	–	111
General Service and related		70	–	–	–	–	70
Total		181	–	–	–	–	181

Figure 28.XVI
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
 Outreach and knowledge services**

28.70 The proposed regular budget resources for 2025 amount to \$23,025,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 28.15 and figure 28.XVII.

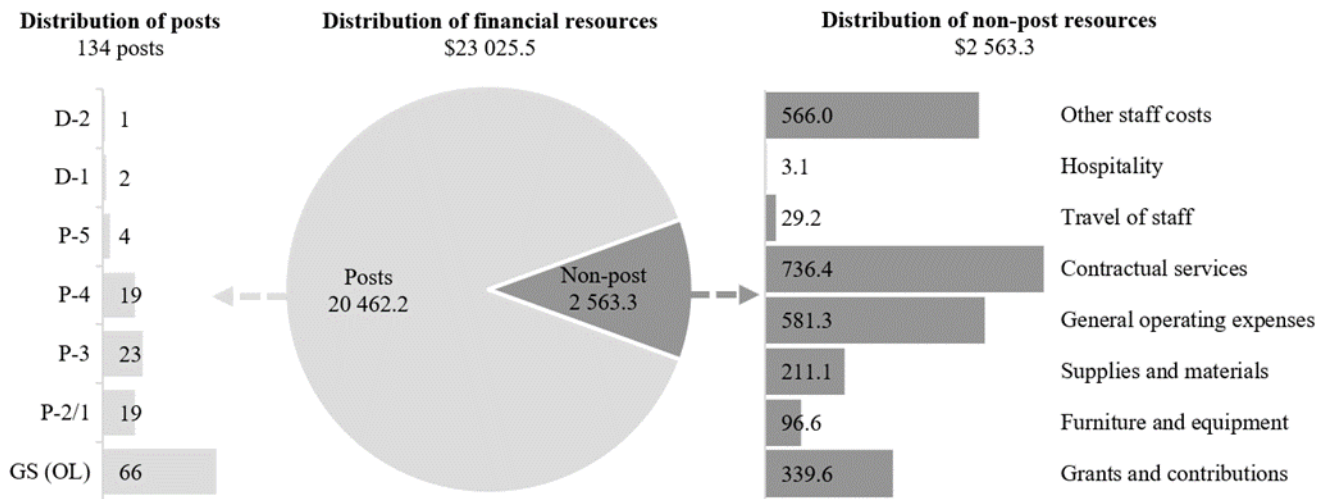
Table 28.15
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Posts	19 166.5	20 462.2	–	–	–	–	–	20 462.2
Non-post	2 104.4	2 563.3	–	–	–	–	–	2 563.3
Total	21 270.9	23 025.5	–	–	–	–	–	23 025.5
Post resources by category								
Professional and higher		68	–	–	–	–	–	68
General Service and related		66	–	–	–	–	–	66
Total		134	–	–	–	–	–	134

Figure 28.XVII
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

28.71 The proposed regular budget resources for 2025 amount to \$4,340,800 and reflect a decrease of \$24,900 compared with the approved budget for 2024. The proposed change is explained in paragraph 28.58 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 28.16 and figure 28.XVIII.

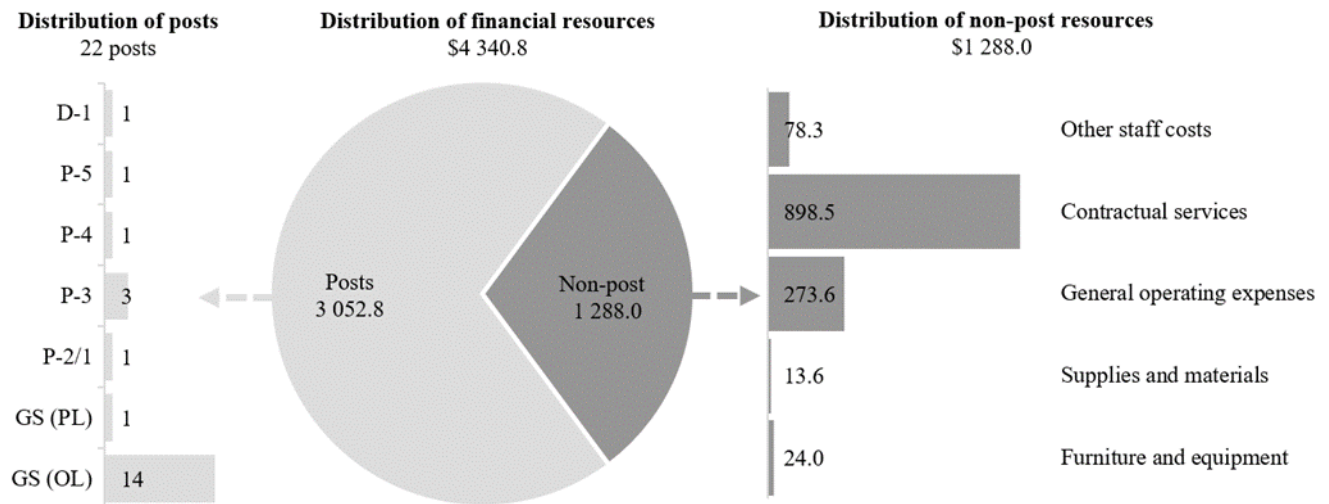
Table 28.16
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	2 997.1	3 052.8	–	–	–	–	–	–	3 052.8
Non-post	1 212.2	1 312.9	(24.9)	–	–	(24.9)	(1.9)	–	1 288.0
Total	4 209.4	4 365.7	(24.9)	–	–	(24.9)	(0.6)	–	4 340.8
Post resources by category									
Professional and higher		7	–	–	–	–	–	–	7
General Service and related		15	–	–	–	–	–	–	15
Total		22	–	–	–	–	–	–	22

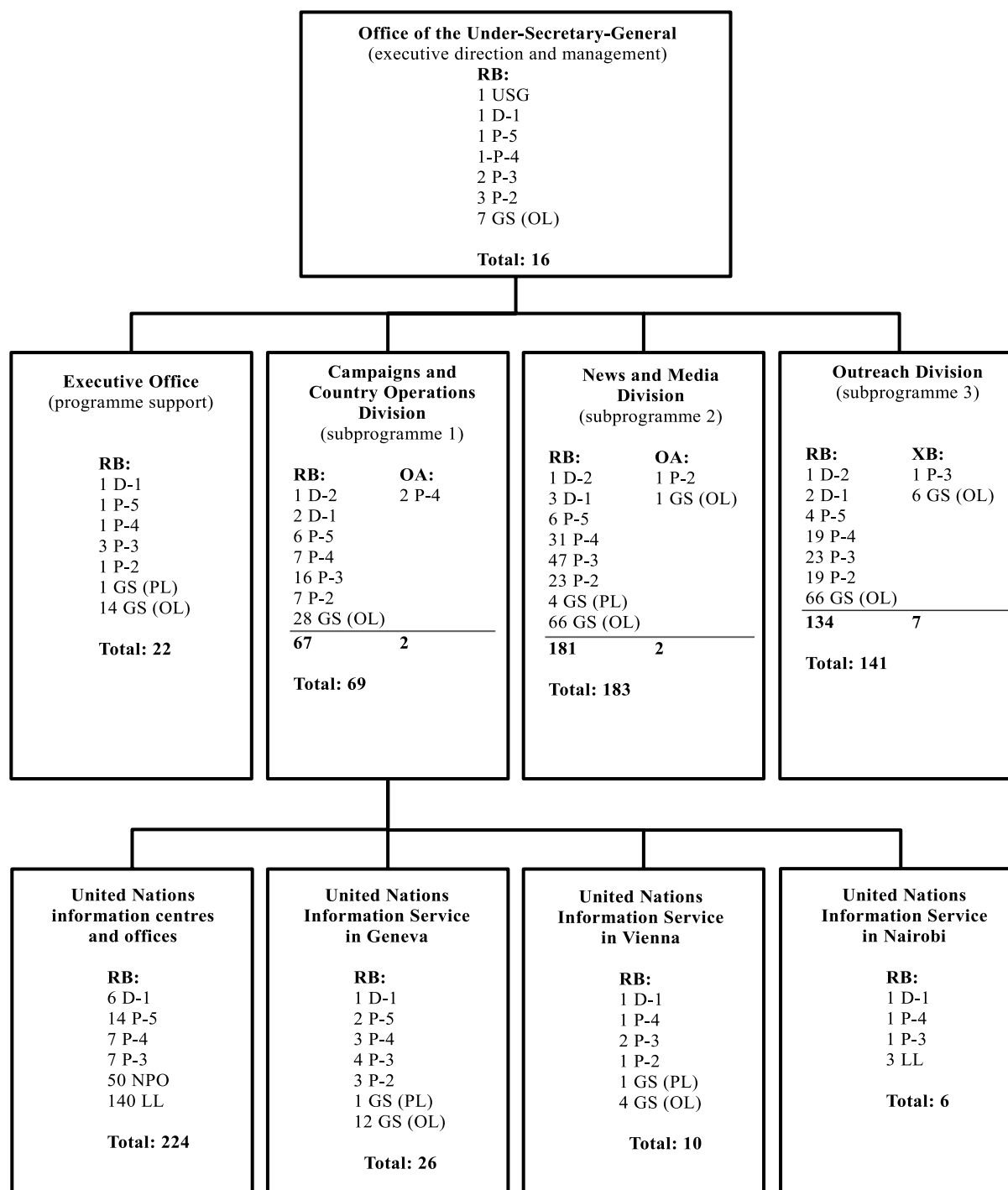
Figure 28.XVIII
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2025



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VIII

Common support services

Section 29

Management and support services

Programme 25

Management and support services

* A/79/50.



Overview

Mandates and background

- 29.1 The overall purpose of section 29, Management and support services, the responsibility for which is vested in the Department of Management Strategy, Policy and Compliance, the Department of Operational Support, the Office of Information and Communications Technology and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely, finance, human resources, information and communications technology and support services, including procurement and infrastructure; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.
- 29.2 The departments and offices under section 29 derive their mandates and guidance from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations; the Staff Regulations and Rules of the United Nations; the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation; and General Assembly resolutions as included in the relevant components.
- 29.3 Details on the composition of the deliverables proposed under section 29, together with their specific objectives, planned results and the related resource requirements, are contained in subsections 29A to 29F.
- 29.4 Summaries of the overall resource requirements for section 29 are set out in the table below.

Overview of financial and post resources by subsection and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Other assessed			Extrabudgetary			Total		
	2024 approved	2025 estimate (before recosting)	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance	2024 estimate	2025 estimate	Variance
Financial resources												
29A. Department of Management Strategy, Policy and Compliance	66 795.8	67 034.9	239.1	58 254.2	59 571.7	1 317.5	35 309.9	34 110.8	(1 199.1)	160 359.9	160 717.4	357.5
29B. Department of Operational Support	96 246.0	96 003.7	(242.3)	118 262.8	116 337.5	(1 925.3)	66 488.4	63 121.1	(3 367.3)	280 997.2	275 462.3	(5 534.9)
29C. Office of Information and Communications Technology	53 855.4	53 789.0	(66.4)	36 929.6	34 852.4	(2 077.2)	69 206.7	67 180.0	(2 026.7)	159 991.7	155 821.5	(4 170.2)
29D. Administration, Nairobi	18 354.0	15 492.6	(2 861.4)	–	–	–	27 422.8	27 422.8	–	45 776.8	42 915.4	(2 861.4)
29E. Administration, Geneva	89 386.4	89 387.1	0.7	–	–	–	49 590.5	50 670.5	1 080.0	138 976.9	140 057.6	1 080.7
29F. Administration, Vienna	20 366.0	20 366.0	–	–	–	–	24 232.5	24 402.8	170.3	44 598.5	44 768.8	170.3
Total	345 003.6	342 073.3	(2 930.3)	213 446.6	210 761.6	(2 685.0)	272 250.8	266 908.0	(5 342.8)	830 701.0	819 743.0	(10 958.0)
Post resources												
29A. Department of Management Strategy, Policy and Compliance	275	275	–	182	180	(2)	124	124	–	581	579	(2)
29B. Department of Operational Support	366	366	–	445	436	(9)	82	82	–	893	884	(9)
29C. Office of Information and Communications Technology	178	178	–	52	52	–	13	13	–	243	243	–
29D. Administration, Nairobi	112	112	–	–	–	–	299	299	–	411	411	–
29E. Administration, Geneva	298	298	–	–	–	–	178	178	–	476	476	–
29F. Administration, Vienna	83	83	–	–	–	–	90	90	–	173	173	–
Total	1 312	1 312	–	679	668	(11)	786	786	–	2 777	2 766	(11)



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Part VIII

Common support services

Section 29A

Department of Management Strategy, Policy and Compliance

Programme 25

Management and support services

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 29A.1 The Department of Management Strategy, Policy and Compliance is responsible for policy leadership in all management areas through the provision of a clear, integrated global management strategy and policy framework and through strengthened monitoring, evaluation and accountability mechanisms. The Department is also responsible, jointly with the Department of Operational Support, for managing the activities of the Office of Information and Communications Technology. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [72/266 A](#), [72/266 B](#), [72/254](#) and [73/281](#). The Department plays an integral role in realizing the Secretary-General's new management paradigm, with an emphasis on transparency, accountability and decision-making that is closer to points of delivery.

Strategy and external factors for 2025

- 29A.2 The strategy for 2025 includes continuing to advance the management paradigm through an integrated approach, with four already existing interlinked pillars: the enterprise resource planning solution; programme planning, finance and budget; human resources; and business transformation and accountability. Addressing racism and racial discrimination has emerged as the fifth pillar. The Department will:
- (a) Commit to new internal ways of working, including through the formulation of holistic policies and approaches that foster the achievement of tangible results, including through renewed investment in technology and a commitment to continuous improvement;
 - (b) Strengthen the Organization's resilience, including its preparedness to maintain business continuity in emergencies and to continually adapt to changing environments, risks and opportunities;
 - (c) Drive results-based management policies and practices into the daily functioning and culture of the Organization, together with an integrated cycle of planning, risk and performance management, and evaluation;
 - (d) Foster greater transparency and accountability to engender greater credibility and trust in the capabilities of the United Nations as an organization, by both the Member States and the people whom it serves;
 - (e) Enhance data analysis and reporting capabilities that enable real-time, user-friendly access to data to support informed decision-making and improved management of risks to achieve the objectives of the United Nations;
 - (f) Create a collaborative and inclusive environment through integrated solutions and strategic partnerships throughout the United Nations system;
 - (g) Work towards the implementation of a dynamic human resources strategy that fosters greater workforce diversity, supports managers in finding the right people, provides a strengthened learning framework, supports the development of new competencies, talents and strengthened multilingualism, ensures a civil and safe work environment and promotes a culture of continuous learning, innovation and improvement to actively build a better United Nations;
 - (h) Address racism and racial discrimination more directly and effectively in the Secretariat by encouraging reporting, enhancing accountability, monitoring and transparency, and periodically reporting on progress in addressing the issue and on efforts towards racial diversity, equity and inclusion.

- 29A.3 The Department will continue to provide leadership in the development and delivery of integrated organizational management strategies, policies and models supporting a decentralized, field-focused paradigm in which managers are empowered through the enhanced delegation of authority framework. It will liaise with Member States and other external entities on management-related issues and foster coordination within the Secretariat, as well as with the funds, programmes and specialized agencies of the United Nations system, to build partnerships and promote best practices.
- 29A.4 Having laid the foundation for greater decentralization, the main challenge will continue to be to accelerate the culture shift required to implement in full the new management paradigm of increased delegation of authority, transparency and accountability and a culture of continuous learning.
- 29A.5 The Department will continue to enable business transformation that leverages current and future trends in enterprise resource planning solutions. The Umoja solution and its accompanying business intelligence framework will allow the Department to respond to organizational requirements for better and more timely decision-making, enhanced accountability systems and the rapid adoption of newly identified best practices, as well as strengthened support for real-time data access, augmented and predictive analytics and planning and monitoring capabilities.
- 29A.6 With regard to cooperation with other entities, the Department will continue to support and work closely with all entities of the Secretariat and build partnerships, internally within the Secretariat and externally with the United Nations system, to find inclusive responses to challenges and develop innovative business models that cater to the evolving and specific requirements of each entity, with an emphasis on the field.
- 29A.7 With regard to inter-agency coordination and liaison, the Department will represent the Secretary-General in inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination.
- 29A.8 With regard to the external factors, the Department considered applicable risks identified in its risk register, and, accordingly, the overall plan for 2025 is based on the planning assumption that all stakeholders will extend their full cooperation and support to the Department in implementing its mandates.
- 29A.9 The Department integrates a gender perspective into its operational activities, deliverables and results, as appropriate. The Department will play a leadership role in driving the Secretary-General's system-wide strategy on the future of work and continues to support efforts to achieve gender parity and address sexual harassment in the workplace. Furthermore, the Department will work towards the equitable geographical distribution of Member States in the Secretariat workforce and prioritize the integration of environmental sustainability and resilience management into the strategies, policies and compliance and reporting frameworks of the Organization. Through its policy leadership in these interconnected fields, the Department will foster a change in culture at all levels of the Secretariat.
- 29A.10 In line with the United Nations Disability Inclusion Strategy, the Department will continue to elevate awareness of disability inclusion within it and support entities by mainstreaming disability inclusion into human resources strategy and policy, in particular in the areas of leadership, inclusiveness and organizational culture, which are core areas of the Strategy.

Legislative mandates

- 29A.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform	58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures 2005 World Summit Outcome
58/269	Strengthening of the United Nations: an agenda for further change	60/1	

61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	78/244 78/252	Programme planning Questions relating to the proposed programme budget for 2024
72/266 A and B; 73/281 77/267	Shifting the management paradigm in the United Nations Shifting the management paradigm in the United Nations: review of changes to the budgetary cycle	78/253	Special subjects relating to the proposed programme budget for 2024

Subprogramme 1

Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services

Component 1

Enterprise resource planning solution

General Assembly resolutions

60/260	Investing in the United Nations for a stronger Organization worldwide	63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report		

Component 2

Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Charter of the United Nations

Chap. IV, Art. 17 Functions and powers of the General Assembly

General Assembly resolution

45/248 B, sect. VI Questions relating to the programme budget for the biennium 1990–1991

Economic and Social Council resolution

920 (XXXIV) Special Committee on coordination with particular emphasis on the United Nations Development Decade

Component 3

Management advisory services

General Assembly resolutions

69/273	Procurement	77/260	Administration of justice at the United Nations
72/219	Protection of global climate for present and future generations of humankind	76/246 B	Special subjects relating to the programme budget for 2022

Subprogramme 2

Programme planning, finance and budget

Component 1

Finance

General Assembly resolutions

60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	77/2	Scale of assessments for the apportionment of the expenses of the United Nations: requests under Article 19 of the Charter
76/272	Improving the financial situation of the United Nations	78/242	Financial reports and audited financial statements, and reports of the Board of Auditors

**Component 2
Field operations finance**

General Assembly resolutions

60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	76/239	Scale of assessments for the apportionment of the expenses of United Nations peacekeeping operations
73/307	Improving the financial situation of the United Nations	78/242	Financial reports and audited financial statements, and reports of the Board of Auditors

**Component 3
Programme planning and budgeting**

General Assembly resolutions

2617 (XXIV)	Study of the nature of the increases in the level of expenditure in the United Nations regular budget	42/211	Implementation of General Assembly resolution 41/213
41/213; 60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	55/231	Results-based budgeting

**Subprogramme 3
Human resources**

General Assembly resolutions

52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations	61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
58/144	Improvement of the status of women in the United Nations system		
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda	63/271 68/265 71/263; 72/254; 77/278 74/254 75/245 A; 77/256 78/275	Amendments to the Staff Regulations Mobility framework Human resources management Seconded active-duty military and police personnel United Nations common system Amendments to the Staff Regulations and Rules

**Subprogramme 4
Business transformation and accountability**

General Assembly resolutions

59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244	63/276	Accountability framework, enterprise risk management and internal control framework and results-based management framework
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies	64/259 70/255	Towards an accountability system in the United Nations Secretariat Progress towards an accountability system in the United Nations Secretariat

**Subprogramme 5
Addressing racism in the workplace**

General Assembly resolution

76/271	Addressing racism and promoting dignity for all in the United Nations Secretariat
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Deliverables

29A.12 Table 29A.1 lists all cross-cutting deliverables of the programme.

Table 29A.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	10	18	10	10
Meetings of:				
1. The Fifth Committee of the General Assembly	4	9	4	4
2. The Special Committee on Peacekeeping Operations	1	1	1	1
3. The Advisory Committee on Administrative and Budgetary Questions	4	6	4	4
4. The Committee for Programme and Coordination	1	2	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with Member States on matters relating to the work of the Department.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information and engagement events; articles and videos; and newsletters.				
Digital platforms and multimedia content: websites and social media accounts of the Department.				
E. Enabling deliverables				
Administration: 6 meetings of the Management Client Board and 2 meetings of the Arts Committee.				

Evaluation activities

29A.13 An evaluation on the efficacy of the Management Client Board by the Department of Management Strategy, Policy and Compliance and the Department of Operational Support was completed in 2023. The results of the evaluation and final report were shared with the Board and are being used to inform future planning of the activities of the Board.

29A.14 A joint evaluation by the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and the Office of Information and Communications Technology on information and communications technology security, which is to begin in 2024, will continue and be completed in 2025.

Programme of work

Subprogramme 1

Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services

Component 1

Enterprise resource planning solution

Objective

29A.15 The objective, to which this component contributes, is to improve the management of the Organization's resources for its work in line with mandates.

Strategy

29A.16 To contribute to the objective, the component will:

- (a) Support business transformation in the areas of programme planning, programme management, the monitoring of programme delivery, and data and business analytics by harmonizing processes and practices and using modern technology;
- (b) Support the Organization by building on its business intelligence platforms to support access to real-time data, augmented and predictive analytics, including machine learning and natural language processing, and planning capabilities;
- (c) Support, monitor and upgrade the Umoja system to meet evolving business needs through continuous improvements directed by the business and work with business areas, to translate requirements into integrated functional solutions that are built, whenever possible, through out-of-the-box solutions that have sustainable road maps and meet Umoja architectural standards.

29A.17 The above-mentioned work is expected to result in:

- (a) A more efficient and transparent management of the Organization's financial, human and physical resources;
- (b) Effective and timely decision-making by management informed by advanced analytics;
- (c) Rapid adoption and application of newly identified best practices by the Organization;
- (d) The continued effective operation of the Organization and of flexible working arrangements, given that Umoja functionality will underpin the Organization's work.

Programme performance in 2023

Advanced analytics made available to Member States and staff

29A.18 Umoja Analytics enables internal and external stakeholders, including Member States, to gain access to richer data with greater ease of use and sophistication. In 2023, the component deployed the United Nations Secretariat workforce portal to all Member States. Additional features that provide more information on letters of assist and death and disability claims were added to the Member States uniformed capabilities support portal. In addition, Umoja self-service analytics was rolled out to all Secretariat entities. The component trained more than 1,200 users in the new tool to enable staff to gain access to data and create visualizations without relying on technical experts.

29A.19 Progress towards the objective is presented in the performance measure below (see table 29A.2).

Table 29A.2

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	<p>Approximately 900 Member State users have access to Secretariat data through Umoja Analytics</p> <p>Secretariat staff have access to Umoja self-service analytics. Users trained by the component developed tailored dashboards</p>

Planned results for 2025

Result 1: improved stability, security and user experience in Umoja

Programme performance in 2023 and target for 2025

- 29A.20 The component work contributed to users benefiting from improved stability and security in Umoja through the Umoja upgrade activities relating to SAP ERP 6.0 enhancement package 8, such as the completion of unit testing and product integration testing, which met the planned target.
- 29A.21 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.3).

Table 29A.3
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Document management upgrade, reporting solutions upgrades, increased security through Azure authentication, reinforced disaster recovery mechanisms and additional software upgrades	Umoja Change Board endorsed the detailed project plan for the implementation of enhancement package 8 Multi-factor authentication and regular upgrades ensuring resilience to security threats enabled strengthened security for the Umoja application	Users benefited from improved stability and security in Umoja, enabled through completed upgrade activities	All users will continue to benefit through implemented upgrades, including enhancement package 8 and related software dependencies	Users benefit from implemented upgrades that protect digital assets and improve the widespread availability of Umoja

Result 2: digital transformation and innovations through Umoja for more effective decision-making

Programme performance in 2023 and target for 2025

- 29A.22 The component’s work contributed to the availability of additional innovative features and enhancements driven by business needs, including a digital staff data certification application that provides staff with the ability to update and validate their data through employee self-service in Umoja, which met the planned target.
- 29A.23 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.4).

Table 29A.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The enterprise risk management module was available to six pilot entities to enable the further realization of benefits of the Secretary-General's reform strategy and the Secretary-General's statement of internal control	<p>Improvements to the financial statement process related to after-service health insurance, including system enhancements to enable the migration into Umoja of locally recruited former staff participating in after-service health insurance under the medical insurance plan</p> <p>The process control module was available to further support the Secretary-General's initiative to implement the statement of internal control, an important milestone towards achieving accountability for results</p>	Availability of digital staff data certification application	Availability of additional innovative features and enhancements driven by business needs and based on the most recent technology road maps, contributing to an effective functioning of the Organization's business processes	Improved user experience through Umoja user experience 2.0, resulting in an intuitive application for staff and Member States

Result 3: data-driven actionable insights through NextGen Analytics

Proposed programme plan for 2025

29A.24 The subprogramme develops and deploys Member State portals using near real-time data, such as in the United Nations Secretariat Workforce Portal and the Uniformed Capabilities Support Portal, in addition to several enterprise dashboards and reports for programme managers and self-service analytics for Secretariat users at large through Umoja Analytics.

Lessons learned and planned change

29A.25 The lesson for the component was that there were substantial opportunities for enhancing decision-making by leveraging data more effectively. In applying the lesson, the component will roll out NextGen features of Umoja Analytics such as planning analytics, predictive analytics and augmented analytics, which will benefit and support Member States and Secretariat users in improving data-driven decision-making in areas such as management of liquidity, geographical distribution of staff, gender parity and workforce planning for future capability needs. This planned development will further empower users to gain access to data seamlessly and gain actionable insights through interactive visualizations to support effective mandate delivery.

29A.26 Expected progress towards the objective is presented in the performance measure below (see table 29A.5).

Table 29A.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Pilot availability of advanced features provided by NextGen Umoja Analytics	Users utilize NextGen Umoja Analytics for improved data-driven decision-making

Deliverables

29A.27 Table 29A.6 lists all deliverables of the component.

Table 29A.6
Subprogramme 1, component 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Progress report on the status of the functioning and development of the enterprise resource planning system	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
2. Meetings of the Fifth Committee of the General Assembly	2	2	2	2
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
E. Enabling deliverables				
Administration: consultations with client groups, through the governance mechanisms and informally, on continuous improvements in the system to meet their business needs; Umoja Change Board meetings and informal exchanges; meetings with the Management Committee, Management Client Board and Information and Communications Technology Steering Committee; global information sessions for Secretariat staff; approximately 12 release notes on changes to Umoja; and approximately 6 internal broadcasts, including news articles on Umoja upgrades.				
Information and communications technology: the Umoja system and service desk tier 3 support.				

Component 2 Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective

29A.28 The objective, to which this component contributes, is to facilitate effective and efficient deliberations and decision-making by the Fifth Committee of the General Assembly and the Committee for Programme and Coordination.

Strategy

29A.29 To contribute to the objective, the component will:

- (a) Improve communication on organizational and procedural aspects of meetings;

(b) Enhance substantive, technical and secretariat support to the Member States and other participants in the meetings.

29A.30 The above-mentioned work is expected to result in the smooth conduct of meetings of the intergovernmental bodies serviced.

Programme performance in 2023

Members of the Fifth Committee and the Committee for Programme and Coordination continue to receive timely information and services

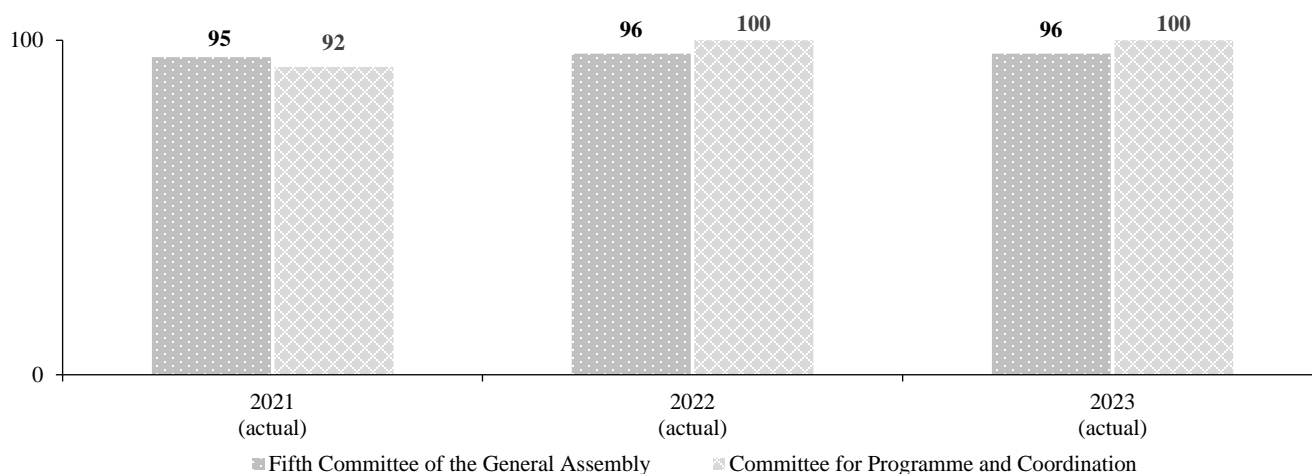
29A.31 In 2023, the component continued to leverage tools available, in particular in Fifth Committee Place and CPC Place in the e-deleGATE platform, to improve the servicing of both bodies. This included the continued use of modules on the platform and the testing of new modules for possible use in 2024. The component has also increased the information available in these two places in response to requests received from members. This includes access to information relating to candidatures and the results of elections and appointments as soon as they became available to the Secretariat.

29A.32 Progress towards the objective is presented in the performance measure below (see figure 29A.I).

Figure 29A.I

Performance measure: Member States' delegates who were either "very satisfied" or "satisfied" regarding the content of Fifth Committee Place or CPC Place

(Percentage)



Planned results for 2025

Result 1: enhanced accessibility of election- and appointment-related information to Member States

Programme performance in 2023 and target for 2025

29A.33 The component's work contributed to a 93.2 per cent satisfaction rate of Fifth Committee members with the election- and appointment-related information available to Member States, which met the planned target.

29A.34 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.7).

Table 29A.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Informal feedback and observations received from Member States	An 87.9 per cent satisfaction rate of Fifth Committee members on the election- and appointment-related information available to Member States	A 93.2 per cent satisfaction rate of Fifth Committee members with the election- and appointment-related information available to Member States	Maintained positive feedback on the availability of election- and appointment-related information	Maintained positive feedback on the availability of election- and appointment-related information

Result 2: improved access to effective advice on rules, procedures, precedence, practice and working methods**Programme performance in 2023 and target for 2025**

29A.35 The subprogramme's work contributed to 92 per cent positive feedback from Fifth Committee members and 97 per cent positive feedback from Committee for Programme and Coordination members on the accessibility of the component's staff and the effectiveness of the services provided, including advice on rules, procedures, precedence, practice and working methods of the Committees, which met the planned target.

29A.36 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.8).

Table 29A.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Positive survey results on the accessibility of the component's staff and the effectiveness of the services provided	Positive survey results on the accessibility of the component's staff and the effectiveness of the services provided	Maintained positive survey results on the accessibility of the component's staff and the effectiveness of the services provided	Maintained positive survey results on the accessibility of the component's staff and the effectiveness of the services provided
	Fifth Committee of the General Assembly: 100 per cent	Fifth Committee of the General Assembly: 92 per cent		
	Committee for Programme and Coordination: 94 per cent	Committee for Programme and Coordination: 97 per cent		

Result 3: improved access to information, including pre-sessional information, for members of the Fifth Committee and the Committee for Programme and Coordination**Proposed programme plan for 2025**

29A.37 The Fifth Committee and the Committee for Programme and Coordination have a high volume of items that they must consider during the limited time available for the sessions. Improved access to

information on the agenda items and on the availability of documentation is provided to assist members in planning and undertaking preparatory work.

Lessons learned and planned change

- 29A.38 The lesson for the component, on the basis of feedback received, was that members wanted to obtain, for planning purposes, information on what agenda items and reports would be taken up as early as possible and when those documents would become available. In applying the lesson, the component, informed by a review of the ways and means by which information was being made available to members, will make information more accessible, including by providing early information and identifying additional tools to facilitate easy access by members.
- 29A.39 Expected progress towards the objective is presented in the performance measure below (see table 29A.9).

Table 29A.9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Positive survey results on the availability of preparatory and reference material	Maintained positive survey results on the availability of preparatory and reference material	Maintained positive survey results on the availability of preparatory and reference material
		Fifth Committee of the General Assembly: 100 per cent		
		Committee for Programme and Coordination: 100 per cent		

Deliverables

- 29A.40 Table 29A.10 lists all deliverables of the component.

Table 29A.10
Subprogramme 1, component 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	247	239	247	232
1. Notes on the programme of work of the Fifth Committee of the General Assembly	125	128	125	125
2. Notes on the status of documentation of the Fifth Committee of the General Assembly	40	20	40	25
3. Procedural notes for the Chair of the Fifth Committee of the General Assembly	40	46	40	40
4. Notes on the programme of the work of the Committee for Programme and Coordination	20	24	20	20
5. Notes on the status of documentation of the Committee for Programme and Coordination	2	2	2	2
6. Procedural notes for the Chair of the Committee for Programme and Coordination	20	19	20	20
Conference and secretariat services for meetings (number of three-hour meetings)	200	181	200	200
7. Meetings of the Fifth Committee of the General Assembly	160	137	160	160

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
8. Meetings of the Committee for Programme and Coordination	40	44	40	40

D. Communication deliverables

Digital platforms and multimedia content: websites of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination; and updates of information on e-deleGATE.

E. Enabling deliverables

Consultation, advice and advocacy: advice to 15 Bureau members; consultation and advice to approximately 100 coordinators; and response to queries from and provision of advice to individual delegations on historical proceedings of the 2 Committees.

Component 3 Management advisory services

Objective

29A.41 The objective, to which this component contributes, is to advance the transparency of administrative decision-making, fairness, integrity and the resilience of the Organization to deliver on its mandates.

Strategy

29A.42 To contribute to the objective, the component will:

- (a) Strengthen the Organization’s resilience, including its preparedness to maintain business continuity in emergencies and to continually adapt to changing environments, risks and opportunities;
- (b) Improve the overall quality of the acquisition process and reflect those improvements in substantive policy and guidance-related recommendations, including through the use of data analytics;
- (c) Objectively analyse the facts presented in requests for a management evaluation vis-à-vis the legal framework of the Staff Regulations and Rules of the United Nations and provide the requesting staff member with a reasoned, comprehensive evaluation conveying the basis for the recommendation of the Management Advice and Evaluation Section on the case.

29A.43 The above-mentioned work is expected to result in:

- (a) A more resilient, agile and sustainable Organization and an innovative and thriving workforce that delivers results;
- (b) An Organization better prepared for complex and long-term emergencies;
- (c) A strengthened acquisition and asset disposal process;
- (d) The early resolution of disputes that arise from decisions taken in the Administration on a staff member’s employment;
- (e) Greater staff awareness of the internal justice system.

Programme performance in 2023

Timely resolution of disputes from management evaluation requests relating to mission drawdown

29A.44 The drawdown of the United Nations Multidimensional Integrated Stabilization Mission in Mali created an urgency in 2023 for the component to apply lessons learned from previous drawdown

exercises in processing management evaluation requests. In 2023, the component initiated preparation as soon as the impending start of the Mission's drawdown had been communicated; conducted more robust communication with clients regarding the retention of staff in accordance with the Organization's legal framework enabling improved retention efforts; and increased coordination and scenario planning with counterparts in the Department of Operational Support and the Office of Human Resources, which resulted in an improved management evaluation request resolution rate.

29A.45 Progress towards the objective is presented in the performance measure below (see table 29A.11).

Table 29A.11

Performance measure

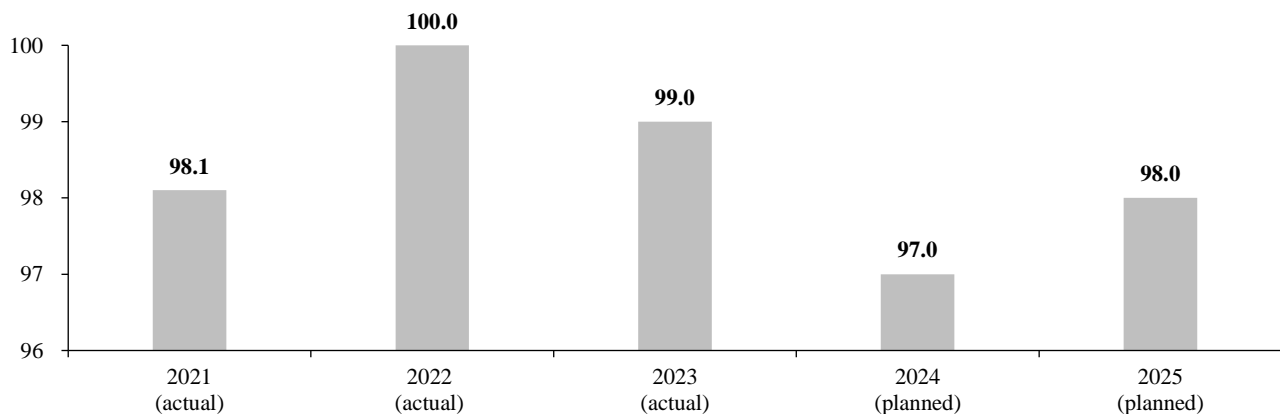
2021 (actual)	2022 (actual)	2023 (actual)
63 per cent of management evaluation requests relating to field mission closure finalized within the prescribed time frame	–	80 per cent of cases relating to field mission closure finalized within the prescribed time frame

Planned results for 2025**Result 1: recommendations of the Headquarters Committee on Contracts accepted by the delegated officials****Programme performance in 2023 and target for 2025**

29A.46 The component's work contributed to 99 per cent of recommendations accepted by the delegated officials, which exceeded the planned target.

29A.47 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29A.II).

Figure 29A.II

Performance measure: percentage of recommendations accepted by the delegated officials**Result 2: early resolution of staff-related disputes without proceeding to litigation****Programme performance in 2023 and target for 2025**

29A.48 The component's work contributed to 82 per cent of cases subject to management evaluation not proceeding to litigation, which exceeded the planned target of 65 per cent.

29A.49 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.12).

Table 29A.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
85 per cent of cases submitted for management evaluation did not proceed to the United Nations Dispute Tribunal for formal litigation	71 per cent of cases submitted for management evaluation did not proceed to the United Nations Dispute Tribunal for formal litigation	82 per cent of cases submitted for management evaluation did not proceed to the United Nations Dispute Tribunal for formal litigation	More than 65 per cent of cases result in an early resolution of staff-related disputes and prevention of unnecessary litigation	More than 65 per cent of cases result in an early resolution of staff-related disputes and prevention of unnecessary litigation

Result 3: organizational resilience management system is institutionalized in United Nations system organizations

Proposed programme plan for 2025

29A.50 The United Nations organizational resilience management system is composed of seven core elements, ranging from information and communications technology resilience to emergency medical support. With such a broad range of functions and an even broader range of possible emergency situations, the system’s working group members, comprising representatives across the United Nations system, rely heavily on the sharing of information and lessons learned with one another. The component facilitates this information exchange by organizing meetings of the working group and by sharing related policies and practices through an online repository that it developed in 2023.

Lessons learned and planned change

29A.51 The lesson for the component was that the working group members could benefit from spending more time sharing the best practices and lessons learned with one another and less time having outside experts speak at their meetings and develop guidance materials. In applying the lesson, the component will offer more opportunities for working group members to learn from one another.

29A.52 Expected progress towards the objective is presented in the performance measure below (see table 29A.13).

Table 29A.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Online organizational resilience management system repository available to enhance information-sharing	United Nations system organizations adopt new practices relating to the organizational resilience management system	United Nations system organizations adopt additional new practices relating to the organizational resilience management system

Deliverables

29A.53 Table 29A.14 lists all deliverables of the component.

Table 29A.14

Subprogramme 1, component 3: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	–	1
1. Progress report on the implementation of the organizational resilience management system for consideration by the General Assembly	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	–	–	–	2
2. Meetings of the Fifth Committee of the General Assembly	–	–	–	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	–	–	–	1
E. Enabling deliverables				
Administration: administration of and support for the Management Advice and Evaluation Section’s case management system; training and guidance for members of the 31 local committees on contracts and 35 local property survey boards; and administration and maintenance of online learning tools for local committees on contracts and local property survey boards, and provision of related training and guidance.				
Internal justice and oversight: recommendations on requests for management evaluation of contested administrative decisions; responses to requests for suspension of action in cases involving separation from service of staff members; substantive and technical servicing of the Headquarters Committee on Contracts and the provision of recommendations on proposed procurement awards to the corresponding officials; substantive and technical servicing of the Headquarters Property Survey Board and the provision of recommendations on proposed disposal actions to the corresponding officials; reports on the functioning of the local committees on contracts and local property survey boards; and annual reporting to the United Nations Environment Programme on Secretariat-wide environmental sustainability performance.				

Subprogramme 2 Programme planning, finance and budget

Component 1 Finance

Objective

29A.54 The objective, to which this component contributes, is to secure the financing of the Organization’s expenses, pursuant to Article 17 of the Charter of the United Nations, and to ensure sound, effective and efficient integrated financial management of and reporting on United Nations resources, supported by a strong internal control environment.

Strategy

29A.55 To contribute to the objective, the component will:

- (a) Ensure the proper application of the Financial Regulations and Rules of the United Nations, adapt policies relating to financial matters in response to emerging issues and continue to strengthen the system of internal controls in support of the prudent management of resources in the context of the decentralized delegation of authority framework;
- (b) Provide effective support to the Committee on Contributions, ensure the timely issuance of assessments, continue to provide up-to-date information on the status of assessed contributions

and closely monitor and forecast the collection of assessments and manage cash outflows on the basis of liquidity forecasts;

- (c) Prepare International Public Sector Accounting Standards (IPSAS)-compliant financial statements for the Organization, focusing on transparency, by incorporating a financial discussion and an analysis statement, as well as ensuring that all entities are appropriately guided in year-end requirements for the preparation of financial statements and are supported in the establishment, management and reporting of the extrabudgetary funds of the Organization;
- (d) Manage financial risks through sound investment management, global cash management and global banking management;
- (e) Coordinate and manage the group health and life insurance programmes and provide services to the Advisory Board on Compensation Claims and the United Nations Claims Board, and administer the related compensation payments;
- (f) Provide governance of master data to ensure the integrity, standardization and harmonization of data across the enterprise resource planning system and the other enterprise systems of the Organization;
- (g) Provide procedures, guidance and support for Umoja finance processes to ensure effective and efficient financial management.

29A.56 The above-mentioned work is expected to result in:

- (a) Prudent financial management of the resources entrusted to the Secretariat;
- (b) A strengthened system of internal controls that supports better programme performance management and compliance with the regulatory framework;
- (c) Increased transparency and simplification of financial processes and reporting;
- (d) Better positioning of the Organization to respond to external shocks.

Programme performance in 2023

Increased visibility of the status of contributions for Member States through the contributions portal

29A.57 Following the launch of the status of contributions portal in 2010 and the migration to Umoja in 2020, in 2023 the component began to further improve the Member States contributions portal. The current online platform contains comprehensive and up-to-date financial data extracted from Umoja on the status of contributions assessed to Member States.

29A.58 Progress towards the objective is presented in the performance measure below (see table 29A.15).

Table 29A.15
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	Timely and comprehensive information on status of contributions accessible to Member States

Planned results for 2025

Result 1: strengthened regulatory framework to improve accountability across United Nations operations

Programme performance in 2023 and target for 2025

- 29A.59 The component's work contributed to positive feedback in the context of the self-assessment questionnaire and assurance statement on the functioning of the internal control framework and its impact on the effective and efficient delivery of mandates and the issuance of the third iteration of the statement on internal control for 2022 operations, which met the planned target. The planned target of positive feedback on the impact of the revised policy on the effective management of financial resources was not met because revisions to key policy instruments were in progress and additional time was needed before conducting a survey of the impact resulting from such revised instruments.
- 29A.60 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.16).

Table 29A.16

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Identification and prioritization for streamlining and updating financial policy instruments	Positive feedback on the functioning of the internal control framework and its impact on the effective and efficient delivery of mandates	Positive feedback on the functioning of the internal control framework and its impact on the effective and efficient delivery of mandates	Strengthened management of financial resources through harmonization and implementation of financial policies	Strengthened management of financial resources through continuous revisions to financial policy instruments

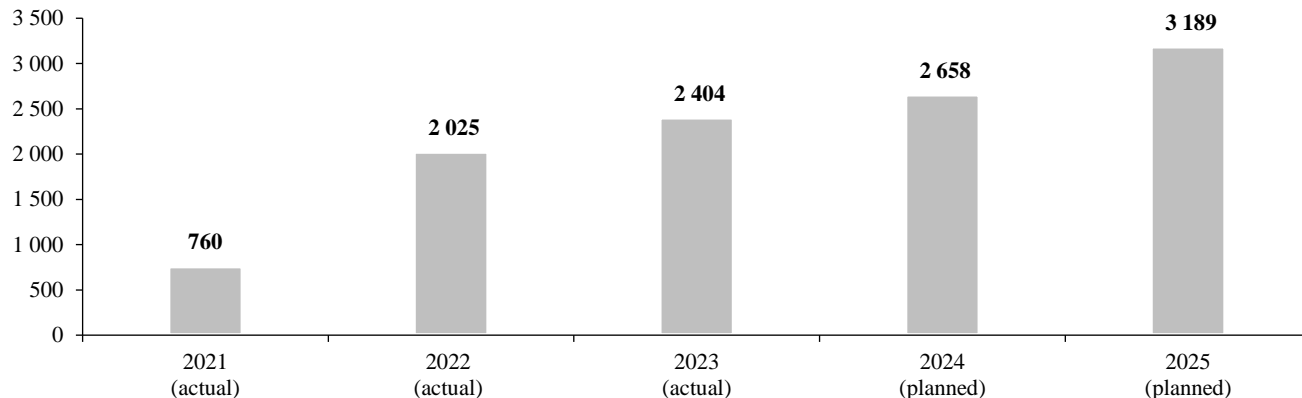
Result 2: Finance Knowledge Gateway: an integrated digital platform and United Nations global community for Umoja finance users

Programme performance in 2023 and target for 2025

- 29A.61 The component's work contributed to 2,404 visits to the Finance Knowledge Gateway platform, which exceeded the planned target of 2,279.
- 29A.62 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29A.III).

Figure 29A.III
Performance measure: increased use of the Finance Knowledge Gateway platform to resolve finance-related issues

(Number of site visits to the Finance Knowledge Gateway platform)



Result 3: improved client experience with United Nations global payment systems

Proposed programme plan for 2025

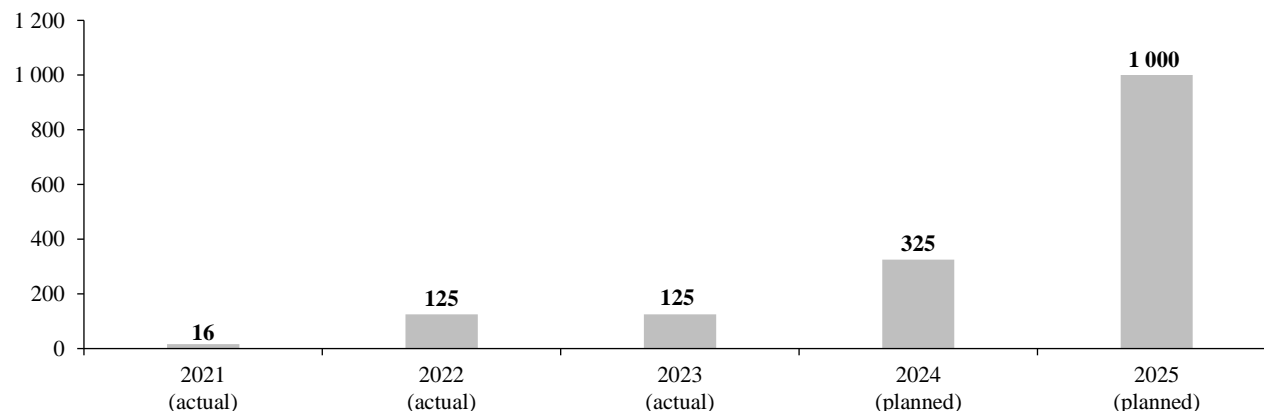
29A.63 Recognizing the evolving global payments landscape, the United Nations Treasury is committed to optimizing financial operations. The component provides support to United Nations funds, programmes and Member States with respect to diverse payment methods and cross-currency transactions.

Lessons learned and planned change

29A.64 The lesson for the component was the importance of adapting to emerging financial technologies and optimizing processes for increased efficiency. In applying the lesson, the component will leverage innovative solutions to streamline global banking relationships. This includes an emphasis on the integration of local cashiers into a round-the-clock organizational capacity. Moreover, the introduction of debit cards and digital wallets will be strategically implemented to augment accessibility and convenience, thereby reducing the reliance on traditional cash for official transactions.

29A.65 Expected progress towards the objective is presented in the performance measure below (see figure 29A.IV).

Figure 29A.IV
Performance measure: number of individual clients using debit cards and digital wallets as a preferred mode of payment



Deliverables

29A.66 Table 29A.17 lists all deliverables of the component.

Table 29A.17

Subprogramme 2, component 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	11	11	11	12
1. Annual financial reports to the General Assembly	2	2	2	2
2. Reports on multi-year payment plans and the financial situation of the United Nations to the General Assembly	3	3	3	3
3. Report on improving the financial situation of the United Nations to the General Assembly	–	–	–	1
4. Financial statements on United Nations peacekeeping and non-peacekeeping operations to the General Assembly	6	6	6	6
Substantive services for meetings (number of three-hour meetings)	22	22	22	22
5. Meetings of the Fifth Committee of the General Assembly	18	18	18	18
6. Meetings of the Investment Committee	4	4	4	4
Conference and secretariat services for meetings (number of three-hour meetings)	20	15	31	20
7. Meetings of the Committee on Contributions	20	15	31	20
B. Generation and transfer of knowledge				
Seminars, workshops, fellowships and training events (number of days)	20	20	20	20
8. Medical insurance plan training events, information sessions and workshops	20	20	20	20
Technical materials (number of materials)	825	862	780	855
9. Monthly reports on the status of contributions	12	12	12	12
10. Documents on the assessment of the contributions of Member States to the United Nations	13	14	13	13
11. Donor financial reports	800	836	755	830
C. Substantive deliverables				
Consultation, advice and advocacy: advice to approximately 40 donors on voluntary contribution financial agreements; and ad hoc information on the scale of assessments, peacekeeping financing and the status of contributions.				
E. Enabling deliverables				
Administration:				
Advice to departments and offices on the application of the Financial Regulations and Rules of the United Nations, accounting and financial matters and related systems; advice on IPSAS compliance to the United Nations finance community; monitoring and support for global bank reconciliation processes and global physical and intangible assets analysis, accounting and reporting support; global finance Umoja production support for integrated finance processes, including managing and testing Umoja enterprise resource planning system updates; Umoja finance operational guidance on the Finance Knowledge Gateway, including training materials and videos; processing of approximately 19,000 United Nations Development Programme transactions relating to service clearing accounts; financial management support for the Development Coordination Office and the United Nations Office for Partnerships; and United Nations System Chief Executives Board for Coordination reporting frameworks.				
Assessment calculations for contributions of Member States for the regular budget, peacekeeping operations and the international tribunals; and calculations for credits for peacekeeping operations.				
Guidance on the interpretation of the Financial Regulations and Rules and financial management policies, procedures and guideline instruments; advice on the interpretation of the delegation of authority framework (finance-related); issuance of the statement of internal control and 3 technical documents, guidance and advocacy on the internal control framework and consultations with the Internal Control Advisory Group; roll-out of the Umoja process control module to offices and departments; workshop on cross-cutting analysis on the implementation of internal controls in peacekeeping and non-peacekeeping operations; advice to Member States and United Nations offices on the management of extrabudgetary resources; accounting policies and associated corporate guidance, practices and procedures; 5 workshops on financial matters for chief finance officers and 68 chief administrative officers; reports on cases of fraud and presumptive fraud to the Board of Auditors (twice a year); Umoja finance process documents; maintenance of Umoja finance master data; and Umoja financial help desk and user access provisioning requests for finance roles in Umoja.				

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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Manage bank accounts worldwide, including bank account signatory panels; banking arrangements and contracts; payments for the house bank accounts; records of incoming funds; cash requirements in various currencies; database on banking details of vendors, staff and Member States; management of pooled investments; monthly United Nations operational rates of exchange for 153 currencies; Umoja finance processes; financial applications; SWIFT and global payment data; substantive support for departments on business analysis; health and life insurance policies and related activities; processing of compensation claims under Appendix D to the Staff Rules and the United Nations Claims Board, including payment of benefits; approximately 700 investment settlements; and approximately 5,000 foreign exchange transactions.

Component 2 Field operations finance

Objective

- 29A.67 The objective, to which this component contributes, is to ensure effective and efficient deliberations by Member States on the results to which the field and other Secretariat entities contribute, and on the resources required for the work of those entities in line with their mandates, and to ensure the effective and efficient management of resources.

Strategy

- 29A.68 To contribute to the objective, the component will provide strategic guidance on budgeting and financial stewardship and develop policies, methodologies and tools in that regard, in particular:
- (a) Provide strategic guidance on financial management and financing issues, especially on cross-cutting initiatives affecting field operations, including guidance on formulating human resources requirements, corporate initiatives, financial strength and liquidity and strengthening of internal controls, and timely, high-quality, simplified and action-oriented responses to managers in the field; monitor the liquidity of individual special accounts; and oversee cash-flow and operating reserves for field operations;
 - (b) Provide strategic guidance on global property management and real estate services, including oversight of major construction projects and long-term capital planning;
 - (c) Provide expert advice and guidance on property management and review financial data for accurate recording and for compliance with IPSAS and the established property management performance framework for Secretariat entities, and ensure the central supervision of projects, including by incorporating risk management principles and lessons learned in decision-making.
- 29A.69 The above-mentioned work is expected to result in client entities effectively and efficiently managing their resources within the approved levels, with improved accuracy in forecasts and proposals.

Programme performance in 2023

Improved accuracy of property records enabled through the quality assurance programme

- 29A.70 In 2023, the component updated the quality check dashboard with additional checks relating to equipment and write-off to improve data quality. These efforts contributed to improving the quality of data throughout the end-to-end supply chain, addressing issues in upstream processes and reducing inconsistencies in asset, equipment and inventory records in downstream processes.
- 29A.71 Progress towards the objective is presented in the performance measure below (see table 29A.18).

Table 29A.18
Performance measure

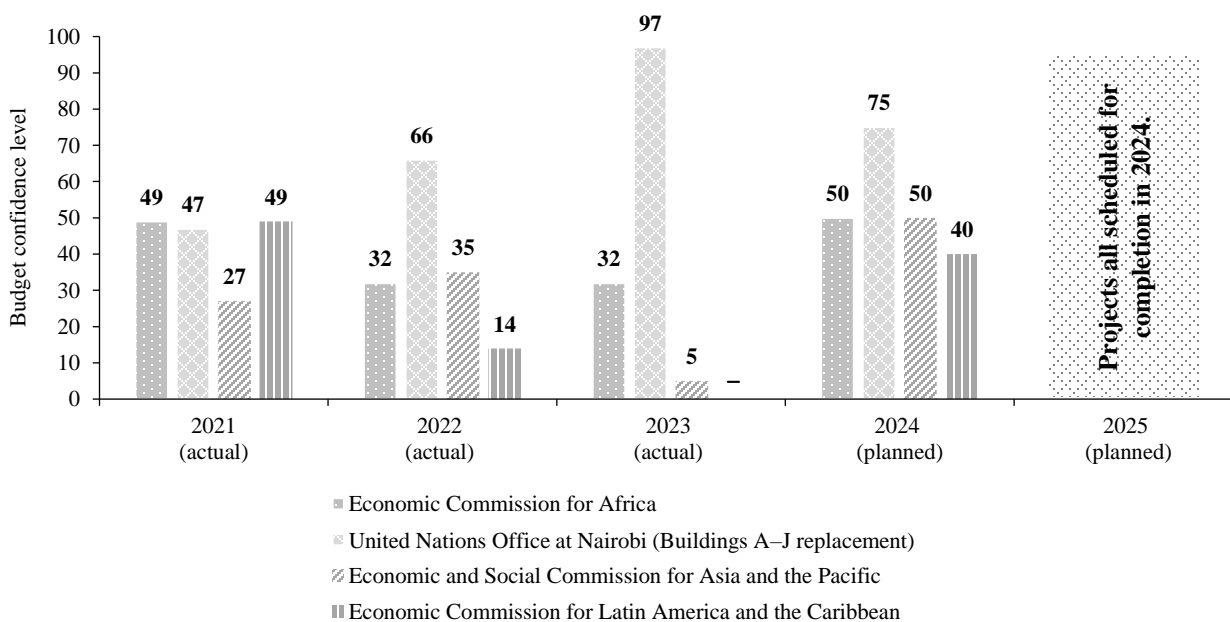
2021 (actual)	2022 (actual)	2023 (actual)
Quality assurance programme for assets, equipment, inventory and write-off and disposal processes available for Secretariat entities	Entities utilize the enhanced property management framework of policy, self-assessment and quality assurance measures to strengthen the stewardship of and accountability for United Nations property	Entities consistently employ performance management reviews and data quality assessments to enhance data quality within Umoja to support informed decision-making regarding the acquisition, utilization and disposal of United Nations property

Result 1: independent risk management for global United Nations capital construction projects
Programme performance in 2023 and target for 2025

29A.72 The component’s work contributed to a 97 per cent budget confidence level for the ongoing global United Nations construction project at the United Nations Office at Nairobi, which exceeded the planned target of 60 per cent. The targeted level of budget confidence for projects at the Economic Commission for Africa (60 per cent), the Economic and Social Commission for Asia and the Pacific (60 per cent) and the Economic Commission for Latin America and the Caribbean (50 per cent) were not met owing mainly to difficulties in the solicitation of the main contractor and global supply chain disruptions, which had an impact on the project implementations and related cost confidence levels.

29A.73 Progress towards the objective is presented in the performance measure below (see figure 29A.V). No performance measures are presented for 2025 because the projects are scheduled for completion in 2024.

Figure 29A.V
Performance measure: budget confidence levels for ongoing global United Nations construction projects
(Percentage)



Result 2: smooth deliberations of legislative bodies on special political missions facilitated through proactive servicing

Programme performance in 2023 and target for 2025

- 29A.74 The component’s work contributed to increased clarity and depth of the budget information available to legislative bodies, which met the planned target.
- 29A.75 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.19).

Table 29A.19
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Increased amount of written information provided to the Fifth Committee to respond to increased interest	First informal pre-session briefing held for members of the Fifth Committee ahead of the introduction of the budgets of special political missions, contributing to increased ability of legislative bodies to analyse evolving trends in the budgets of special political missions	Increased clarity and depth of the budget information available to legislative bodies	Legislative bodies have access to more timely and richer analysis and data to facilitate smooth deliberations on special political missions	Legislative bodies receive focused, timely information to facilitate smooth deliberations on special political missions

Result 3: coordination and exchanges towards synergy and standardization in facilities management

Proposed programme plan for 2025

- 29A.76 The component engages regularly with facilities managers in offices away from Headquarters and regional commissions to share practices and experiences regarding facilities management.

Lessons learned and planned change

- 29A.77 The lesson for the component was that established mechanisms and frequent exchange among facilities managers were important ways for the identification of good practices and the sharing of experiences. In applying the lesson, the component will ramp up its work in the coordination and organization of experience-sharing forums such as the Inter-Agency Network of Facilities Managers and other real estate and facilities management working groups.
- 29A.78 Expected progress towards the objective is presented in the performance measure below (see table 29A.20).

Table 29A.20
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Meeting of the Inter-Agency Network of Facilities Managers to collect good practices and show opportunities for synergy and standardization in facilities management	Promulgation of good practices and frequent exchanges contribute to synergy and standardization, and showcases opportunities for improved efficiency and effectiveness in facilities management

Deliverables

29A.79 Table 29A.21 lists all deliverables of the component.

Table 29A.21
Subprogramme 2, component 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	41	40	41	39
1. Reports to the General Assembly on the proposed budget and budget performance of United Nations peacekeeping operations	22	22	22	21
2. Report to the General Assembly on the updated financial position of closed peacekeeping missions	1	1	1	1
3. Reports to the General Assembly on the final disposition of assets and final performance of peacekeeping missions in liquidation	1	–	1	–
4. Reports to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	7	7	7	7
5. Notes to the General Assembly on the administrative and budgetary aspects of the financing of peacekeeping operations	4	3	4	4
6. Reports to the General Assembly on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	6	7	6	6
Substantive services for meetings (number of three-hour meetings)	110	72	70	73
7. Meetings of the Fifth Committee of the General Assembly	60	52	45	52
8. Meetings of the Advisory Committee on Administrative and Budgetary Questions	50	20	25	21
C. Substantive deliverables				
Consultation, advice and advocacy: consultations with all Member States on financial matters regarding field operations; specific consultations with all troop- and police-contributing countries on liabilities of missions; and advice to substantive committees of the General Assembly on potential budgetary implications.				
E. Enabling deliverables				
Administration: advice and guidance on budgeting and financial stewardship for 13 active field operations; quarterly payments to troop- and police-contributing countries; formulation of resource requirements to support the assessment and planning for new, expanding, transitioning and liquidating field operations; policy and guidance on property management, including the Property Management Manual and performance monitoring and reporting; supplemental instructions for preparation of IPSAS financial reports on property, plant and equipment; training on property management; advice and support on Umoja relating to property management; and oversight and technical guidance on major capital projects, ongoing maintenance and alteration projects.				

Component 3 Programme planning and budgeting

Objective

29A.80 The objective, to which this component contributes, is to ensure the effective and efficient deliberations by Member States on the results to which the Secretariat contributes, on the translation of mandates into workplans and on the resources required for the work of the Secretariat in line with its mandates, and to ensure the effective and efficient management of resources.

Strategy

29A.81 To contribute to the objective, the component will continue to:

- (a) Issue strategic guidance on the preparation of the programme budget and engage with Member States from the early stages of the budget preparation process;
- (b) Finalize and present to the legislative bodies the Secretary-General's annual programme budgets and the budget of the International Residual Mechanism for Criminal Tribunals, the budget performance reports and other reports on budgetary matters, including statements of programme budget implications and revised programme budget proposals, in accordance with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation;
- (c) Provide substantive services on budgetary matters to the Fifth Committee of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions and provide online tools accessible to Member States in order to facilitate deliberations on budgetary matters;
- (d) Provide strategic guidance on budgeting and financial stewardship, including on managing spending authorities, develop policies, methodologies and tools in that regard and provide advice on all budgetary matters.

29A.82 The above-mentioned work is expected to result in:

- (a) Increased transparency and strengthened dialogue between the Secretariat and Member States;
- (b) Effective implementation of programmes while ensuring the prudent use of resources;
- (c) Improved accuracy of programme budgets.

Programme performance in 2023

Spending review improves link between budget input, mandate delivery and results in the Economic and Social Commission for Western Asia

29A.83 In 2023, in response to General Assembly resolution [77/262](#), the process for a spending review was developed and piloted at the Economic and Social Commission for Western Asia (ESCWA). The process, among others, is intended to strengthen the links between the programme plan and budget formulation, thus reinforcing results-based budgeting, and calls for an in-depth review by programme managers of post and non-post resources with a view to optimizing the level and types of resources required for mandate delivery. At ESCWA, the process secured more systematic engagement of programme managers in reviewing financial and human resource performance and applying lessons learned to the budget proposals, resulting in optimized resource proposals for 2024.

29A.84 Progress towards the objective is presented in the performance measure below (see table 29A.22).

Table 29A.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
The General Assembly requests the Secretary-General to clearly link the budget inputs to tangible results (resolution 76/245 , para. 21)	The General Assembly requested the Secretary-General to preserve the optimal functioning of all programmes by improving the link between proposed resources and programme delivery (resolution 77/267 , para. 32)	The General Assembly commended the participation of ESCWA in the spending review and confirmed the approach as a reorganization of existing resources to more efficiently deliver on mandates (resolution 78/252 , para. 56)

Planned results for 2025

Result 1: additional opportunity for early engagement by Member States

Programme performance in 2023 and target for 2025

- 29A.85 The component’s work contributed to two rounds of early engagement by Member States to enable smooth deliberations by Member States that culminated in the adoption of the budget resolutions on 22 December, which met the planned target.
- 29A.86 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.23).

Table 29A.23
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Two rounds of early engagement sessions with Member States on the implementation of General Assembly resolutions regarding the budget presentation format (February and September)	Early engagement by Member States on the implementation of General Assembly resolutions regarding the budget presentation format (February)	Two rounds of early engagement sessions by Member States on the alignment between budgetary documents and legislative intent (February) and on the proposed programme budget, Advisory Committee on Administrative and Budgetary Questions recommendations and upcoming supplementary budgetary proposals (September)	Two rounds of early engagement sessions by Member States on the implementation of General Assembly resolutions (February) and items to be discussed in the main session (September)	Two rounds of early engagement sessions by Member States on the implementation of General Assembly guidance on the budget proposals (February) and budgetary items to be discussed in the main session, including recosting (September)

Result 2: improved accuracy of budget proposals

Programme performance in 2023 and target for 2025

- 29A.87 The component’s work contributed to the budget reflecting improved accuracy of recosting estimates, which met the planned target.

29A.88 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.24).

Table 29A.24
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Budget approved based on standard recosting that relies on the CPI (consumer price index)	Budget approved based on the CPI and tailored recosting for energy and travel	Budget reflecting improved accuracy of recosting estimates, based on the comparison of estimated and actual impact of recosting (A/78/614, annex II)	The application of a tailored recosting to a select group of items results in a lower variance between the estimated and actual impact of recosting	Reduced variances between the estimated and actual impact of recosting

Result 3: enhanced transparency on the programme budget implications process for Member States

Proposed programme plan for 2025

29A.89 It is stipulated in rule 153 of the rules of procedure of the General Assembly that no resolution involving expenditure shall be recommended by a committee for approval by the Assembly unless it is accompanied by an estimate of expenditure prepared by the Secretary-General. Accordingly, the subprogramme reviews approximately 600 draft resolutions and decisions of various intergovernmental bodies every year, informing Member States of whether the adoption of the resolution or decision would entail budgetary implications and, as needed, providing an oral statement or a statement of programme budget implications.

Lessons learned and planned change

29A.90 The lesson for the subprogramme was that ad hoc and last-minute demands for clarity on the programme budget implications process continued to emerge. In applying the lesson, the subprogramme will expand outreach activities to Member States by expanding the audience and frequency of its early briefings, including the provision of guidance material, on the programme budget implications process.

29A.91 Expected progress towards the objective is presented in the performance measure below (see table 29A.25).

Table 29A.25
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	One Main Committee (Fifth Committee) receives a briefing, at its request, on the programme budget implications process	Three Main Committees (Third, Fifth and Sixth Committees) receive a briefing, at their request, on the programme budget implications process	All six Main Committees receive a briefing opportunity early in their sessions on the programme budget implications process	Member States from all six Main Committees have access to information at the start of their session on the programme budget implications process through a detailed guide available on a portal

Deliverables

29A.92 Table 29A.26 lists all deliverables of the component.

Table 29A.26

Subprogramme 2, component 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	87	85	84	85
Reports to:				
1. The General Assembly on the proposed programme budget, including programme plan and performance information	48	47	47	47
2. The General Assembly on the proposed budget, revised estimates and performance information for the International Residual Mechanism for Criminal Tribunals	3	3	3	3
3. The General Assembly on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council and the Human Rights Council	2	2	3	2
4. The General Assembly on the programme budget implications of draft resolutions	10	15	13	15
5. The General Assembly on financial and budgetary matters	24	18	18	18
Substantive services for meetings (number of three-hour meetings)	176	179	202	179
6. Meetings of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	97	91	107	91
7. Meetings of the Advisory Committee on Administrative and Budgetary Questions	79	88	95	88
B. Generation and transfer of knowledge				
Technical materials (number of materials)	120	151	116	152
8. Oral statements of programme budget implications arising from draft resolutions	110	129	104	129
9. Letters to the Advisory Committee on Administrative and Budgetary Questions on extrabudgetary posts or positions at the level of D-1 and higher	10	22	12	22
10. Guidance material on the programme budget implications process	–	–	–	1
C. Substantive deliverables				
Consultation, advice and advocacy: briefings for Member States on programme planning and budgetary matters, including training sessions for new delegates; advice on potential budgetary implications of approximately 600 draft resolutions and decisions of the Main Committees of the General Assembly; and written responses to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee.				
E. Enabling deliverables				
Administration: advice and guidance on budgetary issues and policies relating to programme planning and budgeting for 28 programmes and 41 budget sections.				

Subprogramme 3 Human resources

Component 1 Global strategy and policy

Objective

29A.93 The objective, to which this component contributes, is to ensure a decentralized, agile, field-focused management paradigm for the effective and transparent management of human resources and a high-performing, diverse and engaged workforce.

Strategy

- 29A.94 To contribute to the objective, the component will further develop, update and enhance the recruitment system to ensure that it is effective, fair, efficient and agile and to enable the United Nations to have a diverse workforce and foster a culture of ethics, integrity, transparency and accountability in the Organization. Specifically, the component will:
- (a) Steer efforts for equitable geographical distribution under the system of desirable ranges, in accordance with General Assembly resolution [77/278](#);
 - (b) Provide strategic guidance on human resources supported by an enabling policy framework to fulfil clients' mandates, in which team, individual and organizational performance are aligned and human resources risks are transparently and effectively managed, as characterized by an accountable Organization, and foster innovation as a means of improving programmatic delivery of human resources in support of cultural change across the Organization;
 - (c) Establish strategic policy imperatives anchored in guidance and feedback from entities, in particular from the field, continue to provide authoritative policy interpretation to ensure consistency, fairness and the equitable treatment of staff in the global Secretariat, and oversee the setting of salaries and benefits for locally recruited staff members by applying methodologies established by the International Civil Service Commission;
 - (d) Actively engage on all aspects of relations between staff and management and work with other organizations of the United Nations common system on salaries and allowances to advance the work of the High-level Committee on Management and the Human Resources Network of the United Nations System Chief Executives Board for Coordination, and through the International Civil Service Commission, including by leading the implementation of the United Nations workplace mental health and well-being strategy across the United Nations system;
 - (e) Continue to develop efforts towards mutual recognition over time, which calls for entities within the United Nations common system to operate according to the principle of mutual recognition of best practices in terms of policies and procedures, and lead efforts to enhance harmonization and improve efficiency in the United Nations system;
 - (f) Continue to improve talent management in the Organization and, in particular, work towards implementing the new approach to mobility and organizational learning, adopting approaches that incorporate new values and behaviours into talent management, ensuring the universality of candidate assessment methods and strengthening the performance management framework;
 - (g) Inform talent management actions, such as the upskilling of staff or the creation of new job profiles, to enable the workforce of the Organization to meet the future demands identified through strategic workforce planning, and to attract the best talent with due regard to geographical representation and gender parity priorities;
 - (h) Provide workforce data to external stakeholders for analyses of staff demographics, Member State representation and workforce trends.
- 29A.95 The above-mentioned work is expected to result in:
- (a) A culture of staff mobility that accelerates the mobility process across the Organization, in particular movements between Headquarters and field duty stations, in order to build an agile, adaptable and motivated workforce required to ensure effective delivery of the mandates;
 - (b) Talent acquisition focused on current workforce gaps and future needs and enhancement of existing talent through learning and development, mobility and effective performance management and career satisfaction support;
 - (c) Gender parity at all levels;
 - (d) Recruitment of staff on as wide a geographical basis as possible, a reduced number of unrepresented and underrepresented Member States, and progress made on bringing as many Member States within their desirable range.

Programme performance in 2023

Simplified policy framework

29A.96 The component’s work has continued to develop a simplified policy framework that supports the strategic outcome of accountability and enables the Organization to effectively deliver human resources services.

29A.97 Progress towards the objective is presented in the performance measure below (see table 29A.27).

Table 29A.27

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Availability of updated and simplified policies on downsizing, parental leave and mobility, as well as revisions to policies on staff selection system and the administration of temporary appointments

Planned results for 2025

Result 1: strategic workforce planning approach to identify future workforce needs

Programme performance in 2023 and target for 2025

29A.98 The component’s work contributed to entities identifying and addressing needed workforce capabilities, which met the planned target.

29A.99 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.28).

Table 29A.28

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Entities benefit by having increased knowledge/awareness of priority workforce capabilities for 2022 for recruitment and learning action	Entities have increased knowledge/awareness of priority workforce capabilities for 2023	Entities have access to and use the newly developed job profiles to address priority workforce capabilities	Entities utilize, with increasing frequency, newly developed and updated job profiles to address priority workforce capabilities	Entities have access to and use an increased number of newly developed job profiles to address priority workforce capabilities

Result 2: a more diverse workforce

Programme performance in 2023 and target for 2025

29A.100 The component’s work also contributed to a strengthened recruitment process, including the issuance of the Reasonable Accommodation Guidelines, which met the planned target.

29A.101 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.29).

Table 29A.29
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Strengthened recruitment process, including through the availability of the Reasonable Accommodation Guidelines	<p>Programme managers have access to analytics to track geographical representation and gender statistics in the application pipeline and monitor progress</p> <p>Increase in the number of qualified candidates added to the talent pools from unrepresented and underrepresented Member States</p> <p>Programme managers use updated and newly developed generic job profiles</p>	<p>Increased prevalence of future capabilities appearing in job openings based on new generic job profiles</p> <p>Programme managers will have greater insight into equitable geographical distribution and gender statistics and monitor progress</p>

Result 3: fewer unrepresented and underrepresented Member States in the desirable ranges system
Proposed programme plan for 2025

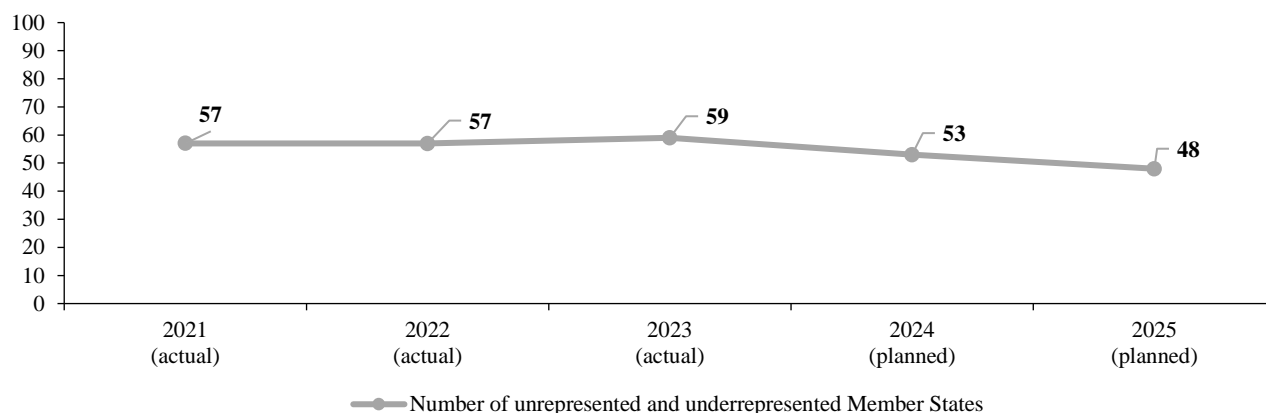
29A.102 Accelerating progress towards bringing each unrepresented and underrepresented Member State within its desirable range remains a priority. The component has been targeting efforts towards attracting qualified candidates from unrepresented and underrepresented Member States through the building of partnerships with Member States and other stakeholders.

Lessons learned and planned change

29A.103 The lesson for the component was that targeted and sustained efforts were integral for talent outreach activities to be impactful and to gain insights through active and meaningful engagements and partnerships with the Member States. In applying the lesson, the component will further enhance purposeful partnerships with Member States to position the United Nations as a top employer for its nationals by creating awareness among the local population, providing country labour market trends and skill insights and leveraging its national resources and networks to reach qualified candidates.

29A.104 Expected progress towards the objective is presented in the performance measure below (see figure 29A.VI).

Figure 29A.VI
Performance measure: number of unrepresented and underrepresented Member States in the desirable ranges system



Deliverables

29A.105 Table 29A.30 lists all deliverables of the component.

Table 29A.30

Subprogramme 3, component 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	2	6	2
1. Reports to the General Assembly	3	2	6	2
Substantive services for meetings (number of three-hour meetings)	129	77	129	129
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	6	6	6	6
3. The Fifth Committee of the General Assembly	35	21	35	35
4. The International Civil Service Commission	88	50	88	88
E. Enabling deliverables				
Administration:				
Human resources policies and procedures, including on conditions of service and delegation of authority; advice and guidance to Secretariat entities on human resources-related rules and policies; salary surveys; and provision of classification advice and related appeals.				
Talent management strategies, policies, processes and tools pertaining to workforce diversity, inclusion, mobility and outreach, leveraging innovation, creativity and best practices, including a new workforce diversity toolkit, a full set of approximately 60 profiles of unrepresented and underrepresented Member States to enable targeted outreach; outreach with a focus on online channels and platforms, including participation in approximately 30 career events organized with academia and professional networks; servicing of the Staff-Management Committee; strategic workforce planning deliverables, including new job profiles and workforce analytics; and Member States' dashboards of workforce demographics, including support for users in permanent missions.				
Performance management and staff development strategies, including learning initiatives to build strategic skills and behaviours required by staff with various levels of leadership and managerial responsibilities, such as leadership programmes and senior leadership support programme for Assistant Secretaries-General and Under-Secretaries-General; strategic advice, tools and guidance on organizational development, including the implementation of values and behaviours; workforce diversity and inclusion; professional and substantive skills development programmes, including 6 mandated corporate learning programmes and substantive skills programmes; strategies and tools for career satisfaction and staff mobility; frameworks, strategies, tools and guidance on performance management, including managerial effectiveness; enhanced learning management system; and learning needs analysis to identify high-priority and emerging staff capacity needs.				

Component 2 Administrative law

Objective

- 29A.106 The objective, to which this component contributes, is to strengthen accountability in line with the standards of conduct by all categories of personnel.

Strategy

- 29A.107 To contribute to the objective, the component will:
- (a) Deploy and use a global case management system and identify lessons learned, including in relation to critical incidents involving serious reputational risks affecting the Organization's core values and norms, and develop tools and guidance material for senior leaders;
 - (b) Engage in capacity-building, including through the online information-sharing platform ALD Connect, direct outreach to senior managers and the ongoing development of tools and guidance materials to support senior managers in carrying out their responsibilities and exercising their authority;
 - (c) Review disciplinary matters for sanctioning purposes, represent the Secretary-General before the United Nations Dispute Tribunal regarding appeals against administrative decisions, continue to expand screening for integrity for the Secretariat, and continue to review and update policies relating to the conduct of personnel.
- 29A.108 The above-mentioned work is expected to result in:
- (a) Enhanced oversight across the Secretariat and monitoring of matters that affect the reputation of the Organization, and the timely review and handling of misconduct matters;
 - (b) Well-informed decision-making by senior managers in relation to the management of personnel;
 - (c) An enhanced culture of individual accountability.

Programme performance in 2023

Strengthened transparency for cases of misconduct, including sexual exploitation and abuse

- 29A.109 The component's work expanded the Secretariat's functional capacity across the administration of justice system, which included 10 sessions on ALD Connect covering a diverse range of topics, including the prevention of sexual exploitation and abuse and victim support, and raising awareness of the compendium of administrative measures and of the new caselaw portal for the administration of justice system. Sessions also covered the preparation of risk management tools and systems, quality assurance exercises, strategic communication and the new Member State module for cases of misconduct, including sexual exploitation and abuse cases, launched in 2023.
- 29A.110 Progress towards the objective is presented in the performance measure below (see table 29A.31).

Table 29A.31
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
The Case Management Tracking System in use in all entities of the Secretariat	Approximately 95 per cent of stakeholders across the Secretariat use the Case Management Tracking System to log, monitor and track their cases, as well as interact with the Administrative Law Division	100 per cent of stakeholders across the Secretariat use the Case Management Tracking System to log, monitor and track their cases, as well as interact with the Administrative Law Division Member States have access to a dedicated online platform that provides information on misconduct complaints, including those on sexual exploitation and abuse

Planned results for 2025

Result 1: risk management for well-informed decision-making in relation to personnel management

Programme performance in 2023 and target for 2025

- 29A.111 The component’s work contributed to senior managers and other stakeholders having a clearer understanding of the administration of justice system and framework to ascertain risks for sensitive decisions, including consulting with the Administrative Law Division for strategic advice with increased frequency prior to making sensitive conduct-related management decisions, which met the planned target.
- 29A.112 Progress towards the objective and the target for 2025 are presented in the performance measure below see table 29A.32).

Table 29A.32
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Delivered training to 100 per cent of newly appointed senior managers	Senior managers consulted the Administrative Law Division with increased frequency prior to taking sensitive conduct-related management decisions	Senior managers have a clear understanding of the administration of justice system and framework to ascertain risks for sensitive decisions	Senior managers regularize the practice of seeking advice prior to taking sensitive conduct-related decisions	Senior managers actively use all available tools, including those on risk management, and ClearCheck (expanded to other forms of misconduct) to inform decision-making

Result 2: prevention of sexual harassment in the Secretariat through a holistic, system-wide and victim-centric approach

Programme performance in 2023 and target for 2025

- 29A.113 The component’s work contributed to 36 United Nations system organizations using ClearCheck (an increase from 33 in 2022), which met the planned target.

29A.114 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.33).

Table 29A.33
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Approximately 48 per cent increase in the number of ClearCheck screening requests received (from 81,071 in 2021 to 120,068 in 2022)	36 United Nations system organizations use ClearCheck (compared with 33 in 2022)	Increased reporting of behaviour that constitutes sexual harassment	ClearCheck database includes other forms of misconduct

Result 3: adjustments to the Secretariat’s policy framework and management practices facilitated by United Nations Dispute Tribunal judgments

Proposed programme plan for 2025

29A.115 The identification of trends in administrative decision-making processes can help to mitigate potential financial and reputational risk to the Organization.

Lessons learned and planned change

29A.116 The lesson for the component was that litigation cases before the United Nations Dispute Tribunal provided valuable insights into how best to advise clients on approaches to decision-making. In applying in the lesson, the component will identify trends in the outcome of cases before the internal justice system and advise clients on judicially recognized standards that apply to decision-making and related administrative processes. This presents an opportunity to strengthen policies and ensure the application of the legal standards recognized by the Organization’s internal justice system and to mitigate risk.

29A.117 Expected progress towards the objective is presented in the performance measure below (see table 29A.34).

Table 29A.34
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	75 per cent of administrative decisions (non-disciplinary) before the United Nations Dispute Tribunal are upheld	75 per cent of administrative decisions (non-disciplinary) before the United Nations Dispute Tribunal are upheld	75 per cent of administrative decisions (non-disciplinary) before the United Nations Dispute Tribunal are upheld, contributing to adjustments to the policy framework and management practices through a regular review of judgments

Deliverables

29A.118 Table 29A.35 lists all deliverables of the component.

Table 29A.35

Subprogramme 3, component 2: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	23	22	23	22
Meetings of:				
2. The Advisory Committee on Administrative and Budgetary Questions	5	5	5	5
3. The Fifth Committee of the General Assembly	10	10	10	10
4. The Special Committee on Peacekeeping Operations	2	2	2	2
5. The Fourth Committee of the General Assembly	2	1	2	1
6. The Sixth Committee of the General Assembly	3	3	3	3
7. The Committee for Programme and Coordination	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice on conduct issues to other international organizations (e.g., African Union and United Nations System Chief Executives Board for Coordination entities); and advocacy with Member States on conduct and discipline issues.				
Databases and substantive digital materials: public database and United Nations standards of conduct website.				
D. Communication deliverables				
Digital platforms and multimedia content: website relating to conduct and discipline.				
E. Enabling deliverables				
Administration: implementation and oversight, including updating, of the Organization’s conduct and discipline policies; development and maintenance of the strategic framework for response to incidents in order to meet the Organization’s duty of care obligations, including staff security; and training of the global network of conduct and discipline focal points (more than 200 practitioners).				
Internal justice and oversight: representation of the Secretary-General before the United Nations Dispute Tribunal in cases challenging administrative decisions, including challenges to disciplinary sanctions; facilitation of informal dispute resolution in partnership with relevant Secretariat entities; and advice to all Secretariat entities on conduct and discipline and administration of justice matters, as well as on critical incidents involving serious reputational risks affecting the Organization’s core values and norms.				

Subprogramme 4 Business transformation and accountability

Objective

29A.119 The objective, to which this subprogramme contributes, is to ensure a results-oriented, data-driven, agile Organization that is efficient, accountable, transparent, compliant and driven by lessons learned and continuous improvements.

Strategy

- 29A.120 To contribute to the objective, the subprogramme will:
- (a) Focus on the Organization's systems of accountability by evaluating overall organizational performance trends, assessing the alignment of roles and responsibilities and monitoring the exercise of delegated authority, monitoring the senior managers' compacts, mainstreaming the use of evaluation as part of the programme planning cycle, and coordinating the Secretariat's interaction with oversight bodies and identifying trends in their recommendations;
 - (b) Carry out capacity-building activities to support all United Nations entities in identifying, assessing, evaluating and controlling risk, using an enterprise risk management approach, and support the achievement of mandated programmatic results by training all entities in results-based management;
 - (c) Support the implementation of the data strategy of the Secretariat, enable entities to have access to management data from Secretariat systems and to gain access to or design analytical tools supporting data-driven decision-making, and lead and coordinate a portfolio of business transformation and innovation projects.
- 29A.121 The above-mentioned work is expected to result in:
- (a) A reinforced accountability culture in the Organization in the areas of risk awareness, monitoring performance and the exercise of delegated authority;
 - (b) Greater use of enterprise data and data analytics in decision-making and programme delivery;
 - (c) Teams across the Secretariat adopting agile methodology and innovation and strengthening new collaboration practices using online platforms.

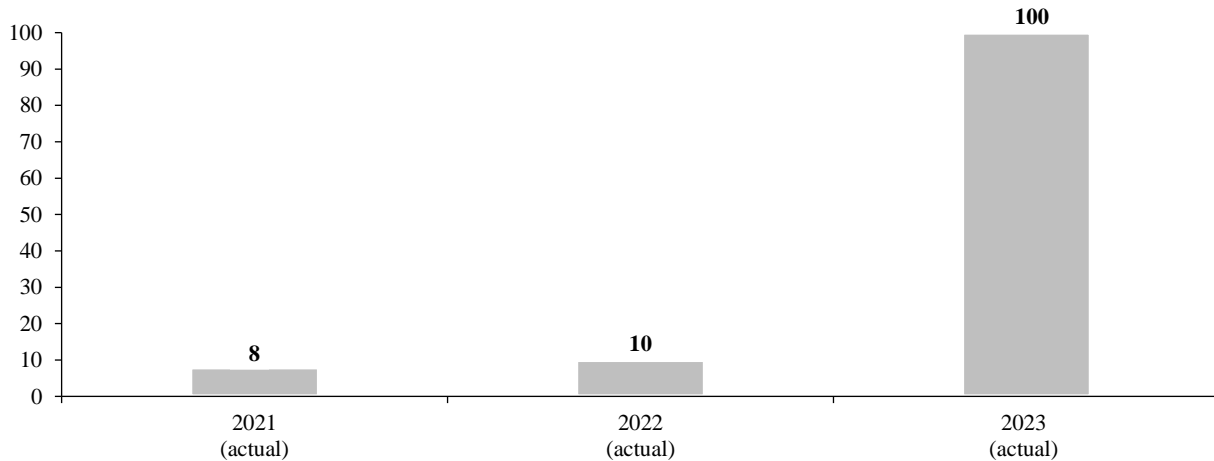
Programme performance in 2023

Adoption of the Umoja strategic management application tool to support results-based management

- 29A.122 The systematic and timely monitoring of progress towards achieving expected results and deliverables can help with effective management of the implementation of the programme plan. The Umoja strategic management application tool was rolled out in the Secretariat to enable entities to capture their approved programme plans and monitor their implementation throughout the year. It also includes features such as a performance dashboard, enabling managers to obtain an overview of their entity's programme performance status at any given time.
- 29A.123 The subprogramme established a dedicated capacity in April 2022 to support the mainstreaming of the Umoja strategic management application tool across the Organization by providing assistance and advice to entities on its use. The subprogramme provided targeted assistance, such as working sessions, one-on-one training and tailor-made workshops, with the objective of strengthening the entities' capacity to use the tool for monitoring the progress made in achieving their results and deliverables.
- 29A.124 Progress towards the objective is presented in the performance measure below (see figure 29A.VII).

Figure 29A.VII
Performance measure: number of entities that provided complete monitoring updates in the Umoja strategic management application at the end of the monitoring period

(Percentage)



Planned results for 2025

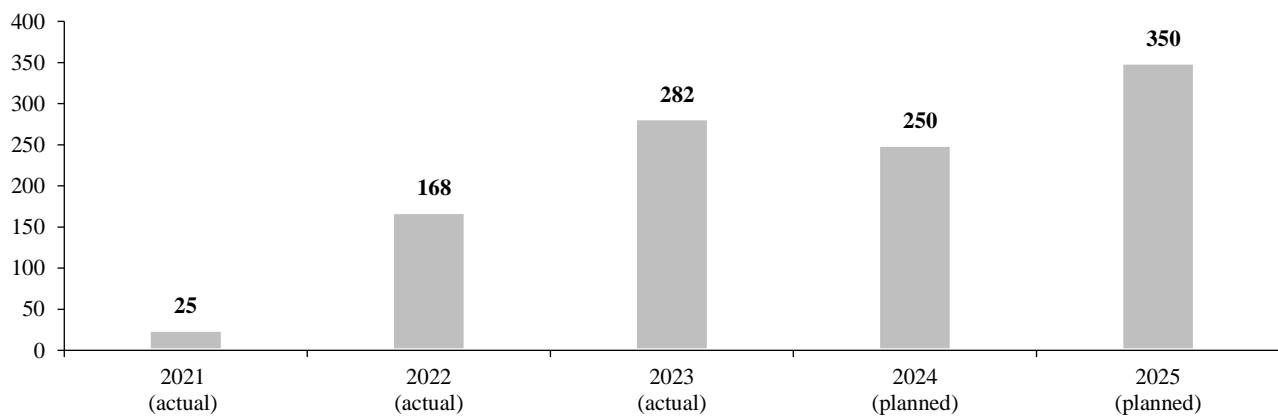
Result 1: capacity-building in data science and visualization through the in-house Kamino training programme

Programme performance in 2023 and target for 2025

29A.125 The subprogramme’s work contributed to the training of 282 participants who completed the Kamino training programme, which exceeded the planned target of 150 participants.

29A.126 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29A.VIII).

Figure 29A.VIII
Performance measure: number of participants trained in data science and visualization having completed the Kamino programme (annual)



Result 2: strengthened exercise of delegation of authority

Programme performance in 2023 and target for 2025

- 29A.127 The subprogramme’s work contributed to the improved use of delegated authority, demonstrated by the global trends on key performance indicators and entities’ use of enhanced tools and targeted analysis of performance results to inform action at the first line of defence, which met the planned target.
- 29A.128 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29A.36).

Table 29A.36
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	Heads of entity have access to and use the delegation of authority framework, including policies, processes and tools	Improved use of delegated authority, as evidenced by the delegation of authority framework, and the global trends on key performance indicators	Further improvement in the use of delegated authority as demonstrated by the delegation of authority framework, including key performance indicators	Further improvement in the use of delegated authority as demonstrated by the delegation of authority framework, following targeted analysis of performance against select indicators

Result 3: increased use of internal evaluation by smaller entities to inform decision-making

Proposed programme plan for 2025

- 29A.129 The Secretary-General published the administrative instruction titled “Evaluation in the United Nations Secretariat” ([ST/AI/2021/3](#)) in 2021 to increase the use and usefulness of internal (or self-) evaluation as a management tool. The subprogramme, in partnership with the Office of Internal Oversight Services, is supporting entities that conduct evaluations as part of the programme cycle.

Lessons learned and planned change

- 29A.130 The lesson for the subprogramme was that, although the work done to date has helped to increase the number of entities conducting evaluations, this was particularly challenging for smaller entities, which did not employ staff with evaluation experience nor have sufficient consultancy resources to bring in external expertise. In applying the lesson, the subprogramme will change the support provided to smaller entities from the current advisory approach to a more direct support model through the centralized provision of evaluation and project management expertise. The objective is to enable three additional smaller entities to commission internal evaluations annually (established in [ST/AI/2021/3](#)).
- 29A.131 Expected progress towards the objective is presented in the performance measure below (see table 29A.37).

Table 29A.37
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	–	3 additional entities commission internal evaluations

Deliverables

29A.132 Table 29A.38 lists all deliverables of the subprogramme.

Table 29A.38
Subprogramme 4: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	3
1. Report to the General Assembly on accountability	1	1	1	1
2. Reports of the Secretary-General on the implementation of the recommendations of the Board of Auditors	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	11	12	12	12
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	3	4	4	4
4. Meetings of the General Assembly	4	4	4	4
5. Meetings of the Independent Audit Advisory Committee	4	4	4	4
E. Enabling deliverables				
Administration: approximately 20 briefing sessions for incoming senior managers on governance, accountability and related monitoring mechanisms in use by the Administration; support for implementing the administrative instruction on evaluation in the United Nations Secretariat to all Secretariat entities; quarterly key performance indicators report covering approximately 230 entities with delegation of authority; enhancements to the delegation of authority portal; senior managers' compacts performance assessment for 70 heads of entity; workshops, briefings and guidance to approximately 190 compact focal points; enterprise-wide outreach, advocacy campaigns, and network and training opportunities to raise awareness of change management, business innovation and new internal ways of working; continuous improvements in analytics and corporate dashboards; staff capability development programme for data science and analytics, from foundation to advanced level; training and guidance on results-based management; 2 workshops on enterprise risk management with approximately 130 managers and focal points (approximately 60 entities); and workshop for approximately 120 oversight focal points.				

Subprogramme 5 Addressing racism in the workplace

Objective

29A.133 The objective, to which this subprogramme contributes, is to ensure a workplace free from racism and racial discrimination, in which every staff member feels valued and respected and is treated with dignity.

Strategy

- 29A.134 To contribute to the objective, the subprogramme will:
- (a) Implement the strategic action plan by driving progress towards a racism-free Secretariat through oversight, coordination and monitoring of all anti-racism initiatives;
 - (b) Review and address existing or potential racial bias in institutional policies and practices and promote data transparency;
 - (c) Promote advocacy and awareness-raising programmes to support personnel and improve organizational culture with regard to racism;
 - (d) Strengthen accountability mechanisms within the Organization by setting clear standards for investigating and adjudicating racism allegations;
 - (e) Address institutional and systemic racism by putting in place leadership accountability mechanisms;
 - (f) Advocate for system-wide anti-racism initiatives by collaborating and building synergies with United Nations system entities and other relevant partners to share best practices and lessons learned.
- 29A.135 The above-mentioned work is expected to result in:
- (a) An institutionalized anti-racism culture fully embedded in policies, procedures and practices within the Organization, ensuring zero tolerance for racism and racial discrimination;
 - (b) The empowerment and equitable racial representation of staff at all levels and categories within the Organization;
 - (c) Increased trust in internal processes of administration to mediate, investigate and adjudicate fairly allegations of racism and provide racial justice.

Programme performance in 2023

An enabling environment to address racism in the Organization

- 29A.136 Following the launch, in 2022, of the strategic action plan to address racism in the United Nations Secretariat targeting interpersonal, institutional and systemic forms of racism, the subprogramme undertook a series of initiatives to create an enabling environment to address racism. It launched the “United against Racism” live talk series, sparking awareness and knowledge on addressing racism in the workplace. The subprogramme engaged directly with personnel from across United Nations entities, fostering open dialogue and gathering crucial insights into workplace racism. Informed by engagements across the Organization, the subprogramme developed a three-pronged action approach – advocacy, transparency and accountability – to guide anti-racism efforts within the Organization. In parallel, the subprogramme conducted a comprehensive review of the Secretariat’s anti-racism efforts, as reflected in the report to the seventy-eighth session of the General Assembly ([A/78/384](#)), resulting in the establishment of the Anti-Racism Office, under the substantive leadership of the Special Adviser on Addressing Racism in the Workplace and the managerial oversight of the Under-Secretary-General for Management Strategy, Policy and Compliance, to take the lead in addressing racism and racial discrimination in the Secretariat.
- 29A.137 Progress towards the objective is presented in the performance measure below (see table 29A.39).

Table 29A.39
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	United Nations Secretariat entities appointed 180 anti-racism advocates across 103 entities to champion and drive the implementation of the strategic action plan at the entity level

Planned result for 2025

Result 1: strengthened accountability systems to address allegations of racism in the workplace

Proposed programme plan for 2025

- 29A.138 The subprogramme contributes to the strengthening of the internal justice system by setting standards for investigating and adjudicating claims of racism and racial discrimination.
Lessons learned and planned change
- 29A.139 The lesson for the subprogramme was the importance of focusing on policy review and reform. Staff surveys and direct engagement with personnel at the entity level demonstrated (a) the limits of individual training and personal development in addressing racism and discrimination; and (b) opportunities to review and improve hiring practices, performance evaluations and access to resources with respect to removing bias and discriminatory practices.
- 29A.140 In applying the lesson, the subprogramme will, in conjunction with its advocacy and awareness-raising efforts, focus on strengthening the Organization’s regulatory frameworks (policies, procedures and practices) in various areas of staff selection, career development and administration of justice to ensure an organizational culture change that supports anti-racism and promotes respect and dignity for all within the Secretariat. One of the first milestones will entail working with the Administrative Law Division to amend the Secretary-General’s bulletin on addressing discrimination, harassment, including sexual harassment, and abuse of authority ([ST/SGB/2019/8](#)). The revisions will include explicit definitions of racism and racial discrimination, outlining how they manifest themselves in the workplace.
- 29A.141 Expected progress towards the objective is presented in the performance measure below (see table 29A.40).

Table 29A.40
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Officials, including judges and Office of Internal Oversight Services investigators, have increased knowledge of racism in the workplace, to enable more effective investigations and assessment of complaints of racism	Staff Counsellors, the Office of the United Nations Ombudsman and Mediation Services, conduct and discipline focal points, the Administrative Law Division, affinity groups and other entities possess specialized expertise in providing support to United Nations personnel encountering racism and racial discrimination	Availability of the revision of Secretary-General’s bulletin ST/SGB/2019/8 , on prohibited conduct, which includes updated provisions for racial discrimination

Deliverables

29A.142 Table 29A.41 lists all deliverables of the subprogramme.

Table 29A.41
Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies			
Parliamentary documentation (number of documents)	1	–	1
1. Report to the General Assembly on addressing racism in the workplace	–	–	1
2. Revised estimates on addressing racism in the workplace	1	–	–
Substantive services for meetings (number of three-hour meetings)	2	–	2
3. Advisory Committee on Administrative and Budgetary Questions	1	–	1
4. Fifth Committee of the General Assembly	1	–	1
E. Enabling deliverables			
Administration: 15 training sessions to provide knowledge and raise awareness on anti-racism to United Nations staff and leadership; 20 awareness and engagement dialogue sessions; 12 “United against Racism” live talks; 8 global online anti-racism conversations; 8 quarterly meetings with anti-racism advocates; 2 annual anti-racism retreats with all strategic action plan implementing departments and offices; a dashboard for staff on composition, demographics and movements of personnel on iSeek; 12 anti-racism advocacy visits to offices away from Headquarters, peacekeeping and peacebuilding missions, and economic and social commissions; a dedicated intranet site on anti-racism in the workplace; 8 podcasts on anti-racism; 6 quarterly anti-racism online newsletters; 4 anti-racism communications and awareness-raising campaigns with posters and other social media resources; and 1 global anti-racism conference with approximately 150 participants involving anti-racism advocates, members of strategic action plan implementing departments and offices, and other affinity groups from within the United Nations system.			

B. Proposed post and non-post resource requirements for 2025

Overview

29A.143 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 29A.42 to 29A.44.

Table 29A.42

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	44 032.2	48 774.4	231.4	–	–	231.4	0.5	49 005.8
Other staff costs	4 855.9	3 159.1	–	–	–	–	–	3 159.1
Hospitality	–	0.2	–	–	–	–	–	0.2
Consultants	1 258.8	732.5	(60.2)	–	(116.0)	(176.2)	(24.1)	556.3
Travel of staff	1 293.3	413.8	–	–	(0.8)	(0.8)	(0.2)	413.0
Contractual services	5 824.2	8 932.9	–	–	186.0	186.0	2.1	9 118.9
General operating expenses	337.2	324.3	–	–	–	–	–	324.3
Supplies and materials	13.3	65.1	–	–	–	–	–	65.1
Furniture and equipment	356.8	205.4	(4.9)	–	3.6	(1.3)	(0.6)	204.1
Grants and contributions	4 283.8	4 188.1	–	–	–	–	–	4 188.1
Other	33.0	–	–	–	–	–	–	–
Total	62 288.4	66 795.8	166.3	–	72.8	239.1	0.4	67 034.9

Table 29A.43

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	275	1 USG, 2 ASG, 8 D-2, 18 D-1, 36 P-5, 49 P-4, 42 P-3, 25 P-2/1, 20 GS (PL), 73 GS (OL), 1 LL
Reassignment	–	1 GS (OL) within subprogramme 3, component 1
Proposed for 2025	275	1 USG, 2 ASG, 8 D-2, 18 D-1, 36 P-5, 49 P-4, 42 P-3, 25 P-2/1, 20 GS (PL), 73 GS (OL), 1 LL

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Table 29A.44
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
ASG	2	–	–	–	–	2
D-2	8	–	–	–	–	8
D-1	18	–	–	–	–	18
P-5	36	–	–	–	–	36
P-4	49	–	–	–	–	49
P-3	42	–	–	–	–	42
P-2/1	25	–	–	–	–	25
Subtotal	181	–	–	–	–	181
General Service and related						
GS (PL)	20	–	–	–	–	20
GS (OL)	73	–	–	–	–	73
LL	1	–	–	–	–	1
Subtotal	94	–	–	–	–	94
Total	275	–	–	–	–	275

29A.144 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 29A.45 to 29A.47 and figure 29A.IX.

29A.145 As shown in tables 29A.45 (1) and 29A.46 (1), the overall resources proposed for 2025 amount to \$67,034,900 before recosting, reflecting a net increase of \$239,100 (or 0.4 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29A.45
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Executive direction and management	7 542.1	5 390.4	–	–	–	–	–	5 390.4
B. Programme of work								
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services								

Part VIII Common support services

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Component 1. Enterprise resource planning solution	3 780.8	3 793.5	–	–	–	–	–	3 793.5
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 200.5	1 756.9	–	–	–	–	–	1 756.9
Component 3. Management advisory services	3 280.8	3 533.3	–	–	–	–	–	3 533.3
2. Programme planning, finance and budget								
Component 1. Finance	6 315.7	6 680.5	(60.2)	–	–	(60.2)	(0.9)	6 620.3
Component 2. Field operations finance	1 151.6	1 698.1	–	–	–	–	–	1 698.1
Component 3. Programme planning and budgeting	6 290.2	7 585.8	–	–	–	–	–	7 585.8
3. Human resources								
Component 1. Global strategy and policy	18 971.7	20 410.1	(1.2)	–	–	(1.2)	–	20 408.9
Component 2. Administrative law	3 701.2	3 884.3	–	–	–	–	–	3 884.3
4. Business transformation and accountability	8 177.3	7 920.2	–	–	72.8	72.8	0.9	7 993.0
5. Addressing racism in the workplace	–	2 329.0	227.7	–	–	227.7	9.8	2 556.7
Subtotal, B	52 869.8	59 591.7	166.3	–	72.8	239.1	0.4	59 830.8
C. Programme support	1 876.5	1 813.7	–	–	–	–	–	1 813.7
Subtotal, 1	62 288.4	66 795.8	166.3	–	72.8	239.1	0.4	67 034.9

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate	
A. Executive direction and management	1 551.9	1 508.1		13.2	0.9	1 521.3
B. Programme of work						
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services						
Component 1. Enterprise resource planning solution	15 201.0	15 424.9		259.5	1.7	15 684.4
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	392.9	457.9		9.0	2.0	466.9
Component 3. Management advisory services	1 778.6	1 835.1		37.3	2.0	1 872.4
2. Programme planning, finance and budget						
Component 1. Finance	11 707.1	10 752.8		542.4	5.0	11 295.2
Component 2. Field operations finance	9 323.4	9 680.1		44.8	0.5	9 724.9

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<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
Component 3. Programme planning and budgeting	–	–	–	–	–
3. Human resources					
Component 1. Global strategy and policy	4 225.0	3 871.5	73.5	1.9	3 945.0
Component 2. Administrative law	5 152.0	6 395.4	223.2	3.5	6 618.6
4. Business transformation and accountability	8 305.9	8 184.6	99.6	1.2	8 284.2
5. Addressing racism in the workplace	–	–	–	–	–
Subtotal, B	56 085.8	56 602.3	1 289.3	2.3	57 891.6
C. Programme support	117.5	143.8	15.0	10.4	158.8
Subtotal, 2	57 755.2	58 254.2	1 317.5	2.3	59 571.7

(3) Extrabudgetary

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Executive direction and management	2 307.5	2 252.6	368.9	(16.4)	2 621.5
B. Programme of work					
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services					
Component 1. Enterprise resource planning solution	2 748.5	5 818.1	–	–	5 818.1
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	–	–	–	–	–
Component 3. Management advisory services	–	–	–	–	–
2. Programme planning, finance and budget					
Component 1. Finance	12 858.9	15 790.2	–	–	15 790.2
Component 2. Field operations finance	628.7	396.0	–	–	396.0
Component 3. Programme planning and budgeting	326.2	304.7	–	–	304.7
3. Human resources					
Component 1. Global strategy and policy	2 457.1	4 391.9	(493.0)	(11.2)	3 898.9
Component 2. Administrative law	2 990.6	2 177.7	(952.6)	(3.7)	1 225.1
4. Business transformation and accountability	3 524.4	3 403.1	–	–	3 403.1
5. Addressing racism in the workplace	–	237.9	(122.4)	(51.5)	115.5
Subtotal, B	25 534.4	32 519.6	(1 568.0)	(4.8)	30 951.5
C. Programme support	478.9	537.7	–	–	537.7
Subtotal, 3	28 320.8	35 309.9	(1 199.1)	(3.4)	34 110.8
Total (1+2+3)	148 364.4	160 359.9	357.5	0.2	160 717.4

Table 29A.46

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Executive direction and management	25	–	–	–	–	25
B. Programme of work						
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services						
Component 1. Enterprise resource planning solution	–	–	–	–	–	–
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	9	–	–	–	–	9
Component 3. Management advisory services	14	–	–	–	–	14
2. Programme planning, finance and budget						
Component 1. Finance	38	–	–	–	–	38
Component 2. Field operations finance	7	–	–	–	–	7
Component 3. Programme planning and budgeting	40	–	–	–	–	40
3. Human resources						
Component 1. Global strategy and policy	63	–	–	–	–	63
Component 2. Administrative law	19	–	–	–	–	19
4. Business transformation and accountability	39	–	–	–	–	39
5. Addressing racism in the workplace	9	–	–	–	–	9
Subtotal, B	238	–	–	–	–	238
C. Programme support	12	–	–	–	–	12
Subtotal, 1	275	–	–	–	–	275

(2) *Other assessed*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	3	–	3
B. Programme of work			
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services			
Component 1. Enterprise resource planning solution	–	–	–
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	2	–	2
Component 3. Management advisory services	7	–	7
2. Programme planning, finance and budget			
Component 1. Finance	43	–	43

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<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Component 2. Field operations finance	44	(1)	43
Component 3. Programme planning and budgeting	–	–	–
3. Human resources			
Component 1. Global strategy and policy	13	–	13
Component 2. Administrative law	27	–	27
4. Business transformation and accountability	43	(1)	42
5. Addressing racism in the workplace	–	–	–
Subtotal, B	179	(2)	177
C. Programme support	–	–	–
Subtotal, 2	182	(2)	180

(3) Extrabudgetary

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Executive direction and management	8	–	8
B. Programme of work			
1. Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services			
Component 1. Enterprise resource planning solution	–	–	–
Component 2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	–	–	–
Component 3. Management advisory services	–	–	–
2. Programme planning, finance and budget			
Component 1. Finance	77	–	77
Component 2. Field operations finance	1	–	1
Component 3. Programme planning and budgeting	1	–	1
3. Human resources			
Component 1. Global strategy and policy	17	–	17
Component 2. Administrative law	3	–	3
4. Business transformation and accountability	15	–	15
5. Addressing racism in the workplace	–	–	–
Subtotal, B	114	–	114
C. Programme support	2	–	2
Subtotal, 3	124	–	124
Total (1+2+3)	581	(2)	579

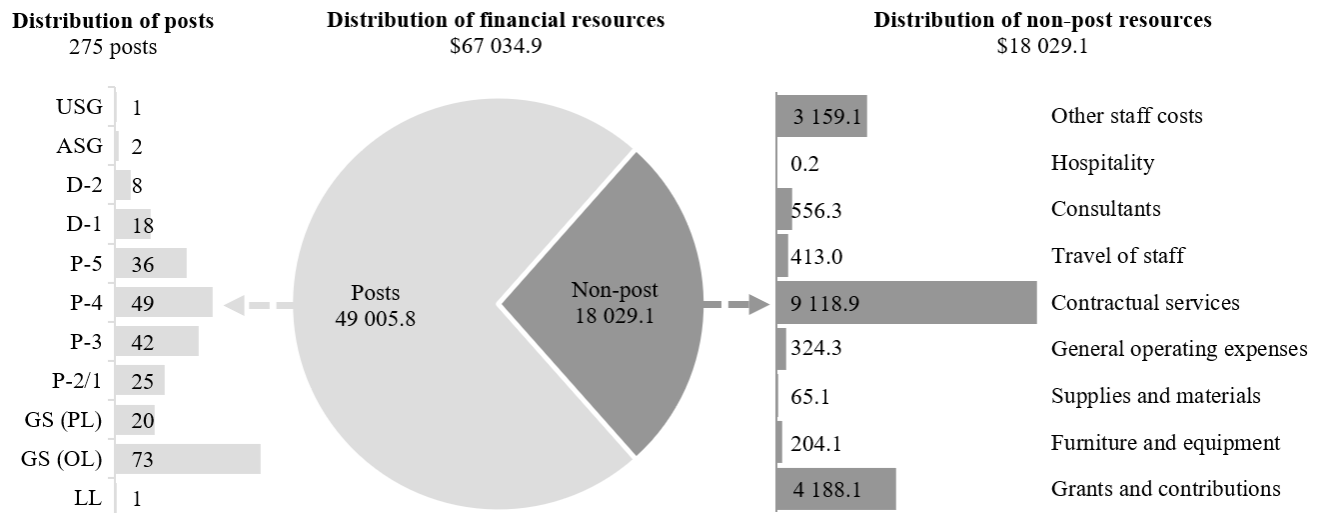
Table 29A.47
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Posts	44 032.2	48 774.4	231.4	–	–	231.4	0.5	49 005.8
Non-post	18 256.2	18 021.4	(65.1)	–	72.8	7.7	–	18 029.1
Total	62 288.4	66 795.8	166.3	–	72.8	239.1	0.4	67 034.9
Post resources by category								
Professional and higher		181	–	–	–	–	–	181
General Service and related		94	–	–	–	–	–	94
Total		275	–	–	–	–	–	275

Figure 29A.IX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29A.146 As shown in table 29A.45 (1), resource changes reflect a net increase of \$166,300, as follows:

- (a) **Subprogramme 2, component 1, Finance** (decrease of \$60,200). The decrease of \$60,200 under consultants relates to the removal of non-recurrent provisions associated with the consultancy to strengthen International Public Sector Accounting Standards reporting that were approved for 2024 and are no longer required in 2025;

- (b) **Subprogramme 3, component 1, Global strategy and policy** (decrease of \$1,200). The decrease of \$1,200 under furniture and equipment relates to the removal of non-recurrent provisions for standard common services costs associated with one additional temporary position that was approved for 2024;
- (c) **Subprogramme 5, Addressing racism in the workplace** (net increase of \$227,700). The net increase of \$227,700 reflects the higher provision at continuing vacancy rates for three posts (1 P-5, 1 P-3 and 1 General Service (Other level)) established in 2024 pursuant to General Assembly resolution [78/253](#) that were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts (\$231,400), offset in part by the removal, under furniture and equipment, of non-recurrent provisions for standard common services costs associated with the posts mentioned above that were approved for 2024 (\$3,700).

Other changes

29A.147 As shown in table 29A.45 (1), resource changes reflect an increase of \$72,800, as follows:

- (a) **Subprogramme 4, Business transformation and accountability** (increase of \$72,800). The increase of \$72,800 reflects a provision for consultancies, to be centrally managed by the subprogramme, to strengthen the use of evaluations as a management tool across the Secretariat by increasing the conduct of evaluations by smaller entities that do not conduct them (\$90,000), offset in part by the discontinuation of two consultancies on enterprise risk management (\$17,200).

Other assessed resources

29A.148 As reflected in tables 29A.45 (2) and 29A.46 (2), other assessed resources amount to \$59,571,700. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).

Extrabudgetary resources

29A.149 As reflected in tables 29A.45 (3) and 29A.46 (3), extrabudgetary resources amount to \$34,110,800. The resources would complement regular budget resources and would be used mainly to provide for 124 posts (9 P-5, 24 P-4, 21 P-3, 7 P-2, 13 General Service (Principal level), 40 General Service (Other level) and 10 Local level) to perform, among others, system-wide jointly financed activities relating to local salary surveys and personnel mental health and well-being, activities relating to personnel conduct and discipline, as well as in support of victims of sexual exploitation and abuse, activities to backstop operations funded from central programme support costs, and activities to backstop operations funded from cost recovery. In addition, financial resources from central programme support costs would also fund the extrabudgetary resources share of Organization-wide costs, such as the Umoja enterprise resource planning solution (including business support resources) and the development of an efficiency model for the provision of management services.

29A.150 The extrabudgetary resources under the present section are subject to the oversight of the Department of Management Strategy, Policy and Compliance, which has delegated authority from the Secretary-General.

Executive direction and management

29A.151 The executive direction and management component comprises the Office of the Under-Secretary-General, including the Inter-Agency and Intergovernmental Service, the Office of the Controller and the Office of the Assistant Secretary-General for Human Resources.

29A.152 The Under-Secretary-General for Management Strategy, Policy and Compliance is responsible for the overall direction and management of the Department and for providing the Secretary-General with

strategic advice on management issues. The Under-Secretary-General represents the Secretary-General on management issues before relevant expert and intergovernmental bodies, such as the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, the International Civil Service Commission and inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination, and in the conduct of staff-management consultations. The Under-Secretary-General oversees and provides direction to the Assistant Secretary-General for Programme Planning, Finance and Budget, Controller; the Assistant Secretary-General for Human Resources; the Director of the Business Transformation and Accountability Division; and the Director of the Enterprise Resource Planning Solution Division. The Under-Secretary-General provides management oversight support to the Director of the Anti-Racism Office and, with the Under-Secretary-General for Operational Support, provides direction and strategic guidance to the Assistant Secretary-General, Chief Information Technology Officer.

- 29A.153 The Office of the Under-Secretary-General provides leadership in the development and delivery of integrated organizational management strategies, policies and models that support a decentralized, field-focused paradigm in which managers are empowered through the new enhanced delegation of authority framework. It provides direction to take advantage of lessons learned and innovative methods to ensure continuous management improvements to meet evolving requirements throughout the Secretariat. It liaises with Member States and other external entities on management-related issues and fosters coordination internally within the Secretariat, as well as externally with the funds, programmes and specialized agencies of the United Nations system, to build partnerships and promote best practices.
- 29A.154 The Under-Secretary-General is assisted by the Controller, who provides strategic and policy leadership on all planning, programming, budgetary and financial matters and on the administration of the Financial Regulations and Rules of the United Nations, and by the Assistant Secretary-General for Human Resources, who provides strategic leadership for the simplified and streamlined human resources policy framework and the mainstreaming of a gender perspective, equitable geographical distribution and accessibility into all facets of the work of the Organization through integrated strategies and policies. Working together closely under the guidance of the Under-Secretary-General, the Controller and the Assistant Secretary-General for Human Resources provide leadership in adapting strategies and policies to support new and innovative business models and enable managers to be more effective and agile in the delivery of their programmes.
- 29A.155 The Controller represents the Secretary-General in the committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination and the Independent Audit Advisory Committee in the presentation of all programme and budget documents, including those relating to the regular budget, the peacekeeping budgets and international tribunals, as well as the financial statements of the Organization. The Controller advises the Secretary-General and the Under-Secretary-General for Management Strategy, Policy and Compliance on policy relating to the budgets and finances of the United Nations and the related plans and work programmes. Through the Office of Programme Planning, Finance and Budget, the Controller ensures that the financial policy framework enables efficient mandate delivery. The Director of the Finance Division, in addition to existing responsibilities under subprogramme 2, component 1, supports the Controller directly with regard to overseeing cross-cutting functions, such as financial policy and the Committee on Contributions, and deputizes for the Controller on all financial policies relating to United Nations system entities and other partners of the Secretariat. As the Deputy Controller, the Director of the Finance Division enables appropriate burden-sharing with the Controller in addressing matters relating to complex and critical financial management in a proactive manner.
- 29A.156 The Assistant Secretary-General for Human Resources leverages technologies and pursues innovative and holistic approaches to transform the organizational culture, strengthen duty of care, promote inclusion, accessibility and workforce diversity, and drive the creation of a supportive and healthy workplace. The Office of Human Resources responds proactively to issues arising in the formal and informal system of administration of justice to ensure the efficient, effective and fair

implementation of the Organization’s policies, core values and norms. It builds on the integration of the conduct and discipline function for the entire Secretariat and for all categories of personnel to increase consistency, transparency and accountability in the application of the standards of conduct.

29A.157 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In line with its functional responsibilities, the Department will continue to mainstream environmental sustainability management into the Secretariat policy framework and the enterprise management and accountability system. Operationally the Department will continue to prioritize the reduction in its travel-related greenhouse gas emissions by optimizing the use of online collaborative and conferencing platforms, as well as streamlining and combining travel requirements.

29A.158 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29A.48. The Department will continue to implement measures to improve compliance rates with the advance purchase of air tickets through the earlier planning of events and nominations of travellers, raising the awareness of programme managers and travellers and minimizing exceptions. In 2023, the Department continued to submit nearly all of its documents within the prescribed timelines.

Table 29A.48
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	91	97	96	100	100
Air tickets purchased at least two weeks before the commencement of travel	75	75	83	100	100

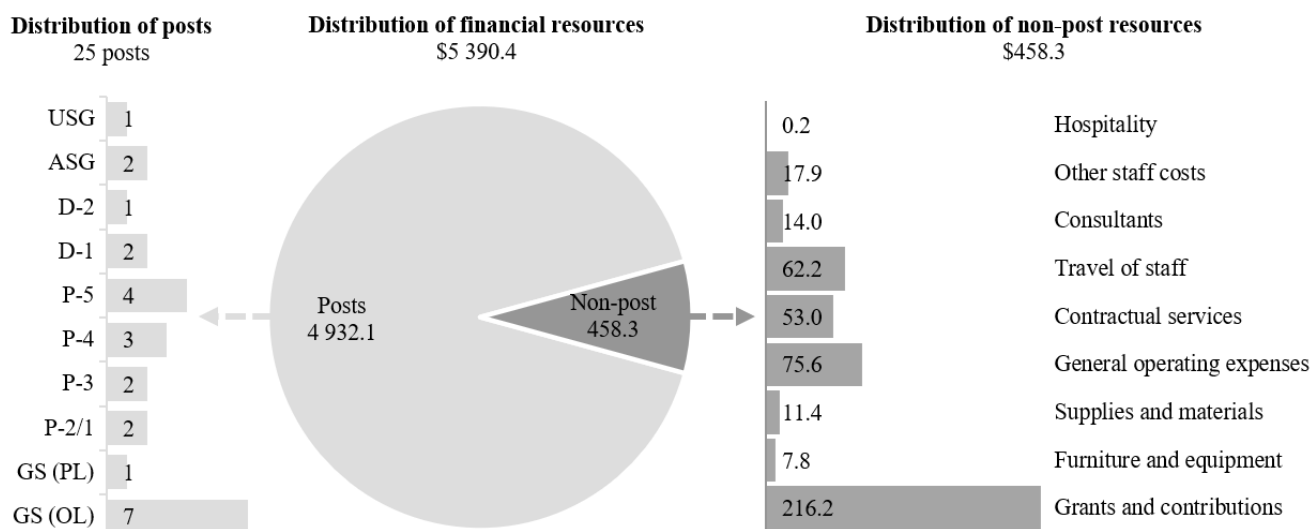
29A.159 The proposed regular budget resources for 2025 amount to \$5,390,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.49 and figure 29A.X.

Table 29A.49
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	4 827.7	4 932.1	–	–	–	–	4 932.1
Non-post	2 714.4	458.3	–	–	–	–	458.3
Total	7 542.1	5 390.4	–	–	–	–	5 390.4
Post resources by category							
Professional and higher		17	–	–	–	–	17
General Service and related		8	–	–	–	–	8
Total		25	–	–	–	–	25

Figure 29A.X
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Enterprise resource planning solution, services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, and management advisory services

Component 1

Enterprise resource planning solution

Regular budget resources

29A.160 The proposed regular budget resources for 2025 amount to \$3,793,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.50.

Table 29A.50
Subprogramme 1, component 1: evolution of financial and post resources (regular budget)

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	(0.1)	–	–	–	–	–	–	–
Non-post	3 780.9	3 793.5	–	–	–	–	–	3 793.5
Total	3 780.8	3 793.5	–	–	–	–	–	3 793.5

Gross budget resource requirements

29A.161 The proposed gross budget for 2025 amounts to \$25,296,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.51 and figure 29A.XI.

Table 29A.51

Subprogramme 1, component 1: evolution of financial and post resources (gross budget)

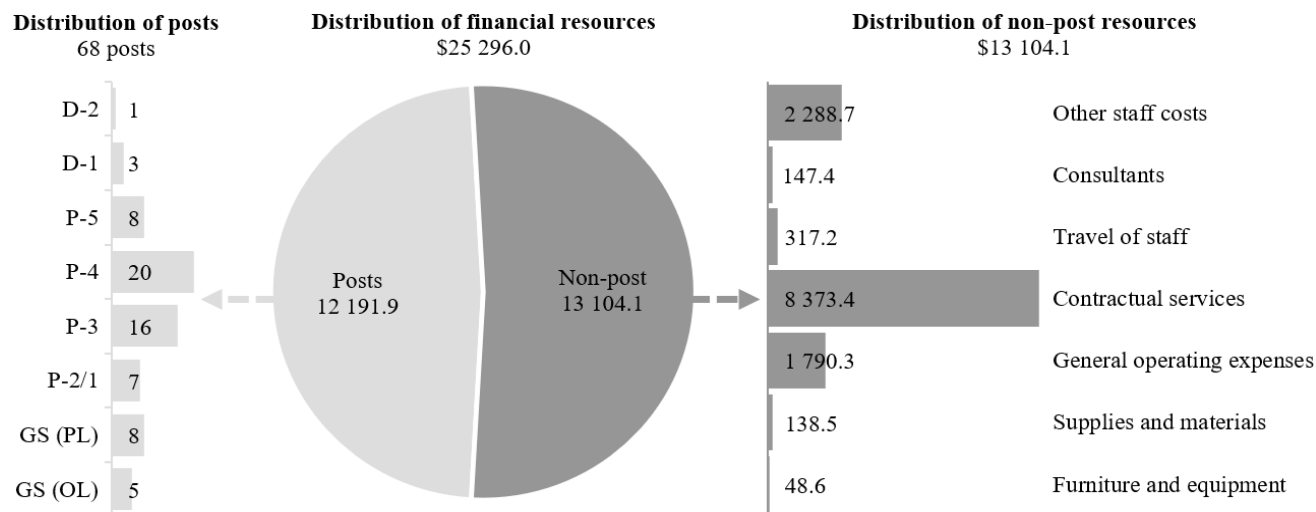
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	12 205.7	12 191.9	–	–	–	–	12 191.9
Non-post	12 375.4	13 104.1	–	–	–	–	13 104.1
Total	24 581.1	25 296.0	–	–	–	–	25 296.0
Post resources by category							
Professional and higher		55	–	–	–	–	55
General Service and related		13	–	–	–	–	13
Total		68	–	–	–	–	68

Figure 29A.XI

Subprogramme 1, component 1: distribution of proposed resources for 2025 (gross budget) (before recosting)

(Number of posts/thousands of United States dollars)



Component 2 Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

29A.162 The proposed regular budget resources for 2025 amount to \$1,756,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.52 and figure 29A.XII.

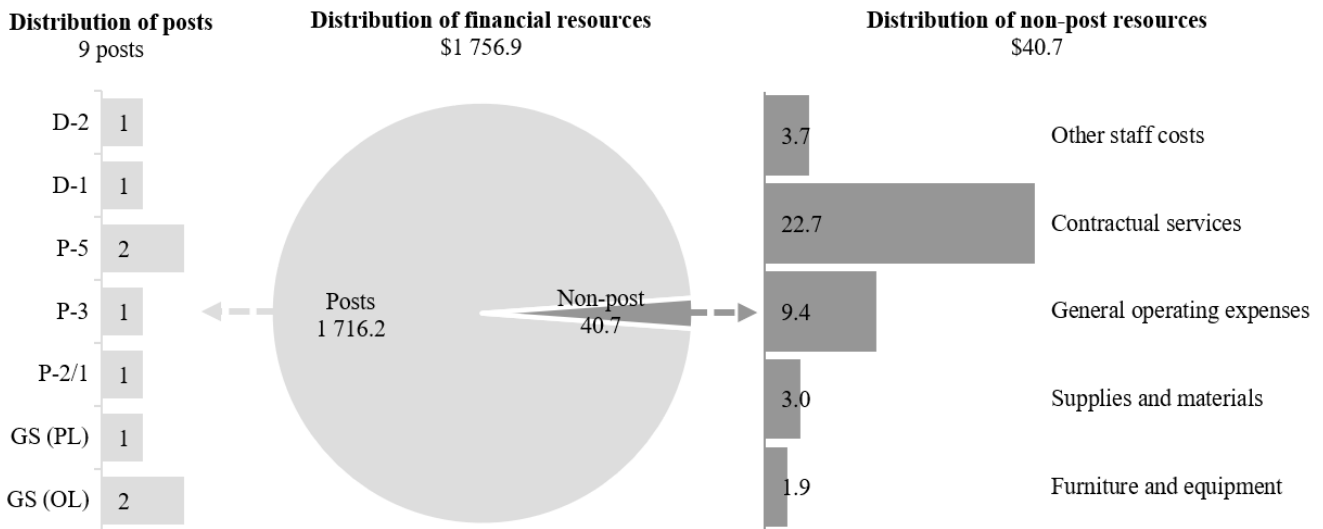
Table 29A.52
Subprogramme 1, component 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 166.6	1 716.2	–	–	–	–	–	1 716.2	
Non-post	33.9	40.7	–	–	–	–	–	40.7	
Total	1 200.5	1 756.9	–	–	–	–	–	1 756.9	
Post resources by category									
Professional and higher		6	–	–	–	–	–	6	
General Service and related		3	–	–	–	–	–	3	
Total		9	–	–	–	–	–	9	

Figure 29A.XII
Subprogramme 1, component 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Component 3
 Management advisory services**

29A.163 The proposed regular budget resources for 2025 amount to \$3,533,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.53 and figure 29A.XIII.

Table 29A.53

Subprogramme 1, component 3: evolution of financial and post resources

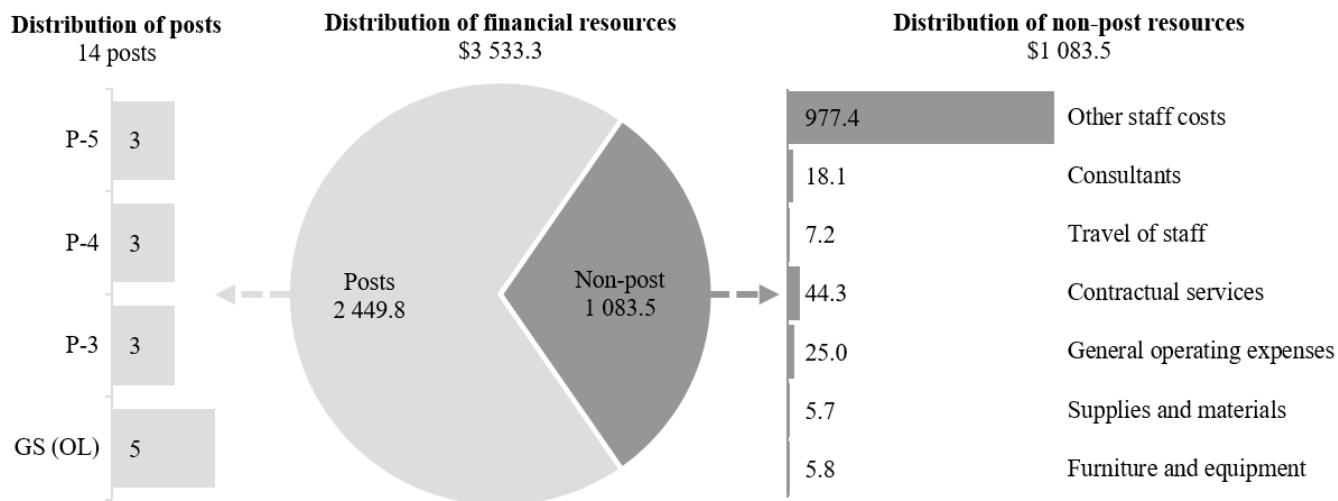
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	2 512.5	2 449.8	–	–	–	–	2 449.8
Non-post	768.3	1 083.5	–	–	–	–	1 083.5
Total	3 280.8	3 533.3	–	–	–	–	3 533.3
Post resources by category							
Professional and higher		9	–	–	–	–	9
General Service and related		5	–	–	–	–	5
Total		14	–	–	–	–	14

Figure 29A.XIII

Subprogramme 1, component 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
Programme planning, finance and budget**

**Component 1
Finance**

29A.164 The proposed regular budget resources for 2025 amount to \$6,620,300 and reflect a decrease of \$60,200 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 29A.146 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.54 and figure 29A.XIV.

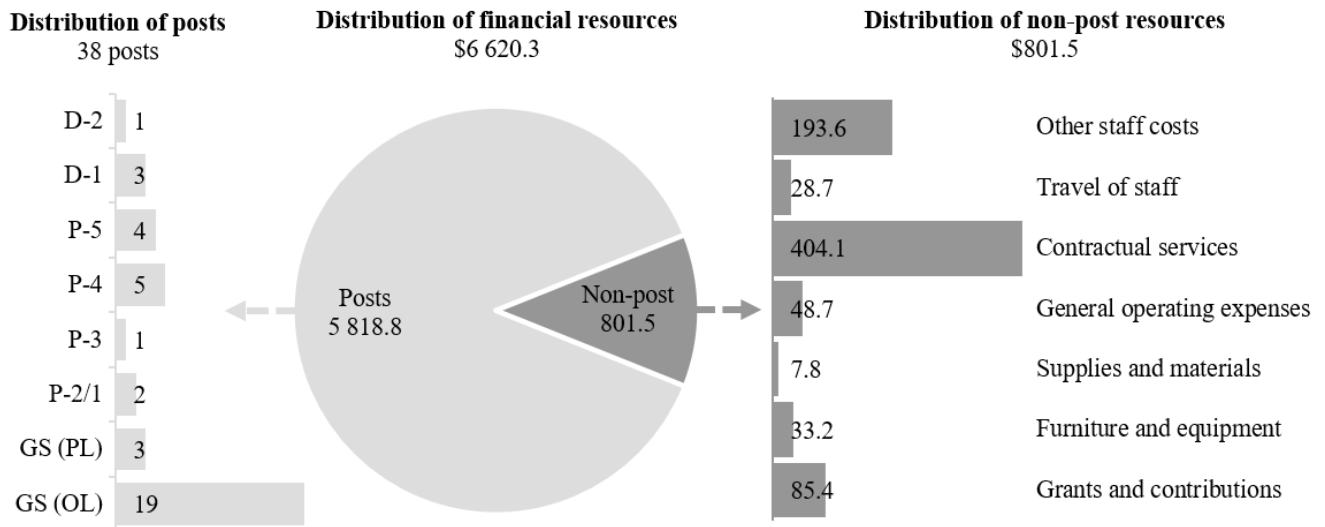
Table 29A.54
Subprogramme 2, component 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	5 474.7	5 818.8	–	–	–	–	–	5 818.8
Non-post	841.0	861.7	(60.2)	–	–	(60.2)	(7.0)	801.5
Total	6 315.7	6 680.5	(60.2)	–	–	(60.2)	(0.9)	6 620.3
Post resources by category								
Professional and higher		16	–	–	–	–	–	16
General Service and related		22	–	–	–	–	–	22
Total		38	–	–	–	–	–	38

Figure 29A.XIV
Subprogramme 2, component 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



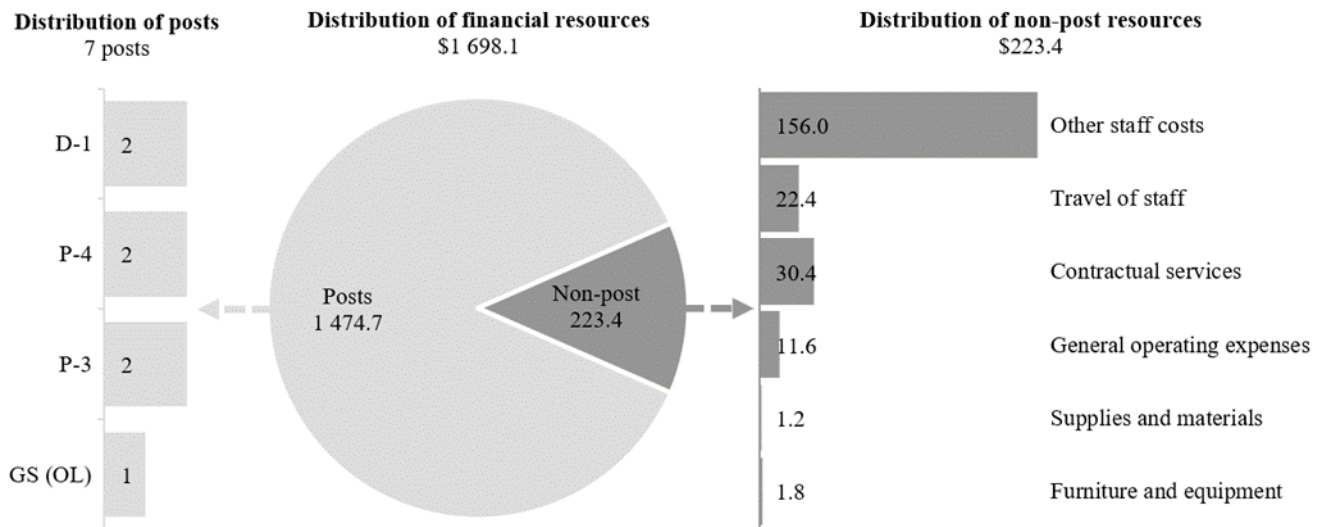
Component 2
Field operations finance

29A.165 The proposed regular budget resources for 2025 amount to \$1,698,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.55 and figure 29A.XV.

Table 29A.55
Subprogramme 2, component 2: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 047.8	1 474.7	–	–	–	–	–	1 474.7	
Non-post	103.8	223.4	–	–	–	–	–	223.4	
Total	1 151.6	1 698.1	–	–	–	–	–	1 698.1	
Post resources by category									
Professional and higher		6	–	–	–	–	–	6	
General Service and related		1	–	–	–	–	–	1	
Total		7	–	–	–	–	–	7	

Figure 29A.XV
Subprogramme 2, component 2: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



**Component 3
 Programme planning and budgeting**

29A.166 The proposed regular budget resources for 2025 amount to \$7,585,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.56 and figure 29A.XVI.

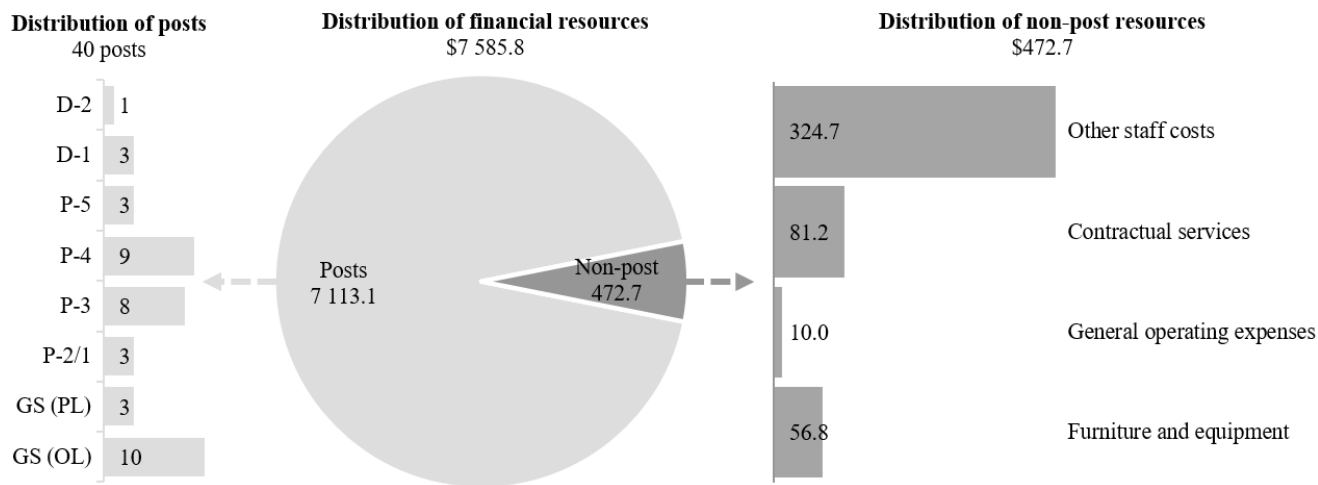
Table 29A.56
Subprogramme 2, component 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	5 924.6	7 113.1	–	–	–	–	–	7 113.1	
Non-post	365.6	472.7	–	–	–	–	–	472.7	
Total	6 290.2	7 585.8	–	–	–	–	–	7 585.8	
Post resources by category									
Professional and higher		27	–	–	–	–	–	27	
General Service and related		13	–	–	–	–	–	13	
Total		40	–	–	–	–	–	40	

Figure 29A.XVI
Subprogramme 2, component 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
 Human resources**

**Component 1
 Global strategy and policy**

29A.167 The proposed regular budget resources for 2025 amount to \$20,408,900 and reflect a decrease of \$1,200 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 29A.146 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.57 and figure 29A.XVII.

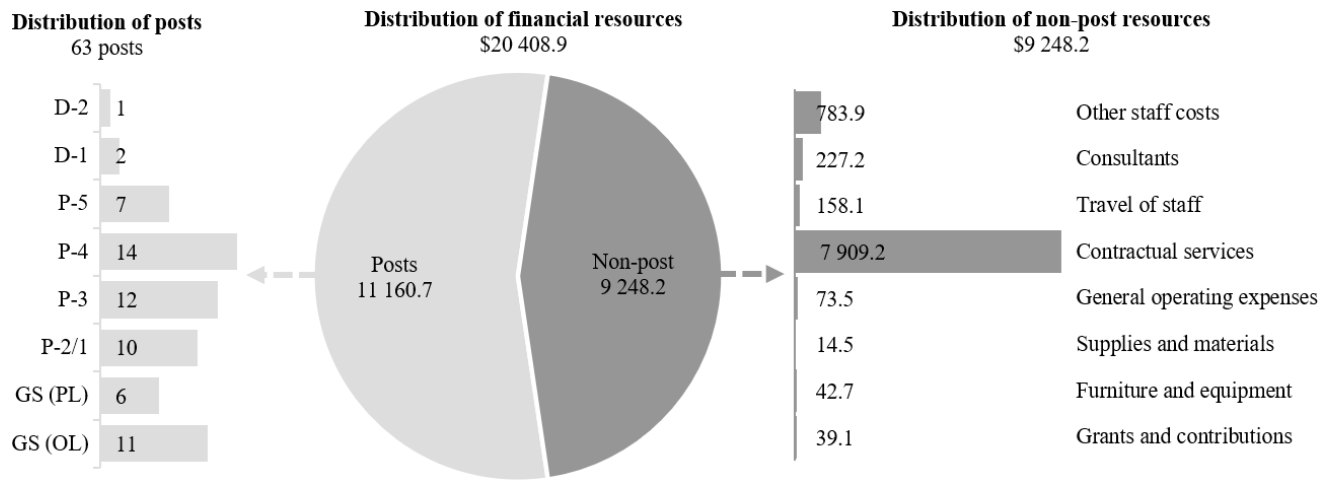
Table 29A.57
Subprogramme 3, component 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	10 474.4	11 160.7	–	–	–	–	11 160.7
Non-post	8 497.3	9 249.4	(1.2)	–	–	(1.2)	9 248.2
Total	18 971.7	20 410.1	(1.2)	–	–	(1.2)	(0.0) 20 408.9
Post resources by category							
Professional and higher		46	–	–	–	–	46
General Service and related		17	–	–	–	–	17
Total		63	–	–	–	–	63

Figure 29A.XVII
Subprogramme 3, component 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



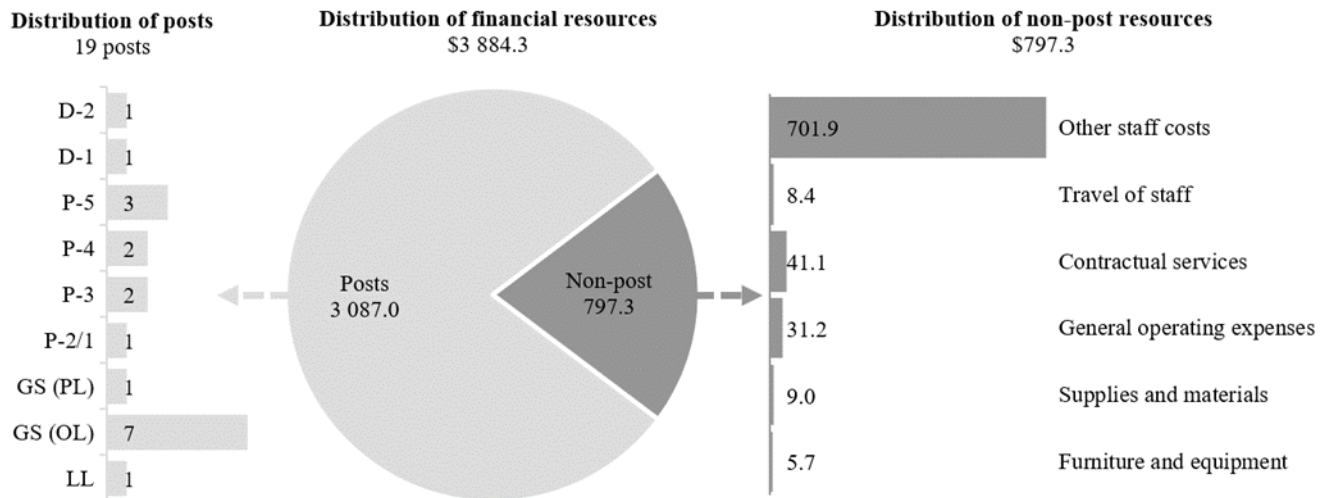
Component 2
Administrative law

29A.168 The proposed regular budget resources for 2025 amount to \$3,884,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.58 and figure 29A.XVIII.

Table 29A.58
Subprogramme 3, component 2: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	2 960.2	3 087.0	–	–	–	–	3 087.0
Non-post	741.0	797.3	–	–	–	–	797.3
Total	3 701.2	3 884.3	–	–	–	–	3 884.3
Post resources by category							
Professional and higher		10	–	–	–	–	10
General Service and related		9	–	–	–	–	9
Total		19	–	–	–	–	19

Figure 29A.XVIII
Subprogramme 3, component 2: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



**Subprogramme 4
 Business transformation and accountability**

29A.169 The proposed regular budget resources for 2025 amount to \$7,993,000 and reflect an increase of \$72,800 compared with the approved budget for 2024. The proposed increase is explained in paragraph 29A.147 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.59 and figure 29A.XIX.

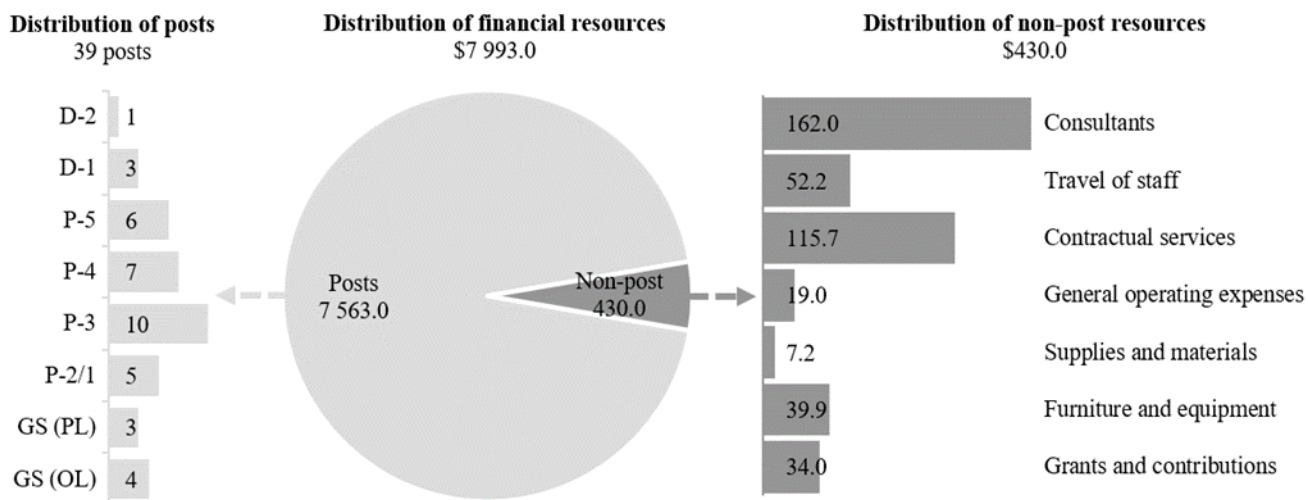
Table 29A.59
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	7 818.9	7 563.0	–	–	–	–	–	7 563.0	
Non-post	358.4	357.2	–	–	72.8	72.8	20.4	430.0	
Total	8 177.3	7 920.2	–	–	72.8	72.8	0.9	7 993.0	
Post resources by category									
Professional and higher		32	–	–	–	–	–	32	
General Service and related		7	–	–	–	–	–	7	
Total		39	–	–	–	–	–	39	

Figure 29A.XIX
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 5
Addressing racism in the workplace

29A.170 The proposed regular budget resources for 2025 amount to \$2,556,700 and reflect an increase of \$227,700 compared with the approved budget for 2024. The proposed increase is explained in paragraph 29A.146 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.60 and figure 29A.XX.

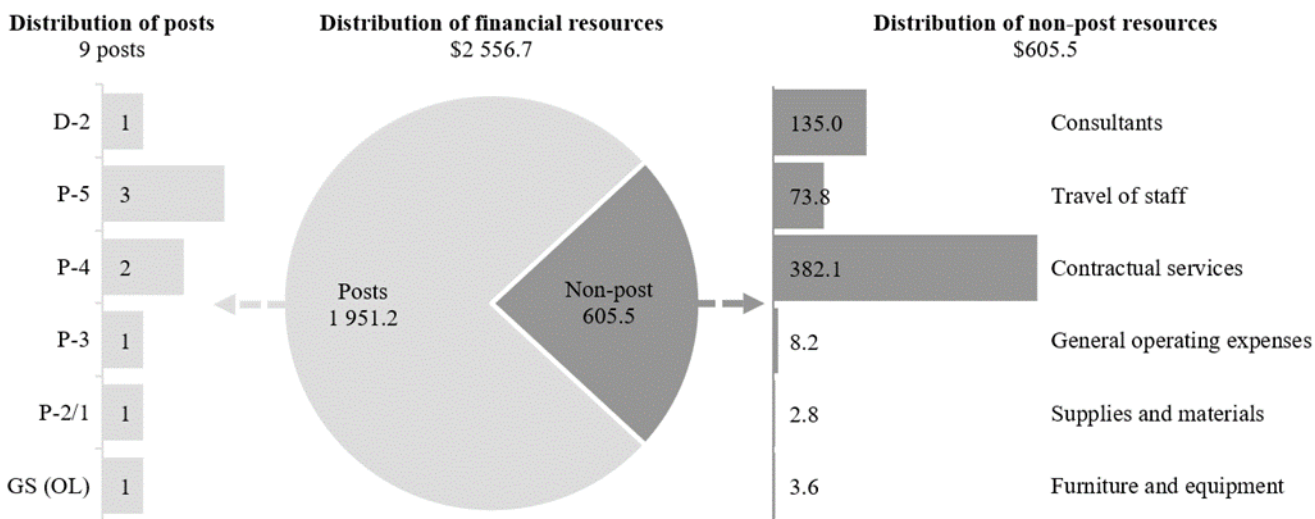
Table 29A.60
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	–	1 719.8	231.4	–	–	231.4	13.5	1 951.2
Non-post	–	609.2	(3.7)	–	–	(3.7)	(0.6)	605.5
Total	–	2 329.0	227.7	–	–	227.7	9.8	2 556.7
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		1	–	–	–	–	–	1
Total		9	–	–	–	–	–	9

Figure 29A.XX
Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

- 29A.171 The Business Partner Service assists the Under-Secretary-General in the discharge of the Department’s responsibilities in the areas of human resources management, finance and general administration.
- 29A.172 The Business Partner Service serves as a business partner for the secretariats of the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee in carrying out their financial, personnel and administrative responsibilities and administers the official travel of the members of the Committee for Programme and Coordination and the Committee on Contributions.

29A.173 The proposed regular budget resources for 2025 amount to \$1,813,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29A.61 and figure 29A.XXI.

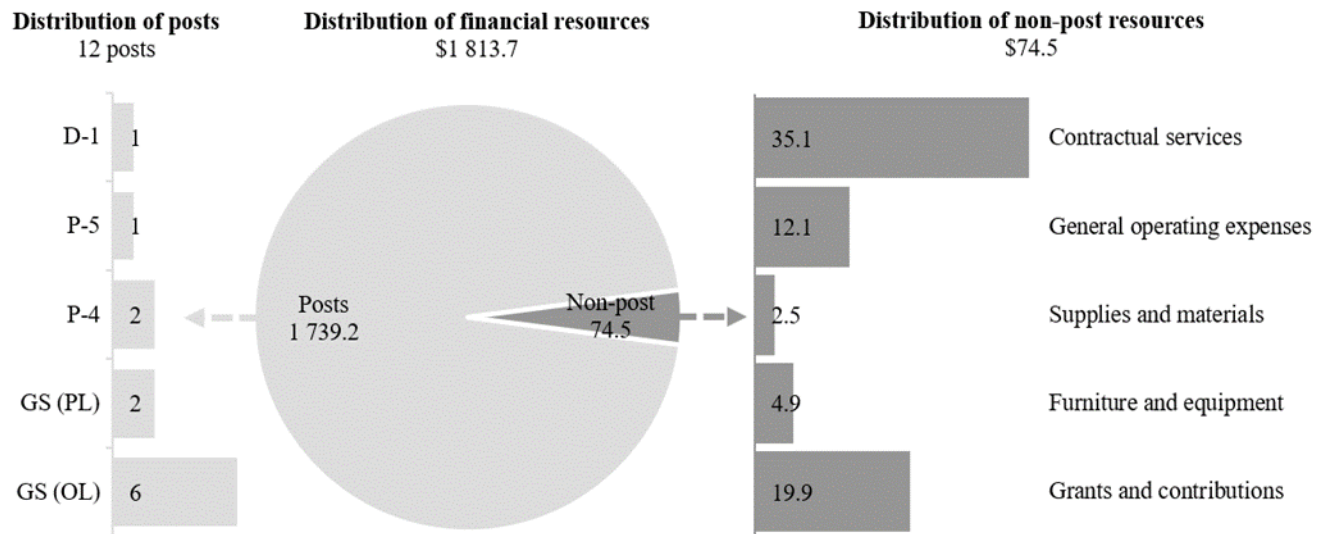
Table 29A.61
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 824.9	1 739.2	–	–	–	–	–	1 739.2	
Non-post	51.6	74.5	–	–	–	–	–	74.5	
Total	1 876.5	1 813.7	–	–	–	–	–	1 813.7	
Post resources by category									
Professional and higher		4	–	–	–	–	–	4	
General Service and related		8	–	–	–	–	–	8	
Total		12	–	–	–	–	–	12	

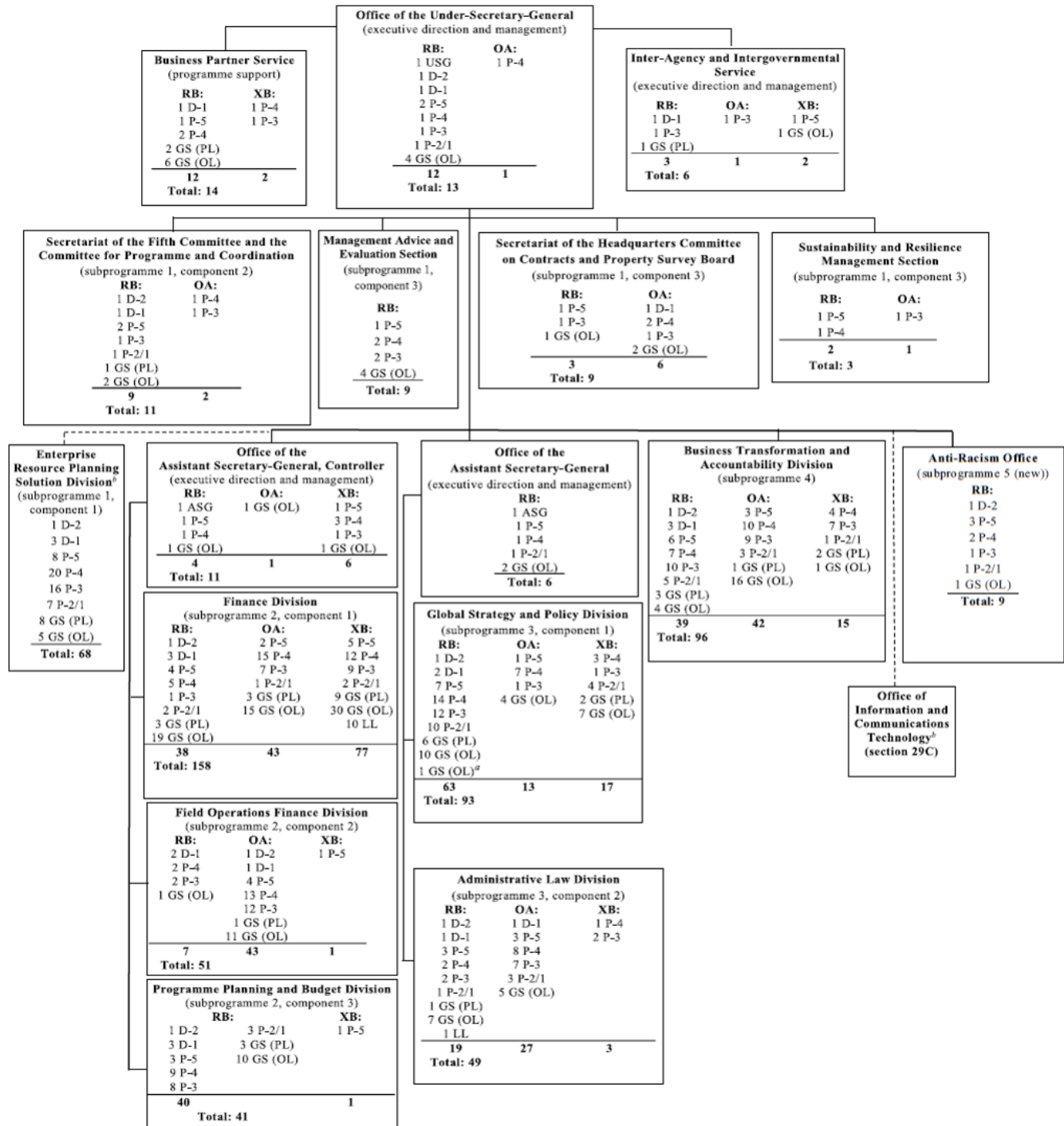
Figure 29A.XXI
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025



Abbreviations: ASG, Assistant-Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Reassignment.

^b Dual reporting to the Department of Management Strategy, Policy and Compliance and the Department of Operational Support.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 3 component 1, Global strategy and policy	1	GS (OL)	Reassignment of a post of Human Resources Assistant as Data Analysis Assistant	<p>The Office of Human Resources takes a comprehensive approach to strategic workforce planning across the Organization on the basis of data-driven tools and reports that will shape the future workforce of the Organization. Support for ongoing improvements and efficiencies in the talent management process, in the context of overseeing long-term planning for human resources while anticipating future needs on the basis of strategic imperatives and expected results, will be increasingly necessary in the coming years. There is a need to be able to draw upon human resources data from a variety of sources, fostering innovation and efficiency through an integrated position and people management system.</p> <p>There is insufficient human resources data-related technical expertise available in the Office to easily extract reports or obtain industry-standard visualizations of data to engage in data analysis. The profiles of the current functions are not meeting the needs because they focus on programme management-related responsibilities, whereas the need is for data-focused functions, given the mandate of the component.</p>

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



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VIII

Common support services

Section 29B

Department of Operational Support

Programme 25

Management and support services

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 29B.1 The Department of Operational Support is the operational arm of the Secretariat and the client-facing interface for operational support matters in the Secretariat's management structure, which exists to support the objective of effective mandate delivery, in partnership with Secretariat entities and other clients. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [72/266 B](#) and [73/281](#). The Department delivers rapid, effective, efficient, responsible and, where required, customized enabling solutions that help partners to meet their mandates, including in the most challenging operating environments.

Strategy and external factors for 2025

- 29B.2 For 2025, the Department will enable effective mandate delivery through the provision of operational support. To implement its programme, the Department will work with client entities to define requirements and co-create solutions in the areas of end-to-end supply chain management, uniformed personnel support, human resources, diverse training services, business process improvement and medical and occupational health and safety, as well as information and communications technology solutions through the Office of Information and Communications Technology. It will, in exceptional cases, exercise delegated authority on behalf of clients across the Secretariat.
- 29B.3 The Department will work to deliver holistic support solutions in complex operating environments. This will involve enhancing agility to respond to escalated situations, strengthened institutional and operational cooperation with regional organizations and ensuring that the Secretariat's presence does not pose environmental risks and leaves a positive legacy in host countries and communities.
- 29B.4 The Department will ensure that its support meets the needs of a diverse client base. This includes improved delivery of supply chain solutions utilizing a variety of tools, including scenario planning exercises. It also entails streamlining interactions between Headquarters and the field on support issues, strengthening governance of client service and enhancing effective application of delegation of authority.
- 29B.5 The Department will also continue to improve service delivery through technology and skills and by further embedding a client-centric culture. This will be focused on process improvement, improved operational performance management and standardization of operational processes, as well as ongoing work to embed a client-centric environment and culture across the Department.
- 29B.6 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will reinforce its collaboration with Member States and regional organizations, including through capacity-building activities, knowledge exchange and functional arrangements in diverse areas of operational support, in order to achieve the scale and effectiveness needed to address complex challenges.
- 29B.7 With regard to inter-agency coordination and liaison, the Department will strengthen the Secretariat-wide service delivery architecture, enhancing operational integration where feasible. The Department will continue to address the issue of mutual recognition and seek collaboration opportunities and synergies in the spirit of One United Nations.
- 29B.8 With regard to external factors, the Department considered applicable risks identified in its risk register and, accordingly, the overall plan for 2025 is based on the following planning assumptions:
- (a) Supply chain disruptions will not impact effective and efficient supply chain solutions to client entities;

- (b) Requirements for crisis response and liquidation processes will not exceed the Department's capacity to respond, including with regard to repatriation of contingent-owned equipment.
- 29B.9 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, activities will include camp design methodologies, improvements in the area of women's health, staffing initiatives such as the senior women talent pipeline, and advice to field entities, upon request, to enable them to meet targets related to gender equality. In order to encourage a more equitable approach to the Organization's supply chain, the Department will continue to strengthen outreach and training for vendors, including for women-owned businesses.
- 29B.10 In line with the United Nations Disability Inclusion Strategy, the Department will support efforts to improve accessibility for persons with disabilities to the United Nations premises, including the planned renovation of the DC-2 building.

Legislative mandates

- 29B.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

72/266 A ; 72/266 B ; 73/281 ; 77/267	Shifting the management paradigm in the United Nations	78/253	Special subjects relating to the proposed programme budget for 2024
76/274	Cross-cutting issues	78/254 A–C	Programme budget for 2024
78/252	Questions relating to the proposed programme budget for 2024		

Subprogramme 2

Supply chain management

Component 1

Integrated supply chain management

General Assembly resolutions

69/273	Procurement	77/309	Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
77/290 ; 77/290 B	Financing of the United Nations Interim Security Force for Abyei	77/311	Financing of the United Nations Interim Administration Mission in Kosovo
77/291 ; 77/291 B	Financing of the United Nations Disengagement Observer Force	77/313	Financing of the United Nations Interim Force in Lebanon
77/292 ; 77/292 B	Financing of the United Nations Mission in South Sudan	77/314	Financing of the United Nations Mission for the Referendum in Western Sahara
77/307	Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	77/315	Financing of the activities arising from Security Council resolution 1863 (2009)
77/308	Financing of the United Nations Peacekeeping Force in Cyprus	78/250	Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

Component 2

Uniformed capabilities support

General Assembly resolutions

50/222	Reform of the procedures for determining reimbursement to Member States for contingent-owned equipment	67/261	Report of the Senior Advisory Group established pursuant to General Assembly resolution 65/289 to consider rates of reimbursement to troop-contributing countries and other related issues
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Section 29B Department of Operational Support

72/285	Rates of reimbursement to troop- and police-contributing countries	77/303	Triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment
76/275	Post-traumatic stress disorder framework		
76/276	Rates of reimbursement to troop- and police-contributing countries	77/304	Support account for peacekeeping operations

**Component 3
Special activities**

Security Council resolution

2719 (2023)

Deliverables

29B.12 Table 29B.1 lists all cross-cutting deliverables of the programme.

Table 29B.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
Meetings of the:				
1. Fifth Committee	1	1	1	1
2. Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
3. Committee for Programme and Coordination	1	1	1	1
4. Special Committee on Peacekeeping Operations	1	1	1	1
E. Enabling deliverables				
Administration: six meetings of the Management Client Board.				

Evaluation activities

29B.13 The evaluation of the generic job opening forecasting methodology based on the analysis of data relating to roster health, conducted by the Department and completed in 2023, has guided the proposed programme plan for 2025.

29B.14 In response to the results of the evaluation referenced above, the Department will strengthen the capacity of its clients by providing more refined and robust roster analysis and fact sheets to enable them to prioritize their needs and forecast upcoming requirements.

29B.15 The following evaluations are planned for 2025:

- (a) An evaluation conducted by the Department of the Uniformed Capacities Management system (subprogramme 3, component 2);
- (b) Joint evaluation conducted by the Department of Management Strategy, Policy and Compliance, the Department of Operational Support and the Office of Information and Communications Technology on information and communications technology security.

Programme of work

Subprogramme 1 Support operations

Component 1 Human resources support

Objective

- 29B.16 The objective, to which this component contributes, is to strengthen the human resources capacity of all Secretariat entities, enable improved, simplified human resources processes and offer the Organization talented and diverse staffing pools.

Strategy

- 29B.17 To contribute to the objective, the component will:
- (a) Support Secretariat entities in the exercise of delegated authority in the area of human resources, including through:
 - (i) Specialized advisory support and guidance to human resources business partners across the Secretariat, including on dispute prevention and resolution, non-staff capacities and other entity-specific operational human resources needs;
 - (ii) Active engagement and regular analysis of support requests, with a view to communicating required policy changes to the Department of Management Strategy, Policy and Compliance on the basis of client needs;
 - (iii) Simplification and digitization of human resources processes, tools and procedures, such as recruitment, onboarding, testing and examination services, non-staff capacities and workforce planning, in cooperation with the Office of Human Resources and the Office of Information and Communications Technology;
 - (b) Offer high-quality and diverse pools of candidates by managing rosters across all job families;
 - (c) Administer the young professionals programme.
- 29B.18 The above-mentioned work is expected to result in:
- (a) Secretariat entities accountably, effectively and efficiently exercising their delegated human resources authority in support of their mandates;
 - (b) Increased efficiencies and measurable reductions in delays and redundancies in human resources processes;
 - (c) Strengthened capacity for the timely identification and recruitment of candidates and talent that are the best fit.

Programme performance in 2023

Field missions complete human resources aspects of restructuring and downsizing including transition and eventual closure

- 29B.19 The subprogramme provided extensive support to field missions during the downsizing, transition and liquidation process, including serving as the Staff-Management Group secretariat and assisting with all aspects of operational implementation of the downsizing policy, such as mitigating measures, supporting communications efforts, data clean-up and advisory and legal support.

With respect to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS), the subprogramme was involved in all aspects of the drawdown process, providing expanded support in key areas where field missions were lacking resources and capacities, including liaising with the Department of Management Strategy, Policy and Compliance for guidance on the downsizing policy (ST/AI/2023/1) issued in January 2023. This support will be extended to other entities affected by restructuring, downsizing and drawdown in 2024.

29B.20 Progress towards the objective is presented in the performance measure below (see table 29B.2).

Table 29B.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Successful transition and closure of field missions in line with the policy framework

Planned results for 2025

Result 1: improved young professionals programme

Programme performance in 2023 and target for 2025

29B.21 The subprogramme’s work contributed to Member States and candidates benefiting from improvements in talent outreach and the examination process, through candidate screening process simplifications and a change in the hosting of the testing platform, yielding a reduced timeline for the examination cycle, which met the planned target. In addition, various infographics were created and “young professionals programme success stories” were added to the United Nations Careers portal to promote the programme.

29B.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.3).

Table 29B.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
At least 50 per cent of appointed young professionals programme candidates are from unrepresented/underrepresented countries	Member States and staff contribute to the comprehensive evaluation study of the young professionals programme	Member States and candidates benefit from the implementation of improvements suggested in the study in the areas of talent outreach in the examination process, placements, reassignments and career support	At least 55 per cent of appointed young professionals programme candidates are from unrepresented/underrepresented countries	At least 65 per cent of appointed young professionals programme candidates are from unrepresented/underrepresented countries
Positive results obtained in relation to gender parity in the newly established rosters		Stakeholders benefit from improved communications and guidance		

Result 2: Secretariat entities engage in workforce planning and organizational design**Programme performance in 2023 and target for 2025**

- 29B.23 The subprogramme's work contributed to clients having access to an organizational design guide to enable decision-making on how the entity should be structured and functioned to achieve its goals, which met the planned target. The subprogramme's work also contributed to clients having access to dedicated briefing sessions on workforce capabilities, to be able to progressively incorporate the priority workforce capabilities, which did not meet the planned target of clients having access to the workforce capabilities toolkit. The target was not met owing to reprioritization of the component's work and consequent postponement of the issuance of the toolkit until 2024.
- 29B.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.4).

Table 29B.4

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
<p>Clients have access to the workforce planning nationalization guide and learning opportunities through online workforce planning course</p> <p>Workforce planning and organizational design network established, with 45 client entities represented</p>	<p>Clients have access to overview of entry level positions to guide utilization of P-1 and P-2 and guidance on rejuvenation of the workforce</p> <p>Clients have increased opportunities to share best practices in the workforce planning and organizational design network, with 59 client entities represented</p>	<p>Clients have access to the workforce capabilities briefing sessions to be able to progressively incorporate the priority workforce capabilities, (e.g., data analytics and management, digital transformation and innovation). Clients have access to an organizational design guide to decide how the entity should be structured and function in order to achieve its goals</p>	<p>Clients have access to dedicated workshops on the workforce capabilities in order to address their specific workforce needs</p>	<p>Clients have access to, and utilize, data-driven roster health analysis to forecast their upcoming requirements</p>

Result 3: improved performance management across the Secretariat**Proposed programme plan for 2025**

- 29B.25 The subprogramme provides guidance and operational support to client entities on the full range of human resources decision-making, including in the area of performance management, with a view to maximizing staff potential, fostering a culture of continuous improvement, and improving organizational effectiveness and individual accountability.

Lessons learned and planned change

- 29B.26 The lesson for the subprogramme, based on the increasing number of performance management support requests from clients, was the need to enhance client entities' capacity to manage performance, in particular on addressing underperformance and on conflict prevention. In applying the lesson, the subprogramme will design a "train-the-trainers" programme for human resources personnel from client entities across the Secretariat, enabling them to provide consistent training, guidance and advice to staff with supervisory responsibilities on various aspects of performance management, including development of workplans, providing feedback, addressing underperformance and resolving conflict.

The subprogramme will also provide more dedicated operational support to client entities, upon request, to address issues of greater complexity.

29B.27 Expected progress towards the objective is presented in the performance measure below (see table 29B.5).

Table 29B.5
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	Managers and human resources practitioners in 48 client entities gain capacity and understanding on the different stages of the performance cycle and their responsibilities at each stage	Human resource personnel in client entities utilize “train-the-trainers” programme to enhance managers’ capacity in the area of performance management	Managers are empowered to better manage performance and respond to issues related to performance management through guidance, briefings and training

Deliverables

29B.28 Table 29B.6 lists all deliverables of the component.

Table 29B.6
Subprogramme 1, component 1: deliverables for 2025, by category and subcategory

<i>Category and subcategory</i>
<p>E. Enabling deliverables</p> <p>Administration: advice and guidance to Secretariat entities on all human resources issues, including escalation to the Department of Management Strategy, Policy and Compliance regarding authoritative policy interpretation, when necessary; non-staff administration and recruitment improvements; advice on attaining targets related to gender equality; talent programmes focused on field mission recruitment (e.g. senior women talent pipeline); examinations and tests, including the competitive examination for language positions for approximately 5,000 candidates, the young professionals programme for approximately 2,000 candidates and the language proficiency examination for approximately 6,000 candidates; placement of approximately 60 young professionals programme roster candidates and reassignment of young professional staff members after their initial two years of service; roster assessment and schedule determination for refreshing rosters across 23 job families; updated procedures and tools for the recruitment of national staff in field missions; guidance packages, advice and capacity-building on human resources delegation of authority, performance management, non-staff administration, workforce planning, organizational design and roster management to facilitate the human resources planning process for all Secretariat entities; tools in the Inspira talent management platform; official status files in largely digital format for the efficient administration of peacekeeping personnel and towards a Secretariat-wide personnel records management system; and enhanced Umoja functionalities in support of human resources processes globally.</p>

**Component 2
Capacity development and operational training**

Objective

29B.29 The objective, to which this component contributes, is to ensure that all Secretariat entities have the operational capacities necessary to effectively deliver on the mandates entrusted to them.

Strategy

29B.30 To contribute to the objective, the component will:

- (a) Develop, design and deliver diverse training and capacity-development services in partnership with Secretariat entities, focused on operational needs, as well as enhance knowledge management and strengthen the effectiveness of operational capacities through support for standardization and process improvement initiatives, incorporating linguistically diverse delivery modalities, where possible;
- (b) Develop, design and deliver training programmes on various operational areas, systems and processes, including governance improvement, administration, support areas and Umoja, with an emphasis on eLearning and change management techniques, where appropriate;
- (c) Expand the range and content of training programmes and learning resources to improve multilingualism.

29B.31 The above-mentioned work is expected to result in:

- (a) Stronger organizational governance by senior leadership teams, as well as better trained and empowered staff to support operational decision-making, resource management and improved operational processes;
- (b) Knowledge management and learning management platforms reaching the widest possible spectrum of day-to-day practitioners across the Secretariat and strengthened awareness and competence with regard to resource stewardship and other operational responsibilities;
- (c) Greater linguistic proficiency and diversity and improved communication capacities across the Secretariat in support of multilingualism.

Programme performance in 2023

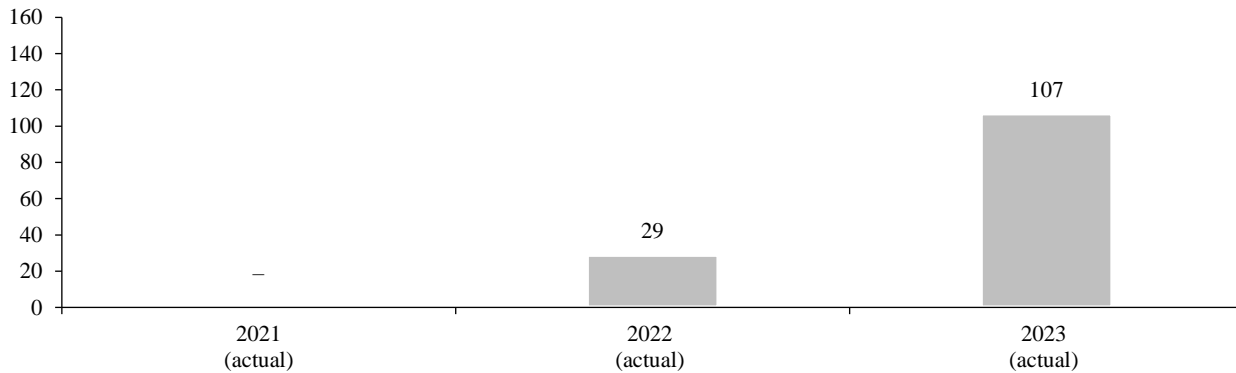
More collaborative approach to developing operational guidance

29B.32 In response to feedback on the traditional guidance consultation process from various entities, the component undertook a business process improvement initiative to streamline and conduct efficiently operational guidance consultation processes and increase the participation of all respective operational components in guidance development. Following a scoping exercise and discussions with stakeholders, the component commissioned the development of a custom application that enables hundreds of staff members across the globe to concurrently contribute to a draft guidance document while maintaining traceability, clarity and version control. The Operational Guidance Consultation System, launched on the United Nations Knowledge Gateway in May 2023, prioritizes a seamless user experience to encourage broader participation in the consultation process. The System has proven successful at its objectives of enhancing the quality of operational guidance, by including the client's perspective, increasing transparency of guidance development, encouraging increased contributions from staff in field missions and strengthening the practitioners' ownership of guidance, which should lead to improved compliance, consistency and operational effectiveness.

29B.33 Progress towards the objective is presented in the performance measure below (see figure 29B.I).

Figure 29B.I

Performance measure: average number of contributions from staff to operational guidance (annual)



Planned results for 2025

Result 1: enhanced language and communication skills of United Nations personnel

Programme performance in 2023 and target for 2025

29B.34 The component’s work contributed to an additional five self-study courses and two self-assessment tools available to all United Nations Secretariat staff, permanent mission personnel and eligible participants in language courses, which met the planned target.

29B.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.7).

Table 29B.7

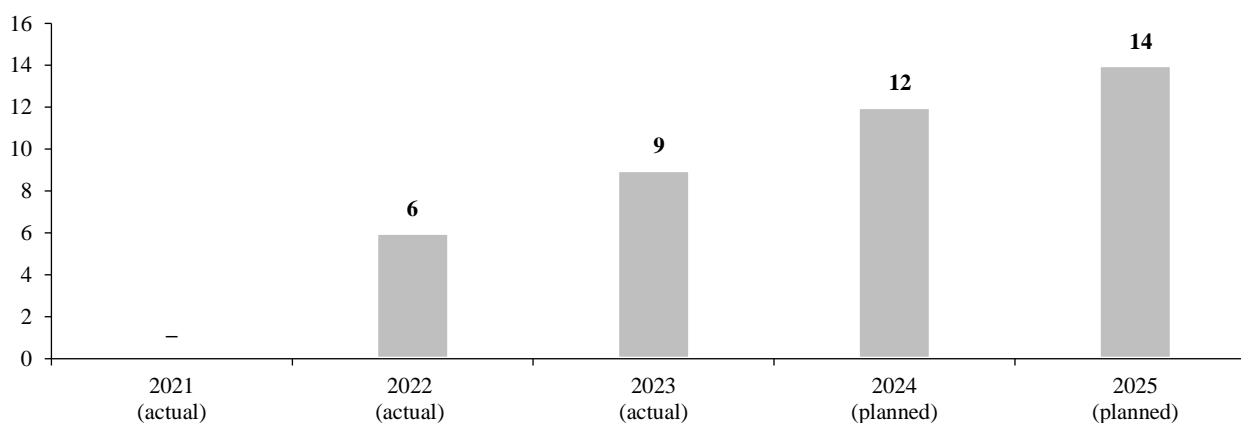
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Variety of hybrid and online learning formats available to users Partial alignment of pre-existing courses with the United Nations Language Framework	Staff and permanent mission personnel have access to training on new topics, such as strategic writing skills for the United Nations and webinars introducing the United Nations guidelines for gender-inclusive language use, in line with United Nations Language Framework coverage 10-hour self-paced train-the-trainer course available for United Nations Language Framework users, including a library of ready-to-use materials for language learning and assessment	Additional five self-study courses and two self-assessment tools available to all United Nations Secretariat staff, permanent mission personnel and eligible participants in language courses	Learning managers across the Secretariat have access to additional resources and tools, including language samples, to improve application and use of the United Nations Language Framework	All Secretariat learners have access to enhanced language learning opportunities and can identify their language levels through new or revamped language learning resources, including language assessment tools

Result 2: effective resource stewardship in the Secretariat**Programme performance in 2023 and target for 2025**

- 29B.36 The component’s work contributed to nine operational learning solutions built and developed in collaboration with clients, utilizing a blended approach of online, virtual and/or face-to-face training, to improve proficiency in the effective management of resources, which met the planned target.
- 29B.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.II).

Figure 29B.II

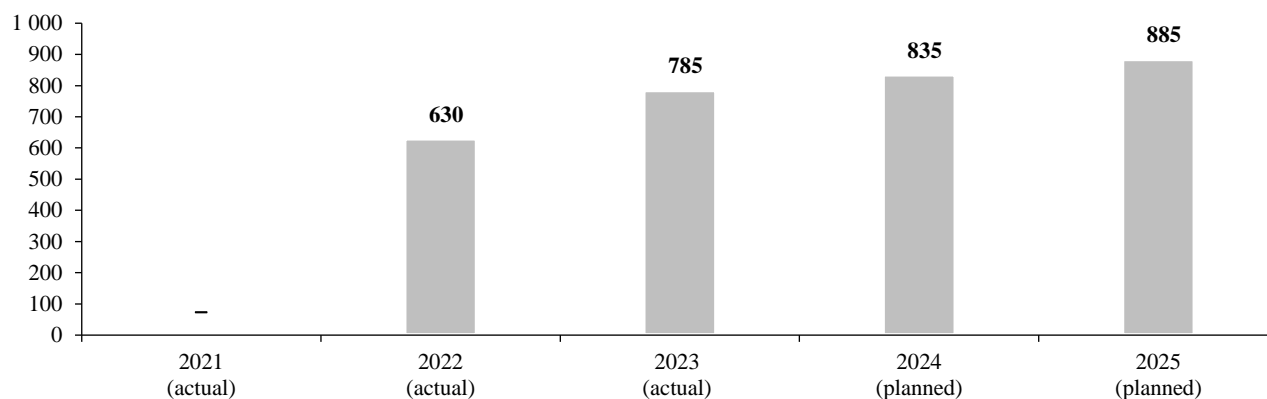
Performance measure: number of learning solutions on effective resource management available to client entities (cumulative)**Result 3: UNTold: collective learning and innovation across the United Nations system****Proposed programme plan for 2025**

- 29B.38 The subprogramme’s “UNTold” initiative showcases successful and innovative best practices for operational support that can be replicated across the United Nations system, with a view to fostering collective learning and reducing redundancy of efforts. Through video documentaries, virtual discussions and a central information repository, the initiative leverages existing knowledge from the United Nations system to build organizational capacity and encourage teams to learn from others’ experience and apply these insights in their own work. Recent examples showcased by UNTold include the use of drones to support reforestation in Somalia and a virtual operations centre to facilitate operations planning without the necessity of physical presence.

Lessons learned and planned change

- 29B.39 The lesson for the subprogramme, which UNTold underscores, is the value of leveraging interactive learning means and channels for a more collaborative approach to knowledge-sharing and utilization within the Organization. In applying the lesson, the subprogramme will enhance visibility and expand engagement in UNTold sessions by diversifying communication strategies, fostering collaborations and partnerships, promoting multilingualism and establishing feedback mechanisms.
- 29B.40 Expected progress towards the objective is presented in the performance measure below (see figure 29B.III).

Figure 29B.III
Performance measure: number of United Nations personnel engaged in UNTold interactive learning sessions (annual)



Deliverables

29B.41 Table 29B.8 lists all deliverables of the component.

Table 29B.8
Subprogramme 1, component 2: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: in-person, online and blended capacity development programmes and initiatives; in-person and virtual governance improvement programme for approximately 16 senior leadership staff from 2 United Nations Secretariat entities; at least 6 learning products on inclusive communication in all 6 United Nations official languages, including instructor-led training and self-paced content for 500 beneficiaries, and illustrative samples (text, video and audio) to demonstrate language production at the various United Nations levels; instructor-led and self-paced language and communication training in all 6 official United Nations languages, including direct provision at United Nations Headquarters and other duty stations, with approximately 350 initiatives and promotion of comparable online language learning licences in 14 Secretariat entities; training on the use of updated and simplified enterprise system workflows and business process improvement; knowledge management products, guidance and best practices for more than 120 thematic areas to simplify and harmonize operational processes to 51,000 Secretariat staff members through the Knowledge Gateway; and embedded accessibility tools for persons with disabilities in the Knowledge Gateway.

Component 3 Health-care management and occupational safety and health

Objective

29B.42 The objective, to which this component contributes, is to ensure the health and well-being of the United Nations workforce.

Strategy

29B.43 To contribute to the objective, the component will:

- (a) Ensure standardized credentialing for United Nations health-care personnel and ensure that health-care personnel with appropriate qualifications and skills are deployed to all field duty stations;

- (b) Implement health-care quality and patient safety standards at all United Nations health-care facilities above level 1+ and above by assessing facilities, training medical personnel in health-care quality and patient safety standards and assessment methodologies and reviewing data from the hospital evaluation tool;
- (c) Promote a culture of safety at all level 1+ and above health-care facilities by implementing a clinical adverse event reporting system to support data collection for surveillance and the reporting of patient safety risks and adverse events and by administering a culture of safety survey;
- (d) Develop evidence-based chronic disease prevention and health promotion programmes and policies, based on a disease surveillance system, for implementation by United Nations medical services globally;
- (e) Implement the components of an occupational safety and health management system for Secretariat entities, including an incident reporting system and a monitoring and evaluation system, through support for an oversight body, the development of policy and standards and training;
- (f) Modernize business processes, including for the collection of medical entitlements through the electronic medical record system, the improved capture of the cause of sickness absences and the integration of systems covering incidents, sickness, work-related medical evacuations and service-incurred compensation;
- (g) Undertake workplace and meeting risk assessments at United Nations Headquarters and implement mitigation strategies to prevent workplace illness and injury;
- (h) Implement support measures for women's health, including training for the United Nations health-care workforce on provision of gender-sensitive medical services.

29B.44 The above-mentioned work is expected to result in:

- (a) A reduction in adverse events and preventable harm by enhancing the health and well-being of personnel, thereby contributing to reduced absenteeism and improved productivity in the workplace and resulting in a reduced financial impact on the Organization;
- (b) Continued mitigation of occupational health and safety risks;
- (c) Improved compliance of field and referral hospitals with United Nations health-care quality and patient safety standards that meet the needs of United Nations health-care professionals and staff.

Programme performance in 2023

Towards improved resilience and psychosocial well-being of United Nations security personnel through a pilot suicide prevention programme

29B.45 Many United Nations personnel live and work under various levels of stress and are confronted with, or are called upon to respond to, critical incidents and emergencies. In 2021, in response to concerns surrounding the resilience and psychosocial well-being of United Nations security professionals, the subprogramme, through its Staff Counsellors Office, initiated a pilot suicide prevention programme in coordination with the Department of Safety and Security. A literature review on suicide risks in persons with military, police or security backgrounds was conducted, in addition to information sessions, surveys and individual meetings with security professionals to gather information on gaps in current knowledge and processes that the programme could help to address. With the support of a specialist in suicide prevention and trauma, the pilot programme was launched in May 2023. The programme is aimed at raising awareness about suicide risk and mental health, establishing "gatekeepers" (personnel trained with skills to identify a colleague in distress and how to approach, initiate a conversation and assist in getting support), changing the service culture and reducing stigma so that personnel feel safe to seek support. Through the pilot programme, 66 security officers received gatekeeper training during 2023.

29B.46 Progress towards the objective is presented in the performance measure below (see table 29B.9).

Table 29B.9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	66 security officers gained knowledge and skills to identify a colleague in distress and assist in accessing appropriate support

Planned results for 2025

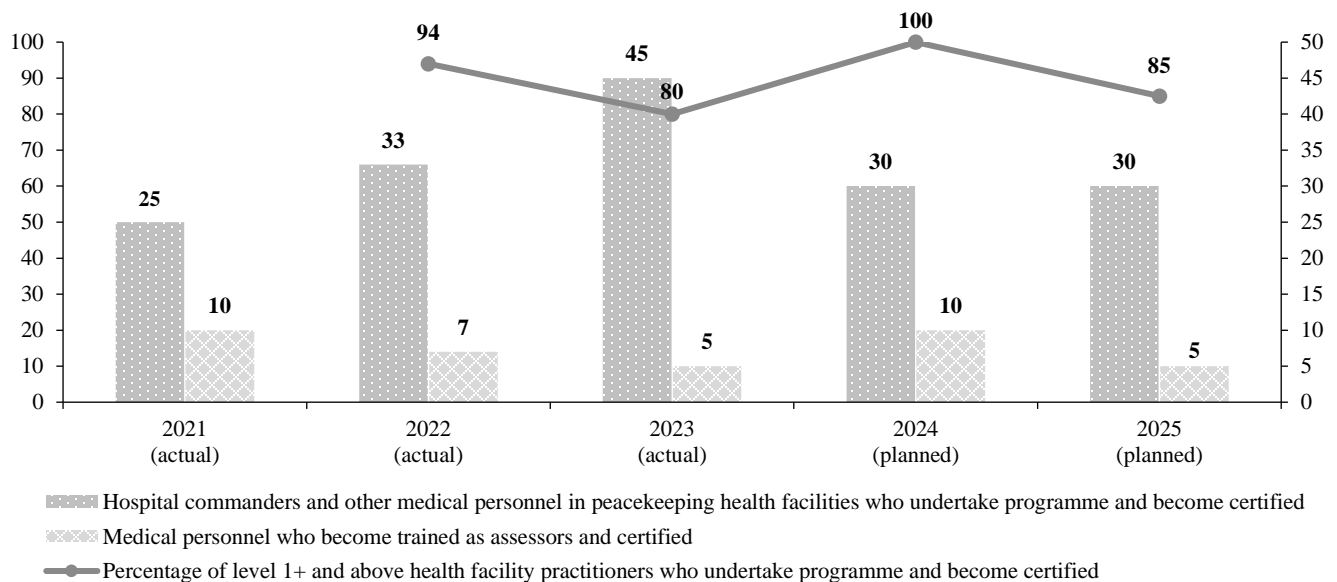
Result 1: health-care quality and patient safety standards implemented in health-care facilities above level 1+ and above in field missions for enhanced patient safety

Programme performance in 2023 and target for 2025

29B.47 The component’s work contributed to increased knowledge of medical personnel on health-care quality and patient safety, with 45 hospital commanders and other medical personnel in peacekeeping health facilities certified in health-care quality and patient safety standards, which exceeded the planned target of 30; 5 medical personnel trained and certified as assessors, which did not meet the planned target of 10; and 80 per cent of trained level 1+ and above health facility practitioners certified, which did not meet the planned target of 100 per cent. The planned targets of 10 medical personnel trained and certified as assessors and 100 per cent of trained level 1+ and above health facility practitioners certified were not met owing to challenges in evaluating the assessors and the engagement of the participants on the level 1+ and above course.

29B.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.IV).

Figure 29B.IV
Performance measure: increased knowledge of medical personnel, hospital commanders and level 1+ and above health facility practitioners of health-care quality and patient safety (annual)



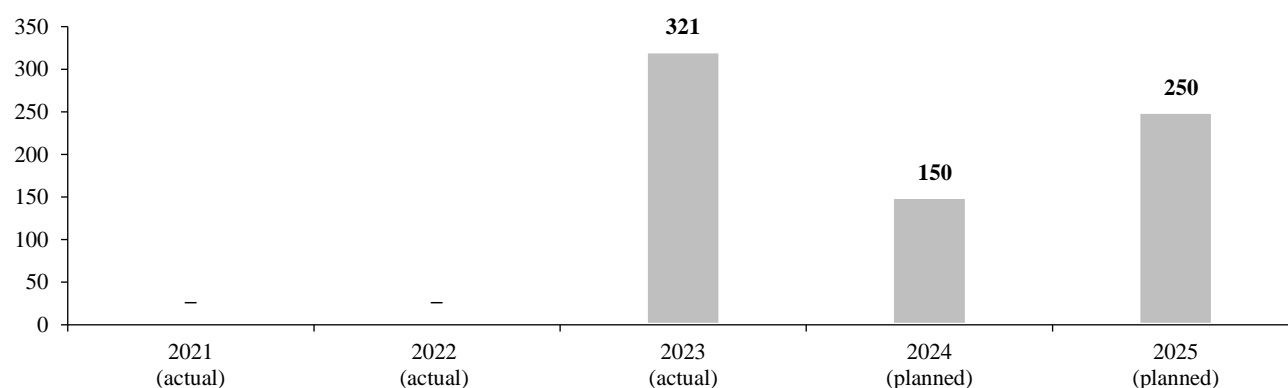
Result 2: a safe and healthy environment for female civilian and uniformed personnel in peace operations

Programme performance in 2023 and target for 2025

- 29B.49 The component's work contributed to 321 field medical personnel having access to training on women's health, who reported improved knowledge and capabilities for gender-sensitive services, which exceeded the planned target of 150 field medical personnel.
- 29B.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.V).

Figure 29B.V

Performance measure: number of field medical personnel who have access to training on women's health and who report improved knowledge and capabilities for gender-sensitive services (annual)



Result 3: United Nations personnel use preventive health services to improve their health and well-being

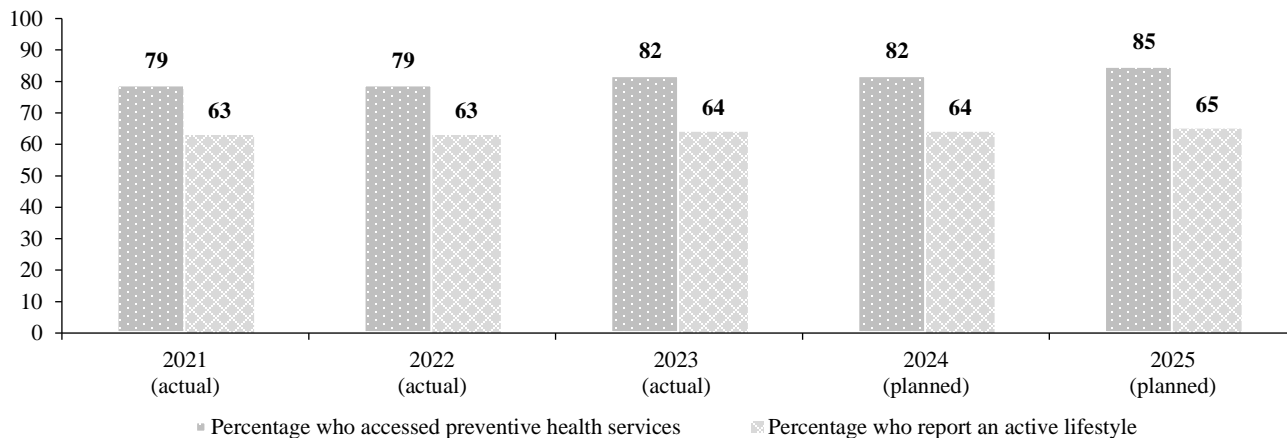
Proposed programme plan for 2025

- 29B.51 The component organizes health promotions programmes that encourage healthy lifestyles among United Nations personnel throughout the world. To assess impact, the subprogramme has been conducting the United Nations Staff Health and Wellness Survey among Secretariat personnel, which provides insights into the overall well-being of personnel and their access to health services.

Lessons learned and planned change

- 29B.52 The lesson for the subprogramme, based on the results of the 2023 survey, was that health promotion programmes which target specific areas of health can be effective in fostering positive changes in lifestyle and habits. The survey also highlighted the need to promote more preventive health measures to improve the well-being of United Nations personnel. In applying the lesson, the subprogramme will conduct health promotion campaigns, focused on preventive health and adopting active lifestyles, to increase awareness of the importance of preventive health measures and increase the number of personnel accessing preventive health services. The subprogramme will also continue to utilize survey findings to inform future health promotion campaigns and improve health and well-being policies.
- 29B.53 Expected progress towards the objective is presented in the performance measure below (see figure 29B.VI).

Figure 29B.VI
Performance measure: improved health and well-being of United Nations personnel^a



^a The survey is conducted biennially. Data for 2022 (actual) and 2024 (planned) reflect the latest available data.

Deliverables

29B.54 Table 29B.10 lists all deliverables of the component.

Table 29B.10

Subprogramme 1, component 3: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Health-care management and occupational safety and health: credentialing process for health-care personnel in compliance with the guidelines for technical clearances and the technical skills framework; psychosocial services, including mental health services; medical clearance of 4,000 personnel for recruitment and travel and immunizations of 3,000 personnel annually; guidance on global occupational health and safety services; audit reports on incident investigations performed by duty stations within the field safety programme; occupational health and safety policy and standards; specialist workplace accommodation reviews; field health support plans for field duty stations and field missions, upon request; assessment of field hospitals for compliance with health-care quality and patient safety standards, and training medical personnel on those standards; clinical audits of field health-care facilities; patient experience surveys; weekly webinars for medical personnel and online courses on women’s health and emergency hemotherapy; training on occupational health and safety issues and on medical entitlement for field health case managers; guidance for public health emergencies; and assessments on emergency preparedness, including for mass casualty events; and health support preparedness.

Subprogramme 2 Supply chain management

Component 1 Integrated supply chain management

Objective

29B.55 The objective, to which this component contributes, is to ensure the availability of the right goods and services at the right place, the right time and the right costs for effective and efficient mandate implementation by United Nations Secretariat client entities.

Strategy

- 29B.56 To contribute to the objective, the component will:
- (a) Improve alignment of the Secretariat's end-to-end supply chain with the 2030 Agenda for Sustainable Development and operationalize 24-month rolling supply chain planning, for continuous monitoring and update of supply chain plans to meet operational requirements and priorities;
 - (b) Identify and ensure the availability of appropriate sourcing options and solutions, such as global and regional systems contracts, local procurement, letters of assist and memorandums of understanding, or the leveraging of existing stock, integrating practices that are client-centric, effective, efficient and gender-sensitive;
 - (c) Intensify outreach efforts, including through targeted outreach to Member States and the enhanced use of business seminars, in particular for women-owned and disability-inclusive businesses and vendors from developing countries and countries with economies in transition;
 - (d) Maintain the list of strategic goods and services sourced through Headquarters to improve risk management in procurement, economies of scale and standardization;
 - (e) Support all entities with the timely and effective sourcing and delivery of goods and services, including the fulfilment of unforeseen requirements.
- 29B.57 The above-mentioned work is expected to result in:
- (a) The availability of the right goods and services at the right time, while taking into consideration their whole-life cost;
 - (b) Client entities gaining access to appropriate, effective and efficient sourcing and delivery solutions to implement their mandates;
 - (c) A more diversified vendor roster for more inclusive and effective international competition;
 - (d) The availability of an adequate supply of vaccines, medical equipment and supplies and transportation services.

Programme performance in 2023

Safe evacuation of United Nations personnel in the Sudan

- 29B.58 The component supports client entities with timely and effective sourcing and delivery of goods and services, including the fulfilment of unforeseen requirements. In April 2023, the conflict in the Sudan necessitated the unexpected evacuation of over 1,000 personnel from the country. The component played a critical role in facilitating the road movement of personnel to Port Sudan and, from there, coordinated with Member States to transport individuals by sea to Jeddah, Saudi Arabia. Long-term aviation contracts for air assets previously established by the component were utilized to facilitate the onward air travel of passengers from Jeddah. Dedicated flights were also provided by the component between Port Sudan and Nairobi: one flight to carry passengers and another flight carrying cash to support United Nations operations in Port Sudan. The component also activated arrangements for standby air cargo services, through an existing letter of assist, to successfully deliver much-needed cargo to continue operations in Port Sudan, such as personal protective equipment, camping cots, rations, trauma bags and air conditioning units. In addition to providing transportation arrangements, the component facilitated arrangements to supply the road convoy with fuel during the initial evacuation.
- 29B.59 Progress towards the objective is presented in the performance measure below (see table 29B.11).

Table 29B.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Safe evacuation of over 1,000 United Nations personnel from Sudan

Planned results for 2025

Result 1: enhanced competition in United Nations procurement through a focus on vendors from developing countries and countries with economies in transition

Programme performance in 2023 and target for 2025

- 29B.60 The subprogramme’s work contributed to increased awareness among vendors from developing countries and countries with economies in transition regarding options for collaboration on procurement with the United Nations, including through multilingual vendor registration and training on how to do business with the Organization, which met the planned target.
- 29B.61 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.12).

Table 29B.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Awareness among vendors from developing countries and countries with economies in transition is increased regarding options for collaboration on procurement with the United Nations	Increased awareness among vendors, in particular vendors from developing countries and countries with economies in transition, regarding options for collaboration on procurement with the United Nations, through intensified outreach efforts, multilingual vendor registration and targeted outreach to vendors living with a disability and women-owned businesses	Awareness among vendors from developing countries and countries with economies in transition is increased regarding options for collaboration on procurement with the United Nations, including through multilingual vendor registration and training on how to do business with the Organization	5 per cent increase in the proportion of businesses from developing countries and countries with economies in transition invited to submit bids, proposals or quotations	5 per cent increase in the proportion of businesses from developing countries and countries with economies in transition invited to submit bids, proposals or quotations

Result 2: reduced environmental footprint through effective supply chain management

Programme performance in 2023 and target for 2025

- 29B.62 The component’s work contributed to the selection of a vendor for a turnkey renewable energy contract, which did not meet the planned target of client entities having access to turnkey renewable energy solutions. The target was not met owing to complexities which required extensive coordination and consultation with stakeholders, including market research to find a fit-for-purpose solution. By the end of 2023, a vendor was selected, and the contract is expected to be awarded in 2024.

29B.63 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.13).

Table 29B.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Client entities have access to an additional 5 system contracts on waste management and 4 contracts on waste and wastewater treatment	Peacekeeping missions have access to guidance on improved fuel utilization	Selection of vendor for turnkey renewable energy solutions	Client entities have access to 3 system contracts for hybrid vehicles, solar surface electric pumps and solar submersible deep well pumps	Peacekeeping missions increase the proportion of energy consumed through renewable sources to 6 per cent

Result 3: Diversified participation in United Nations business opportunities

Proposed programme plan for 2025

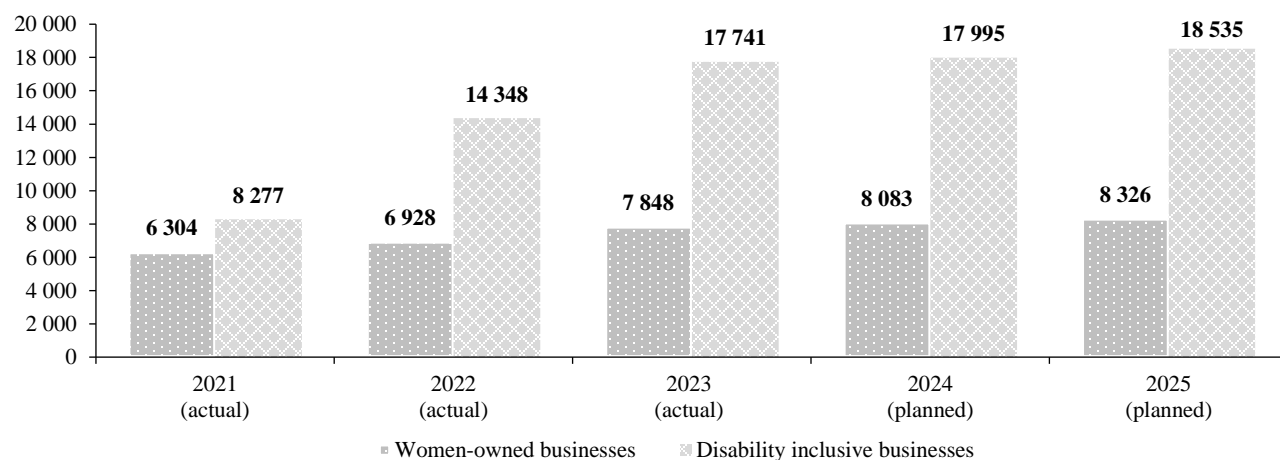
29B.64 To promote a more inclusive procurement process, the component formed a partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and International Trade Centre SheTrade initiative and conducted dedicated outreach and capacity-development training for women-owned and disability-inclusive business, which led to increased participation of these groups in United Nations procurement opportunities, as shown through their registration in the United Nations Global Marketplace.

Lessons learned and planned change

29B.65 The lesson for the component was that targeted outreach focused on specific audiences is more effective in raising awareness and facilitating their participation in procurement exercises. In applying the lesson, the component will conduct further tailored outreach, including training for women-owned and disability inclusive businesses to enable these groups’ increased participation in United Nations procurement opportunities.

29B.66 Expected progress towards the objective is presented in the performance measure below (see figure 29B.VII).

Figure 29B.VII
Performance measure: number of women-owned and disability-inclusive businesses registered in the United Nations Global Marketplace



Deliverables

29B.67 Table 29B.14 lists all deliverables of the component.

Table 29B.14

Subprogramme 2, component 1: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	–	1
1. Report of the Secretary-General on supply chain activities to the General Assembly (biennial report)	1	1	–	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	33	31	54	54
2. Seminars on how to do business with the United Nations for suppliers from developing countries and countries with economies in transition	33	31	54	54
C. Substantive deliverables				
Consultation, advice and advocacy: advice on 100 local procurement authority requests from client entities.				
D. Communication deliverables				
Outreach programmes, special events and information materials: briefings for 6 international partners, including Member States, on functional arrangements within areas of logistical cooperation in all field missions, system-wide cooperation on business operation projects and procurement cases with the United Nations entities procurement network; and outreach to vendors.				
Digital platforms and multimedia content: e-catalogue for goods and services; Ariba eTendering platform; supply chain performance management framework; business intelligence reports for all functions in the Secretariat-wide supply chain, including on supply chain performance; dedicated virtual space to encourage innovation and excellence in supply chain management; and annual update of Secretariat procurement statistics.				
E. Enabling deliverables				
Administration: advisory services on procurement matters for 44 client entities, including on optimal acquisition plans, sourcing solutions, systems contracts, procurement modalities and other supply chain matters; category management and planning for the end-to-end supply chain, including through the issuance of standard operating procedures, online sourcing support service community of practice and category-specific communities of practice, where applicable, such as fuel and rations; system contracts; annual supply chain plan and strategic sourcing; operationalized mutual recognition, in line with the promulgated supply chain operational guidance on cooperation with United Nations organizations; collaborative contracts, such as for a fleet management vehicle-tracking system; global systems contracts and turnkey contracts, air transportation service contracts and other contracts; vendor registration documents in the 6 official United Nations languages; deployment and rotation cycles and solutions sourced for uniformed personnel and associated cargo by air, naval and ground transport modalities; strategic level support within the logistics specialist areas; system-wide aviation regulatory framework; guidance on aviation safety, including that related to air service vendors; operational guidance, manuals, contract performance evaluation tools and best practices on supply chain management; Umoja master data management and data quality assurance; risk management for fuel and rations; electronic fuel management system; and implementation and review of new sustainable supply chain technologies.				

Component 2 Uniformed capabilities support

Objective

29B.68 The objective, to which this component contributes, is to ensure the efficient and effective functioning of the peace and security pillar of the United Nations.

Strategy

29B.69 To contribute to the objective, the component will:

- (a) Serve as the single point of contact for troop- and police-contributing countries on all administrative and logistical issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement;
- (b) Support the periodic review by the General Assembly of the reimbursement framework associated with uniformed capabilities deployed in formed units, support the negotiation and finalization of memorandums of understanding with troop- and police-contributing countries, expeditiously process applicable reimbursements in line with the decisions of the Assembly and facilitate the strategic integration of relevant performance data related to deployed contingent-owned equipment;
- (c) Provide a streamlined reimbursement process involving an enhanced memorandum of understanding and payment processes;
- (d) Provide strategic and operational support and foster enhanced partnerships with troop- and police-contributing countries.

29B.70 The above-mentioned work is expected to result in:

- (a) Servicing of the General Assembly during the periodic review of the reimbursement framework for formed units and the implementation of all derivative guidance;
- (b) Streamlined and timely payments to troop- and police-contributing countries for uniformed personnel and contingent-owned equipment deployed in formed units, letter-of-assist reimbursements, death and disability claims and ad hoc claims;
- (c) Increased transparency and accountability of the reimbursement process and the real-time availability of data to Member States, Headquarters and field missions.

Programme performance in 2023

Post-traumatic stress disorder claims settled

29B.71 In 2021, at the request of the General Assembly, the subprogramme conducted a study of post-traumatic stress-disorder in uniformed personnel participating in United Nations peace operations, to provide a holistic analysis of the policy, legal, administrative and financial aspects of the matter of compensating claims for disability due to post-traumatic stress-disorder and to develop recommendations for a sustainable and appropriate approach to the management of post-traumatic stress-disorder in uniformed military and police personnel deployed to United Nations peace operations. The study was conducted through a working group, steered by an advisory board with Member States and subject matter experts. Having considered the report of the Secretary-General ([A/76/662](#)), the General Assembly, in its resolution [76/275](#), decided to adopt a pay-as-you-go approach to compensation for adjudicated claims and requested the Secretary-General to take concrete measures to expedite the settlement of claims. In 2023, the subprogramme finalized a study on post-traumatic stress-disorder prevention and mitigation and conducted claims awareness campaigns and one-on-one briefings on the claims submission procedure to several Member States.

29B.72 Progress towards the objective is presented in the performance measure below (see table 29B.15).

Table 29B.15
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
The General Assembly considers post-traumatic stress disorder study and report of the Secretary-General based on data collection, interviews and a scientific literature review prepared by an advisory board	The General Assembly, in its resolution 76/275, adopted a pay-as-you-go approach to compensation for adjudicated claims	170 post-traumatic stress disorder claims settled

Planned results for 2025

Result 1: contingent-owned equipment policies, procedures, standards and definitions considered

Programme performance in 2023 and target for 2025

- 29B.73 The component’s work contributed to standards and rates of reimbursement for contingent-owned equipment being updated on the basis of the recommendations of the 2023 Working Group on Contingent-Owned Equipment, which met the planned target.
- 29B.74 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.16).

Table 29B.16
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Member States provided instructions on preparing issue papers and national cost data submissions	Pre-sessional bureau of the 2023 meeting of the Working Group on Contingent-Owned Equipment was convened	Standards and rates of reimbursement for contingent-owned equipment updated on the basis of the recommendations of the 2023 Working Group on Contingent-Owned Equipment	Implementation of the decisions of the General Assembly on the standards for and rates of reimbursement for contingent-owned equipment	Completion of the mandated studies from the 2023 Working Group on Contingent-Owned Equipment Pre-sessional bureau of the 2026 Working Group on Contingent-Owned Equipment convened

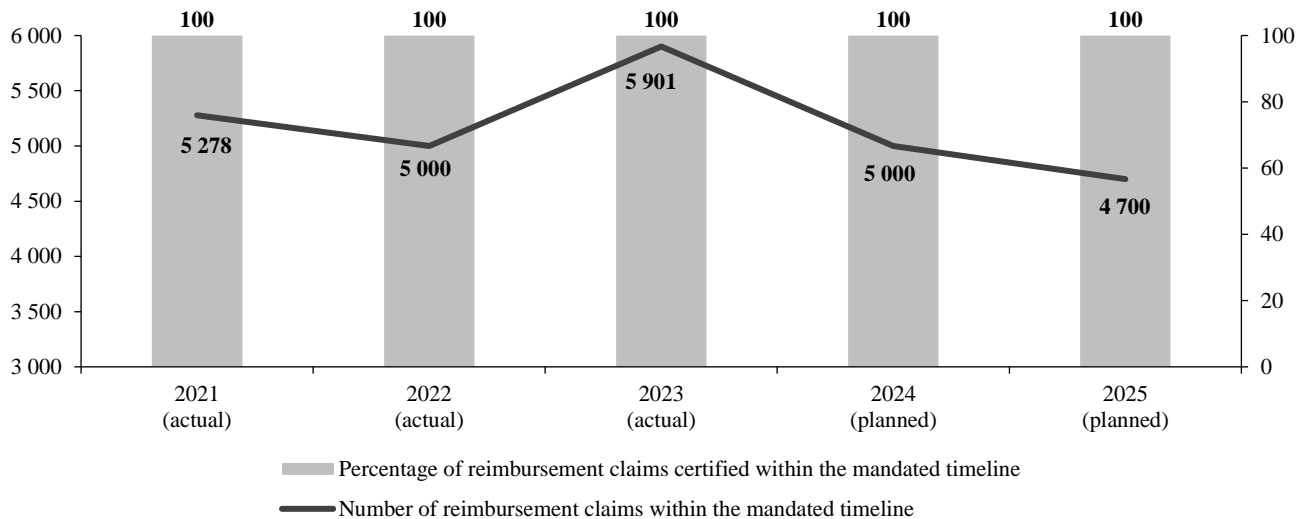
Result 2: single point of contact in the areas of administrative, logistical and financial support for troop- and police-contributing countries for faster reimbursement

Programme performance in 2023 and target for 2025

- 29B.75 The component’s work contributed to the certification of 5,901 reimbursement claims, with 100 per cent of claims certified within the mandated three-month timeline, which exceeded the planned target of 5,000 claims.
- 29B.76 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.VIII).

Figure 29B.VIII

Performance measure: number of reimbursement claims (uniformed personnel and contingent-owned equipment) certified within the mandated three months following the end of the preceding quarter (annual)



Result 3: a secure one-stop-gateway for Member States to submit claims and access information on their deployments to peace operations

Proposed programme plan for 2025

29B.77 Every year, the component processes approximately 2 billion dollars in claims and reimbursements. Previously, information to troop- and police-contributing countries on memorandums of understanding and reimbursements was provided through multiple email exchanges. In 2022, the component launched a Member States Portal for Uniformed Capabilities Support, providing troop- and police-contributing countries with secure access to basic information related to their deployments in peace operations.

Lessons learned and planned change

29B.78 The lesson for the component was the importance of strengthening communication with Member States and the need to simplify processes for them to submit claims. In applying the lesson, the component will facilitate the submission of various claims by Member States through the portal and provide direct access to supporting documents for reimbursements, including payment letters, information on quarterly contingent-owned equipment performance for each military and police unit deployed and quarterly verification reports. The portal will also be enhanced with a repository of historical information, complemented by a search tool. These additional functionalities will improve communication and increase the transparency of transactional data pertaining to reimbursements made to troop- and police-contributing countries.

29B.79 Expected progress towards the objective is presented in the performance measure below (see table 29B.17).

Table 29B.17
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Member States Portal for Uniformed Capabilities Support provides basic information and visualizations	New functionalities of Member States Portal for Uniformed Capabilities Support developed and tested	Troop- and police-contributing countries use Member States Portal for Uniformed Capabilities Support to submit claims and securely access memorandums of understanding and reimbursement information

Deliverables

29B.80 Table 29B.18 lists all deliverables of the component.

Table 29B.18
Subprogramme 2, component 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	1	–	–
Reports of the:				
1. 2023 Working Group on Contingent-Owned Equipment	1	1	–	–
2. Secretary-General on the 2023 Working Group on Contingent-Owned Equipment	1	1	–	–
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
3. Meeting of intergovernmental bodies, including the Fifth Committee and the Working Group on Contingent-Owned Equipment	5	5	5	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	10	10	10	20
4. Training events on the various aspects of memorandums of understanding and contingent-owned equipment policies and procedures, as well as death and disability compensation claims (for Member States)	10	23	10	20
E. Enabling deliverables				
Administration: reimbursement framework for formed units, including: the quadrennial survey on standard uniformed personnel reimbursements; administration of the Member States Portal for Uniformed Capabilities Support; training for Secretariat entities and all field missions with formed units on the reimbursement framework; new and amended statements of unit requirements, memorandums of understanding, letters of assist and agreements for military and police contingents deployed to field missions or pledged to the rapid deployment level of the Peacekeeping Capability Readiness System and participation in advisory, predeployment, rapid deployment-level, contingent-owned equipment verification and other visits to troop- and police-contributing countries; reimbursements to military and police personnel and for contingent-owned equipment deployed to field missions on memorandums of understanding or letters of assist, including through the calculation of premiums, deductions and death and disability and post-traumatic stress disorder compensation; servicing of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board; comparative performance analysis and management decision reports.				

Subprogramme 3 Special activities

Objective

- 29B.81 The objective, to which this subprogramme contributes, is to ensure effective and efficient operational support responses by the Secretariat, including for unique and escalated requirements.

Strategy

- 29B.82 To contribute to the objective, the subprogramme will:
- (a) Lead and coordinate the Secretariat's operational support response to emerging situations and other unique and surge-level requirements, including through planning support and monitoring, shared situational awareness, the provision of surge and specialized capacities and the facilitation of coordinated efforts;
 - (b) Build on the existing foundation of major service providers in the global operational support architecture to facilitate, coordinate and provide specialist advice for the continuous effort to reduce duplication and fragmentation in service delivery while increasing integration, harmonization, improvements and innovation;
 - (c) Facilitate a robust value-for-money and resource stewardship agenda to inform efficient, effective and responsive operational support functions across the Secretariat;
 - (d) Coordinate and maintain bilateral and other multiparty relationships with key non-Secretariat partners in operational support, including on the implementation of Security Council resolution [2719 \(2023\)](#).
- 29B.83 The above-mentioned work is expected to result in:
- (a) Sustainable and multidimensional operational response to escalated situations and unique requirements;
 - (b) Fit-for-purpose support solutions that leverage existing capacities and expertise across the Secretariat and with United Nations agencies, funds and programmes to enhance responsiveness, interoperability and operational continuity;
 - (c) Mutually beneficial collaboration between Secretariat and non-Secretariat entities, including Member States and regional organizations, that addresses priority needs across Secretariat entities;
 - (d) Measurable gains in efficiency and responsiveness across the Secretariat operational support architecture, including deepened cooperation in support operations with United Nations agencies, funds and programmes;
 - (e) Secretariat entities having access to guidance on operational support resourcing priorities and standards that is responsive to evolving requirements.

Programme performance in 2023

Surge capacity for the transition and expansion of field operations

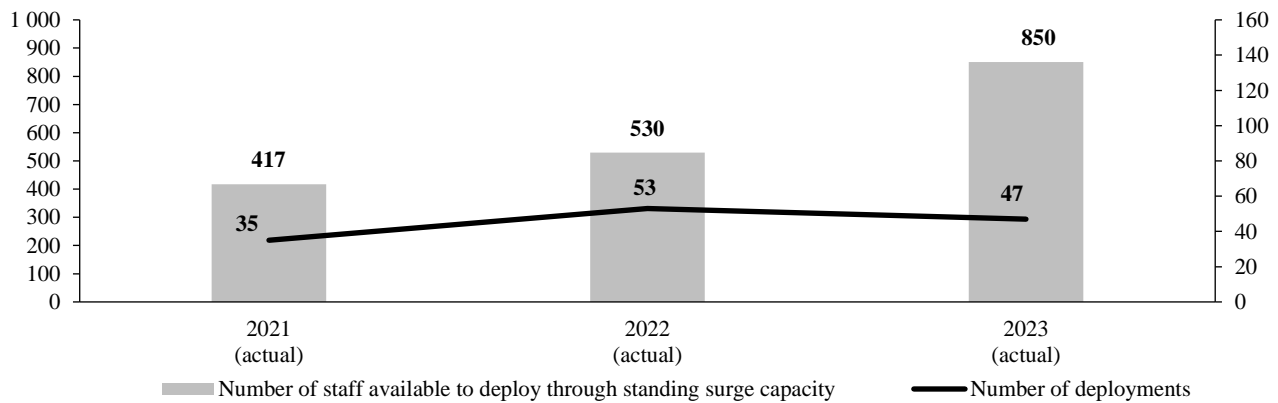
- 29B.84 The subprogramme increased its focus on support responses to escalated situations and incidents facing the Secretariat, which, through planning and monitoring, resulted in appropriate coordinated support efforts for the deployment of surge and specialized capacities. The subprogramme implemented the strategic review of the United Nations Support Mission in Libya (UNSMIL) and supported the transition of UNITAMS, the expansion of the United Nations Office for West Africa and the Sahel (UNOWAS) mandate following the closure of MINUSMA and the expansion of the standing surge capacity. The standing surge capacity has served as an effective mechanism to provide staff on short-term assignments for durations of up to 90 days to address critical gaps in an entity during escalated situations. In 2023, in

partnership with the Department of Safety and Security, a pool of security experts was established in the standing surge capacity. The pool of experts for operational support roles was also expanded, to broaden the staff available during a surge. The standing surge capacity supported deployments to the offices of the Resident Coordinators in Mali and Burkina Faso and established a new partnership for the African Union.

29B.85 Progress towards the objective is presented in the performance measure below (see figure 29B.IX).

Figure 29B.IX

Performance measure: strengthened surge capacity for the transition and expansion of field operations



Planned results for 2025

Result 1: robust value-for-money and resource stewardship agenda to inform operational support functions across the Secretariat

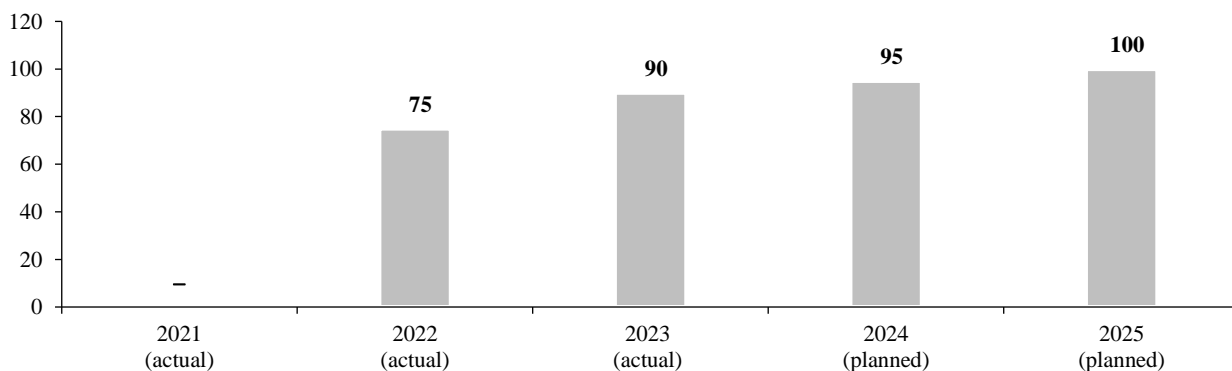
Programme performance in 2023 and target for 2025

29B.86 The subprogramme’s work contributed to 90 per cent of Secretariat entities receiving enhanced, consistent and improved administrative support services through formal service provision agreements that include standard cost recovery and improved client service from regional and global service providers, which met the planned target.

29B.87 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29B.X).

Figure 29B.X

Performance measure: percentage of Secretariat entities that receive enhanced, consistent and improved administrative support services through formal service provision agreements that include standard cost recovery and improved client service from regional and global service providers^a



^a The presentation of the performance measure has been modified to quantitative graph format.

Result 2: mutually beneficial collaboration in support operations through a support partnerships framework

Programme performance in 2023 and target for 2025

- 29B.88 The subprogramme's work contributed to strengthened bilateral and other multiparty relationships with key partners to foster mutually beneficial collaboration between the Department and non-Secretariat entities, as well as to access by Secretariat entities to a central information repository on operational support framework agreements that informs and guides operational engagement with established support partners, which met the planned target.
- 29B.89 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.19).

Table 29B.19

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Active engagement of the African Union in the development of a joint United Nations-African Union road map to renew the knowledge and expertise exchange programme	Two operational support framework agreements established with the African Union that provide an overarching framework to promote responsive solutions to operational challenges faced by key partners in security	United Nations Support Office in Somalia enabled to provide operational support to non-United Nations security forces in Somalia, in compliance with international human rights and humanitarian laws and in line with the human rights due diligence policy	Mechanisms in place to enhance collaboration in operational support between the African Union and the United Nations in accordance with Security Council resolution 2719 (2023)
	Support implications for the proposed reconfiguration of African Union operations in Somalia reviewed by the African Union, the United Nations and other key partners to inform the Security Council's consideration of a future direction	Secretariat entities have access to a central repository of information on operational support framework agreements	Strengthened engagement of the African Union, European Union and other regional organizations, enabling mutual understanding and interoperability on operational support matters	

Result 3: enhanced through-life management of operational support functions by entities undergoing transitions

Proposed programme plan for 2025

- 29B.90 The subprogramme provides direct support to entities faced with special circumstances through operational planning guidance and has undertaken efforts to address the management of a wide range of field-based administrative and logistic functions during transition periods.

Lessons learned and planned change

29B.91 The lesson for the subprogramme was that many aspects of operational support require constant attention and oversight to prevent an accumulation of issues that become apparent only during major transitions. This tendency significantly complicates the transition process by imposing an unexpected additional workload during already operationally intense periods of activity. In applying the lesson, the subprogramme will develop a tool, underpinned by key performance indicators, to enable managers to easily monitor a range of operational support functions shown to contribute to this issue, such as through-life asset disposal or the maintenance of appropriate human resources records. This tool will initially be developed in conjunction with, and utilized by, those field entities expected to undergo transitions but will be able to be used across the operational support portfolio.

29B.92 Expected progress towards the objective is presented in the performance measure below (see table 29B.20).

Table 29B.20
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	One field entity pilots the beta version of operational support monitoring tool	Operational monitoring tool and related training available to field entities

Deliverables

29B.93 Table 29B.21 lists all deliverables of the subprogramme.

Table 29B.21
Subprogramme 3: deliverables for 2025, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: 52 regular situational response and awareness reports, standardized procedures for escalated situations and an emerging situation data management platform; deployments of surge and specialized support capacities within 10 days; administration of residual entity liquidation issues; support partnerships, including arrangements that address client priority needs; coordination, advice and direct project management support for 6 integration and improvement working groups; training programme and package on the use of the operational monitoring tool deployed to entities undergoing transitions.

**Subprogramme 4
Administration, New York**

Objective

29B.94 The objective, to which this subprogramme contributes, is to ensure a safe and fit-for-purpose physical environment at Headquarters and responsive facilities, as well as administrative, logistical, information and other services in support of the efficient functioning of the Organization and a public informed of the work of the United Nations.

Strategy

29B.95 To contribute to the objective, the subprogramme will:

- (a) Proactively maintain and operate the Headquarters buildings to achieve efficiencies, promote a modern workplace and preserve the property value of the campus, with an emphasis on reviewing building components completed more than 10 years ago and improving accessibility for persons with disabilities and environmental sustainability;
- (b) Regularly adjust the long-term planning of office accommodation to support the needs of entities in New York, centred on implementing the recommendations from the mandated assessment of the real estate portfolio (see General Assembly resolution [75/253 C](#));
- (c) Provide efficient, timely and cost-effective services to clients in New York in the areas of building management, office space, asset and official gift management, inventory and warehouse management, travel and transportation, mail and pouch services, event management, postal administration and catering and other commercial operations;
- (d) Provide effective archives and records management services to Secretariat entities globally and strengthen the subprogramme's capacity to manage the accelerated shift from paper to digital archives;
- (e) Provide specialized human resources support in the areas of onboarding, separations and the processing of complex entitlements (including education grants, dependency allowances and rental subsidies) for the staff of all Headquarters-based United Nations entities and relevant field locations;
- (f) Coordinate and manage commercial insurance policies to mitigate and transfer risk pertaining to property, terrorism and liability programmes, as well as the malicious acts insurance policy, for the Organization, including offices away from Headquarters and peacekeeping and special political missions; adjudicate claims emanated from these insurance programmes and obtain settlements from the insurers; and provide insurance advice for vendor, memorandum of understanding and pro bono contracts and agreements;
- (g) Ensure accurate and timely disbursement of salaries and related allowances for all staff based at United Nations Headquarters and international staff in field missions and all field staff from various entities administered by Headquarters;
- (h) Process other disbursements in respect of the financial obligations of the Organization and process the tax reimbursement claims of United States taxpayers;
- (i) Provide postal, gift, archival and information services to the public in New York and globally.

29B.96 The above-mentioned work is expected to result in:

- (a) A highly functional, more inclusive and sustainable campus that symbolizes the ideals of the United Nations;
- (b) High client satisfaction and cost-efficiency in the provision of services;
- (c) Increased public awareness of the past and current work of the Organization.

Programme performance in 2023

Systems upgraded for United Nations-issued travel documents

29B.97 In its first major upgrade since 2012, the subprogramme updated the United Nations-issued travel documents, namely, the United Nations laissez-passers and the certificate identity documents, with the latest cryptographic algorithms for electronic passports, a chip embedded in its cover and numerous modern physical security print features. The booklet design included original artwork from the United Nations Postal Administration design team. The subprogramme deployed new booklet personalization

systems, required to issue these enhanced travel booklets, in collaboration with key stakeholders. The booklets adhere to the latest international standards and the International Civil Aviation Organization’s recommendations for emergency travel documents. The upgrade also ensures that United Nations-issued travel documents remain compatible with the border control systems employed by Member States and maintain the trust that Member States bestow on these documents to accurately reflect the privileges and immunities entitled to their holders under the relevant conventions.

29B.98 Progress towards the objective is presented in the performance measure below (see table 29B.22).

Table 29B.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Planning, gathering of requirements and development of a request for proposals to initiate a new procurement exercise for United Nations laissez-passer booklets and related systems	United Nations staff use travel documents that are compatible with border control systems

Planned results for 2025

Result 1: office space aligned with the needs of the Organization

Programme performance in 2023 and target for 2025

29B.99 The subprogramme’s work contributed to the consideration by the General Assembly of a strategic assessment of the workplace and to the alignment of United Nations Headquarters office space with the needs of the Organization by vacating the DC-1 building and reassigning personnel into remaining buildings, which met the planned target.

29B.100 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.23).

Table 29B.23
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The General Assembly approved the Secretary-General’s recommendation to close out the flexible workplace project and re-evaluate future needs	Office space aligned with the current needs of the Organization by reassigning personnel from the DC1 Building into remaining buildings, mainly into flexible workplace in the Secretariat Building, in preparation for vacating the lease in March 2023	The General Assembly took note of the report of the Secretary-General on the assessment of the workplace at United Nations Headquarters (A/78/325) DC-1 lease vacated	Real estate portfolio further reduced and Falchi Building is vacated Plans to optimize the alignment of office space with evolving needs are finalized on the basis of the General Assembly’s recommendations on the strategic assessment of the real estate portfolio	Completion of phases 1 and 2 of the DC-2 renovation project, with 6 floors converted to flexible workplace

Result 2: shorter wait time, improved accuracy of estimates and other improvements enabled by simpler and harmonized payroll and accounts payable processes

Proposed programme plan for 2025

- 29B.101 The subprogramme's work contributed to an average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and 3 other payroll offices (Economic Commission for Latin America and the Caribbean, the United Nations Office at Vienna and the Kuwait Joint Support Office), which met the planned target for 2023.
- 29B.102 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.24).

Table 29B.24

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Average lead time of 7 working days for off-cycle payments to be processed for personnel at Headquarters	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and 3 other payroll offices	Average lead time of 1 working day for off-cycle payments to be processed for personnel at Headquarters and all payroll offices globally Improved accuracy of estimates of resource requirements by client entities based on full adherence to payroll processes. For example, the Office of Programme Planning, Finance and Budget more accurately estimates salary costs and the impact of vacancy rates	Offices globally receive automated monthly payroll batch and invoice processing

Result 3: historical records digitally preserved

Proposed programme plan for 2025

- 29B.103 The subprogramme has increasingly been receiving digital records from Secretariat entities over the past 20 years. At present, almost all records transferred to the subprogramme are born digital (i.e. a hard-copy version never existed), including those of political missions and peacekeeping operations, and evidence collected or received by investigative bodies. These sensitive documents are often transferred in specialized systems and formats and need to be managed under specific conditions.

Lessons learned and planned change

- 29B.104 The lesson for the subprogramme was that managing these records requires expertise, dedicated workflows and specialized systems. In applying the lesson, the subprogramme will develop a digital strategy to manage these records, as well as a road map for future-proofing incoming records, in order to preserve digital records of enduring and permanent value. It will develop its capacity and

that of Secretariat entities to support the digital preservation strategy and identify systems and workflows with other stakeholders to securely manage, preserve and provide access to the historical records of the United Nations.

29B.105 Expected progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29B.25).

Table 29B.25
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Processes established to dispose digital records, in accordance with approved retention schedules, that no longer need to be kept by the United Nations	A comprehensive inventory of the digital records available to Secretariat entities

Deliverables

29B.106 Table 29B.26 lists all deliverables of the subprogramme.

Table 29B.26
Subprogramme 4: deliverables for 2025, by category and subcategory

Category and subcategory
<p>D. Communication deliverables</p> <p>External and media relations: information and reception services to visitors, delegates and the general public, including responses to approximately 20,000 enquiries on the current and past work of the United Nations.</p> <p>Library services: archives, records and information management services to all entities at United Nations Headquarters and field missions; guidance on recordkeeping for Secretariat entities; security-screened, catalogued, stored and preserved paper and digital records; and digitized legacy paper archives.</p> <p>E. Enabling deliverables</p> <p>Logistics: 1,703,000 square feet of owned and leased premises, facilities and assets, including gifts, managed and maintained; office accommodations provided for approximately 8,250 personnel; completion of approximately 8,000 service requests for facilities and commercial services; conferences and special events logistics; warehousing and transportation services; approximately 35,000 travel requests and travel documents, lump-sum calculations and host country registrations processed; airline agreements; mail services; and processing of approximately 650,000 postal, courier and diplomatic pouch shipment and messenger services.</p> <p>Administration: administrative support services, including specialized human resources support in the areas of onboarding and the processing of complex entitlements, dependency benefits and rental subsidies for approximately 8,250 staff of all Headquarters-based United Nations entities and relevant field locations; transactions and claims for 6,600 staff members in the area of tax reimbursement; management of 18 commercial insurance programmes covering \$2.68 billion in assets under the global property and terrorism insurance policies, 180,000 personnel under the malicious acts policy and 30,000 vehicles of diverse types under the worldwide auto policy, including the adjudication of related claims; insurance advice and review of certificates of insurance for 150 contracts and agreements; payroll for 26,000 staff and retirees, including assignment and separation payments; pension schedules for all entities at United Nations Headquarters and offices away from Headquarters; troop- and contingent-owned equipment reimbursements; payments to vendors, consultants and individual contractors; annual declaration exercise; annual rental subsidy monitoring exercise; and management of insurance policies.</p>

B. Proposed post and non-post resource requirements for 2025

Overview

29B.107 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 29B.27 to 29B.29.

Table 29B.27

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	40 446.4	42 004.3	160.5	–	–	160.5	0.4	42 164.8
Other staff costs	5 130.1	3 826.8	–	–	(29.4)	(29.4)	(0.8)	3 797.4
Hospitality	–	2.5	–	–	–	–	–	2.5
Consultants	341.5	409.1	(32.9)	–	11.7	(21.2)	(5.2)	387.9
Travel of staff	309.0	359.2	–	–	–	–	–	359.2
Contractual services	6 224.5	6 089.0	–	–	57.4	57.4	0.9	6 146.4
General operating expenses	41 393.6	41 537.1	(526.1)	71.0	113.7	(341.4)	(0.8)	41 195.7
Supplies and materials	841.3	527.4	–	–	–	–	–	527.4
Furniture and equipment	1 742.4	1 095.0	–	–	(68.2)	(68.2)	(6.2)	1 026.8
Improvement of premises	(78.4)	–	–	–	–	–	–	–
Grants and contributions	342.7	395.6	–	–	–	–	–	395.6
Other	3.7	–	–	–	–	–	–	–
Total	96 696.6	96 246.0	(398.5)	71.0	85.2	(242.3)	(0.3)	96 003.7

Table 29B.28

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	366	1 USG, 2 ASG, 5 D-2, 6 D-1, 12 P-5, 16 P-4, 16 P-3, 13 P-2/1, 16 GS (PL), 186 GS (OL), 93 TC
Proposed for 2025	366	1 USG, 2 ASG, 5 D-2, 6 D-1, 12 P-5, 16 P-4, 16 P-3, 13 P-2/1, 16 GS (PL), 186 GS (OL), 93 TC

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); TC, Trades and Crafts; USG, Under-Secretary-General.

Table 29B.29
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
USG	1	–	–	–	–	–	1
ASG	2	–	–	–	–	–	2
D-2	5	–	–	–	–	–	5
D-1	6	–	–	–	–	–	6
P-5	12	–	–	–	–	–	12
P-4	16	–	–	–	–	–	16
P-3	16	–	–	–	–	–	16
P-2/1	13	–	–	–	–	–	13
Subtotal	71	–	–	–	–	–	71
General Service and related							
GS (PL)	16	–	–	–	–	–	16
GS (OL)	186	–	–	–	–	–	186
TC	93	–	–	–	–	–	93
Subtotal	295	–	–	–	–	–	295
Total	366	–	–	–	–	–	366

29B.108 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 29B.30 to 29B.32 and figure 29B.XI.

29B.109 As shown in tables 29B.30 (1) and 29B.31 (1), the overall resources proposed for 2025 amount to \$96,003,700 before recosting, reflecting a net decrease of \$242,300 (or 0.3 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments, new and expanded mandates and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29B.30
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
A. Executive direction and management	2 018.4	1 962.0	–	–	–	–	–	1 962.0	
B. Programme of work									
1. Support operations									
Component 1: Human resources support	4 185.4	3 585.1	–	–	–	–	–	3 585.1	

Part VIII Common support services

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Component 2: Capacity development and operational training	6 419.2	6 577.5	–	–	29.4	29.4	0.4	6 606.9
Component 3: Health-care management and occupational safety and health	3 863.7	3 488.6	–	–	(29.4)	(29.4)	(0.8)	3 459.2
2. Supply chain management								
Component 1: Integrated supply chain management	3 742.8	4 836.7	(32.9)	–	–	(32.9)	(0.7)	4 803.8
Component 2: Uniformed capabilities support	364.7	337.0	–	–	–	–	–	337.0
3. Special activities	1 129.5	1 208.7	–	–	–	–	–	1 208.7
4. Administration, New York	73 431.2	72 279.0	(457.1)	71.0	85.2	(300.9)	(0.4)	71 978.1
Subtotal, B	93 136.5	92 312.6	(490.0)	71.0	85.2	(333.8)	(0.4)	91 978.8
C. Programme support	1 541.6	1 971.4	91.5	–	–	91.5	4.6	2 062.9
Subtotal, 1	96 696.6	96 246.0	(398.5)	71.0	85.2	(242.3)	(0.3)	96 003.7

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	7 089.1	7 117.0		6.0	7 544.1
B Programme of work					
1. Support operations					
Component 1: Human resources support	15 922.3	16 197.8	(60.4)	(0.4)	16 137.4
Component 2: Capacity development and operational training	5 956.0	5 923.6	194.3	3.3	6 117.9
Component 3: Health-care management and occupational safety and health	3 871.9	3 650.8	(103.8)	(2.8)	3 547.0
2. Supply chain management					
Component 1: Integrated supply chain management	34 731.1	36 696.7	(525.5)	(1.4)	36 171.2
Component 2: Uniformed capabilities support	10 363.0	11 167.8	(316.2)	(2.8)	10 851.6
3. Special activities	8 434.7	9 076.3	10.0	0.1	9 086.3
4. Administration, New York	24 739.6	26 141.9	(1 570.7)	(6.0)	24 571.2
Subtotal, B	104 018.6	108 854.9	(2 372.3)	(2.2)	106 482.6
C. Programme support	2 260.4	2 290.9	19.9	0.9	2 310.8
Subtotal, 2	113 368.1	118 262.8	(1 925.3)	(1.6)	116 337.5

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(3) *Extrabudgetary^a*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Executive direction and management	793.7	663.0	(528.0)	(79.6)	135.0
B. Programme of work					
1. Support operations					
Component 1: Human resources support	1 867.7	2 555.3	(246.1)	(9.6)	2 309.2
Component 2: Capacity development and operational training	722.5	987.8	12.5	1.3	1 000.3
Component 3: Health-care management and occupational safety and health	4 527.3	6 517.0	(1 447.3)	(22.2)	5 069.7
2. Supply chain management					
Component 1: Integrated supply chain management	9 042.8	2 607.5	(463.0)	(17.8)	2 144.5
Component 2: Uniformed capabilities support	166.8	667.7	(667.7)	(100.0)	–
3. Special activities	4 099.6	4 163.1	63.5	1.5	4 226.6
4. Administration, New York	44 458.4	45 841.2	(91.2)	(0.2)	45 750.0
Subtotal, B	64 885.1	63 339.6	(2 839.3)	(4.5)	60 500.3
C. Programme support	898.1	2 485.8	–	–	2 485.8
Subtotal, 3	66 576.9	66 488.4	(3 367.3)	(5.1)	63 121.1
Total (1+2+3)	276 641.6	280 997.2	(5 534.9)	(2.0)	275 462.3

^a This does not include resources related to the trust fund on the Multinational Security Support Mission in Haiti, established pursuant to Security Council resolution 2699 (2023).

Table 29B.31

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
A. Executive direction and management	9	–	–	–	–	9
B. Programme of work						
1. Support operations						
Component 1: Human resources support	20	–	–	–	–	20
Component 2: Capacity development and operational training	5	–	–	–	–	5
Component 3: Health-care management and occupational safety and health	16	–	–	–	–	16

Part VIII Common support services

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
2. Supply chain management						
Component 1: Integrated supply chain management	36	–	–	–	–	36
Component 2: Uniformed capabilities support	3	–	–	–	–	3
3. Special activities	3	–	–	–	–	3
4. Administration, New York	260	–	–	–	–	260
Subtotal, B	343	–	–	–	–	343
C. Programme support	14	–	–	–	–	14
Subtotal, 1	366	–	–	–	–	366

(2) *Other assessed*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	36	–	36
B. Programme of work			
1. Support operations			
Component 1: Human resources support	74	(2)	72
Component 2: Capacity development and operational training	30	(1)	29
Component 3: Health-care management and occupational safety and health	18	(1)	17
2. Supply chain management			
Component 1: Integrated supply chain management	169	(2)	167
Component 2: Uniformed capabilities support	37	(2)	35
3. Special activities	47	(1)	46
4. Administration, New York	21	–	21
Subtotal, C	396	(9)	387
D. Programme support	13	–	13
Subtotal, 2	445	(9)	436

(3) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Support operations			
Component 1: Human resources support	1	–	1

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<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
Component 2: Capacity development and operational training	–	–	–
Component 3: Health-care management and occupational safety and health	12	–	12
2. Supply chain management			
Component 1: Integrated supply chain management	3	–	3
Component 2: Uniformed capabilities support	–	–	–
3. Special activities	12	–	12
4. Administration, New York	46	–	46
Subtotal, C	74	–	74
D. Programme support	8	–	8
Subtotal, 3	82	–	82
Total (1+2+3)	893	(9)	884

Table 29B.32

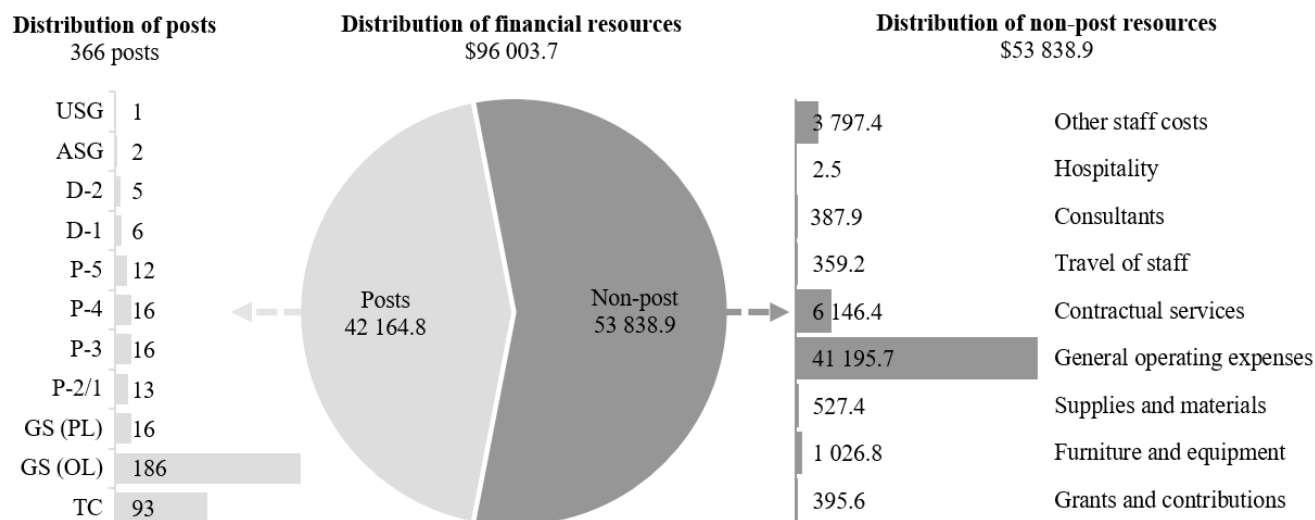
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>					<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Posts	40 446.4	42 004.3	160.5	–	–	160.5	0.4	42 164.8
Non-post	56 250.2	54 241.7	(559.0)	71.1	85.2	(402.8)	(0.7)	53 838.9
Total	96 696.6	96 246.0	(398.5)	71.1	85.2	(242.3)	(0.3)	96 003.7
Post resources by category								
Professional and higher		71	–	–	–	–	–	71
General Service and related		295	–	–	–	–	–	295
Total		366	–	–	–	–	–	366

Figure 29B.XI
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29B.110 As shown in table 29B.30 (1), resource changes reflect a net decrease of \$398,500, as follows:

- (a) **Subprogramme 2, component 1, Integrated supply chain.** A decrease of \$32,900 under consultants relating to the removal of a non-recurrent provision for consultancy services for the expansion of the contract performance rating tool and instant feedback system to all Secretariat entities, including offices away from Headquarters and the regional commissions in 2024;
- (b) **Subprogramme 4, Administration, New York.** A decrease of \$457,100, which reflects the net effect of: (i) an increase of \$69,000 relating to the higher provision at continuing vacancy rates for one post (P-3) established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts; and (ii) a decrease of \$526,100 under general operating expenses relating to the removal of a non-recurrent provision for office space alterations for 38 posts and temporary positions established under section 8, Legal affairs, section 9, Economic and social affairs, section 10, Least developed countries, landlocked developing countries and small island developing States, and section 28, Global communications, pursuant to General Assembly resolutions [78/252](#) and [78/253](#) (section IX);
- (c) **Programme support.** An increase of \$91,500 relating to the higher provision at continuing vacancy rates for one post (P-5) established in 2024, pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts.

New and expanded mandates

29B.111 As presented in table 29B.30 (1), resources changes reflect an increase of \$71,000 under subprogramme 4, Administration, New York, for a non-recurrent provision under general operating expenses for office space alteration for five posts proposed for establishment under section 10, Least

developed countries, landlocked developing countries and small island developing States, pursuant to General Assembly resolution [78/233](#) (see [A/79/6 \(Sect. 10\)](#) for additional details).

Other changes

29B.112 As shown in table 29B.30 (1), resource changes reflect a net increase of \$85,200, as follows:

- (a) **Subprogramme 1, component 2: Capacity development and operational training.** The increase of \$29,400 reflects the net effect of:
 - (i) An increase of \$22,200 under consultants, reflecting additional requirements for specialized consultancy services in support of multilingualism, Enhanced Training for High-level Operational Support and advanced training for heads of operational support on special skills required to handle complexities in these operational areas. The increase is partially offset by reduced requirements for consultancy services in the area of personal preparedness, owing to completion of training development in that area;
 - (ii) An increase of \$57,400 under contractual services, attributable to higher requirements for technical services in support of multilingualism, as well as operational and capacity-development programmes, such as business process improvement and knowledge management areas, in view of projected demands from clients and expected requirements in these areas;
 - (iii) A decrease of \$50,200 under furniture and equipment attributable to lower requirements for specialized eLearning licences in support of multilingualism, including language and communication skills training, due to changes in the design, development and delivery of the multilingualism projects planned for 2025;
- (b) **Subprogramme 1, component 3, Health-care management and occupational safety and health.** The net decrease of \$29,400, mainly under other staff costs, which reflects the proposed redeployment of one general temporary assistance position of Senior Medical Officer (P-5) from New York to Brindisi, to cover emergency preparedness and response to mass casualty events. The redeployment of the position would allow for physical location and time zones closer to duty stations outside of United Nations Headquarters and would provide for more efficient communications and considerably shorter travel times for deployment in emergencies outside of New York. The scope of the position encompasses all aspects related to trauma care, from single casualty and casualty evacuation (CASEVAC) to mass casualty incident preparedness and response and the development of a casualty tracking system;
- (c) **Subprogramme 4, Administration, New York.** The increase of \$85,200 reflecting a non-recurrent provision under general operating expenses for office space alteration for six general temporary assistance positions proposed for establishment in New York under section 30, Internal oversight (see [A/79/6 \(Sect. 30\)](#) for additional details).

Other assessed resources

29B.113 As reflected in tables 29B.30 (2) and 29B.31 (2), other assessed resources under the support account for peacekeeping operations for 2025 amount to \$116,337,500. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General ([A/78/746](#)).

Extrabudgetary resources

29B.114 As reflected in tables 29B.30 (3) and 29B.31 (3), extrabudgetary resources for 2025 amount to \$63,121,100. The resources would complement regular budget resources and would be used mainly to provide for 82 posts (5 P-5, 9 P-4, 12 P-3, 5 P-2/1, 12 General Service (Principal level), 36 General Service (Other level), 3 Trades and Crafts) and non-post resources. The resources would be used to:

- (a) Strengthen capacities for renewable energy in peacekeeping operations;

- (b) Provide support and services to agencies, funds and programmes in human resources, capacity development and health-care management in the following areas: language proficiency examinations, language and communications programmes and the administration of special exams; and the facilitation of rostering and medical consultations, travel health advisories, immunizations and other medical administrative matters, such as medical clearances, sick leave certification and recommendations for medical evacuations/repatriations. Extrabudgetary resources support the client offices funded from extrabudgetary sources in the areas of facilities management and office space, travel and transportation and pouch and mail services, human resources services for processing separations, onboarding and complex entitlements, operational and transactional functions consisting of payroll, accounts payable and commercial insurance, and the processing of tax advances and settlements of federal and state taxes for United States citizens and residents employed by the United Nations and its agencies, funds and programmes;
 - (c) Support procurement actions in the areas of corporate support services for field and Headquarters operations and continuation of the project to implement gender-sensitive designs for infrastructure;
 - (d) Support the triangular partnership programme, a capacity-building model aimed at training uniformed personnel in the peacekeeping-enabling capacity through collaboration among Member States with expertise and resources, troop-contributing countries and the Secretariat.
- 29B.115 The extrabudgetary resources under the present section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

Executive direction and management

- 29B.116 The executive direction and management component comprises the Offices of the Under-Secretary-General, the Assistant Secretary-General for Support Operations and the Assistant Secretary-General for Supply Chain Management.
- 29B.117 The overall responsibilities of the executive direction and management component include the following functions:
- (a) The overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work, including co-chairing of the Management Client Board by the Under-Secretary-General, jointly with the Under-Secretary-General for Management Strategy, Policy and Compliance, and assisted by the Assistant Secretaries-General for Support Operations and for Supply Chain Management;
 - (b) Provision of leadership and direction to support clients across the Secretariat, through guidance and advisory services in their exercise of authorities for the successful implementation of mandates relating to human resources, health-care management and occupational health and safety, as well as capacity development and operational training;
 - (c) Overall administration and management of all the activities of the Office of Supply Chain Management and the provision of leadership and direction relating to the implementation and coordination of the organizational entities, which together form the Organization's integrated supply chain and uniformed capabilities support.
- 29B.118 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Department is mainstreaming environmental management practices into its operations through a variety of Secretariat-wide and facility management projects. The Department's long-term approach includes providing technical guidance and advisory support to peacekeeping operations and field-based special political missions to facilitate and implement the Department's environment strategy for peace operations, the environmental

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management of the United Nations campus and facilities, and the environmental initiatives in the area of supply chain management. As requested by the General Assembly in its resolution [76/274](#), the Department developed the Way Forward: Environment Strategy for Peace Operations 2023–2030 to ensure continuity with the work done in environmental management in the context of peace operations.

29B.119 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29B.33.

29B.120 The Department has improved its compliance rate by issuing frequent reminders about the policy, developing activity calendars to anticipate trips and encouraging early engagement with relevant stakeholders by strengthening coordination and communication with partners. In addition, internal controls were applied to limit non-compliant trips, such as escalation to senior management and provision of strong justification, and limited exceptions allowed such as external factors including delays in the processing of travel documents and visas, security clearances and trip criticality. The Department will continue to monitor its compliance rate, ensure timely scheduling of meetings and emphasize travel policy requirements to meeting participants. In 2023, the Department continued to submit all its documents within the prescribed timelines.

Table 29B.33
Compliance rate
(Percentage)

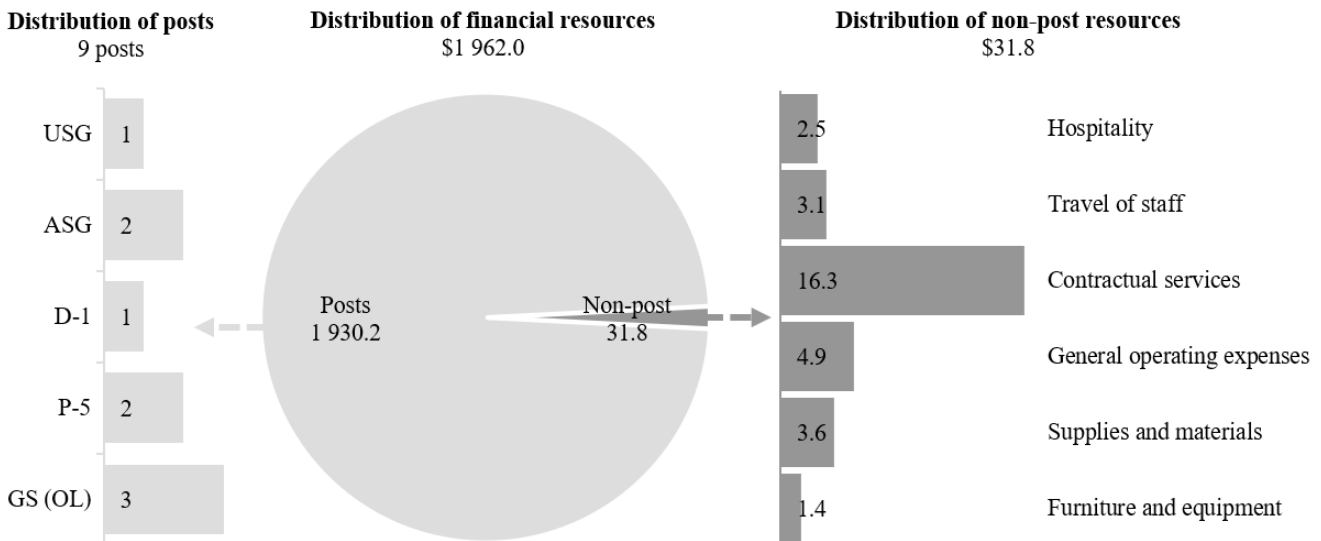
	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	57	46	80	100	100

29B.121 The proposed regular budget resources for 2025 amount to \$1,962,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.34 and figure 29B.XIV.

Table 29B.34
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 919.5	1 930.2	–	–	–	–	–	–	1 930.2
Non-post	98.9	31.8	–	–	–	–	–	–	31.8
Total	2 018.4	1 962.0	–	–	–	–	–	–	1 962.0
Post resources by category									
Professional and higher		6	–	–	–	–	–	–	6
General Service and related		3	–	–	–	–	–	–	3
Total		9	–	–	–	–	–	–	9

Figure 29B.XII
Executive direction and management: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Programme of work

**Subprogramme 1
 Support operations**

**Component 1
 Human resources support**

29B.122 The proposed regular budget resources for 2025 amount to \$3,585,100 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.35 and figure 29B.XIII.

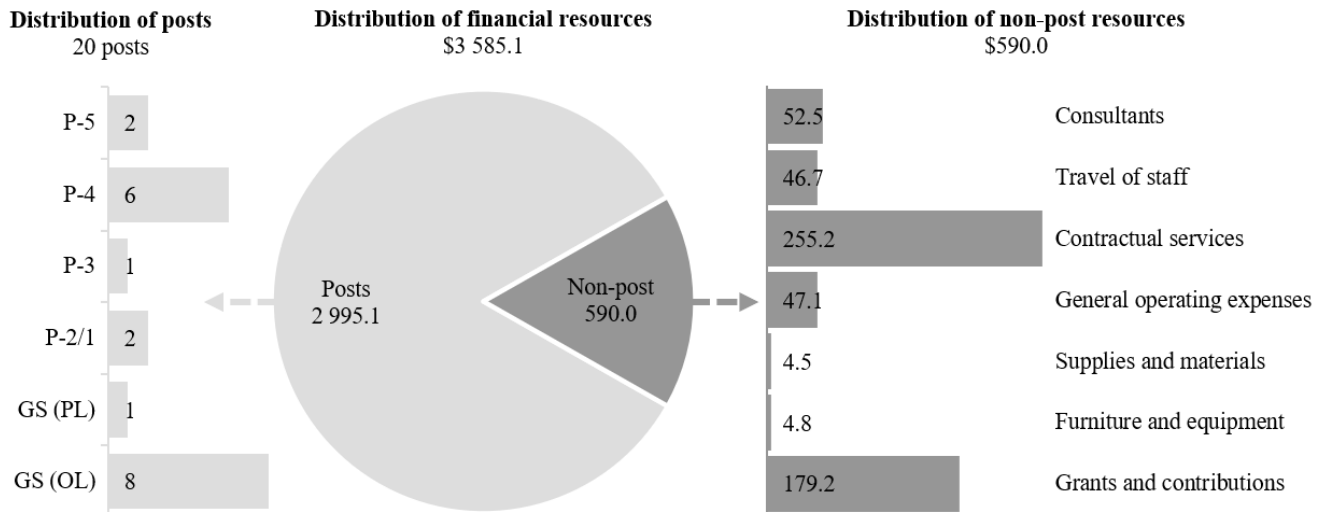
Table 29B.35
Subprogramme 1, component 1: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	3 328.0	2 995.1	–	–	–	–	–	2 995.1	
Non-post	857.4	590.0	–	–	–	–	–	590.0	
Total	4 185.4	3 585.1	–	–	–	–	–	3 585.1	
Post resources by category									
Professional and higher		11	–	–	–	–	–	11	
General Service and related		9	–	–	–	–	–	9	
Total		20	–	–	–	–	–	20	

Figure 29B.XIII

Subprogramme 1, component 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Component 2
Capacity development and operational training**

29B.123 The proposed regular budget resources for 2025 amount to \$6,606,900 and reflect a net increase of \$29,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 29B.111 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.36 and figure 29B.XIV.

Table 29B.36

Subprogramme 1, component 2: evolution of financial and post resources

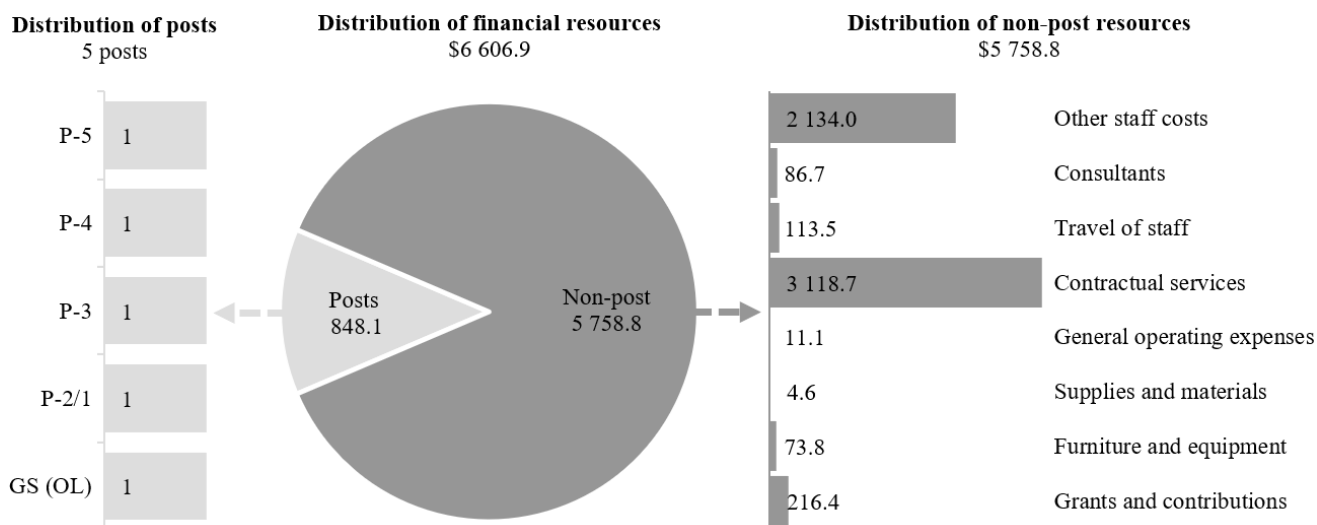
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	549.3	848.1	–	–	–	–	–	848.1	
Non-post	5 869.9	5 729.4	–	–	29.4	29.4	0.5	5 758.8	
Total	6 419.2	6 577.5	–	–	29.4	29.4	0.4	6 606.9	
Post resources by category									
Professional and higher		4	–	–	–	–	–	4	
General Service and related		1	–	–	–	–	–	1	
Total		5	–	–	–	–	–	5	

Figure 29B.XIV

Subprogramme 1, component 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Component 3
Health-care management and occupational safety and health**

29B.124 The proposed regular budget resources for 2025 amount to \$3,459,200 and reflect a net decrease of \$29,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 29B.111 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.37 and figure 29B.XV.

Table 29B.37

Subprogramme 1, component 3: evolution of financial and post resources

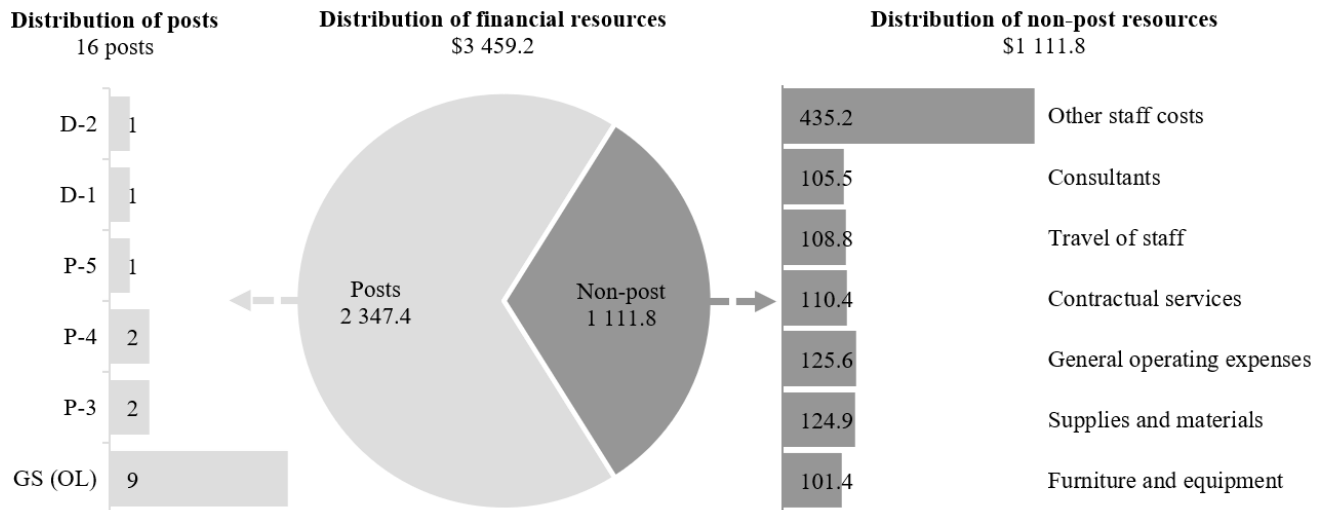
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 577.8	2 347.4	–	–	–	–	2 347.4
Non-post	1 285.9	1 141.2	–	–	(29.4)	(29.4)	1 111.8
Total	3 863.7	3 488.6	–	–	(29.4)	(29.4)	3 459.2
Post resources by category							
Professional and higher		7	–	–	–	–	7
General Service and related		9	–	–	–	–	9
Total		16	–	–	–	–	16

Figure 29B.XV

Subprogramme 1, component 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
Supply chain management**

**Component 1
Integrated supply chain management**

29B.125 The proposed regular budget resources for 2025 amount to \$4,803,800 and reflect a decrease of \$32,900 compared with the approved budget for 2024. The proposed change is explained in paragraph 29B.109 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.38 and figure 29B.XVI.

Table 29B.38

Subprogramme 2, component 1: evolution of financial and post resources

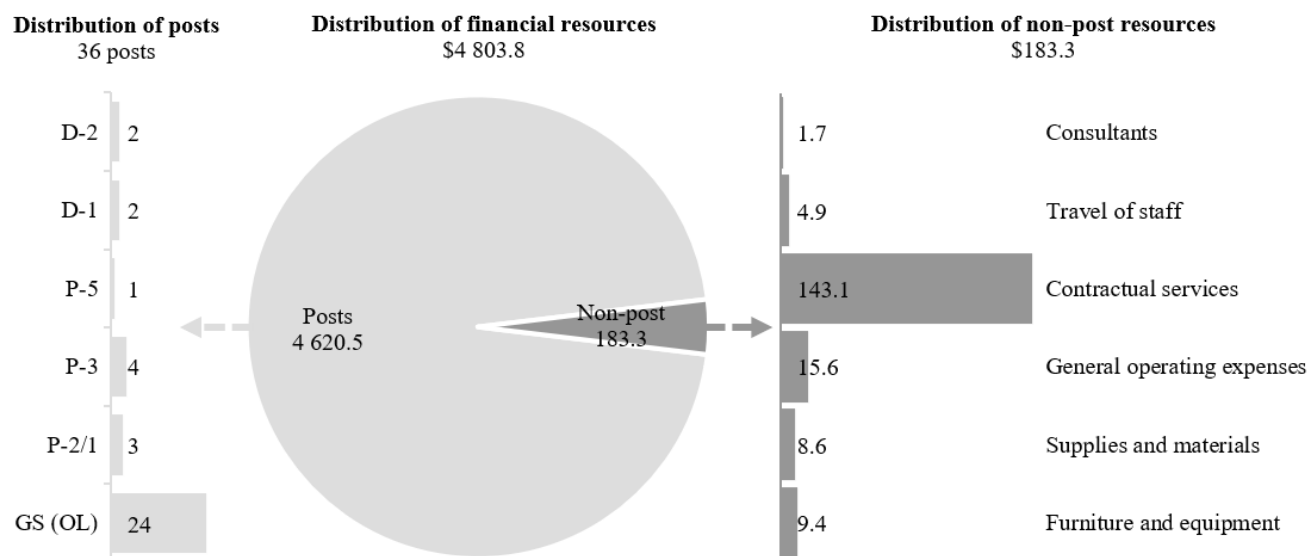
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	3 623.2	4 620.5	–	–	–	–	–	4 620.5
Non-post	119.6	216.2	(32.9)	–	–	(32.9)	(15.2)	183.3
Total	3 742.8	4 836.7	(32.9)	–	–	(32.9)	(0.7)	4 803.8
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		24	–	–	–	–	–	24
Total		36	–	–	–	–	–	36

Figure 29B.XVI

Subprogramme 2, component 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Component 2
Uniformed capabilities support**

29B.126 The proposed regular budget resources for 2025 amount to \$337,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.39 and figure 29B.XVII.

Table 29B.39

Subprogramme 2, component 2: evolution of financial and post resources

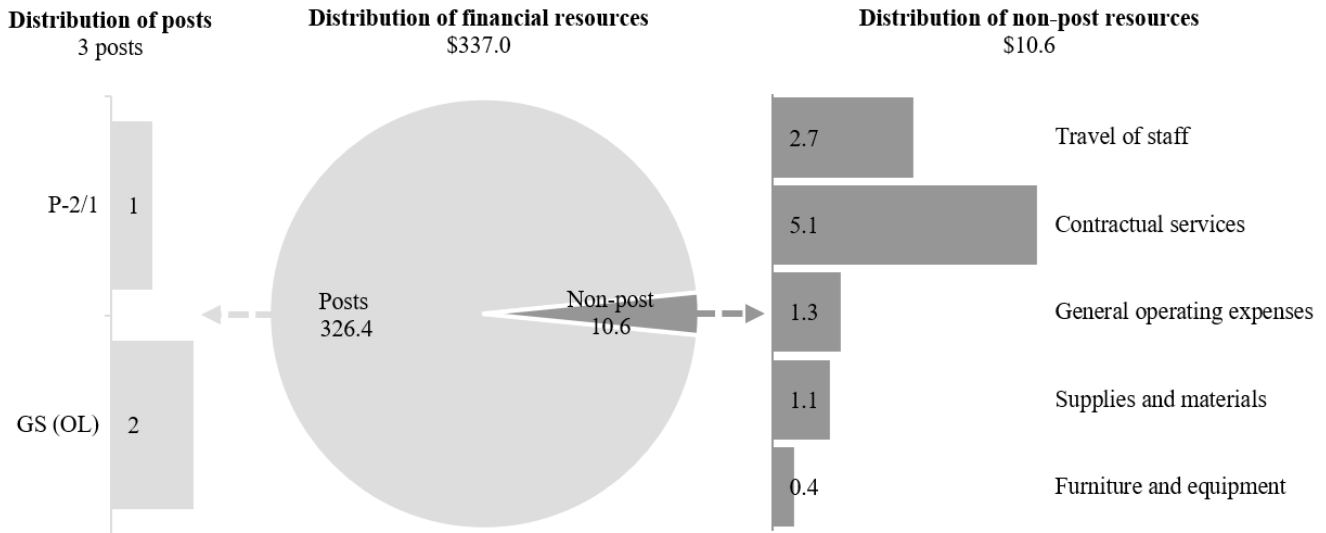
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	354.6	326.4	–	–	–	–	326.4
Non-post	10.1	10.6	–	–	–	–	10.6
Total	364.7	337.0	–	–	–	–	337.0
Post resources by category							
Professional and higher		1	–	–	–	–	1
General Service and related		2	–	–	–	–	2
Total		3	–	–	–	–	3

Figure 29B.XVII

Subprogramme 2, component 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Special activities**

29B.127 The proposed regular budget resources for 2025 amount to \$1,208,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.40 and figure 29B.XVIII.

Table 29B.40

Subprogramme 3: evolution of financial and post resources

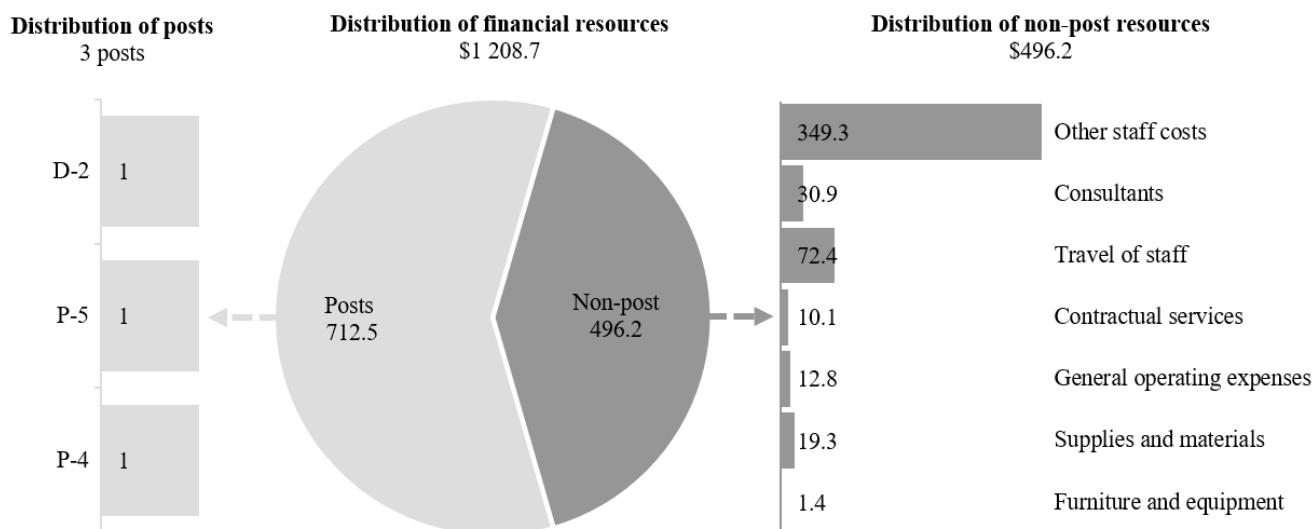
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	598.0	712.5	–	–	–	–	–	712.5	
Non-post	531.5	496.2	–	–	–	–	–	496.2	
Total	1 129.5	1 208.7	–	–	–	–	–	1 208.7	
Post resources by category									
Professional and higher		3	–	–	–	–	–	3	
Total		3	–	–	–	–	–	3	

Figure 29B.XVIII

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Administration, New York**

29B.128 The proposed regular budget resources for 2025 amount to \$71,978,100 and reflect a decrease of \$300,900 compared with the approved budget for 2024. The proposed change is explained in paragraphs 29B.109 (b), 29B.110 and 29B.111 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.41 and figure 29B.XIX.

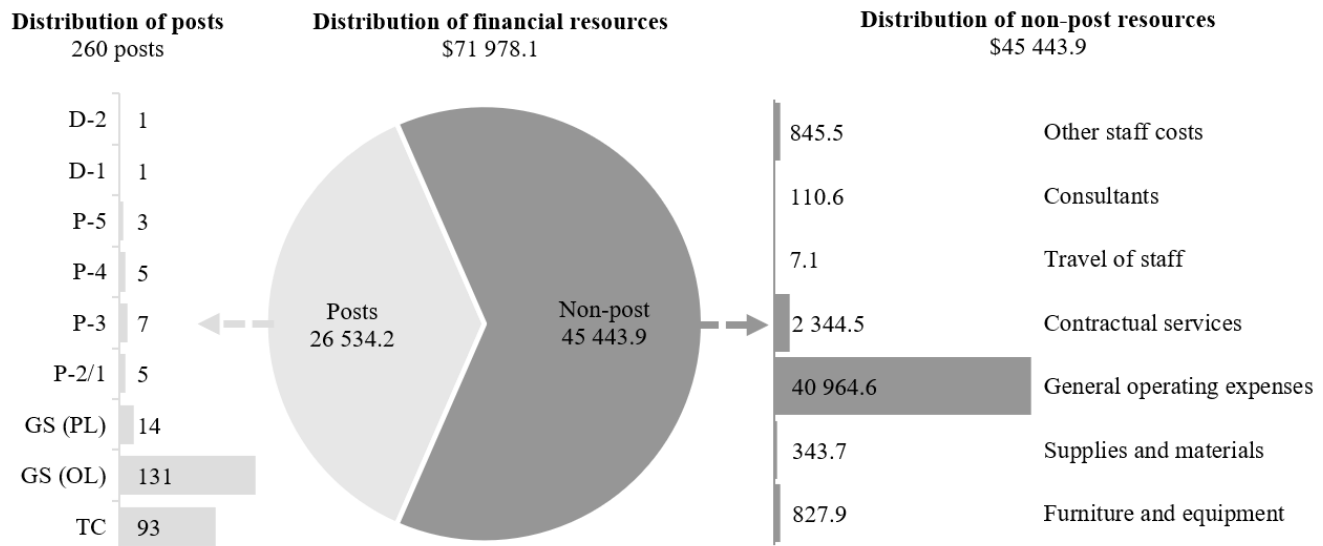
Table 29B.41

Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	26 051.9	26 465.2	69.0	–	–	69.0	0.3	26 534.2	
Non-post	47 379.3	45 813.8	(526.1)	71.0	85.2	(369.9)	(0.8)	45 443.9	
Total	73 431.2	72 279.0	(457.1)	71.0	85.2	(300.9)	(0.4)	71 978.1	
Post resources by category									
Professional and higher		22	–	–	–	–	–	22	
General Service and related		238	–	–	–	–	–	238	
Total		260	–	–	–	–	–	260	

Figure 29B.XIX
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Programme support

29B.129 The proposed regular budget resources for 2025 amount to \$2,062,900 and reflect an increase of \$91,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 29B.109 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29B.42 and figure 29B.XX.

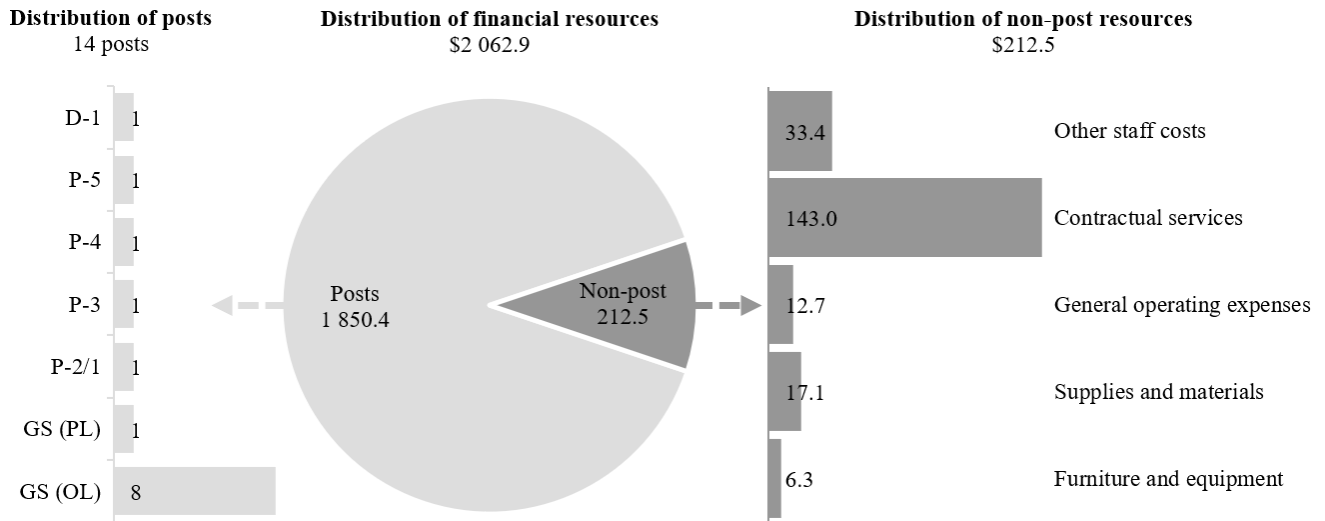
Table 29B.42
Programme support: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 444.2	1 758.9	91.5	–	–	91.5	5.2	1 850.4
Non-post	97.5	212.5	–	–	–	–	–	212.5
Total	1 541.6	1 971.4	91.5	–	–	91.5	4.6	2 062.9
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
General Service and related		9	–	–	–	–	–	9
Total		14	–	–	–	–	–	14

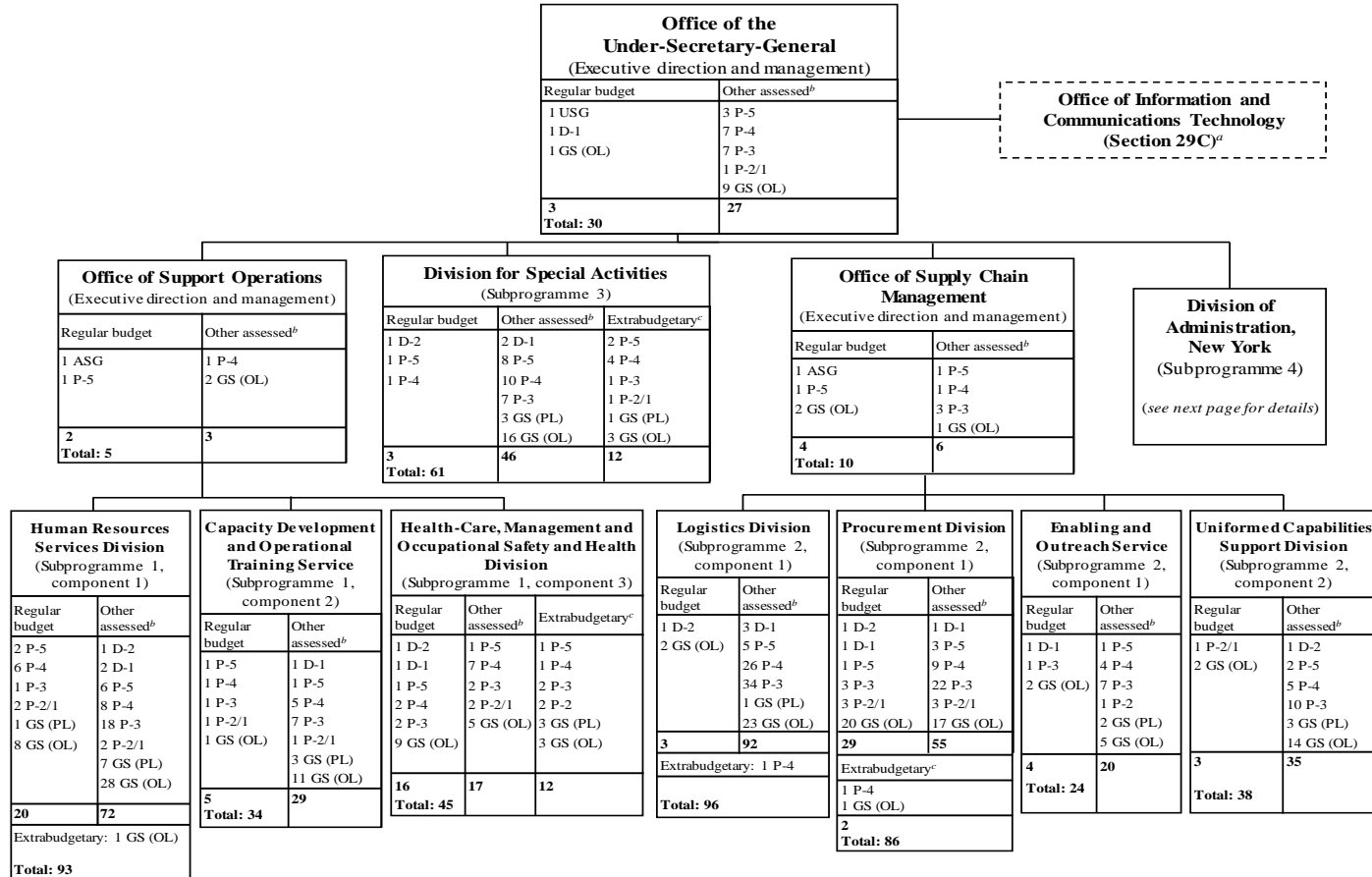
Figure 29B.XX

Programme support: distribution of proposed resources for 2025 (before recosting)

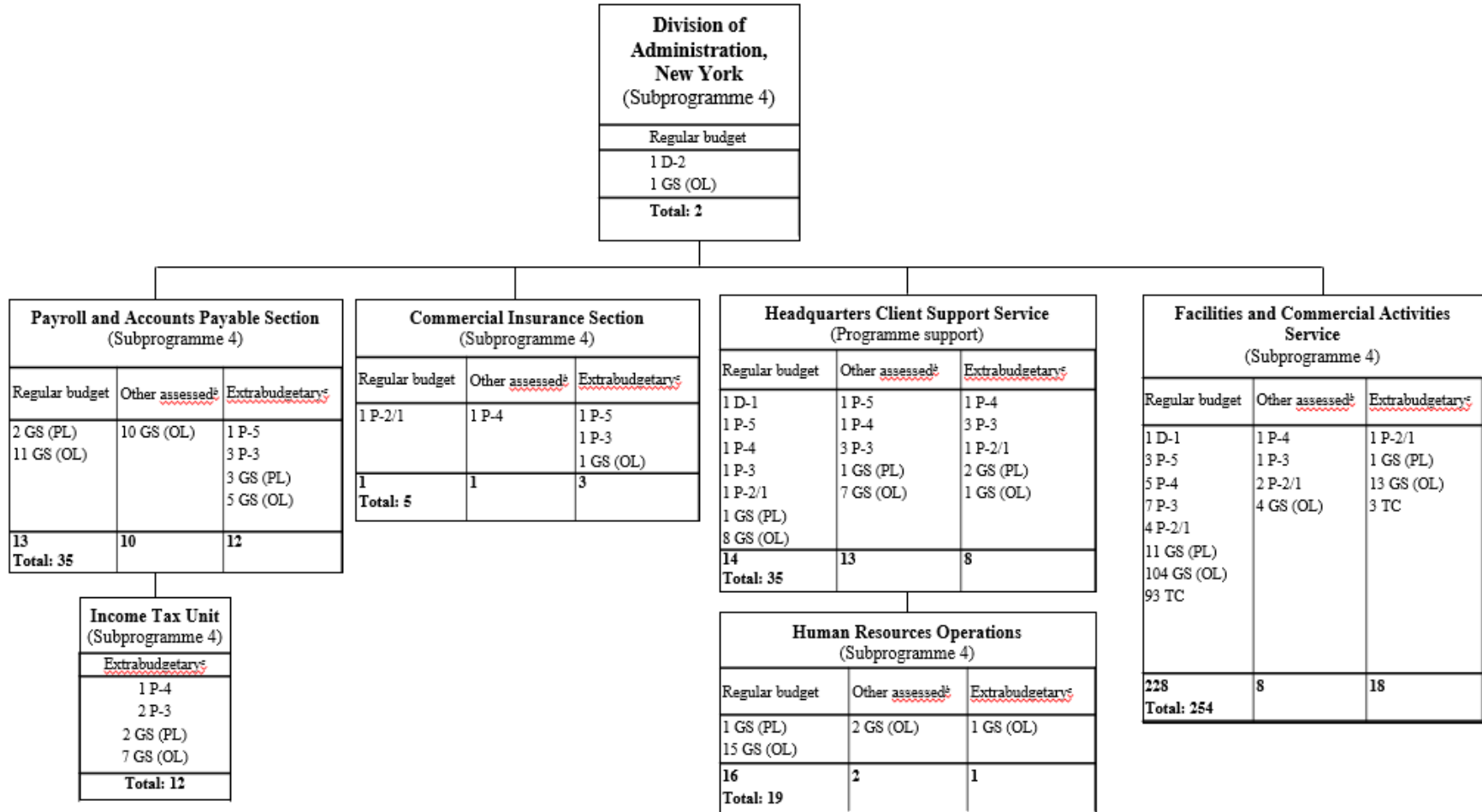
(Number of posts/thousands of United States dollars)



Organizational structure and post distribution for 2025



Organizational structure and post distribution for 2025 (continued)



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); OA, other assessed; RB, regular budget; TC, Trades and Crafts; USG, Under-Secretary-General.

^a Dual reporting to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support.

^b Other assessed resources are based on those proposed for the period 2024/25 (see [A/78/746](#)).

^c Extrabudgetary resources are based on the estimate for 2025.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VIII

Common support services

Section 29C

Office of Information and Communications Technology

Programme 25

Management and support services

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 29C.1 The Office of Information and Communications Technology is responsible for the delivery of information and communications technology (ICT) in the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [63/262](#) and [72/266](#) B.

Strategy and external factors for 2025

- 29C.2 In 2025, the Office will continue to implement programmes that support the strategic goals of ensuring an environment where interoperability allows information to flow effectively throughout the Organization, facilitating coherent and integrated mandate implementation, where ICT is leveraged as a critical operational and strategic enabler for the work of the United Nations and where the Organization is protected from rapidly escalating threats to ICT security.
- 29C.3 Almost every aspect of the work undertaken in the United Nations relies on technology. The Office continues to provide resilient and secure global network and ICT systems, platforms and applications that enable collaboration and communication across the Secretariat and throughout the wider United Nations common system. As a principle of management reform, a balance between centrally provided enterprise services and solutions and those provided closest to the point of delivery is critical. In 2025, the Office will ensure that ICT operational capabilities are preserved, secured and resilient. The Office will also support mandate delivery by Secretariat entities through the development and deployment of innovative technologies and data services and solutions that facilitate their programmatic delivery.
- 29C.4 As demonstrated during the move to remote working arrangements during the coronavirus disease (COVID-19) pandemic, the adoption of enterprise platforms that are cloud-based, where United Nations personnel can collaborate and connect regardless of their location, proved critical for the Organization as it adapted to new ways of working. The shift to enterprise platforms from legacy applications will continue, leading to a more cohesive, coherent and resilient ICT ecosystem, as will the shift to cloud-based services. As these services evolve and become ubiquitous, they will be combined with innovative and frontier technologies to provide a more effective user experience and increased interoperability. It should be noted, however, that the increased use of technology exposes the United Nations to additional risks and threats. The Office will therefore continue to adopt a balanced approach, taking into account policy, people, ICT security and operational delivery.
- 29C.5 In the specific context of ICT security, which forms one of the core areas of the Office's work, challenges continue to grow in scale, pervasiveness and complexity. In response, the Office has initiated the deployment of proactive threat-hunting capabilities to replace the reactive intrusion detection systems that were used previously. This transition was designed to reduce reliance on outsourced services and strengthen internal capacity, while a clear focus is kept on United Nations operations. Other key initiatives requiring significant effort are also under way, including network segmentation, which is instrumental in containing threats and limiting the impact of successful attacks, the upgrade of various security solutions to protect end user devices, digital identities and cloud-based services, and increased interactive awareness campaigns.
- 29C.6 The Office will support efforts to transform the Organization into one that more effectively uses data and information to support decision-making and inform strategic direction. This work will be aligned with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, as one component of the Secretary-General's "quintet of change". The effective use of data across the

Secretariat requires cross-cutting efforts, with the Office leading any such efforts relating to technology and the establishment of services and capacities that support the use of data in advancing the programmes of the Organization. While contributing to many of the related work streams, the Office will take the lead in the creation of technology enablers that support the exchange, reconciliation, storage and governance of data. Analytics and data solutions will also continue to be implemented, and associated standards and architecture will be formulated to achieve a consistent approach to data. Efforts will be made to improve the use of data at both the strategic and the tactical levels, with enterprise reporting as a complement to self-service reporting at the point of delivery. The Office will also support areas such as policy formulation and the governance of information management. The continued shift to cloud-based services will also be instrumental to the implementation of the Data Strategy, because such services reduce barriers to combining and sharing data, and enable multiple entities within the Secretariat, as well as Member States and partners, to contribute to and improve data sets in all areas of United Nations work.

- 29C.7 Innovation is one of the Office's core areas of work, and the Office will continue to provide access to technologies that can support a wide range of needs across the United Nations. Frontier technologies, such as artificial intelligence, blockchain and computer vision, will support the work of the Organization and mandate delivery globally, through, for example, the use of machine-learning computer systems to reduce manual work. Conversational artificial intelligence has already been applied to ensure more intuitive and efficient access to information. These solutions are designed to be foundational, to ensure that they can be integrated into the various systems in use across the Organization.
- 29C.8 The Office will advance its work in digital transformation, strengthening project and programme management to ensure that all ICT- and data-related projects are implemented in accordance with prevailing industry project and programme management methodologies. The Office will also strengthen relationships with partners both within the Secretariat and externally.
- 29C.9 With regard to inter-agency coordination and liaison, the Office will continue to collaborate with agencies, funds and programmes. This will be done through the United Nations System Chief Executives Board for Coordination Digital and Technology Network, which is co-chaired by the Assistant Secretary-General/Chief Information Technology Officer and serves as a mechanism to collaborate, harmonize and explore possibilities for shared ICT services. The Office will also continue to ensure access to Secretariat platforms for personnel from United Nations agencies, funds and programmes, in order to facilitate collaboration across the larger United Nations common system and support coherence in mandate delivery.
- 29C.10 With regard to external factors, the Office considered applicable risks identified in its risk register, and, accordingly, the overall plan for 2025 is based on the planning assumption that there will be adequate voluntary contributions to complement regular budget resources to carry out the activities of the Office.
- 29C.11 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Office will continue to coordinate and host events, both virtual and in-person, to promote women in technology within the Secretariat and to highlight the contributions of women to mandate delivery across all programmes.
- 29C.12 In line with the United Nations Disability Inclusion Strategy, the Office will continue to improve the accessibility of enterprise applications and public information websites for persons with disabilities, including by adding functionality to, remediating or configuring existing websites and applications in accordance with the established Accessibility Guidelines for United Nations Websites.

Legislative mandates

- 29C.13 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

<p>63/262</p> <p>69/262, sect. II</p> <p>70/248 A, sect. V</p>	<p>Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity</p> <p>Questions relating to the programme budget for the biennium 2014–2015: information and communications technology in the United Nations</p> <p>Special subjects relating to the proposed programme budget for the biennium 2016–2017: information and communications technology in the United Nations</p>	<p>71/272 B, sect. III</p> <p>72/262 C, sect. I</p>	<p>Special subjects relating to the programme budget for the biennium 2016–2017: status of implementation of the information and communications technology strategy for the United Nations</p> <p>Special subjects relating to the programme budget for the biennium 2018–2019: status of implementation of the information and communications technology strategy for the United Nations</p>
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Deliverables

29C.14 Table 29C.1 lists all cross-cutting deliverables of the programme.

Table 29C.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	–	1	–
1. Report of the Secretary-General on the status of implementation of the information and communications technology strategy for the United Nations	1	–	1	–
Substantive services for meetings (number of three-hour meetings)	5	3	5	3
Meetings of:				
2. The Fifth Committee	2	1	2	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	2	1	2	1

Evaluation activities

29C.15 The following evaluations to be conducted by the Office are planned for 2025:

- (a) Evaluation of completed mandatory ICT security trainings, performance of fake phishing exercises and ICT security incidents affecting end users;
- (b) Evaluation of cloud resources, with a focus on consolidation and optimization to enhance cost monitoring and reporting, closely aligned with Organizational needs through effective information management.

Programme of work

**Subprogramme 1
 Strategy and technology innovation**

Objective

29C.16 The objective, to which this subprogramme contributes, is to enhance an innovative, secure, unified digital space for the United Nations.

Strategy

- 29C.17 To contribute to the objective, the subprogramme will continue to focus on the establishment of strategies, policies and governance, including the development of technology strategies aligned with the Organization's priorities, the establishment of technical procedures and guidelines, and a review of standards and architecture. Specifically, the subprogramme will:
- (a) Provide advisory services covering information technology, innovation, and data and information management;
 - (b) Develop technology road maps to envisage and define how United Nations technologies should be implemented in support of the core mandates of the United Nations (see General Assembly resolution 69/292, sect. II, preambular paragraph 3), taking into account organizational needs, as well as strategic direction and innovation;
 - (c) Work closely with United Nations clients to identify their key data, information and technology requirements or challenges and, in close collaboration with internal and external partners, provide innovative, integrated and secure technology solutions, such as artificial intelligence, machine learning and distributed ledger technology, and an enabling environment to meet clients' needs;
 - (d) Support United Nations entities in reducing the level of risk to the image, resources, data, operations and safety of the personnel and assets of the United Nations and ensure that information security risks do not hamper efforts to implement United Nations mandates or adversely affect support to Member States, through the provision of specific security guidance, the performance of system security reviews and the conduct of information security awareness training;
 - (e) Promote information security campaigns and the use of advanced security features, support and implement security measures, and strengthen proactive threat management capabilities;
 - (f) Promote the effective use of data, facilitate access to data across the Organization by leveraging modern technology, strengthen data literacy by co-leading the implementation of the Data Strategy of the Secretary-General and govern information and data management.
- 29C.18 The above-mentioned work is expected to result in:
- (a) Better awareness of innovation techniques and new technologies, and increased capacity for Secretariat entities to deliver on mandates;
 - (b) Strengthened resilience of the Organization, better end user awareness of information security threats and reduced exposure of the digital data and infrastructure of the United Nations to various security threats;
 - (c) Integrated, secure and innovative use of information and data by United Nations entities;
 - (d) A coherent ICT landscape in the Secretariat through compliance with policies, procedures and guidelines, as well as common standards, strategies and architecture.

Programme performance in 2023

Digital transformation enabled by the use of open-source systems

- 29C.19 The open-source paradigm is based on the idea that content reuse need not stop at organizational boundaries. By sharing source code freely under a licence that permits copying, modification and redistribution, open-source projects allow collaborative development that benefits a larger community. The subprogramme focuses on creating increasingly open and accessible systems for the United Nations that can provide the capacity to advance its mandate.
- 29C.20 The subprogramme implemented an open-source strategy focusing on three pillars: (a) building a strong policy framework for the governed and safe use of open-source systems; (b) building the internal capacity of United Nations personnel; and (c) building necessary technologies, including repositories to disseminate open-source code with the wide open-source community.

Table 29C.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Adoption of open-source use by leveraging contributions to United Nations projects from external open-source communities	United Nations intellectual property safeguarded, and the security of published open-source software enabled by comprehensive policies

Planned results for 2025

Result 1: enhanced management of the Organization’s master data

Programme performance in 2023 and target for 2025

- 29C.21 The subprogramme’s work contributed to a common understanding of the management and use of master data, with departments and offices having access to authoritative master data sets through a master data registry, which met the planned target.
- 29C.22 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29C.3).

Table 29C.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Assessment of the status of master data in the Organization to identify departments’ master data sets	A common understanding of the management and use of master data by bringing together master data focal points from different entities Commencement of the development of a pilot master data registry	Departments and offices have access to a master data registry with improved master data that have been assessed to ensure consistency and accuracy, minimizing duplication and enabling a common understanding of the use of data	Strengthened technical capabilities for master data management are embedded in the enterprise data architecture Pilot environment available to strengthens clients’ master data management capabilities	Authoritative master data sets from two business domains are streamlined and accessible to Secretariat users from a central hub in line with the enterprise data architecture

Result 2: advance mandate implementation through partnerships on innovative technology

Programme performance in 2023 and target for 2025

- 29C.23 The subprogramme’s work contributed to the Joint United Nations Programme on HIV/AIDS using two new technology solutions developed by young innovators to raise awareness of HIV/AIDS, and to strengthened engagement across the United Nations system on digital transformation and innovation through a joint declaration with the International Telecommunications Union covering several areas, including emerging technologies and innovation for digital inclusion, which met the planned target.
- 29C.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29C.4).

Table 29C.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	<p>Member States have access to financial intelligence through the strengthening by United Nations entities of their ability to collect, analyse and share intelligence</p> <p>Innovators from the general public submitted concepts on open-source software solutions for Sustainable Development Goals 4 and 11 through open innovation competitions in partnership with the European Commission</p>	<p>The Joint United Nations Programme on HIV/AIDS makes use of two new technology solutions developed by young innovators to raise awareness of HIV/AIDS</p> <p>Strengthened engagement across the United Nations system through a joint declaration with the International Telecommunications Union on digital transformation and innovation issues</p>	<p>Strengthened response and reduction in technological gaps for the just transitions in vulnerable places project in support of Sustainable Development Goal 11, through joint private-public partnerships and United Nations inter-agency mechanisms</p>	<p>Member States, the Secretariat, innovators and open-source leaders share knowledge and best practices on the use of open-source technologies for sustainable development</p>

Result 3: enhanced effectiveness in mandate delivery by leveraging generative artificial intelligence

Proposed programme plan for 2025

29C.25 The General Assembly has repeatedly recognized the potential of ICT and digital transformation to achieve the 2030 Agenda for Sustainable Development and other internationally agreed development goals. In its resolution [78/132](#), the Assembly stressed the need to better realize the benefits and address the challenges of artificial intelligence. The subprogramme has been supporting entities in strengthening their mandate delivery through innovative technology solutions, including generative artificial intelligence. For instance, the subprogramme initiated work to securely connect non-sensitive United Nations data to large language models to enable the automated generation of content and insights. To build awareness and ensure the responsible use of artificial intelligence, the subprogramme delivered a new course on generative artificial intelligence and issued initial guidance on its use and risks.

Lessons learned and planned change

29C.26 The lesson for the subprogramme was that early engagement with entities is critical for the successful deployment of new technology solutions, as it enables identification of the necessary skills and capacity and ensures that critical governance requirements are in place prior to the deployment of solutions. In applying the lesson, the subprogramme will develop further guidance and instruments and provide training for staff and personnel and will support United Nations entities in deploying solutions such as generative artificial intelligence to strengthen their mandate delivery.

29C.27 Expected progress towards the objective is presented in the performance measure below (see table 29C.5).

Table 29C.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Staff have access to initial guidance on and training on generative artificial intelligence	Three entities process documents more efficiently through the use of generative artificial intelligence for strengthened mandate delivery	Five additional entities process documents more efficiently through the use of generative artificial intelligence for strengthened mandate delivery

Deliverables

29C.28 Table 29C.6 lists all deliverables of the subprogramme.

Table 29C.6
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Information and communications technology: ICT and information management policies and standards; enterprise architecture, ICT risks and compliance oversight mechanism; analytics and innovation guidelines for oversight and accountability; analytics and frontier technology solutions accessible to Secretariat entities; repeatable technology solutions and conversational artificial intelligence solutions; expert advice to Secretariat entities on information management; policies and procedures for data privacy and mechanisms for oversight of adherence to data privacy principles; disaster recovery plan for critical systems; and information security framework across Secretariat entities, comprising a framework document on information security and security assessment of systems and entities.

Subprogramme 2 Operations support

Objective

29C.29 The objective, to which this subprogramme contributes, is to achieve an optimized ICT infrastructure and technology environment for all United Nations entities, within which the Organization’s global technology solutions, systems and applications are used securely and in an intuitive manner.

Strategy

29C.30 To contribute to the objective, the subprogramme will continue to implement and upgrade enterprise systems and infrastructure to enable the Secretariat and Member States to effectively deliver on the Organization’s work. Specifically, the subprogramme will:

- (a) Implement global enterprise solutions that provide users with a single place to meet, communicate, share files and collaborate within the larger United Nations common system;
- (b) Enable enterprise systems and infrastructure to operationalize the Data Strategy of the Secretary-General by implementing self-service analytics and other advanced analytics tools;

- (c) Implement and support data-driven initiatives, such as the Unite Aware technology platform, which will continue to be rolled out globally and will support data-driven decision-making by senior management in peace operations and enable situational awareness;
- (d) Promote and extend the utilization of geographic information systems services;
- (e) Implement an effective blend of hosting, which is transforming how the Organization hosts its data and applications, and consolidate the Organization's data, primarily in a United Nations-managed computing environment;
- (f) Create a cross-cutting client service desk approach to provide support for ICT services as well as enterprise applications such as Umoja, Inspira and Unite Mail;
- (g) Provide broadcast, audiovisual and conferencing technologies to support intergovernmental meetings as well as the work of Secretariat entities.

29C.31 The above-mentioned work is expected to result in:

- (a) The facilitation of mandate delivery by Secretariat entities by means of modern, resilient and secure global ICT infrastructure and services;
- (b) Greater collaboration across the United Nations common system that supports the Secretariat in the execution of its mandates with greater agility;
- (c) A modern and secure technology environment that provides simplified access to the Organization's data and serves as the foundation for the Data Strategy of the Secretary-General;
- (d) A highly capable workforce that is familiar with the systems and processes and derives insights and information that support data-driven decision-making;
- (e) Timely resolution of incidents and service requests, with end users expressing increased satisfaction with ICT enterprise services, which serves to increase engagement and communication with clients;
- (f) Improvements in the access to intergovernmental meetings, including in respect of remote participation, the access of Secretariat services to verbatim report-writing and translation, and the access of other audiences to interpretation, broadcasting and webcasting capabilities.

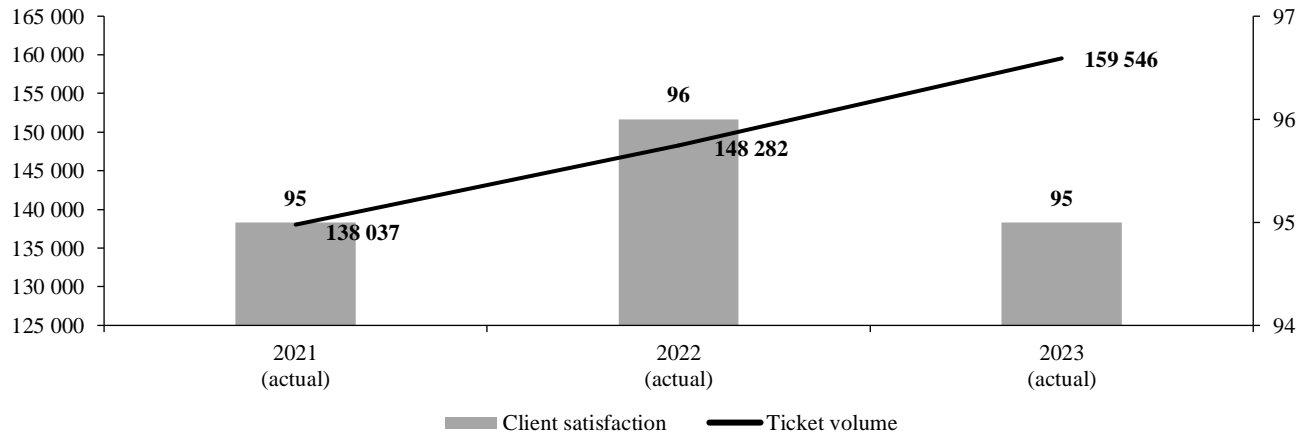
Programme performance in 2023

Unite Service Desk that meets client needs and satisfaction

29C.32 The Unite Service Desk remains critical to enable the work of United Nations personnel, providing support for enterprise applications such as Umoja, Unite Mail, SharePoint and Teams, as well as other ICT services across the Secretariat. In 2023, the subprogramme continued to ensure that the levels of client service delivery remained high by ensuring the prompt resolution of issues, proactive follow-up with client-centric engagement and an ongoing analysis of client feedback to refine the service offering. The subprogramme has undertaken an assessment of the current configuration of the Unite Service Desk to explore and implement the most effective modality for service delivery and maintain a high client satisfaction rate, taking into consideration the increasing work volume each year. As a result of the assessment, a more streamlined, optimized and fit-for-purpose service offering is sought that will ensure that service delivery is both effective and efficient, utilizing the global footprint of the Secretariat.

29C.33 Progress towards the objective is presented in the performance measure below (see figure 29C.I).

Figure 29C.I
Performance measure: rate of client satisfaction with services delivered (annual)
 (Percentage)



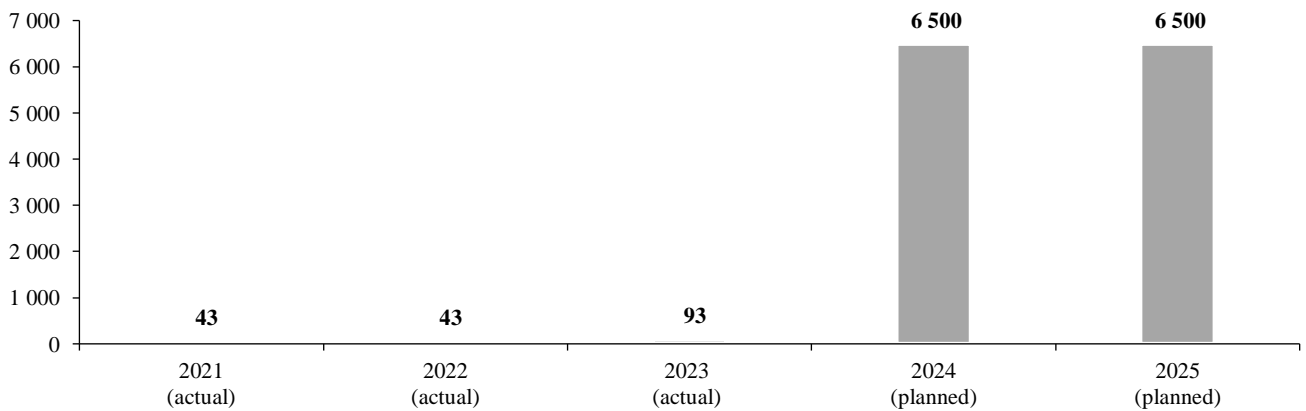
Planned results for 2025

Result 1: modernization of voice communications

Programme performance in 2023 and target for 2025

- 29C.34 The subprogramme contributed to 50 additional users with access to desktop telephone services using Teams, which did not meet the planned target of 6,500 users. The target was not met owing to the additional information required to obtain the relevant approvals from the ICT governance mechanisms.
- 29C.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29C.II).

Figure 29C.II
Performance measure: number of users with access to desktop telephone services using Teams (cumulative)



Result 2: improved wireless infrastructure coverage for delegates and staff at United Nations Headquarters

Programme performance in 2023 and target for 2025

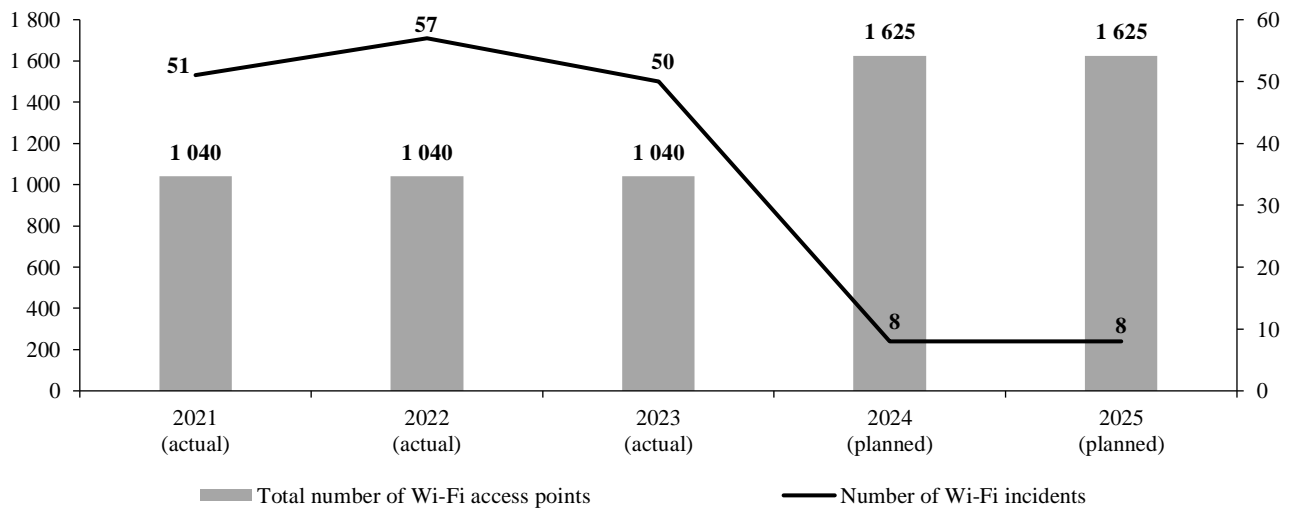
- 29C.36 The subprogramme contributed to the cumulative total installation of 1,193 Wi-Fi access points and reductions in Wi-Fi incidents to 50 incidents, which did not meet the planned targets of 1,625 Wi-Fi access points and 42 Wi-Fi incidents. The target for access points was not met owing largely to

competing priorities stemming from ageing equipment, necessitating the prioritization of installations in critical and high-traffic areas such as the General Assembly Hall and the major conference rooms (1, 2 and 4). The target for Wi-Fi incidents was not met owing to increased reports of issues regarding ageing access points across the United Nations premises.

29C.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29C.III).

Figure 29C.III

Performance measure: increased number of Wi-Fi access points results in a decrease in the number of Wi-Fi incidents



Result 3: strengthened governance of technologies that support intergovernmental meetings

Proposed programme plan for 2025

29C.38 The subprogramme provides broadcast and conferencing technology services to facilitate intergovernmental meetings at Headquarters and supports the technical infrastructure that facilitates the delivery of broadcast content. The subprogramme additionally provides similar services throughout the Secretariat. Systems managed through the subprogramme include audiovisual equipment, sound reinforcement systems, video production and distribution systems, digital signage and, crucially, the conference management and simultaneous interpretation system.

Lessons learned and planned change

29C.39 The lesson for the subprogramme, as ageing equipment approaches replacement, was to prioritize consistency, interoperability and scalability across communication, conferencing and broadcast technologies. In the absence of a standardized architecture, these systems may not work together seamlessly, which could lead to communication challenges, inefficiencies and technical issues. In applying the lesson, the subprogramme will establish a task force that will take the lead in the creation of a global technology architecture and framework for broadcast and conferencing in the Secretariat.

29C.40 Expected progress towards the objective is presented in the performance measure below (see table 29C.7).

Table 29C.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Each entity seeks technical clearance from the Office for non-standard local technology purchases	Secretariat entities nominate members for the working group on broadcasting and conferencing interoperability	The working group establishes the global architecture, as well as related standards and guidelines on broadcasting and conferencing, to guide future technology investments	Broadcast and conferencing technologies are standardized, interoperable and resilient as Secretariat entities adhere to the global architecture and framework for all technology investments in broadcasting and conferencing

Deliverables

29C.41 Table 29C.8 lists all deliverables of the subprogramme.

Table 29C.8
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Conference and secretariat services for meetings (number of three-hour meetings) ^a	12 700	8 478	12 700	12 700
Meetings of intergovernmental and expert bodies	12 700	8 478	12 700	12 700
E. Enabling deliverables				
Information and communications technology: hardware and infrastructure, and software and applications.				

^a The Broadcast and Conference Support Section of the Office of Information and Communications Technology facilitates meeting services for intergovernmental meetings in New York only.

Subprogramme 3 Enterprise solutions

Objective

29C.42 The objective, to which this subprogramme contributes, is to ensure the effective and efficient implementation of programmatic mandates by Secretariat entities.

Strategy

29C.43 To contribute to the objective, the subprogramme will:

- (a) Continue to develop bespoke software solutions that support mandate delivery and the Sustainable Development Goals by partnering with Secretariat entities and leveraging emerging technologies to meet evolving challenges and mandates;

- (b) Actively support the digital transformation of the Secretariat by designing process automation and knowledge management solutions for departments and offices;
- (c) Implement the Data Strategy of the Secretary-General by delivering technical solutions for data exchange between systems through an enterprise platform;
- (d) Enhance identity management by leveraging cloud technology, upgrade service management solutions, enhance talent management, manage the United Nations safety and security information systems, and design and operate the enterprise web content management platform.

29C.44 The above-mentioned work is expected to result in:

- (a) Facilitation of contributions to the Sustainable Development Goals through technology solutions, as articulated by programmatic mandates;
- (b) Enriched functionality for uniformed capabilities management;
- (c) Faster automation of administrative support processes;
- (d) Expanded data-sharing between and among the Organization’s stakeholders, coordination and cooperation within and across the Secretariat and the broader United Nations system;
- (e) Faster recruitment process for the Secretariat;
- (f) Increased availability of information for professional security officers to perform their duties of protecting United Nations personnel across the United Nations system;
- (g) Public information websites compliant with the Secretariat’s standards.

Programme performance in 2023

Harnessing low code for the digital transformation of the Organization

29C.45 Low code is a modern approach that enables non-specialist personnel to develop quick and small applications that make their work more efficient, while offering information technology specialists a rapid way of designing scalable enterprise solutions. When coupled with application programme interface management, a centralized mechanism for data-sharing among systems, it can boost the digital transformation of the Organization. The subprogramme ran a conference on low code and application programme interface management that was attended by 70 participants from 22 Secretariat entities and three United Nations agencies. The conference brought substantial benefits to the Secretariat by creating a cohesive community of low code developers to share knowledge, build capacity, avoid duplication and facilitate innovation, which contributed to making progress towards the objective by directly supporting the Secretary-General’s “quintet of change”.

29C.46 Progress towards the objective is presented in the performance measure below (see table 29C.9).

Table 29C.9

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Discovery and sharing with Secretariat entities of low code technology	Secretariat entities build capacity in low code development, facilitating the digital transformation of the Secretariat	A community of low code developers share knowledge, strengthen capacity, avoid duplication and facilitate innovation

Planned results for 2025

Result 1: enhanced standards, security, multilingualism and accessibility of United Nations public information websites

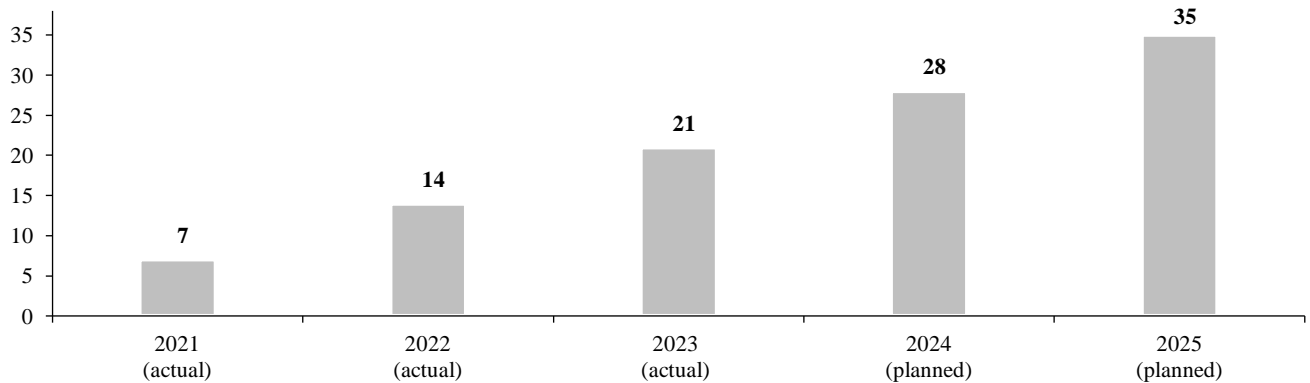
Programme performance in 2023 and target for 2025

29C.47 The subprogramme’s work contributed to onboarding seven additional websites to the Enterprise Content Management platform, including the United Nations careers portal, as well as websites related to international support measures for the least developed countries and the United Nations Decade of Action on Nutrition (2016–2025), which met the planned target.

29C.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29C.IV).

Figure 29C.IV

Performance measure: number of websites hosted on the Enterprise Content Management platform (cumulative)



Result 2: process automation and knowledge management solutions to support the digital transformation of the Secretariat

Programme performance in 2023 and target for 2025

29C.49 The subprogramme’s work contributed to automating three Secretariat business processes to centrally store 98,094 official status files of personnel, analyse and send 2,541,069 notifications of job openings to target candidates and compute accurately 135,434 telecommunication bills from 60 commercial vendors in field missions and at Headquarters. While these projects were not initially planned for 2023, the subprogramme took concerted efforts to deliver the three technology solutions given the needs of client departments.

29C.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29C.10).

Table 29C.10
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	<p>Centralized official status file in use by the Department of Operational Support and the United Nations Office at Nairobi</p> <p>Bot to analyse and send notifications of job openings to target candidates in use by hiring managers</p> <p>Accurate computation of commercial vendor telecommunication bills in use by field missions and at Headquarters</p>	<p>Three process automation or knowledge management solutions in place, in which departments make use of process automation tools to reduce processing time and paperwork and simplify workflows</p>	<p>Three additional process automation or knowledge management solutions in place, in which departments make use of process automation tools to reduce processing time and paperwork and simplify workflows</p>

Result 3: timely custom information technology solutions for mandate delivery

Proposed programme plan for 2025

29C.51 Mandate delivery by substantive entities is facilitated by information technology solutions that are developed by the subprogramme. For example, the e-TIR (Transports Internationaux Routiers) mobile application, developed for the Economic Commission for Europe and used by border customs officers and truck drivers to accelerate customs procedures across borders, promotes transparency and information-sharing among member States.

Lessons learned and planned change

29C.52 The lesson for the subprogramme was that the development of specific solutions requires robust understanding of the substantive mandates, which technology specialists often lack. In applying the lesson, the subprogramme will set up integrated project teams with programmatic entities early in the project life cycles to develop a thorough understanding of business needs and constraints, costs and schedules and propose the most appropriate technology solutions.

29C.53 Expected progress towards the objective is presented in the performance measure below (see table 29C.11).

Table 29C.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Making Cities Resilient 2030 campaign in use by the United Nations Office for Disaster Risk Reduction	Disaster risk resilience scorecard in use by the United Nations Office for Disaster Risk Reduction	Online solution for information and networking among uniformed women in use by the Department of Peace Operations and the Department of Political and Peacebuilding Affairs	Three additional custom information technology solutions available to support mandate delivery by Secretariat entities	Three additional custom information technology solutions available to support mandate delivery by Secretariat entities
Global Partnership on Marine Litter in use by the United Nations Environment Programme	Security Council resolution 2589 (2021) knowledge base in use by the Department of Peace Operations	Assessment tool to evaluate performance of private-public partnership projects in use by the Economic Commission for Europe, and an application to accelerate customs procedures across borders		
Data collection and analysis platform in use by the United Nations Office on Drugs and Crime	Plastic pollution CounterMEASURE II in use by the United Nations Environment Programme	Information management centre to report, validate and analyse programmatic activities in use by the Department of Global Communications		

Deliverables

29C.54 Table 29C.12 lists all deliverables of the subprogramme.

Table 29C.12
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Information and communications technology: content management solutions for the Secretariat; ongoing development and support for the enterprise web management platform, including security, standards and multilingualism compliance, used by Secretariat entities, field missions and permanent missions; enterprise talent and performance management solutions; integration with Azure; Umoja support, including uniformed capabilities management solution with enhanced functionality for statement of unit requirements, memorandums of understanding, claims and calculations, as well as supporting the Member State portal interface with uniformed capabilities management; support for service management solutions for approximately 25,500 users; safety and security solutions for 100,000 users; support for Security Council resolution 2605 (2021) by extending functionalities of the national police recruitment system to cover tour of duty, leave management, strength planning, project and budget management; expansion of misconduct and sexual exploitation and abuse ecosystem, inclusion of additional types of misconduct and consolidation of reporting; strengthened business intelligence capabilities to enhance strategic planning; roll-out of global vehicle acquisition system across United Nations entities; application integration mechanism used by 65 applications; solutions to support mandate delivery of programmatic entities.

B. Proposed post and non-post resource requirements for 2025

Overview

29C.55 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 29C.13 to 29C.15.

Table 29C.13

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	26 022.3	25 891.5	–	–	–	–	–	25 891.5	
Other staff costs	1 484.7	1 819.4	–	–	–	–	–	1 819.4	
Consultants	0.4	108.1	–	–	–	–	–	108.1	
Experts	109.3	–	–	–	–	–	–	–	
Travel of staff	127.5	157.7	–	–	–	–	–	157.7	
Contractual services	17 039.5	14 007.5	(152.6)	86.2	–	(66.4)	(0.5)	13 941.1	
General operating expenses	5 721.3	10 313.2	–	–	–	–	–	10 313.2	
Supplies and materials	20.6	68.7	–	–	–	–	–	68.7	
Furniture and equipment	3 771.7	1 489.3	–	–	–	–	–	1 489.3	
Improvement of premises	0.8	–	–	–	–	–	–	–	
Grants and contributions	7.2	–	–	–	–	–	–	–	
Other	0.6	–	–	–	–	–	–	–	
Total	54 305.8	53 855.4	(152.6)	86.2	–	(66.4)	(0.1)	53 789.0	

Table 29C.14

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	178	1 ASG, 1 D-2, 6 D-1, 16 P-5, 23 P-4, 35 P-3, 9 P-2/1, 16 GS (PL), 69 GS (OL), 2 LL
Post changes	–	–
Proposed for 2025	178	1 ASG, 1 D-2, 6 D-1, 16 P-5, 23 P-4, 35 P-3, 9 P-2/1, 16 GS (PL), 69 GS (OL), 2 LL

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; n/a, not applicable.

Table 29C.15
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved ^a	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
ASG	1	–	–	–	–	1	
D-2	1	–	–	–	–	1	
D-1	6	–	–	–	–	6	
P-5	16	–	–	–	–	16	
P-4	23	–	–	–	–	23	
P-3	35	–	–	–	–	35	
P-2/1	9	–	–	–	–	9	
Subtotal	91	–	–	–	–	91	
General Service and related							
GS (PL)	16	–	–	–	–	16	
GS (OL)	69	–	–	–	–	69	
LL	2	–	–	–	–	2	
Subtotal	87	–	–	–	–	87	
Total	178	–	–	–	–	178	

^a Includes one temporary post (P-4) under subprogramme 2.

29C.56 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 29C.16 to 29C.17 and figure 29C.V.

29C.57 As shown in tables 29C.16 (1) and 29C.17 (1), the overall resources proposed for 2025 amount to \$53,789,000 before recosting, reflecting a net decrease of \$66,400 (or 0.1 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and new and expanded mandates. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29C.16
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Executive direction and management	3 137.7	3 301.8	–	–	–	–	–	3 301.8	
B. Programme of work									
1. Strategy and technology innovation	10 724.7	10 557.9	–	–	–	–	–	10 557.9	

Part VIII Common support services

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
2. Operations support	24 803.7	24 299.8	(49.8)	86.2	–	36.4	0.1	24 336.2
3. Enterprise solutions	15 639.7	15 695.9	(102.8)	–	–	(102.8)	(0.7)	15 593.1
Subtotal, B	51 168.1	50 553.6	(152.6)	86.2	–	(66.4)	(0.1)	50 487.2
Subtotal, 1	54 305.8	53 855.4	(152.6)	86.2	–	(66.4)	(0.1)	53 789.0

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	–	47.3	(0.7)	(1.5)	46.6
B. Programme of work					
1. Strategy and technology innovation	2 584.6	2 352.0	(354.2)	(15.1)	1 997.8
2. Operations support	14 500.2	19 527.5	(839.6)	(4.3)	18 687.9
3. Enterprise solutions	13 857.8	15 002.8	(882.7)	(5.9)	14 120.1
Subtotal, B	30 942.6	36 882.3	(2 076.5)	(5.6)	34 805.8
Subtotal, 2	30 942.6	36 929.6	(2 077.2)	(5.6)	34 852.4

(3) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	2 112.0	3 037.5	–	–	3 037.5
B. Programme of work					
1. Strategy and technology innovation	3 098.1	3 186.7	(938.0)	(29.4)	2 248.7
2. Operations support	49 125.4	47 765.0	(1 088.7)	(2.3)	46 676.3
3. Enterprise solutions	17 175.5	15 217.5	–	–	15 217.5
Subtotal, B	69 399.0	66 169.2	(2 026.7)	(3.1)	64 142.5
Subtotal, 3	71 511.0	69 206.7	(2 026.7)	(2.9)	67 180.0
Total (1+2+3)	156 759.4	159 991.7	(4 170.2)	(2.6)	155 821.5

Table 29C.17

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component/subprogramme	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
A. Executive direction and management	19	–	–	–	–	19
B. Programme of work						
1. Strategy and technology innovation	35	–	–	–	–	35
2. Operations support	71	–	–	–	–	71
3. Enterprise solutions	53	–	–	–	–	53
Subtotal, B	159	–	–	–	–	159
Subtotal, 1	178	–	–	–	–	178

(2) Other assessed

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Strategy and technology innovation	4	–	4
2. Operations support	27	–	27
3. Enterprise solutions	21	–	21
Subtotal, B	52	–	52
Subtotal, 2	52	–	52

(3) Extrabudgetary

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Strategy and technology innovation	–	–	–
2. Operations support	13	–	13
3. Enterprise solutions	–	–	–
Subtotal, B	13	–	13
Subtotal, 3	13	–	13
Total (1+2+3)	243	–	243

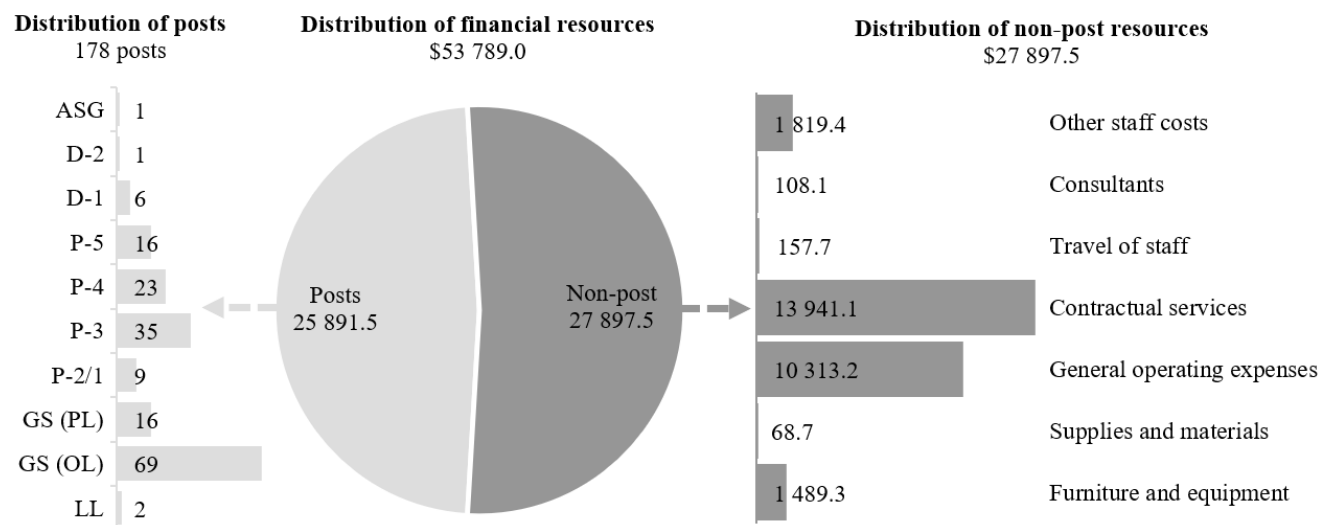
Table 29C.18
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	26 022.3	25 891.5	–	–	–	–	–	25 891.5
Non-post	28 283.6	27 963.9	(152.6)	86.2	–	(66.4)	(0.2)	27 897.5
Total	54 305.8	53 855.4	(152.6)	86.2	–	(66.4)	(0.1)	53 789.0
Post resources by category								
Professional and higher		91	–	–	–	–	–	91
General Service and related		87	–	–	–	–	–	87
Total		178	–	–	–	–	–	178

Figure 29C.V
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29C.58 As shown in table 29C.16 (1), resource changes reflect a decrease of \$152,600, as follows:

- (a) **Subprogramme 2, Operations support.** A decrease of \$49,800 under contractual services related to the removal of non-recurrent provisions for conference services for 2024 in support of: (i) implementation of the outcomes of the International Conferences on Financing for Development, pursuant to General Assembly resolution [78/231](#) (\$20,900); and (ii) the Ad Hoc Committee to Elaborate a Comprehensive International Convention on Countering the Use of

Information and Communications Technologies for Criminal Purposes, pursuant to Assembly resolution [75/282](#) (\$28,900);

- (b) **Subprogramme 3, Enterprise solutions.** A decrease of \$102,800 under contractual services related to the removal of non-recurrent provisions for 2024 in support of General Assembly decision 77/512, for the open-ended working group on security of and in the use of information and communications technologies 2021–2025, established pursuant to Assembly resolution [75/240](#).

New and expanded mandates

29C.59 As shown in table 29C.16 (1), resource changes reflect an increase of \$86,200, as follows:

Subprogramme 2, Operations support. The increase relates to additional requirements under contractual services for conference services in support of: (a) revitalization of the work of the General Assembly (\$46,400), pursuant to General resolution [77/335](#); (b) transparency in armaments (\$14,900), pursuant to Assembly resolution [77/69](#); and (c) further modalities of the Fourth International Conference on Financing for Development (\$24,900), pursuant to Assembly resolution [78/271](#).

Other assessed resources

29C.60 As reflected in tables 29C.16 (2) and 29C.17 (2), other assessed resources amount to \$34,852,400. The resources would complement regular budget resources and provide for the requirements indicated in report [A/78/746](#).

Extrabudgetary resources

29C.61 As reflected in tables 29C.16 (3) and 29C.17 (3), extrabudgetary resources amount to \$67,180,000 and would complement regular budget resources. The resources, which include funds recovered from United Nations Headquarters entities, peacekeeping operations and special political missions, together with voluntary contributions, would provide for 13 posts (1 P-4, 1 P-3, 2 General Service (Principal level) and 9 General Service (Other level)) and would be used to provide ICT services such as a personal computing core package, collaboration and communication tools, network access, a telephone system, service desk support for computers, and desktop and enterprise applications. Services would include the development and deployment of tailored technology solutions to support mandate delivery by substantive departments and offices, such as solutions that help to ensure the safety and security of United Nations system personnel, the training of uniformed personnel, rapid deployment, and public broadcasting and data analysis capabilities.

29C.62 The extrabudgetary resources are subject to the oversight of the Office of Information and Communications Technology, which has delegated authority from the Secretary-General.

Executive direction and management

29C.63 The executive direction and management component comprises the Office of the Assistant Secretary-General for Information and Communications Technology and the Enterprise Programme Management Section. In General Assembly resolutions [69/262](#), [70/248](#) and [71/272 B](#), the central authority of the Chief Information Technology Officer was reaffirmed and strengthened with regard to information security and the overall direction and performance of ICT activities within the Organization.

29C.64 The main responsibilities of the executive direction and management component include:

- (a) Provision of overall strategic direction and central leadership for the establishment and implementation of Organization-wide ICT;

- (b) Planning and coordination of ICT activities Secretariat-wide, including infrastructure and enterprise systems, with a view to achieving coherence and coordination in the area of ICT within the work of the United Nations and between the Secretariat and funds, programmes and specialized agencies of the Organization;
- (c) Provision of overall strategic planning and management and coordination of the work of the internal organizational units.

29C.65 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office of Information and Communications Technology is integrating environmental management practices into its operations. The Office will continue to provide departments and offices with solutions to support the achievement of the Goals and will continue to reduce its infrastructure footprint in data centres by moving to the cloud, thus reducing its environmental impact.

29C.66 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29C.19. The Office continues to make efforts to fully comply with the advance purchase policy directive and has taken a number of steps to ensure that air travel is booked as early as possible. Travel requests that do not meet the two-week timeline are directed to the Head of Office for validation of mitigating circumstances before final review and approval. Owing in part to the implementation of such measures, the rate of compliance has considerably increased since 2021. Regarding submission of parliamentary documentation, the Office plans to submit in 2024 the report of the Secretary-General on the status of implementation of the ICT strategy for the United Nations.

Table 29C.19

Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	n/a	n/a	n/a	100	n/a
Air tickets purchased at least two weeks before the commencement of travel	63	72	84	100	100

29C.67 The proposed regular budget resources for 2025 amount to \$3,301,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29C.20 and figure 29C.VI.

Table 29C.20

Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 399.4	2 532.9	–	–	–	–	2 532.9
Non-post	738.3	768.9	–	–	–	–	768.9
Total	3 137.7	3 301.8	–	–	–	–	3 301.8

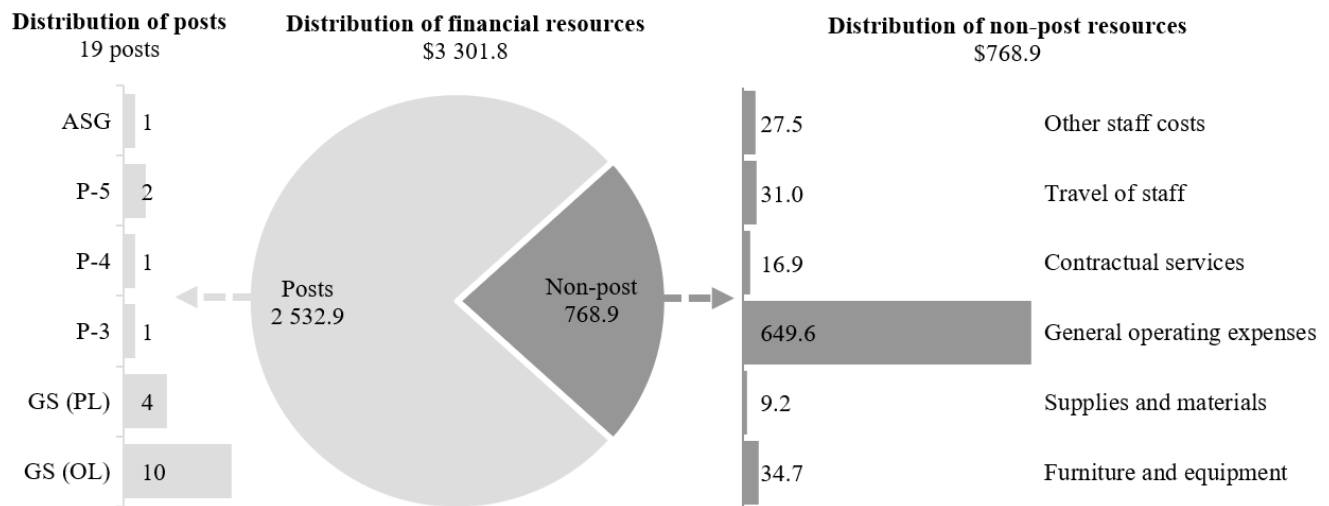
Section 29C Office of Information and Communications Technology

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		5	–	–	–	–	5
General Service and related		14	–	–	–	–	14
Total		19	–	–	–	–	19

Figure 29C.VI

Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

**Subprogramme 1
Strategy and technology innovation**

29C.68 The proposed regular budget resources for 2025 amount to \$10,557,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29C.21 and figure 29C.VII.

Table 29C.21

Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

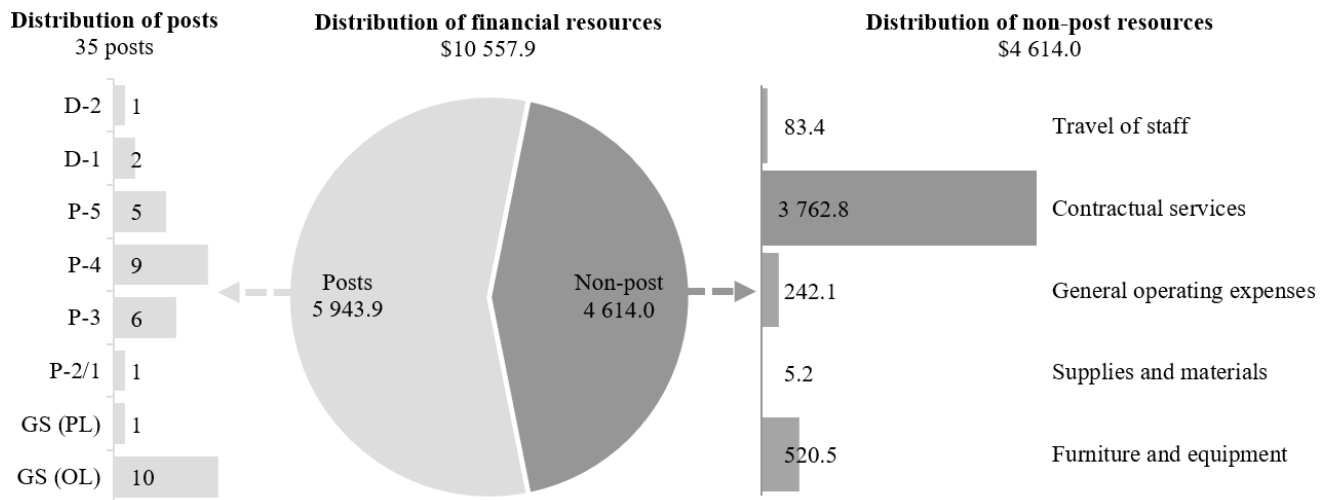
	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	5 977.3	5 943.9	–	–	–	–	5 943.9
Non-post	4 747.4	4 614.0	–	–	–	–	4 614.0
Total	10 724.7	10 557.9	–	–	–	–	10 557.9

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		24	–	–	–	–	24
General Service and related		11	–	–	–	–	11
Total		35	–	–	–	–	35

Figure 29C.VII

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
Operations support**

29C.69 The proposed regular budget resources for 2025 amount to \$24,336,200 and reflect a net increase of \$36,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 29C.59. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29C.22 and figure 29C.VIII.

Table 29C.22

Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

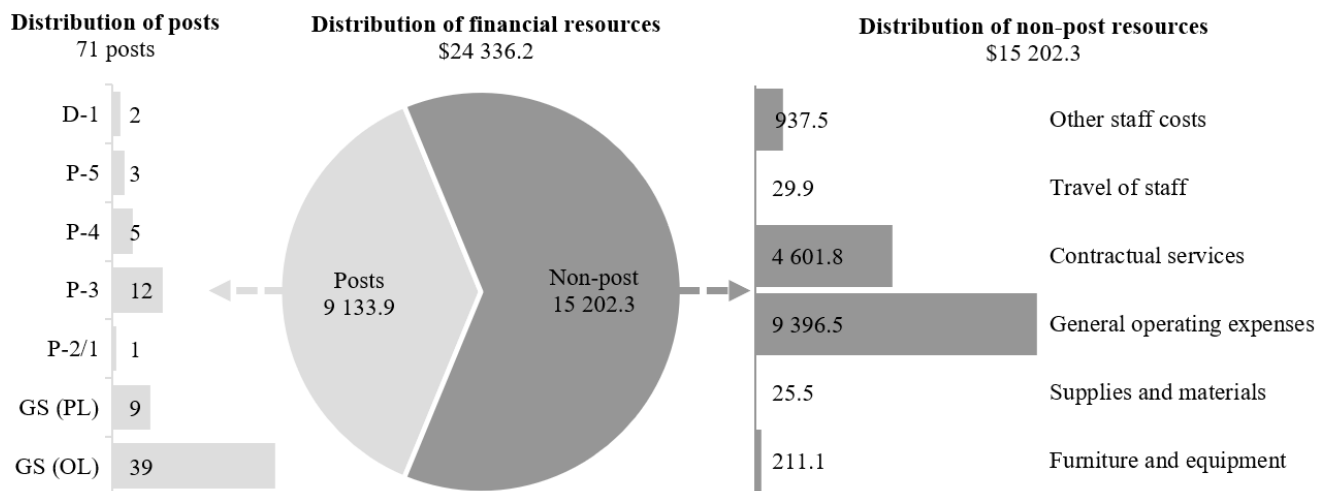
	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	9 452.8	9 133.9	–	–	–	–	9 133.9
Non-post	15 350.9	15 165.9	(49.8)	86.2	–	36.4	15 202.3
Total	24 803.7	24 299.8	(49.8)	86.2	–	36.4	24 336.2

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		23	–	–	–	–	23
General Service and related		48	–	–	–	–	48
Total		71	–	–	–	–	71

Figure 29C.VIII

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Enterprise solutions**

29C.70 The proposed regular budget resources for 2025 amount to \$15,593,100 and reflect a decrease of \$102,800 compared with the approved budget for 2024. The proposed change is explained in paragraph 29C.58. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29C.23 and figure 29C.IX.

Table 29C.23

Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

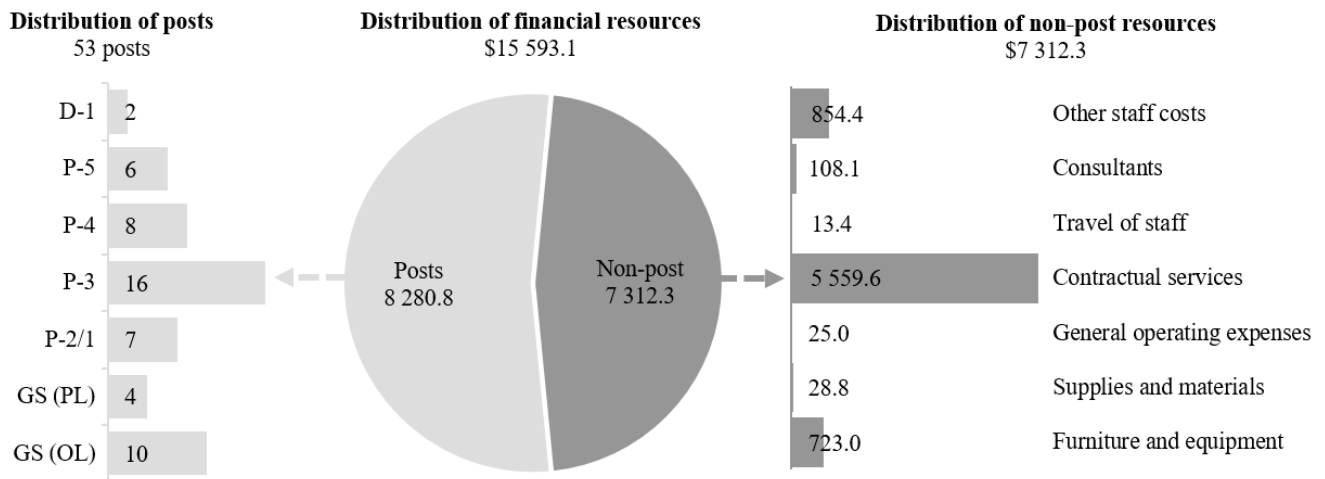
	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	8 192.8	8 280.8	–	–	–	–	8 280.8
Non-post	7 446.9	7 415.1	(102.8)	–	–	(102.8)	(1.4)
Total	15 639.8	15 695.9	(102.8)	–	–	(102.8)	(0.7)

Part VIII Common support services

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		39	–	–	–	–	39
General Service and related		14	–	–	–	–	14
Total		53	–	–	–	–	53

Figure 29C.IX
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

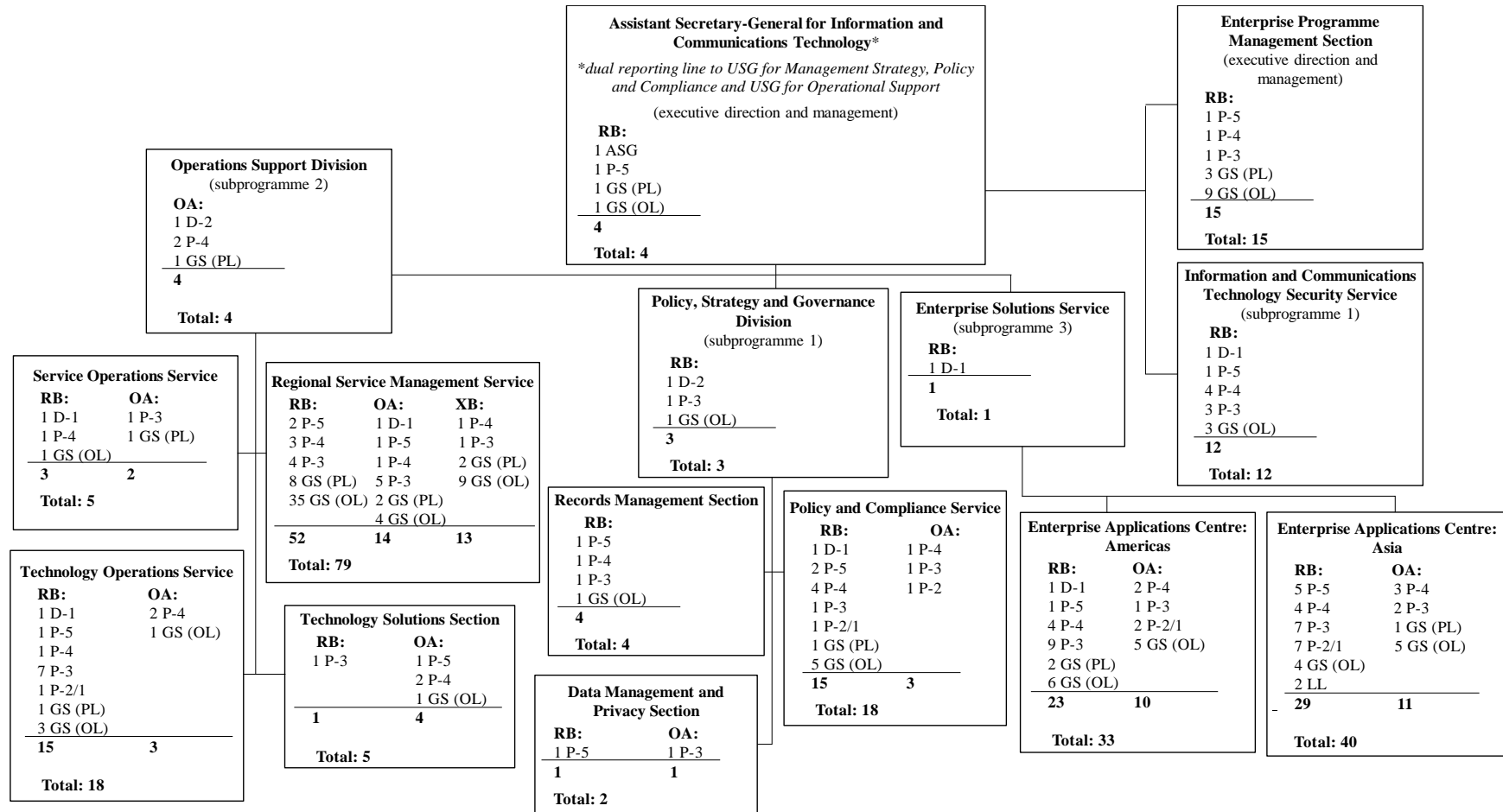
(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2025

Office of Information and Communications Technology



Abbreviations: ASG, Assistant Secretary-General; GS (OL); General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; OA, other asses sed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VIII

Common support services

Section 29D

Administration, Nairobi

Programme 25

Management and support services

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 29D.1 The United Nations Office at Nairobi was established by the Secretary-General on 1 January 1996 as a successor to the United Nations Common Services Unit at Nairobi and the two separate divisions of administration of the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat). In its resolution [53/242](#), the General Assembly requested the Secretary-General to strengthen the Office and encouraged the Director-General of the United Nations Office at Nairobi to take steps to increase the level of utilization of the Office. The Office was established to strengthen the United Nations presence in Nairobi and to achieve economies of scale, and provides management, information and communications technology (ICT) and administrative services to the United Nations complex in Nairobi. Under a memorandum of understanding and specific service arrangements, the Office provides the Nairobi-based headquarters and globally dispersed offices of UNEP and UN-Habitat with a full range of administrative and other support services. As a designated global and regional service provider, the Office provides human resources administration, payroll and finance services, international travel, recruitment of consultants and procurement services to the resident coordinator system and to Secretariat offices with a regional presence, such as the Office of the United Nations High Commissioner for Human Rights, the International Residual Mechanism for Criminal Tribunals, the United Nations information centres in the Africa region and the International Court of Justice. With the introduction of the Kenya Common Back Office, the United Nations Office at Nairobi provides ICT, local procurement and local recruitment services to more than 70 offices of United Nations agencies, funds and programmes operating in or from Kenya and other United Nations system entities, including special political missions and peacekeeping support operations operating from Kenya.

Strategy and external factors for 2025

- 29D.2 In 2025, the Office will support its clients within the existing inter-agency and governance frameworks, increase its client portfolio and forge stronger partnerships in the region. It will advance its engagement in the efficiency agenda, including in common premises and the global shared services architecture, working closely with the Department of Operational Support. The Office will increase its level of utilization through partnerships with other United Nations entities.
- 29D.3 For 2025, the Office will maintain optimal service delivery and strengthen monitoring of key performance indicators. To increase the efficiency and effectiveness of its services, the Office will strengthen its financial management, internal control systems, risk framework and communication strategy, including through regular surveys and a client relations management platform.
- 29D.4 The United Nations treatment facility will serve United Nations personnel and other patients, and the Office will provide medical and logistical support, including for evacuations, to United Nations entities in the region.
- 29D.5 Major infrastructure projects, namely the renovation of blocks A to J and the conference facilities, remain high on the programme agenda. The Office will make greater use of the 142-acre Gigiri compound through increased use of outdoor spaces.
- 29D.6 The Office will deepen its engagement with the host country Government in support of its mandate and the clients that it serves. As the main interlocutor with the Government of Kenya, it will play a key coordination role in the establishment of humanitarian hubs for United Nations entities in the region.

- 29D.7 With regard to inter-agency coordination and liaison, the Office will continue to work with the United Nations system organizations based in Nairobi, including through the common services governance framework, in support of the reform of the United Nations development system.
- 29D.8 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) Nairobi-based organizations of the United Nations common system maintain a commitment to collaborate with the United Nations Secretariat on ongoing activities;
 - (b) The extrabudgetary funding situation of client offices continues to allow for planning and implementation of the Office's activities.
- 29D.9 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It continues to support the Secretary-General's system-wide strategy on gender parity, provides guidance to clients on how to integrate gender parity throughout the recruitment process and keeps hiring managers and human resources focal points in client entities informed of the impact of selection decisions.
- 29D.10 In line with the United Nations Disability Inclusion Strategy, the Office will ensure that all major repairs and replacements at the United Nations complex in Nairobi consider and address accessibility concerns. Moreover, the Office will strengthen an inclusive organizational culture that is supportive of staff members with disabilities and staff who have dependants with disabilities, offering regular training opportunities on disability inclusion, organizing awareness-raising events and communicating available benefits and entitlements with regard to disabilities. These activities will be pursued with the active involvement of persons with disabilities and their representative organizations.

Legislative mandates

- 29D.11 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
74/271 ; 77/280	Progress towards an accountability system in the United Nations Secretariat	78/253	Special subjects relating to the proposed programme budget for 2024

Subprogramme 1 Programme planning, finance and budget

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	42/211	Implementation of General Assembly resolution 41/213
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Subprogramme 2 Human resources management

General Assembly resolutions

59/164	Improvement of the status of women in the United Nations system	77/256	United Nations common system
63/271	Amendments to the Staff Regulations	77/278	Human resources management
73/281	Shifting the management paradigm in the United Nations	78/248	Administration of justice at the United Nations

**Subprogramme 3
Support services**

General Assembly resolution

69/273 Procurement

**Subprogramme 4
Information and communications technology operations**

General Assembly resolutions

63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity	69/262	Questions relating to the programme budget for the biennium 2014–2015 (sect. II, Information and communications technology in the United Nations)
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters	70/238 B	Financial reports and audited financial statements, and reports of the Board of Auditors (sect. II, Report of the Board of Auditors on progress in the handling of information and communications technology affairs in the Secretariat)

Deliverables

29D.12 Table 29D.1 lists all cross-cutting deliverables of the programme.

Table 29D.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	7	7	7	7
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	3	3	3	3
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	3	3	3	3

Evaluation activities

- 29D.13 The Joint Inspection Unit evaluation on the review of the quality, effectiveness, efficiency and sustainability of health insurance schemes in the United Nations system organizations, completed in 2023, has guided the proposed programme plan for 2025.
- 29D.14 In response to the results of the evaluation referenced above, the Office will liaise within the Secretariat to implement coordinated responses to the recommendations.
- 29D.15 An evaluation to be conducted by the United Nations Office at Nairobi on the impact of the Kenya Common Back Office is planned for 2025.

Programme of work

Subprogramme 1

Programme planning, finance and budget

Objective

- 29D.16 The objective, to which this subprogramme contributes, is to ensure the sound, effective and efficient financial management and reporting by client offices.

Strategy

- 29D.17 To contribute to the objective, the subprogramme will:
- (a) Oversee the financial management and internal control of the regular budget and extrabudgetary funds of the programme and that of its clients;
 - (b) Streamline the financial procedures and workflows of client offices and ensure strict adherence to the Financial Regulations and Rules of the United Nations, including through assurance and visibility of United Nations resources management, monitored by improved financial dashboards for the programme and client entities;
 - (c) Maintain the financial accounts of its clients, improve the financial integrity of data, prepare the financial statements in compliance with the International Public Sector Accounting Standards (IPSAS), support the internal and external audit processes, produce accurate and timely financial reports for donors and manage funding arrangements with implementing partners;
 - (d) Support client offices on results-based management and to implement the enhanced delegation of authority framework;
 - (e) Establish appropriate service rates and service requirements and monitor service statistics and client satisfaction;
 - (f) Monitor and manage the financial risks of reform initiatives mandated to the United Nations Office at Nairobi.
- 29D.18 The above-mentioned work is expected to result in:
- (a) Operational efficiency and improved stewardship of donor funds and other resources, through increased transparency and accountability, in accordance with the enhanced delegation of authority framework;
 - (b) An unqualified audit opinion of the Board of Auditors for UNEP and UN-Habitat;
 - (c) Enhanced visibility for Member States on the impact of their contributions to the programme and the project implementation of client entities.

Programme performance in 2023

Endorsement and establishment of the Common Back Office in Kenya

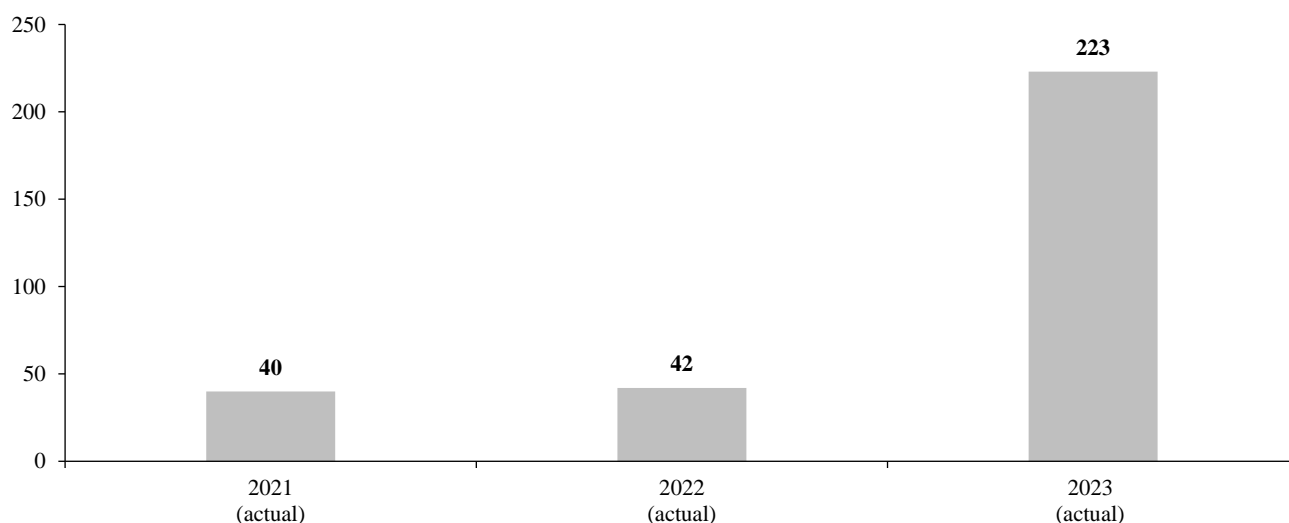
- 29D.19 As part of the United Nations Common Back Office initiative, Kenya was selected as one of the countries to participate in the initial phase of the global roll-out of the initiative. The Kenya Common Back Office operating model and governance framework was established in July 2022, along with a reference group comprising members from nine client representatives and the United Nations Secretariat. Since 1 January 2024, the United Nations Office at Nairobi has been providing 66 mandatory and 13 optional categories of 223 common back office services.

29D.20 In 2023, the subprogramme supported Kenya Common Back Office proposals by establishing the service rates for its services, including by submitting proposals, assessing survey data collected on service requirements, and determining the appropriate budget for service design and corresponding service rates. The proposed service rates for the Kenya Common Back Office were presented to the technical and finance working groups of the Common Services Management Team and were subsequently endorsed by the Executive Committee for the Kenya Common Back Office and the Common Services Board. The approval of the mandatory service rates allowed the implementation of the Kenya Common Back Office to start as planned on 1 January 2024, as the first flagship of the Secretary-General’s Common Back Office reform initiative.

29D.21 Progress towards the objective is presented in the performance measure below (see figure 29D.I).

Figure 29D.I

Performance measure: number of United Nations Office at Nairobi common services available to client entities in Kenya (annual)



Planned results for 2025

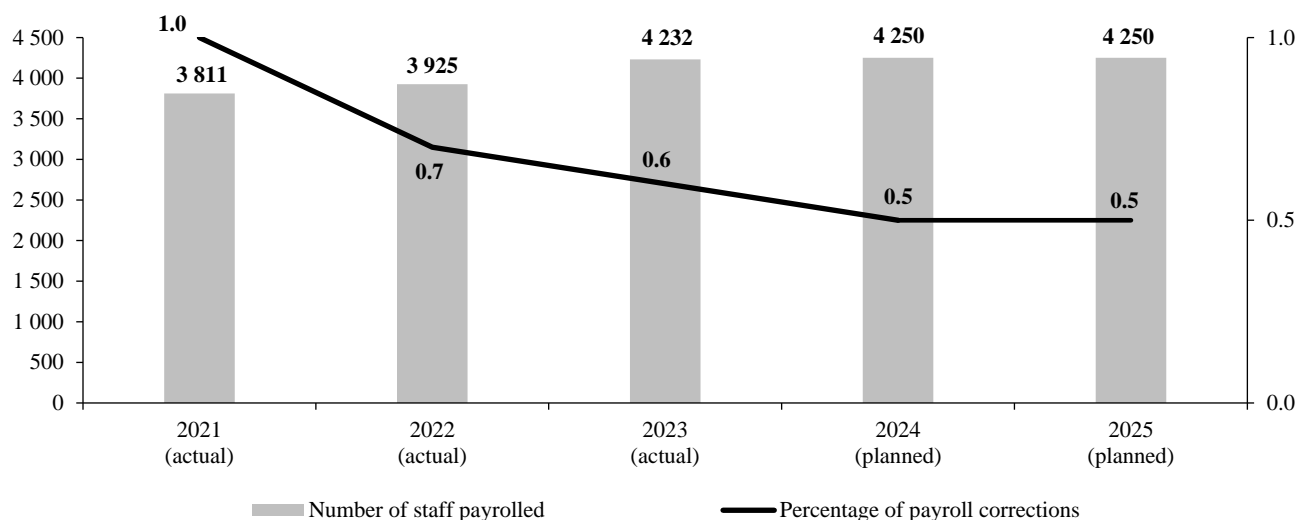
Result 1: improved client experience with fewer payroll corrections

Programme performance in 2023 and target for 2025

29D.22 The subprogramme payrollled 4,232 staff members, with the rate of payroll corrections at 0.6 per cent, which did not meet the planned target of 0.5 per cent. The target was not achieved due to delays in the renewal of employment contracts.

29D.23 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29D.II).

Figure 29D.II
Performance measure: percentage of payroll corrections



Result 2: improved management of resources and operational efficiency of clients through the provision of dashboards

Programme performance in 2023 and target for 2025

- 29D.24 The subprogramme developed the grants and accounts payable key performance indicator dashboards, which did not meet the planned target of clients using the grants and accounts payable key performance indicator dashboards. The target was not met due to the need to verify data accuracy before the launch of the dashboards. The dashboards will be made available to clients in 2024 following the validation of data accuracy.
- 29D.25 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29D.2).

Table 29D.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Clients use implementing partner monitoring and implementing partner advance details	Clients use the status of position funding dashboard	Grants and accounts payable key performance indicator dashboards developed but client access not yet provisioned	Clients use improved dashboards integrated with Umoja Analytics and additional key performance indicators on payroll and separation payments Increased transparency and accuracy through automation in billing statistics collection and processes	Improved reporting on facility projects and assets of the United Nations Office at Nairobi through dashboards integrated with Umoja Analytics (phase 2)

Result 3: improved assets accounting for United Nations Office at Nairobi buildings, facilities and infrastructure

Proposed programme plan for 2025

29D.26 The United Nations Office at Nairobi is responsible for two ongoing major capital construction projects (the renovation project for office blocks A to J and the conference facilities upgrade project) and multiple major maintenance and improvement projects for the United Nations Office at Nairobi complex. The subprogramme ensures that financial accounting of the construction projects is accurate, timely and in accordance with IPSAS. The Office is developing a master plan for the United Nations complex in Gigiri to ensure that planning for all projects is captured under one umbrella and to facilitate the assessment and oversight of the budget and funding requirements for the operation, maintenance and replacement of the assets.

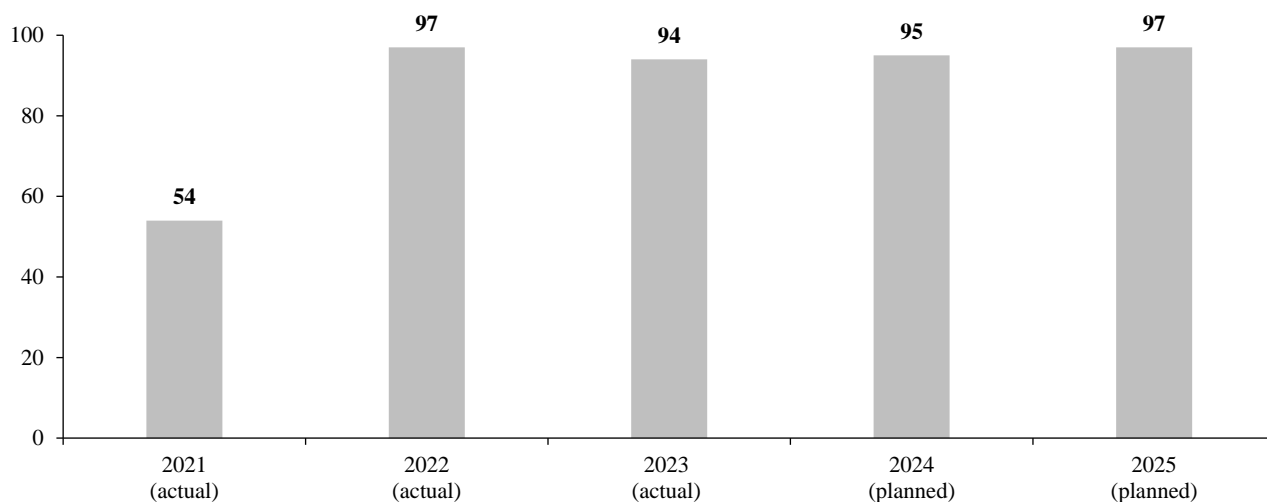
Lessons learned and planned change

29D.27 The lesson for the subprogramme was the importance of establishing an appropriate assets accounting structure during the initial phase of construction projects to facilitate the recognition of assets under construction, the timely recording of capitalizable assets in line with relevant IPSAS criteria for accurate financial statements, and the timely financial reporting on project implementation. In applying the lesson, the subprogramme will establish an assets accounting structure and support the development of a master plan for the United Nations Office at Nairobi complex that will ensure that assets under construction are properly accounted for, their costs are capitalized in a structured manner and financial reporting is accurate and completed in a timely manner.

29D.28 Expected progress towards the objective is presented in the performance measure below (see figure 29D.III).

Figure 29D.III
Performance measure: comprehensiveness of recording of capitalizable assets under construction in the financial statements

(Percentage of capitalizable assets recorded)



Deliverables

29D.29 Table 29D.3 lists all deliverables of the subprogramme.

Table 29D.3

Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	30	28	30	30
1. Training events on financial topics	30	28	30	30
Publications (number of publications)	2	2	2	2
2. Publications on financial statement volumes for UNEP and UN-Habitat	2	2	2	2
D. Communication deliverables				
Digital platforms and multimedia content: quarterly Programme Planning, Finance and Budget Section newsletter for client offices.				
E. Enabling deliverables				
Administration: financial management, including risk management, preparation and implementation of budgets and resource proposals; management of posts and 22,000 grants; financial reporting and accounting, including 1,400 donor reports; cash and revenue management; accounting services; cost recovery services; payment services; payroll and disbursements for 4,250 personnel; guidance on all financial matters; management of after-service health insurance claims for approximately 400 staff and their dependants and beneficiaries.				

Subprogramme 2

Human resources management

Objective

29D.30 The objective, to which this subprogramme contributes, is to ensure the acquisition, development and retention of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency and integrity.

Strategy

29D.31 To contribute to the objective, the subprogramme will:

- (a) Facilitate the recruitment process of personnel for its clients, ensuring fair and competitive recruitment processes;
- (b) Develop and refine tools to streamline the recruitment process and assist hiring managers in their evaluation of candidates, in collaboration with United Nations Headquarters and other offices away from Headquarters;
- (c) Foster greater interest from women and applicants from underrepresented countries, including through guidance to hiring managers and entities to promote the selection of qualified candidates from these categories;
- (d) Develop and implement diverse training programmes for staff skills and competencies, in collaboration with other United Nations entities as well as external partners through jointly held training sessions;
- (e) Develop internal knowledge platforms as a service for human resources and administrative focal points in Nairobi and in client entities at outposted duty stations to facilitate monitoring, reporting and benchmarking of key performance indicators;
- (f) Implement outreach programmes for all staff members, through briefings and intranet platforms, on benefits and entitlements and the related authorization processes;

- (g) Deliver a comprehensive health and well-being programme, including through promotion and awareness-raising on staff mental health and physical well-being, health assessments and advice.

29D.32 The above-mentioned work is expected to result in:

- (a) Increased knowledge and skills of staff members;
- (b) Standardized services for clients across geographically dispersed locations;
- (c) Improved ability of client entities to respond to their shifting operational requirements;
- (d) Increased staff productivity.

Programme performance in 2023

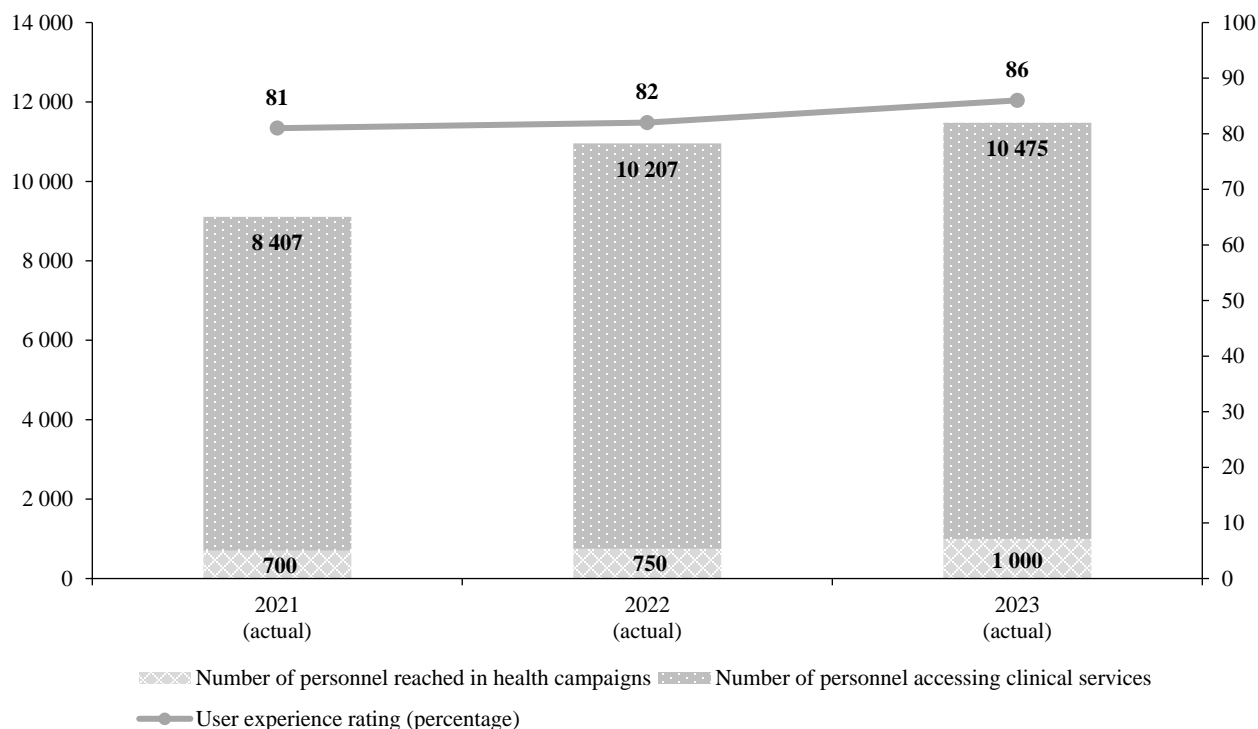
United Nations staff members in Kenya benefit from health and well-being programmes

29D.33 Staff health and well-being is a critical factor in effective staff engagement and productivity. This includes access to mental health services through the facilitation of staff counselling, access to health and well-being programmes, health risk assessments and advice. In the preparation of the Kenya Common Back Office, the subprogramme expanded the scope of the Joint Medical Service to incorporate services related to mental and occupational health. In 2023, the subprogramme delivered a series of well-being campaigns to educate about awareness and prevention of, and intervention on, illnesses.

29D.34 Progress towards the objective is presented in the performance measure below (see figure 29D.IV).

Figure 29D.IV

Performance measure: number of personnel utilizing health and wellness programmes and user experience rating



Planned results for 2025

Result 1: improved human resources services for a global client base

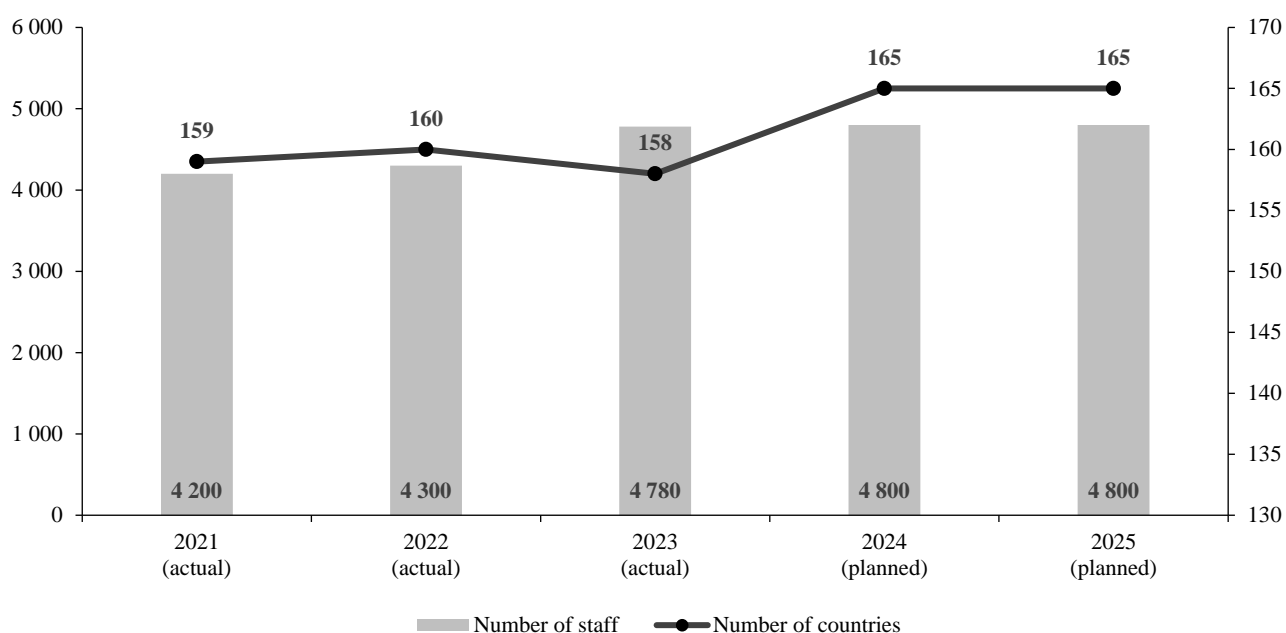
Programme performance in 2023 and target for 2025

29D.35 The subprogramme's work contributed to 4,780 staff members receiving comprehensive human resources services across 158 countries, which did not meet the planned target of 4,800 staff and 165 countries. The target was not met because some client entities scaled down their country presence.

29D.36 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29D.V).

Figure 29D.V

Performance measure: number of staff members receiving comprehensive human resources services and countries in which services are delivered (annual)



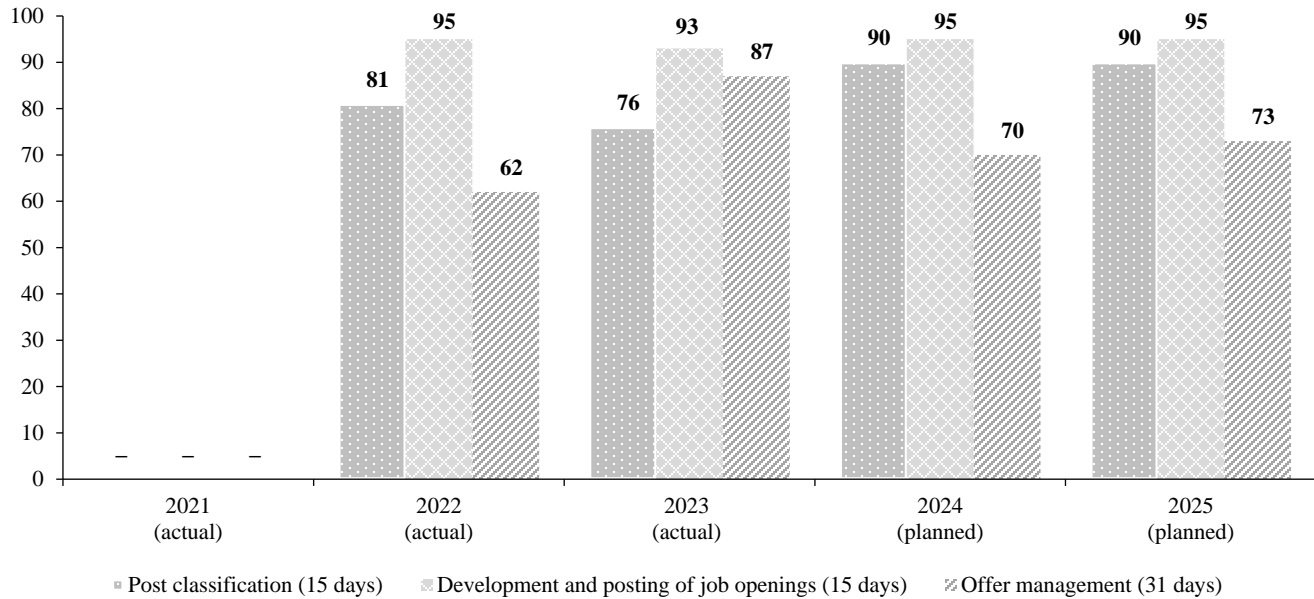
Result 2: increased effectiveness and efficiency of the staff recruitment process

Programme performance in 2023 and target for 2025

29D.37 The subprogramme's work contributed to the timely completion of 87 per cent of offer management processes, which exceeded the planned target of 70 per cent; and the timely completion of 76 per cent of post classification processes and 93 per cent of processes for the development and posting of job openings, which did not meet the planned targets of 86 per cent and 95 per cent, respectively. The target was not met due to delays experienced in workflows for post classification. To ensure that the classification targets are met in 2025, additional staff have been certified as classifiers.

29D.38 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29D.VI).

Figure 29D.VI
Performance measure: percentage of recruitment processes completed within established timelines



Result 3: staff and personnel acquire new knowledge and skills to improve organizational effectiveness

Proposed programme plan for 2025

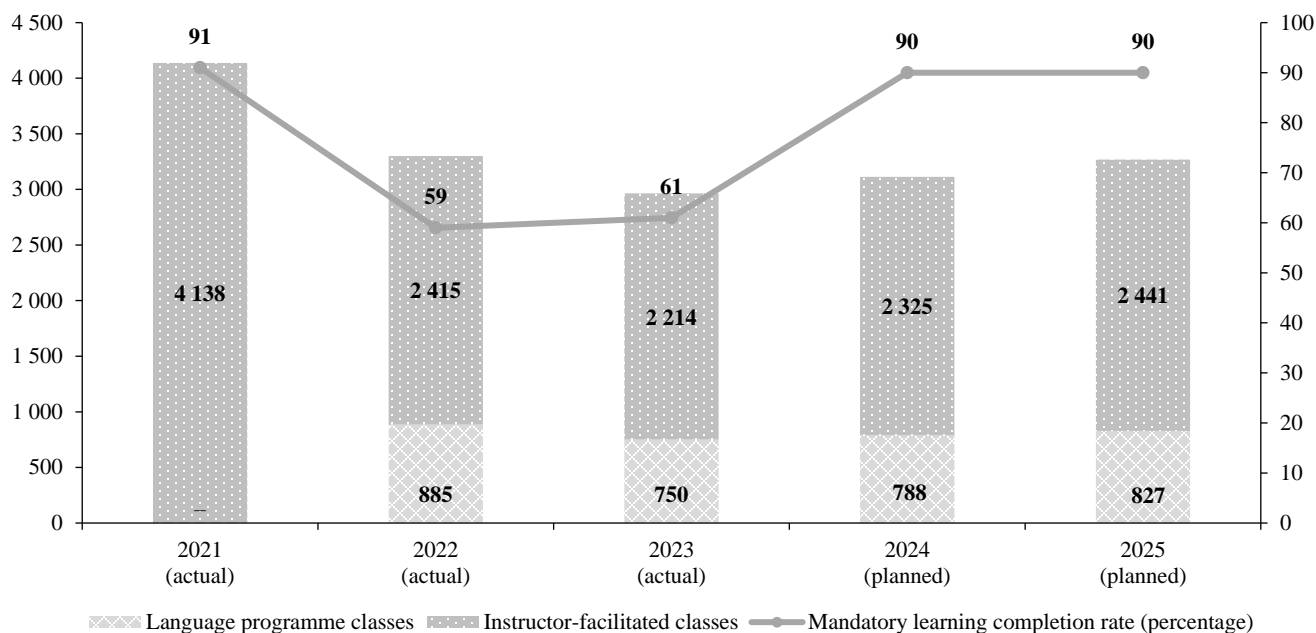
29D.39 Training and upskilling of United Nations staff are essential for the Organization to adapt to changing demands. The subprogramme has worked to foster a culture of learning in order to improve organizational effectiveness and strengthen mandate delivery. In addition to ensuring compliance with mandatory learning courses by all staff and personnel, the subprogramme offers training services in a wide range of content areas and language courses in the six official languages of the United Nations.

Lessons learned and planned change

29D.40 The lesson for the subprogramme was the increased demand for learning and the upgrading of skills in the light of the engagement of the United Nations Office at Nairobi in the Common Back Office initiative. In applying the lesson, the subprogramme will liaise with the United Nations Secretariat and United Nations entities, agencies, funds and programmes to better understand their organizational learning needs and make available more diverse training opportunities.

29D.41 Expected progress towards the objective is presented in the performance measure below (see figure 29D.VII).

Figure 29D.VII
Performance measure: number of personnel completing instructor-facilitated classes and language programmes, and mandatory course compliance rate



Deliverables

29D.42 Table 29D.4 lists all deliverables of the subprogramme.

Table 29D.4

Subprogramme 2: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: first-level review in administration of justice process; training and career development made available to 7,192 United Nations common system staff; performance management; inter-agency learning coordination of Nairobi-based entities; administration of 120 tests; 25 health campaigns; expert advice and guidance on staff selection processes and staff and non-staff hiring; annual staff survey on local salaries; administration of staff benefits and entitlements; outreach activities and guidance on human resources policies; administration of onboarding and separation from service; contract management; medical consultations; staff counselling services.

Subprogramme 3 Support services

Objective

29D.43 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of client offices with regard to conference and facilities management, host country services, asset management, travel and transportation, mail and pouch services, commercial activities and procurement services, as well as archives and records management.

Strategy

29D.44 To contribute to the objective, the subprogramme will:

- (a) Provide sustainable and efficient solutions with a specific focus on the management of waste, energy, water and wastewater in accordance with International Organization for Standardization (ISO) 14001, including through implementation, monitoring and audit of the environmental management system and by reducing emissions, improving environmental reporting and providing training on environmental sustainability and best practices;
- (b) Manage clients' changing workspace needs by maximizing usage and optimizing working conditions in the available office space, including through redesign, in consultation with client entities, and through revisions of office space standards, to support the operational requirements of each tenant as the Office continues to roll out flexible workplace strategies;
- (c) Assist clients with the migration from traditional archiving to more efficient filing and technology-based solutions;
- (d) Provide staff transport solutions through an efficient distribution between internal and external transport service providers;
- (e) Provide immediate and effective travel services, especially leading up to major scheduled meetings;
- (f) Provide client-centric and solution-oriented procurement services to client entities and continuously strive to maximize value for money with due consideration to whole-life costs and effective international competition, enhanced through extensive geographical outreach and minimized transactional costs;
- (g) Maintain the Office's environmental management system, including requisite ISO 14001:2015 pre-certification external audit and post-certification annual surveillance activities, training and awareness.

29D.45 The above-mentioned work is expected to result in:

- (a) Improved physical infrastructure, optimized use of space and enhanced environmental management to support a sustainable, safe and flexible working environment;
- (b) Efficient and convenient host country services for all clients, including remote service options to keep clients and staff safe;
- (c) Efficient and convenient transport solutions in use by all clients;
- (d) Efficient and convenient procurement services available virtually to all global clients.

Programme performance in 2023

Evacuees receive logistical support, host country facilitation and office accommodation in Kenya

29D.46 The subprogramme provided crisis management coordination across all United Nations agencies, funds and programmes in Kenya and headquarters entities in support of evacuation flights for all staff, dependants and implementing partners from the Sudan. Daily coordination meetings and real-time communication channels were established to share information and coordinate evacuee airport arrivals into Kenya. Support included gaining exceptional approval from the Government of Kenya to allow the arrival of all evacuees, including non-documented travellers. Validation of residency status for all evacuees was arranged with host country departments, and logistics were coordinated to ensure that all evacuated individuals were transported safely to a hotel or medical facility. Temporary flexible working arrangements for evacuated United Nations personnel were initially

provided at hotels, and subsequently temporary office space was made available at the United Nations Gigiri campus for evacuated staff.

29D.47 Progress towards the objective is presented in the performance measure below (see table 29D.5).

Table 29D.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	482 individuals (including staff, dependants and implementing partners) evacuated from the Sudan received logistical support, office accommodation and host country support

Planned results for 2025

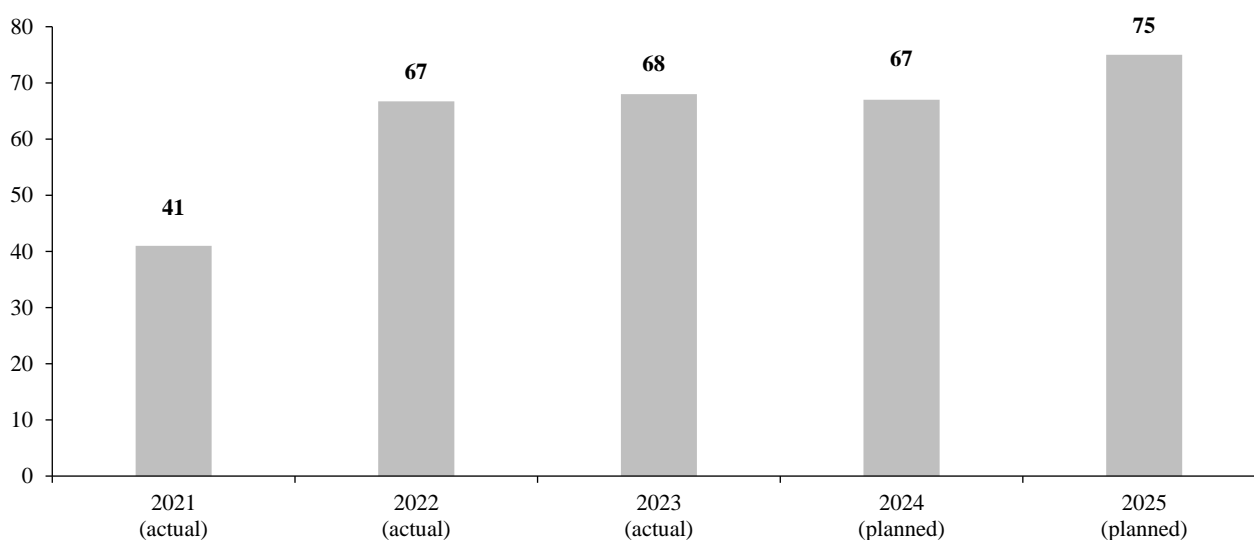
Result 1: improved stewardship of physical assets and equipment

Programme performance in 2023 and target for 2025

29D.48 The subprogramme’s work contributed to 68 per cent of serialized items physically verified, which exceeded the planned target of 55 per cent.

29D.49 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29D.VIII).

Figure 29D.VIII
Performance measure: percentage of serialized items physically verified (annual)



Result 2: improved energy efficiency of the United Nations premises in Nairobi

Programme performance in 2023 and target for 2025

- 29D.50 The subprogramme’s work contributed to the implementation of the solar photovoltaic systems in the annex (logistics building), which met the planned target.
- 29D.51 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29D.6).

Table 29D.6
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Solar photovoltaic installation completed on the new annex (logistics building)	Annex (logistics building) with solar photovoltaic systems in operation, and used temporarily as swing space	Complete construction/ installation of solar photovoltaic systems as part of the new office blocks comprising six office blocks and four logistics blocks Two blocks in the annex (logistics building) to be confirmed as energy-neutral following a full year of operation	Full operation of newly constructed office blocks and refurbished blocks using solar photovoltaic systems

Result 3: new meeting and collaboration areas for delegates, staff and personnel

Proposed programme plan for 2025

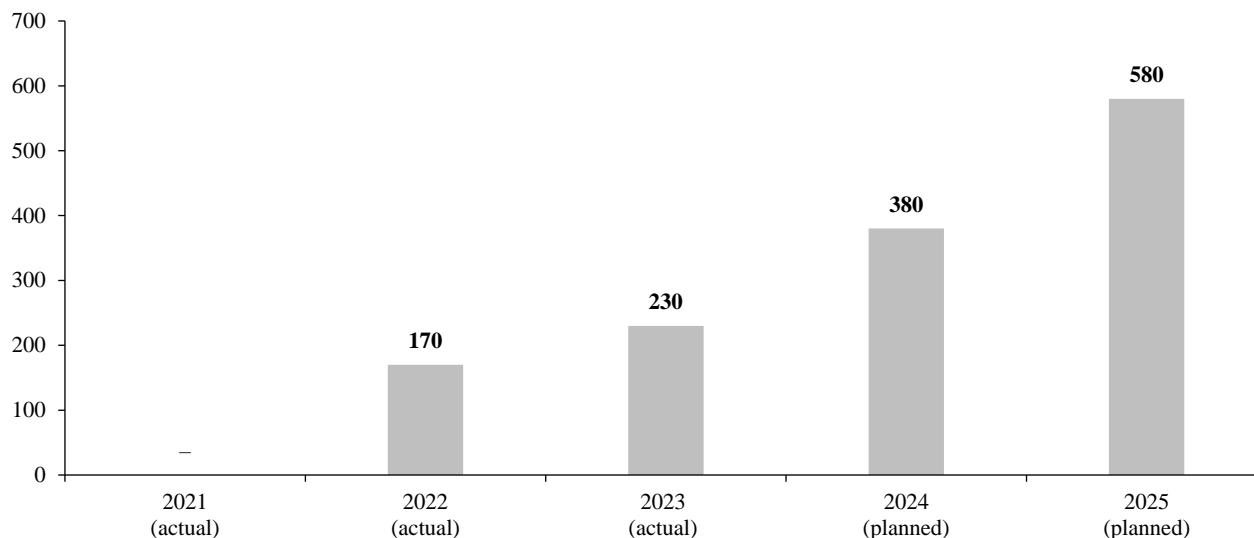
- 29D.52 Meeting and collaboration spaces play a crucial role in promoting communication, teamwork and productivity. Building on the successful introduction of external working pods during the coronavirus disease (COVID-19) pandemic, the subprogramme facilitated the renovation and redesign of office space and the building of new space to enhance the working environment, including the completion of additional flexible workspaces within the P and Q office blocks. These new flexible workspaces have proved popular, providing additional functional and adaptable spaces for collaboration, beyond regular meeting rooms and catering areas.

Lessons learned and planned change

- 29D.53 The lesson for the subprogramme was the need to further incorporate considerations related to environmental sustainability into the redesign of workspaces, and to leverage the benefits from the natural environment of the United Nations Gigiri campus. In applying the lesson, the subprogramme will create additional spaces for collaboration, in particular outdoor workspace environments such as rooftop spaces, terraces and pods. As part of these efforts, the subprogramme is also focused on a reforestation programme for the campus to make outdoor work and collaboration spaces more usable and ultimately foster a better working environment.
- 29D.54 Expected progress towards the objective is presented in the performance measure below (see figure 29D.IX).

Figure 29D.IX

Performance measure: number of additional seats available for meeting and collaboration (cumulative)



Deliverables

29D.55 Table 29D.7 lists all deliverables of the subprogramme.

Table 29D.7

Subprogramme 3: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: management and maintenance of United Nations-owned land/buildings (142 acres), including its newly built 6 office blocks and 4 logistics blocks, 11 refurbished M–X office blocks and 8 office blocks for the UNEP and UN-Habitat facilities, totalling 75 office floors, and 14 conference rooms; management of office space, redesign of office layouts and configurations to serve the needs of the United Nations offices, other Secretariat departments and offices of other entities in Nairobi.

Logistics: receipt and inspection; issuance of 400 laissez-passer and 16,000 travel requests; travel arrangements for staff and meeting participants; handling of privileges and immunities for 60 United Nations entities; procurement, sourcing and issuance support of 5,000 goods and services purchase orders; inventory advice, warehousing and disposal; shipment of official property, bulk consignments including for conferences, and the removal of personal effects; mail, pouch, distribution, registry and archiving services.

Subprogramme 4 Information and communications technology operations

Objective

29D.56 The objective, to which this subprogramme contributes, is to advance the efficient and effective implementation of client entities’ substantive programmes through innovative technology solutions, while maintaining secure, coherent and resilient technology services and infrastructure backbone.

Strategy

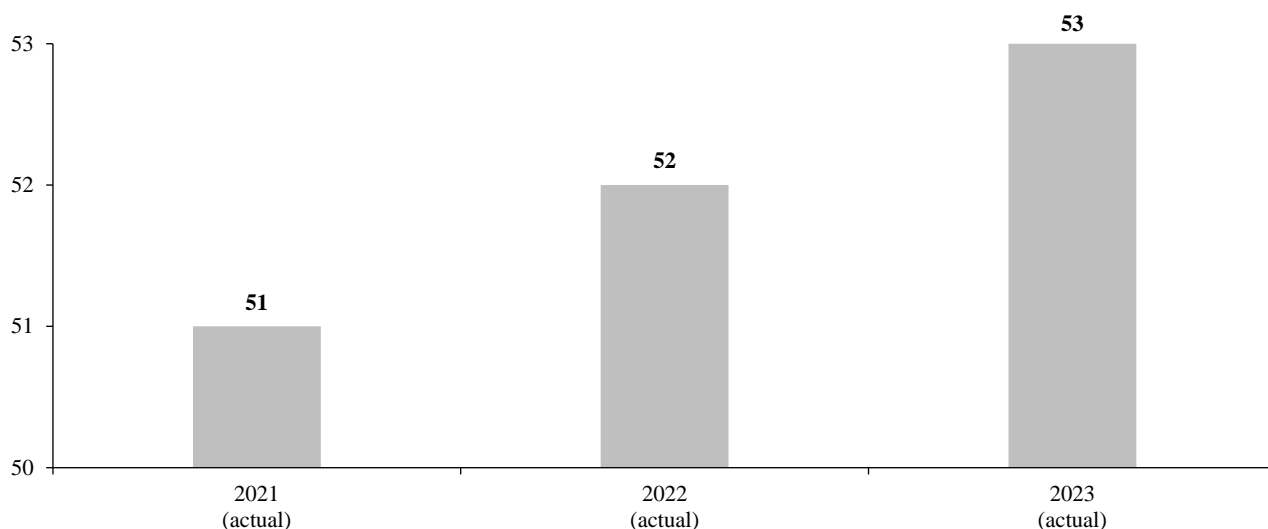
- 29D.57 To contribute to the objective, the subprogramme will:
- (a) Develop proposals for end-to-end software and hardware solutions in consultation with client entities and provide advice and technical support on the implementation of new technologies;
 - (b) Support the roll-out of the Kenya Common Back Office and establish and maintain business relationships with clients to manage needs and requests;
 - (c) Develop and enhance existing innovative processes to enable testing and adoption of new technologies and solutions while supporting the accessibility, reliability, consistency and sustainability of those solutions;
 - (d) Collaborate closely with the Department for General Assembly and Conference Management in Nairobi, and with other subprogrammes to align and centralize under this subprogramme the end-to-end responsibilities of technical audiovisual services, engineering support and ICT infrastructure services for conference services at the Office.
- 29D.58 The above-mentioned work is expected to result in:
- (a) Fulfilment of client entities' business needs through the agile implementation of new and innovative technologies;
 - (b) Empowerment of client entities to make effective decisions through access to more timely and responsive services;
 - (c) Effective and efficient implementation of client entities' substantive programmes.

Programme performance in 2023

More efficient and integrated information and communications technology services through onboarding of additional clients and campus-wide technological upgrades

- 29D.59 In 2023, the subprogramme successfully onboarded 53 new United Nations client entities to its services. The organization updated its ICT value proposition, unbundling services and refining offerings through bilateral engagements with entities, demonstrating a commitment to adaptability and responsiveness. The year also marked other notable achievements, such as the integration of Internet protocol telephony into Microsoft Teams and the successful retendering of Internet service provider services and server room consolidation, which enhanced security through network segmentation. The subprogramme also implemented innovative solutions, such as applications, surveys and business intelligence reports, to enable adaptability and informed decision-making.
- 29D.60 Progress towards the objective is presented in the performance measure below (see figure 29D.X).

Figure 29D.X
Performance measure: clients onboarded to information and communications technology services (cumulative)



Planned results for 2025

Result 1: intuitive service experience and assured service availability for clients

Programme performance in 2023 and target for 2025

29D.61 The subprogramme’s work contributed to increased client access to the single one-stop Kenya Service Hub portal, with approximately 2,000 service requests during 2023, which met the planned target.

29D.62 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29D.8).

Table 29D.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
<p>Clients have access to digital forms and added workflow applications, with basic reporting on data captured</p> <p>A client survey on the effectiveness of the catalogue informs the selection of a new client relationship management software</p>	<p>Clients’ needs are fully integrated into a Secretariat-wide catalogue ready for migration to new client relationship management software</p>	<p>Business agility, better innovation and increased security for clients through a unified client relationship management platform</p> <p>Approximately 2,000 requests submitted through the Kenya Service Hub</p>	<p>Business agility and increased visibility for clients through streamlined processes for the submission and monitoring of requests, and enhanced service management reporting</p>	<p>Additional non-Secretariat entities start using the Kenya Service Hub platform</p>

Result 2: strengthened security of information and communications technology for the Office and its clients

Programme performance in 2023 and target for 2025

- 29D.63 The subprogramme implemented strengthened information security governance, risk management and control processes to reduce data compromises, and implemented the digital security recommendations of the Office of Internal Oversight Services on data confidentiality, integrity and availability, which met the planned target.
- 29D.64 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29D.9).

Table 29D.9
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Integration of vulnerability management and vulnerability assessments in compliance with Office of Information and Communications Technology policies	Nairobi-based ICT systems' security maturity strengthened by several security maturity level assessments and addressing the related critical recommendations	Nairobi-based ICT systems further strengthened by implementing the remaining recommendations and findings from 2022	Clients adopt best practices to improve ICT security, leading to a 10 per cent reduction in the risk of information security breaches	Information technology governance, information security and enterprise risk management are fully aligned with Secretariat security standards, policies, procedures and guidelines

Result 3: improved alignment of information and communications technology policies and practices in the United Nations

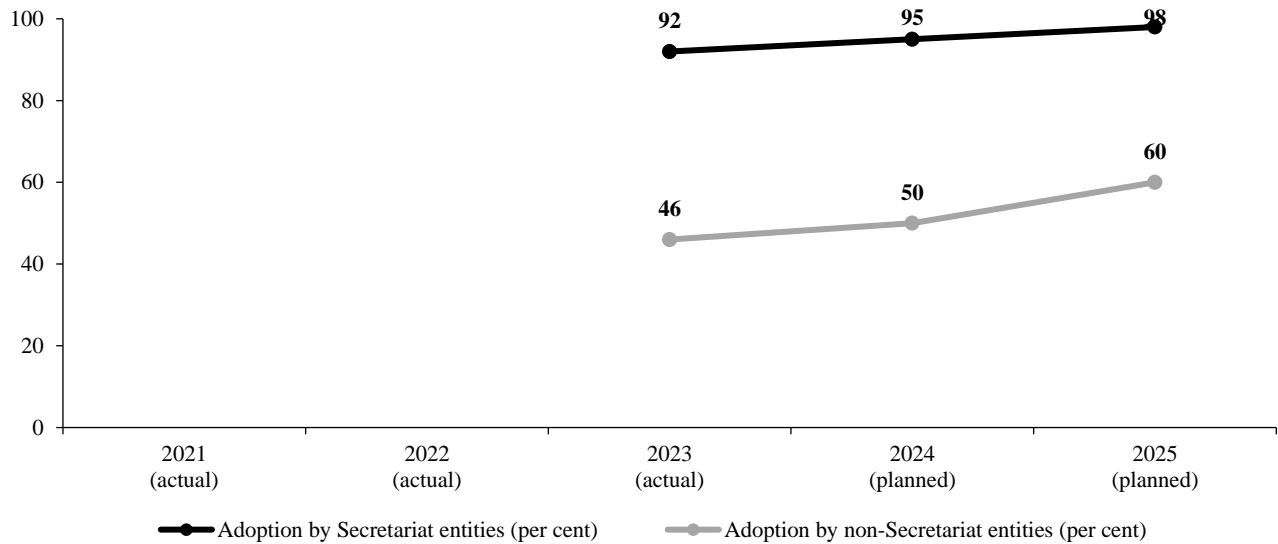
Proposed programme plan for 2025

- 29D.65 In 2023, the subprogramme successfully piloted the implementation of the common back office ICT services for 53 new onboarded United Nations entities in Kenya and managed a seamless transition from previous service agreements to the new common back office value proposition for existing clients. The subprogramme further adapted its services and rate cards to align with emerging technologies, common back office standard services and clients' operational needs.

Lessons learned and planned change

- 29D.66 The lesson for the subprogramme was the need for substantial alignment and integration in policies and practices across the wider United Nations system on information security, access control and platform standardization. In applying the lesson, the subprogramme will engage with United Nations agencies, funds and programmes (non-Secretariat entities) to gain a deeper understanding of their operations and ICT requirements and leverage these insights to secure greater buy-in and adoption of the common back office in other countries, fostering the implementation of a single ICT standard throughout the United Nations system.
- 29D.67 Expected progress towards the objective is presented in the performance measure below (see figure 29D.XI).

Figure 29D.XI
Performance measure: percentage of Nairobi-based United Nations Secretariat and non-Secretariat entities adopting all standard information and communications technology service lines



Deliverables

29D.68 Table 29D.10 lists all deliverables of the subprogramme.

Table 29D.10
Subprogramme 4: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Information and communications technology: security for information technology systems and data for 53 United Nations entities; technical support to 2,600 end users; personal computing, voice, Internet, data and communication services for 4,000 users; information security compliance, software distribution and printing services for 2,500 users; network connectivity services to 26 clients, with an average of 1,000 network ports connected; cloud and data centre hosting services covering 318 physical server units and 148 virtual machines; operation and maintenance of 15 application systems in a secure environment; maintenance of 3,000 information technology equipment items; 2 outreach campaigns for staff.

B. Proposed post and non-post resource requirements for 2025

Overview

29D.69 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 29D.11 to 29D.13.

Table 29D.11

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	10 916.7	9 875.6	–	–	–	–	–	9 875.6
Other staff costs	351.1	416.8	–	–	–	–	–	416.8
Consultants	23.2	–	–	–	–	–	–	–
Contractual services	633.9	478.8	–	–	–	–	–	478.8
General operating expenses	4 399.6	4 553.3	–	–	–	–	–	4 553.3
Supplies and materials	88.6	64.9	–	–	–	–	–	64.9
Furniture and equipment	431.8	17.1	–	–	–	–	–	17.1
Improvement of premises	16.5	86.1	–	–	–	–	–	86.1
Grants and contributions	3 513.2	2 861.4	(2 861.4)	–	–	(2 861.4)	(100.0)	–
Other	(49.9)	–	–	–	–	–	–	–
Total	20 324.7	18 354.0	(2 861.4)	–	–	(2 861.4)	(15.6)	15 492.6

^a At the time of reporting, the expenditure presented in this table and in subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 29D.12

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	112	1 D-2, 4 D-1, 7 P-5, 9 P-4, 17 P-3, 7 P-2/1, 1 NPO, 66 LL
Post changes	–	–
Proposed for 2025	112	1 D-2, 4 D-1, 7 P-5, 9 P-4, 17 P-3, 7 P-2/1, 1 NPO, 66 LL

Note: The following abbreviations are used in tables and figures: LL, Local level; NPO, National Professional Officer.

Table 29D.13
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other			
Professional and higher							
D-2	1	–	–	–	–	–	1
D-1	4	–	–	–	–	–	4
P-5	7	–	–	–	–	–	7
P-4	9	–	–	–	–	–	9
P-3	17	–	–	–	–	–	17
P-2/1	7	–	–	–	–	–	7
Subtotal	45	–	–	–	–	–	45
General Service and related							
NPO	1	–	–	–	–	–	1
LL	66	–	–	–	–	–	66
Subtotal	67	–	–	–	–	–	67
Total	112	–	–	–	–	–	112

29D.70 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 29D.14 to 29D.16 and figure 29D.XII.

29D.71 As shown in tables 29D.14 (1) and 29D.15 (1), the overall resources proposed for 2025 amount to \$15,492,600 before recosting, reflecting a net decrease of \$2,861,400 (or 15.6 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29D.14
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	Changes							2025 estimate (before recosting)
	2023 expenditure	2024 approved	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
A. Policymaking organs	–	–	–	–	–	–	–	–
B. Executive direction and management	984.3	912.9	–	–	–	–	–	912.9
C. Programme of work								
1. Programme planning, finance and budget	3 255.6	2 889.2	–	–	–	–	–	2 889.2
2. Human resources management	2 707.1	2 631.0	–	–	–	–	–	2 631.0
3. Support services	11 378.2	10 262.6	(2 861.4)	–	–	(2 861.4)	(27.8)	7 401.2

Section 29D Administration, Nairobi

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
4. Information and communications technology operations	1 999.5	1 658.3	–	–	–	–	–	1 658.3
Subtotal, C	19 340.4	17 441.1	(2 861.4)	–	–	(2 861.4)	(16.4)	14 469.4
D. Programme support								
Subtotal, 1	20 324.7	18 354.0	(2 861.4)	–	–	(2 861.4)	(15.6)	15 492.6

(2) Extrabudgetary

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	209.9	410.3	–	–	410.3
C. Programme of work					
1. Programme planning, finance and budget	5 314.5	6 335.3	–	–	6 335.3
2. Human resources management	5 375.9	8 205.7	–	–	8 205.7
3. Support services	9 162.8	8 580.7	–	–	8 580.7
4. Information and communications technology operations	4 112.9	3 890.8	–	–	3 890.8
Subtotal, C	23 966.1	27 012.5	–	–	27 012.5
D. Programme support					
Subtotal, 2	24 176.0	27 422.8	–	–	27 422.8
Total (1+2)	44 550.7	45 776.8	(2 861.4)	(6.3)	42 915.4

Table 29D.15

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component/subprogramme	Changes				2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	
A. Policymaking organs	–	–	–	–	–
B. Executive direction and management	3	–	–	–	3
C. Programme of work					
1. Programme planning, finance and budget	31	–	–	–	31
2. Human resources management	23	–	–	–	23

Part VIII Common support services

Component/subprogramme	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
3. Support services	43	–	–	–	–	43
4. Information and communications technology operations	12	–	–	–	–	12
Subtotal, C	109	–	–	–	–	109
D. Programme support						
Subtotal, 1	112	–	–	–	–	112

(2) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	4	–	4
C. Programme of work			
1. Programme planning, finance and budget	96	–	96
2. Human resources management	81	–	81
3. Support services	84	–	84
4. Information and communications technology operations	34	–	34
Subtotal, C	295	–	295
D. Programme support			
Subtotal, 2	299	–	299
Total (1+2)	411	–	411

Table 29D.16

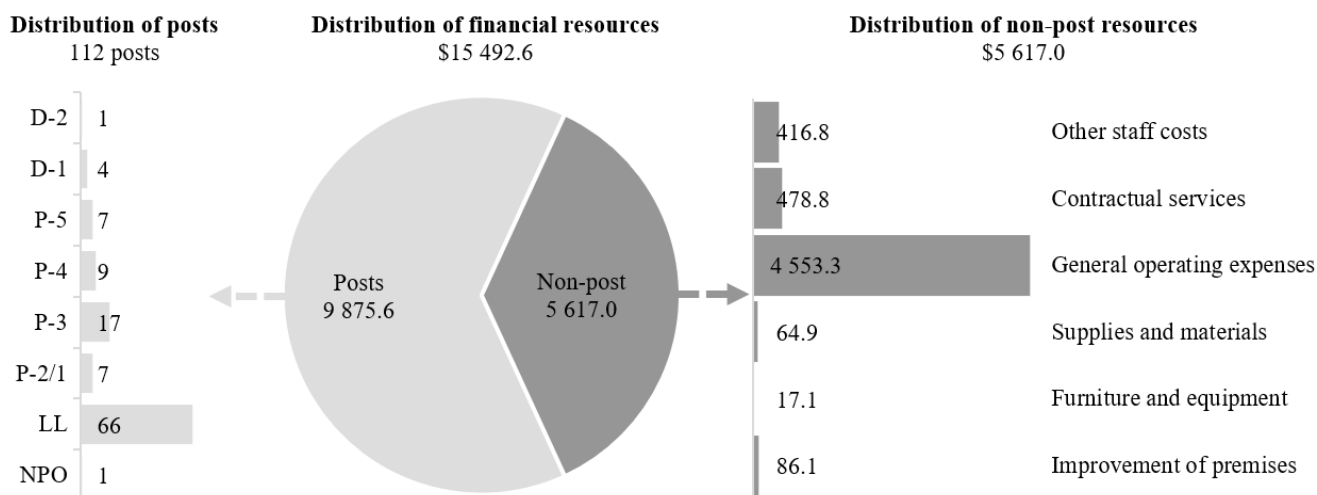
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	10 916.7	9 875.6	–	–	–	–	9 875.6
Non-post	9 408.0	8 478.4	(2 861.4)	–	–	(2 861.4)	(33.7)
Total	20 324.7	18 354.0	(2 861.4)	–	–	(2 861.4)	(15.6)
Post resources by category							
Professional and higher		45	–	–	–	–	45
General Service and related		67	–	–	–	–	67
Total		112	–	–	–	–	112

Figure 29D.XII
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29D.72 As shown in table 29D.14 (1), resource changes reflect a decrease of \$2,861,400, as follows:

Subprogramme 3, Support services. The decrease of \$2,861,400 relates to the removal of non-recurrent requirements approved for 2024 by the General Assembly in its resolution [78/253](#) relating to the provision for project management costs of the major construction projects for: (a) the replacement of office blocks A to J (\$770,200); and (b) addressing the deteriorating conditions and limited capacity of the conference services facilities (\$2,091,200). The related resource requirements for 2025 will be presented later in the year as part of the progress reports on the construction projects.

Extrabudgetary resources

29D.73 As reflected in tables 29D.14 (2) and 29D.15 (2), extrabudgetary resources amount to \$27,422,800. The resources would complement regular budget resources and would be used mainly to provide for 299 posts (1 P-5, 9 P-4, 12 P-3, 12 National Professional Officer and 265 Local level). In addition, these resources would support various activities relating to administrative support, common back offices, common services and commercial operations provided to the United Nations Environment Programme, the United Nations Human Settlements Programme (UN-Habitat) and the resident coordinator system, as well as all United Nations agencies, funds and programmes located in Kenya.

29D.74 The extrabudgetary resources under the present section are subject to the oversight of the Director-General of the Office, who has delegated authority from the Secretary-General.

Executive direction and management

29D.75 The executive direction and management component comprises the Office of the Director of Administration and the Organizational Resilience Management Unit.

29D.76 The main responsibilities of the executive direction and management component include the overall direction, supervision and management of administrative and related support services provided by the Office to its client organizations.

29D.77 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. The Office broadened its waste management and recycling management initiatives by obtaining ISO 14001:2015 certification in environmental management systems in January 2023. The certification is focused on operations such as energy, water, wastewater and waste management in relation to facilities, safety, catering, medical, conferencing, printing and publication services on which the Office will continue to focus from an environmental sustainability perspective.

29D.78 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29D.17. Apart from factors such as medical evacuations or urgent requirements, the Office continues to enforce official travel planning and monitoring to comply in full with the advance booking policy for air travel. The Office did not submit parliamentary documents to the Department for General Assembly and Conference Management and does not plan to submit any such reports in 2025.

Table 29D.17
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Air tickets purchased at least 2 weeks before the commencement of travel	61	62	60	100	100

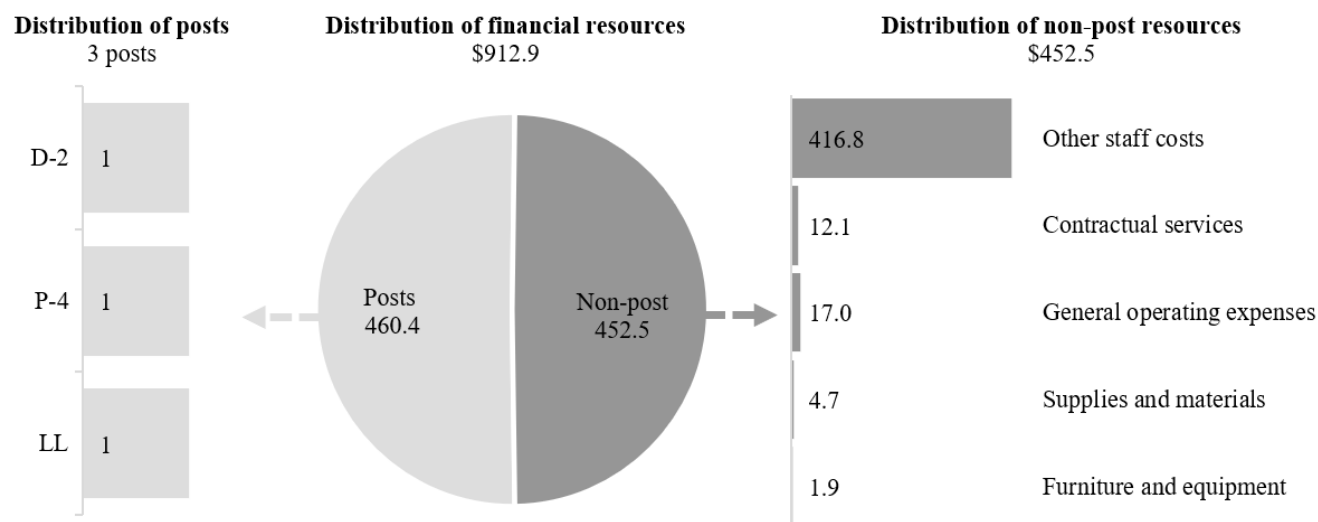
29D.79 The proposed regular budget resources for 2025 amount to \$912,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29D.18 and figure 29D.XIII.

Table 29D.18
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	604.2	460.4	–	–	–	–	–	460.4	
Non-post	380.1	452.5	–	–	–	–	–	452.5	
Total	984.3	912.9	–	–	–	–	–	912.9	
Post resources by category									
Professional and higher		2	–	–	–	–	–	2	
General Service and related		1	–	–	–	–	–	1	
Total		3	–	–	–	–	–	3	

Figure 29D.XIII
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Programme planning, finance and budget

29D.80 The proposed regular budget resources for 2025 amount to \$2,889,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29D.19 and figure 29D.XIV.

Table 29D.19

Subprogramme 1: evolution of financial and post resources

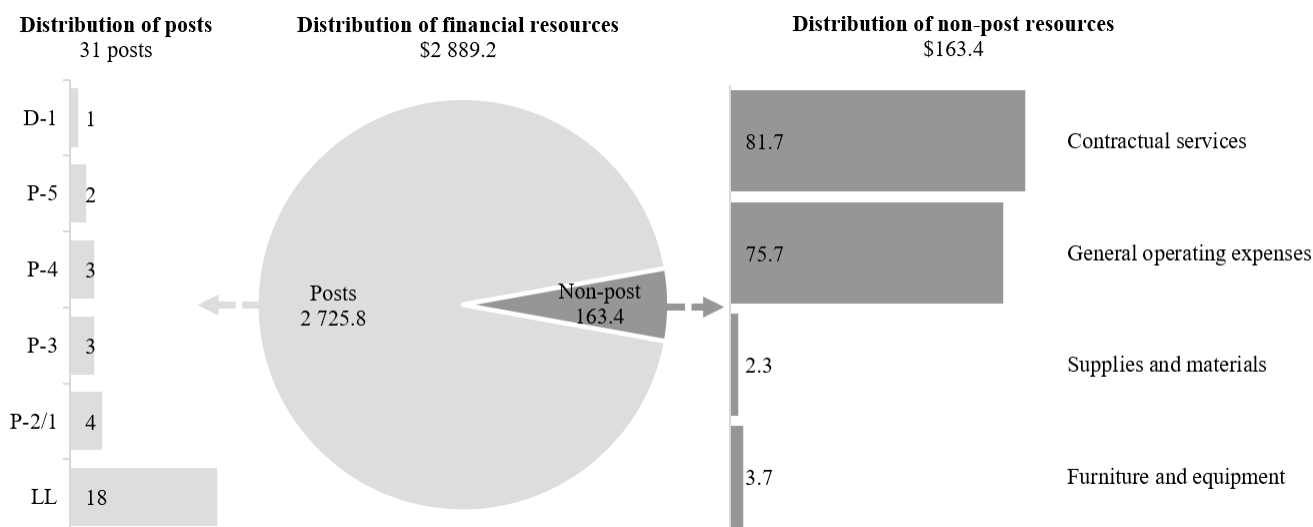
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	3 109.1	2 725.8	–	–	–	–	–	2 725.8	
Non-post	146.5	163.4	–	–	–	–	–	163.4	
Total	3 255.6	2 889.2	–	–	–	–	–	2 889.2	
Post resources by category									
Professional and higher		13	–	–	–	–	–	13	
General Service and related		18	–	–	–	–	–	18	
Total		31	–	–	–	–	–	31	

Figure 29D.XIV

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
Human resources management**

29D.81 The proposed regular budget resources for 2025 amount to \$2,631,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29D.20 and figure 29D. XV.

Table 29D.20

Subprogramme 2: evolution of financial and post resources

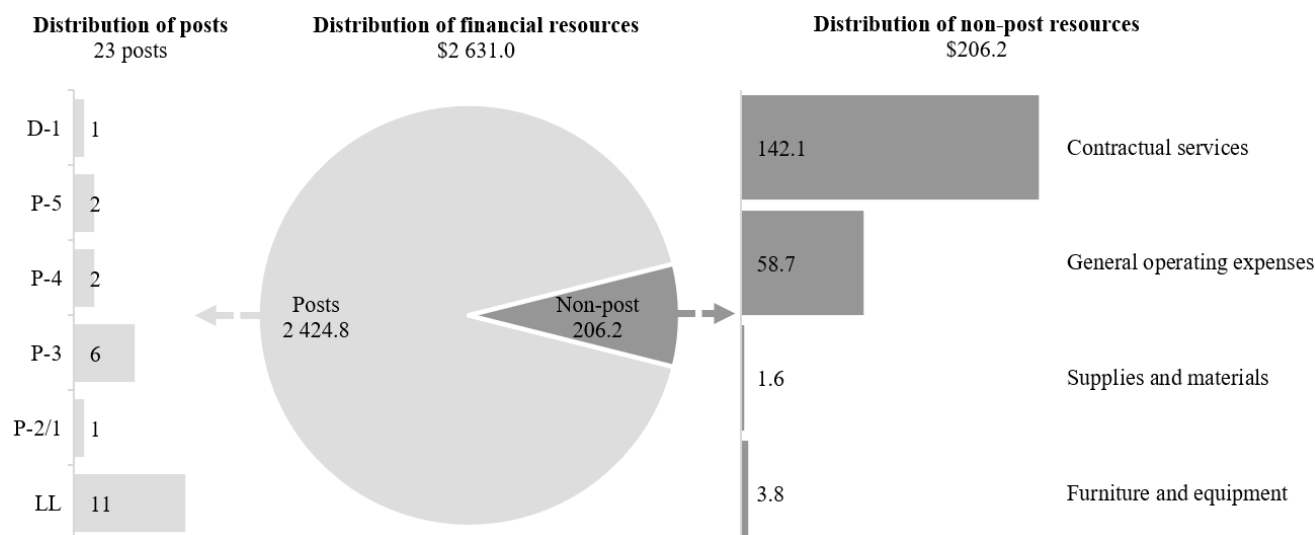
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 496.3	2 424.8	–	–	–	–	–	2 424.8
Non-post	210.8	206.2	–	–	–	–	–	206.2
Total	2 707.7	2 631.0	–	–	–	–	–	2 631.0
Post resources by category								
Professional and higher		12	–	–	–	–	–	12
General Service and related		11	–	–	–	–	–	11
Total		23	–	–	–	–	–	23

Figure 29D.XV

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Support services**

29D.82 The proposed regular budget resources for 2025 amount to \$7,401,200 and reflect a decrease of \$2,861,400 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 29D.72. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29D.21 and figure 29D.XVI.

Table 29D.21

Subprogramme 3: evolution of financial and post resources

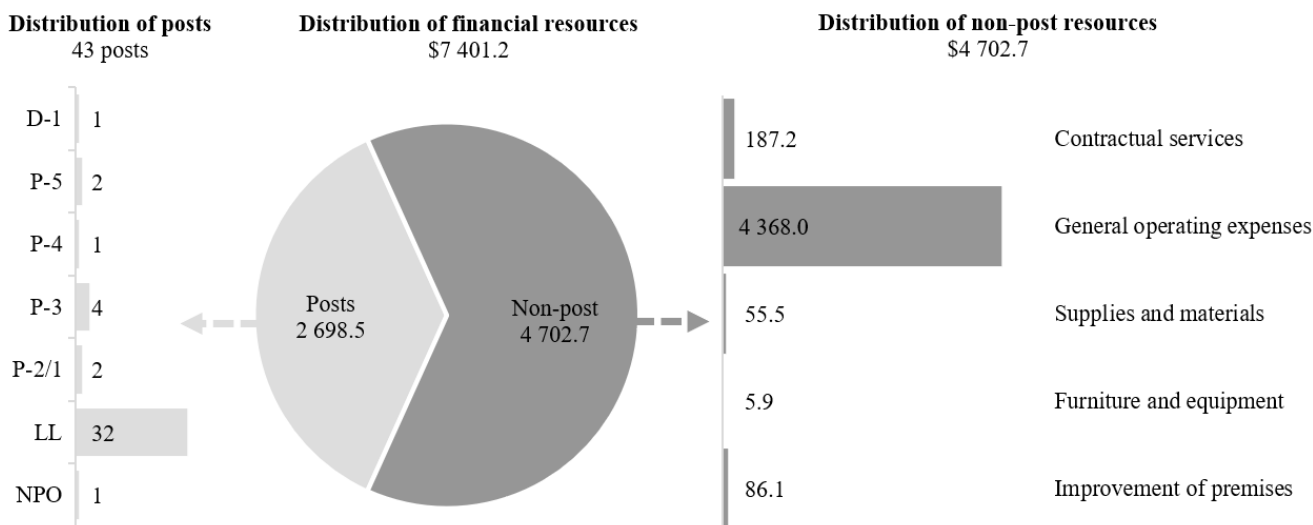
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 796.1	2 698.5	-	-	-	-	2 698.5
Non-post	8 582.1	7 564.1	(2 861.4)	-	-	(2 861.4)	(37.8)
Total	11 378.2	10 262.6	(2 861.4)	-	-	(2 861.4)	(27.9)
Post resources by category							
Professional and higher		10	-	-	-	-	10
General Service and related		33	-	-	-	-	33
Total		43	-	-	-	-	43

Figure 29D.XVI

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Information and communications technology operations**

29D.83 The proposed regular budget resources for 2025 amount to \$1,658,300 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29D.22 and figure 29D. XVII.

Table 29D.22

Subprogramme 4: evolution of financial and post resources

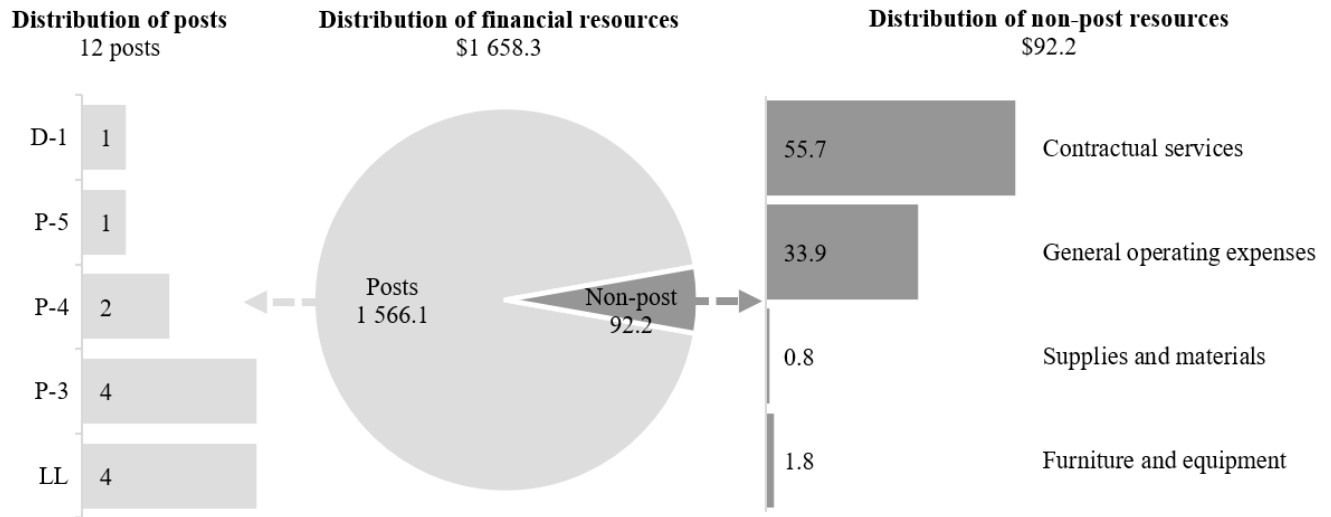
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	1 911.1	1 566.1	–	–	–	–	–	1 566.1
Non-post	88.4	92.2	–	–	–	–	–	92.2
Total	1 999.5	1 658.3	–	–	–	–	–	1 658.3
Post resources by category								
Professional and higher		8	–	–	–	–	–	8
General Service and related		4	–	–	–	–	–	4
Total		12	–	–	–	–	–	12

Figure 29D.XVII

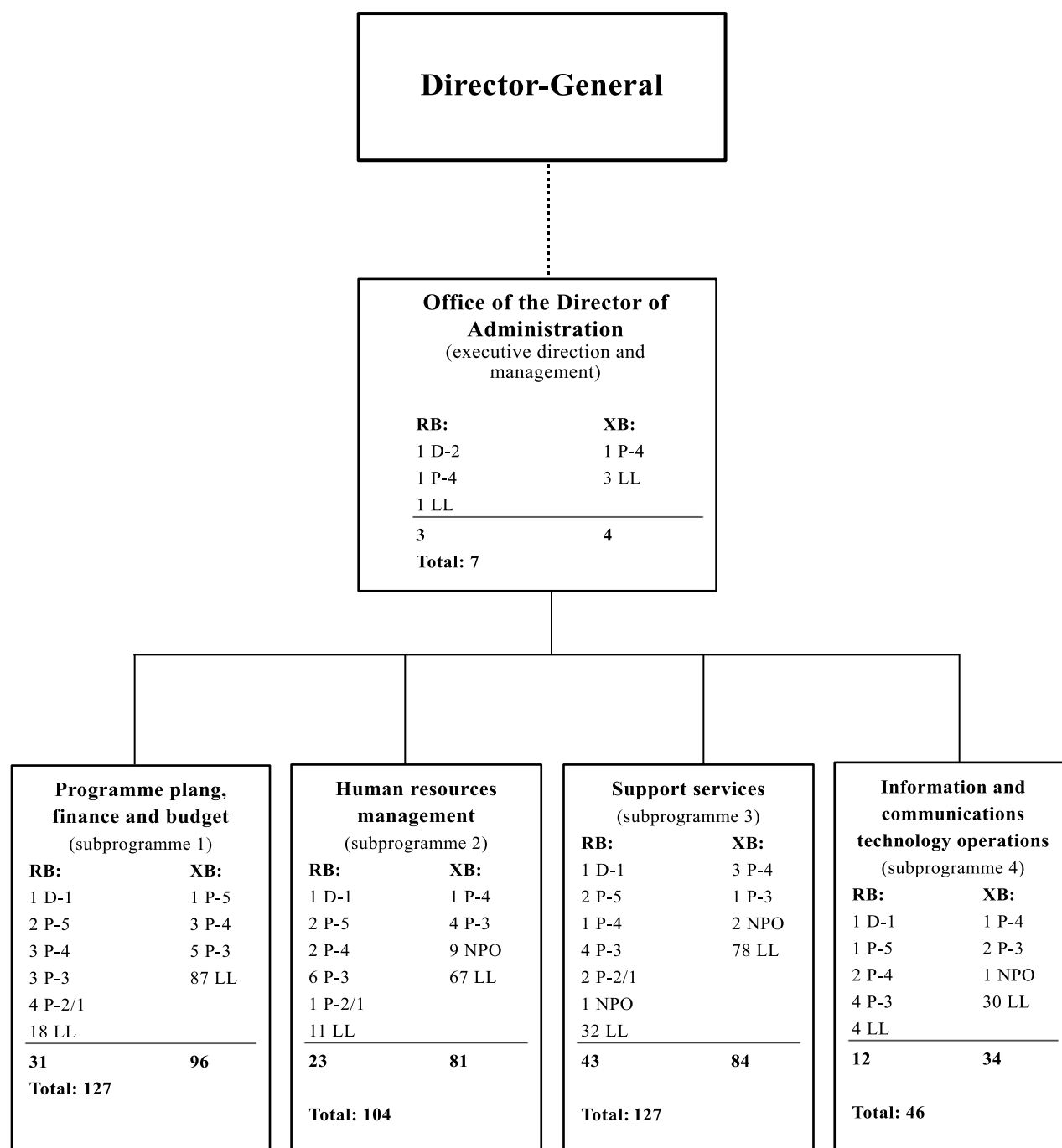
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2025



Abbreviations: LL, Local level; NPO, National Professional Officer; RB, regular budget; XB, extrabudgetary.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VIII

Common support services

Section 29E

Administration, Geneva

Programme 25

Management and support services

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 29E.1 The United Nations Office at Geneva was established in 1947 pursuant to General Assembly resolution 24 (I) and successive resolutions of the Assembly. The Office is responsible for providing administrative and support services to entities in Geneva and their field offices, and to other organizations of the United Nations common system, in accordance with policies, procedures and practices established by the Under-Secretary-General for Management Strategy, Policy and Compliance, the Under-Secretary-General for Operational Support and the Assistant Secretary-General/Chief Information Technology Officer. The Office is also responsible for providing support services to the intergovernmental processes of the Organization in line with its role as a major conference centre for international diplomacy. This includes providing technical conference support services as part of the conferencing ecosystem, which enables the work of Member States and client entities.

Strategy and external factors for 2025

- 29E.2 In compliance with General Assembly resolution 2 (I), the Office will offer administrative and support services in English and French. These services will include direction, management and coordination in the areas of human resources, financial and budgetary resources, information and communications technology (ICT), central support services and library services at the Office. The Office will function as landlord and manage the United Nations premises, which accommodate almost 70 tenants. The Office will also play a critical role in supporting United Nations meetings and events. From providing audiovisual and ICT support to maintaining conference rooms and equipment, the Office will remain an essential component of the conferencing network in Geneva. The Office is in advanced planning with United Nations Headquarters to establish the Office as the principal backup for Headquarters payroll, vendor payments and cashier services in the context of business continuity and disaster recovery, and will implement policy and other functions, as determined by the Under-Secretaries-General referred to in paragraph 29E.1 above.
- 29E.3 The Office will provide financial, budgetary and accounting services, as well as guidance and advice, in accordance with the Financial Regulations and Rules of the United Nations and relevant standards. In addition, the Office will provide staff development and learning services, career support and coaching, staff mental health and well-being activities, and medico-administrative occupational safety and health, human resources and legal advisory services. The Office will provide procurement, commercial activities, transportation, travel and other central support services for the Secretariat and the specialized agencies. It will also provide travel, procurement support and assistance in hiring consultants to 18 resident coordinator offices in Europe in support of the development pillar. In addition, the Office will provide regional ICT services and library, records, archives and knowledge services in support of the implementation of the mandated programmes and activities of the Secretariat. The Office will further ensure coordination and implementation of recommendations of oversight bodies at the Office, as well as the business continuity of administrative support for other entities in Geneva in emergency cases.
- 29E.4 Physical renovation works at the historic buildings of the Palais des Nations under the strategic heritage plan are projected to continue through 2026. These works will improve energy efficiency, modernize the conferencing infrastructure and ensure that buildings comply with host country building codes for fire safety, energy and accessibility while preserving the principles of the original design and historical features of existing buildings.

- 29E.5 The Office will proactively optimize space utilization to accommodate additional entities at the Palais des Nations. The Office will also analyse operation and maintenance requirements of the buildings post-strategic heritage plan to ensure the best mix of internal and contractual resources to efficiently manage these buildings and their technologically advanced components. Lastly, the Office will move forward with introducing modern preventive and regular building maintenance to safeguard Member States' investment through the strategic heritage plan.
- 29E.6 Client service will remain a priority in 2025. Client board meetings will be held quarterly to promote open and transparent service delivery. The Office will further improve operations in administration and support in collaboration with Geneva-based Secretariat and United Nations system entities, as well as other Secretariat service providers. To maximize client support effectiveness, the Office will further develop its Client Support Centre, which delivers tier-2 level support and accommodates 20,000 client visits and 12,000 client calls annually. Growing demand for and the escalating technical complexity of delivering side events, cultural events and activities now require a more efficient event support model. To achieve this, the Office will establish an event support centre for these types of events. Subprogramme 4 will deliver phase I (design and development of the centre) and, concurrently, subprogramme 3 will deliver phase II (establishing centralized audiovisual support for client entities and Member States (see subprogrammes 3 and 4). In addition, the Office will begin to offer dedicated support for client entities moving to or relocating from the Palais des Nations (see subprogramme 1). The Office will also conduct its annual client entity and end-user surveys, and a new, comprehensive communications strategy will bolster these initiatives.
- 29E.7 The Office will implement activities across all subprogrammes to support the Secretary-General's reform initiatives, including providing expertise in support of global administrative operational processes; supporting digital transformation, the Secretary-General's strategy on new technologies and the Data Strategy of the Secretary-General for Action by Everyone, Everywhere; providing capacity-building to the resident coordinator system; and strengthening financial management and internal control systems and the risk management framework
- 29E.8 With regard to inter-agency coordination and liaison, the Office will collaborate with other Geneva-based United Nations system organizations and international governmental organizations, coordinating the Common Procurement Activities Group. The Office will continue to own and administer the global United Nations contracts, continue to conduct annual daily subsistence allowance surveys, coordinate periodic cost of living surveys, conduct place-to-place surveys and monitor the consumer price index at Geneva. The Office will work closely with other facilities managers of international organizations in Geneva to enhance inter-agency coordination on relevant policies and procedures. The Office will further collaborate with other United Nations libraries to digitize the official documents of the United Nations and will advance the streamlining of library activities, which will benefit from a common library management system used by the libraries at the Office, United Nations Headquarters, the Economic Commission for Latin America and the Caribbean, the Economic Commission for Africa and the Economic and Social Commission for Asia and the Pacific.
- 29E.9 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that client offices will have sufficient extrabudgetary resources for services provided by the Office, when applicable.
- 29E.10 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. It will contribute to improving gender equality in 2025 in the offices that it supports, in line with the Secretary-General's system-wide strategy on gender parity, through consultations and briefings to hiring managers and human resources focal points in client entities regarding the impact of selection decisions, including advice on targeted outreach of job openings through established human resources networks and the targeted promotion of career opportunities in the United Nations, to improve equitable geographical representation in the Organization.
- 29E.11 In line with the United Nations Disability Inclusion Strategy, in 2025 the Office will continue to implement its disability inclusion action plan and support the strategic heritage plan in its efforts to incorporate accessibility features in renovation works.

Legislative mandates

29E.12 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

24 (I)	Transfer of certain functions, activities and assets of the League of Nations	78/253	Special subjects relating to the proposed programme budget for 2024
70/255; 72/303	Progress towards an accountability system in the United Nations Secretariat		

Subprogramme 1 Programme planning, finance and budget

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	77/267	Shifting the management paradigm in the United Nations: review of changes to the budgetary cycle
42/211	Implementation of General Assembly resolution 41/213		

Subprogramme 2 Human resources management

General Assembly resolutions

58/144	Improvement of the status of women in the United Nations system	73/281	Shifting the management paradigm in the United Nations
63/271	Amendments to the Staff Regulations	77/256 A–B	United Nations common system
72/254	Human resources management	78/248	Administration of justice at the United Nations

Subprogramme 3 Support services

General Assembly resolutions

58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system	58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/276	Outsourcing practices	69/273	Procurement

Subprogramme 4 Information and communications technology operations

General Assembly resolutions

57/304	Information and communication technology strategy	63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity	69/262	Questions relating to the programme budget for the biennium 2014–2015 (Sect. II, Information and communications technology in the United Nations)

**Subprogramme 5
Library services**

General Assembly resolution

356 (IV) Budget appropriations for the financial year
1950

Deliverables

29E.13 Table 29E.1 lists all cross-cutting deliverables of the programme.

Table 29E.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
Meetings of:				
1. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
2. The Committee for Programme and Coordination	1	1	1	1
3. The Fifth Committee	2	2	2	2

Evaluation activities

29E.14 The evaluation of the Total Digital Access to the League of Nations Archives Project system and platform, completed in 2023, has guided the proposed programme plan for 2025.

29E.15 In response to the results of the evaluation referenced above, the Office incorporated recommendations and lessons learned to inform its work referenced in paragraph 29E.8 above to collaborate with other United Nations libraries to digitize the official documents of the United Nations and to help to inform future digitization projects, in particular those relating to subprogramme 5.

29E.16 A project evaluation to be conducted under subprogramme 3, on optimized warehouse storage space for clients, is planned for 2025.

Programme of work

**Subprogramme 1
Programme planning, finance and budget**

Objective

29E.17 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

Strategy

29E.18 To contribute to the objective, the subprogramme will:

- (a) Monitor budget implementation, report budget and financial information and conduct financial management and accounts control by coordinating with Headquarters and providing timely

advice to client entities regarding a broad range of financial services, spanning from payments and disbursements services to payroll, accounting, medical insurance, and trust funds and budget management;

- (b) Provide assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters;
- (c) Perform financial and administrative procedures, including internal financial controls and monitoring strict compliance with the Financial Regulations and Rules of the United Nations and the financial policies of the United Nations;
- (d) Identify ways to achieve a faster and more efficient client response, including through digital transformation and innovative tools in line with the Secretary-General’s strategy on new technologies;
- (e) Monitor the implementation of oversight bodies’ recommendations.

29E.19 The above-mentioned work is expected to result in improved integrity of financial data and enhanced overall management of programme budget and extrabudgetary resources.

Programme performance in 2023

Client confidentiality ensured in design of new Client Support Centre

29E.20 In 2022, the subprogramme conducted an internal evaluation of the Client Support Centre, given the need to submit updated business requirements to the strategic heritage plan for the design of its permanent home. The evaluation identified problems in its current location that affected client confidentiality. Those issues included an open floor plan, insufficient private consultation rooms, a lack of privacy between the waiting area and reception desks, and a shortage of reception desks. In response, in 2023 the subprogramme collaborated with service providers to redesign the Centre’s layout in its new location. The revised layout was formally presented to architects working on the strategic heritage plan, and all stakeholders approved the changes in June 2023. Consequently, the architectural plans were modified to incorporate those adjustments, leading to an improved redesign for clients.

29E.21 Progress towards the objective is presented in the performance measure below (see table 29E.2).

Table 29E.2
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Clients serviced remotely	<p>Clients in the Client Support Centre:</p> <ul style="list-style-type: none"> • Receive support from 5 front office reception desks • Have access to 5 confidential client consultation booths 	<p>Redesign of Centre provided clients with access to a quieter, privacy-conducive environment, including:</p> <ul style="list-style-type: none"> • 8 front office reception desks with privacy panels • 2 dedicated rooms for client calls • A dedicated back-office work area • 10 confidential client consultation booths

Planned results for 2025

Result 1: tailored and targeted operational monitoring through customized financial dashboards

Programme performance in 2023 and target for 2025

- 29E.22 The subprogramme's work contributed to five additional clients having access to customized dashboards to facilitate their ability to monitor accounts and operations, which met the planned target.
- 29E.23 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29E.3).

Table 29E.3

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Clients access additional standardized financial reports	Four clients with access to customized dashboards to facilitate their ability to monitor accounts and operations through specific financial indicators	Five additional clients have access to customized dashboards to facilitate their ability to monitor accounts and operations through specific financial indicators	Clients have access to customized dashboards with amendments to ensure continued relevance of financial indicators	Clients have access to dashboards with additional refinements and customizations in accordance with feedback from client surveys

Result 2: improved client service at Client Support Centre

Programme performance in 2023 and target for 2025

- 29E.24 The subprogramme's work contributed to upgrading the Client Support Centre phone system, optimizing caller queuing and automating call transfer functions, resulting in a 24 per cent decrease in dropped calls, which met the planned target.
- 29E.25 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29E.4).

Table 29E.4

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Clients are serviced remotely	Clients have access to both in-person and remote services	Clients have access to improved telephone support, as illustrated by a 24 per cent decrease in dropped calls	Clients have more optimized service offerings	Clients have improved access to support and additional resources through enhancements made to Client Support Centre website

Result 3: entities have access to dedicated support when moving to or relocating from the Palais des Nations

Proposed programme plan for 2025

29E.26 The Client Support Centre offers centralized support to staff and clients, the end users of administrative services. This centralized model does not exist for client entities moving to or relocating from the Palais des Nations. These entities must engage directly with each subprogramme responsible for delivering required services, necessitating interaction with multiple contacts.

Lessons learned and planned change

29E.27 The lesson for the subprogramme was that, while documentation and online guidance were valuable initial steps to address support issues, navigating multiple points of entry across administrative service lines could still lead to confusion and inefficiency. In applying the lesson, the subprogramme will introduce a centralized client support model, assigning dedicated support for client entities moving to or relocating from the Palais des Nations. The client relationship manager will offer intensive support, guiding the entity through each step of the process. This will be supplemented by online tools, documentation and other reference materials.

29E.28 Expected progress towards the objective is presented in the performance measure below (see table 29E.5).

Table 29E.5
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Clients have access to guidance documentation for entity onboarding/offboarding	One client entity has access to a new pilot centralized support model	All client entities moving to or leaving the Palais des Nations use the new centralized support model

Deliverables

29E.29 Table 29E.6 lists all deliverables of the subprogramme.

Table 29E.6
Subprogramme 1: deliverables for 2025, by category and subcategory

Category and subcategory
E. Enabling deliverables
Administration: financial management, risk management and internal control, and preparation and implementation of resource proposals; management of more than 700 posts; financial reporting and accounting; cash and revenue management; management of service arrangements with 50 client entities across 120 service lines; processing of payroll for more than 7,500 staff members across the world and more than 300,000 payments and disbursements annually; guidance and advice on all budgetary and financial matters; provision of medical insurance to more than 36,000 staff, retirees and dependents; processing of more than 490,000 medical invoices annually; administration of compensation claims; and delivery of quarterly client board meetings.

Subprogramme 2 Human resources management

Objective

- 29E.30 The objective, to which this subprogramme contributes, is to ensure a competent, diverse, adaptable and healthy workforce, to advance the highest standards of efficiency, competence and integrity and to ensure resilient organizational change.

Strategy

- 29E.31 To contribute to the objective, the subprogramme will:
- (a) Support clients in talent acquisition and development by creating an enabling work environment, providing advisory services to clients, developing internal human resources analytics capabilities aligned to the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, and paying special attention to staff welfare and mental health;
 - (b) Promote multilingualism and provide learning and development activities such as training sessions and briefings on performance management, innovation and flexibility, navigation of workplace changes and the creation of a harmonious workplace;
 - (c) Generate new opportunities for learning and knowledge exchange through the Knowledge and Learning Commons by partnering with the Library of the United Nations Office at Geneva;
 - (d) Work with the human resources subnetwork of the Security Management Team to ensure a coherent approach to common human resources issues and challenges.
- 29E.32 The above-mentioned work is expected to result in:
- (a) Empowered decision-making based on enhanced business insight;
 - (b) Improved capacity of staff to successfully navigate workplace changes, embrace innovation and adopt new ways of working internally;
 - (c) Improved capacity of teams to work in a more agile and flexible manner;
 - (d) Increased awareness of the existing mechanisms to address improper conduct and of the individual responsibility of staff to foster a harmonious work environment.

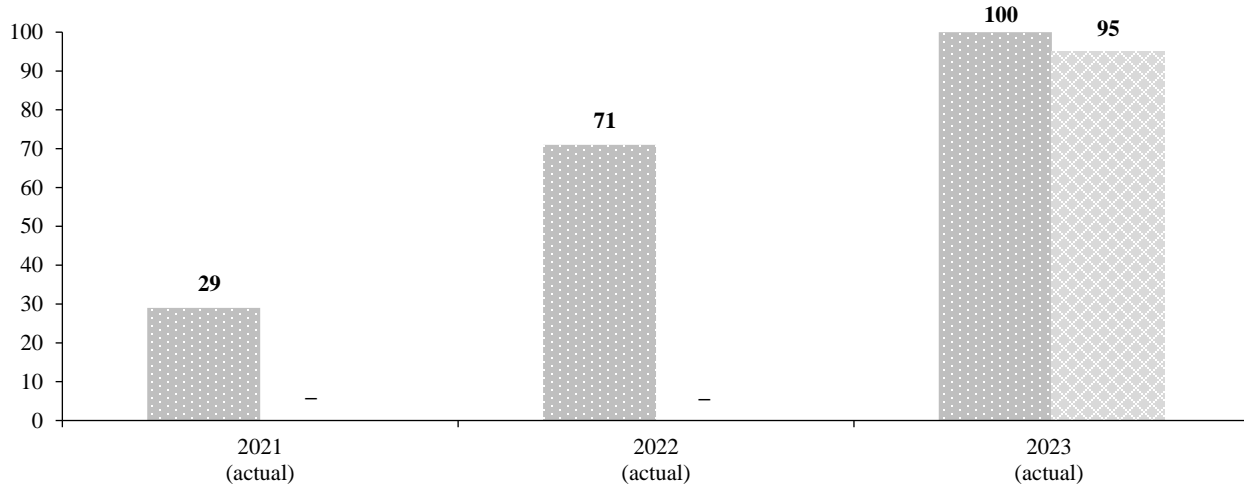
Programme performance in 2023

Staff participate in streamlined and harmonized language programmes and competence assessments

- 29E.33 To help to promote multilingualism in the United Nations system, starting in 2017, the subprogramme, in collaboration with the Language and Communications Training Unit, embarked on a project to create a common United Nations Language Framework for language learning and assessment in the six official United Nations languages. Classes and course materials for the six languages were revised and all 3,500 participants in the Office's language training programme now take classes aligned to the new Framework. The Framework offers a structured and standardized approach to language learning and assessment across the Organization using four levels of language competence. It ensures both consistency across language standards for learning and uniformity in language assessments for career development and geographical mobility.
- 29E.34 Progress towards the objective is presented in the performance measure below (see figure 29E.I).

Figure 29E.I

Performance measure: number of Geneva-based language course recipients taking classes aligned to the United Nations Language Framework and their satisfaction with the new language training programme (annual percentage)



■ Percentage of Geneva-based language course recipients taking classes aligned to the United Nations Language Framework.
 ▨ Percentage of Geneva-based language course recipients giving satisfaction rating of good or excellent.

Planned results for 2025

Result 1: better service and support for clients through new human resources capacity and tools for data analytics

Programme performance in 2023 and target for 2025

- 29E.35 The subprogramme’s work contributed to clients having access to a tool to simulate the effect of recruitment and retirement on both gender equality and geographical distribution, which exceeded the planned target of simulation of the effect of recruitment and retirement on gender equality.
- 29E.36 The subprogramme’s work contributed to the development and testing of a tool to evaluate team well-being and performance, which did not meet the planned target of clients having access to a tool to evaluate team well-being and performance. The target was not met owing to the unforeseen temporary unavailability of additional data analysis capabilities.
- 29E.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29E.7).

Table 29E.7
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
18 staff members increased their knowledge of and received certification in human resources data analytics	Automated reports for data analysis and Microsoft Power BI reports improve client services related to review of recruitment timelines, gender equality and workforce planning Visualization tool and several data simulation tools	Clients have access to a tool to simulate the effect of recruitment and retirement on gender equality and geographical distribution A tool to evaluate team well-being and performance was tested	Clients have access to and utilize real-time human resources data analysis and forecasting for several human resources variables to support clients' recruitment plans and decision-making	Clients have access to an additional set of reports related to provision of Human Resources Management Service core services and ability to monitor service delivery

Result 2: a more inclusive and supportive work environment

Programme performance in 2023 and target for 2025

- 29E.38 The subprogramme’s work contributed to staff having access to webinars on burnout prevention, regular burnout-related materials through “What’s New” broadcasts, dedicated focal points in client entities, discussions with an expert on burnout from the Geneva University Hospital and a working group on burnout prevention, enabling an increased awareness of signs of burnout and access to resources to help to prevent it, which met the planned target.
- 29E.39 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29E.8).

Table 29E.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Staff received briefing sessions on the United Nations System Mental Health and Well-Being Strategy and the Secretary-General’s Disability Inclusion Strategy	Staff have access to reasonable accommodation guidelines	Staff have an increased awareness of signs of burnout and have access to resources to help to prevent it	Staff have increased access to mental health and well-being support	Staff have access to on-demand, tailored programmes and trainings on mental health and well-being issues

Result 3: staff and external applicants better understand the United Nations recruitment process and make informed career-related decisions

Proposed programme plan for 2025

- 29E.40 The 2019 and 2021 United Nations Staff Engagement Surveys highlighted staff’s need for enhanced career development support and increased clarity on recruitment processes and policies. Since 2021, the subprogramme has introduced the “Career Tips Thursday” series, comprising 26 monthly one-hour webinars for United Nations Geneva-based staff, and new material for six half-day training webinars, known as the “Career Support Suites”, to help staff to better understand the United Nations recruitment process and make informed career-related decisions.

Lessons learned and planned change

- 29E.41 The lesson for the subprogramme was that there was growing demand for those initiatives, including by other United Nations duty stations and Member States. In applying the lesson, the subprogramme will extend the Career Tips Thursday series to all United Nations staff, including those in downsizing entities and other organizations of the United Nations common system. In addition, it will be used for Member State briefings and outreach to widen the audience and broaden the applicant pool.
- 29E.42 Expected progress towards the objective is presented in the performance measure below (see table 29E.9).

Table 29E.9
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Approximately 10,000 end users (staff and public globally) participated in the Career Tips Thursday series	A 3 per cent increase in end users participating in the Career Tips Thursday series following use for Member State briefings and outreach to broaden applicant pool	Staff have access to career development initiatives, which respond to United Nations Staff Engagement Survey results

Deliverables

- 29E.43 Table 29E.10 lists all deliverables of the subprogramme.

Table 29E.10
Subprogramme 2: deliverables for 2025, by category and subcategory

Category and subcategory

D. Communication deliverables

Outreach programmes, special events and information materials: job fairs and career presentations to identify prospective candidates, including female candidates, from unrepresented and underrepresented Member States; and knowledge-sharing in the area of human resources and staff health and well-being.

E. Enabling deliverables

Administration: talent management and job classification; administration of approximately 3,150 staff contracts; advice and guidance on human resources policies, including on the Staff Regulations and Rules and staff selection system; training on organizational and managerial competencies, substantive and technical skills, language and communications, and career development for more than 9,000 staff members and others annually; administration of assessment tests; staff counselling services and psychological support; conduct of staff surveys, including on cost of living and daily subsistence allowance; 8,400 host country residence permits obtained in liaison with local authorities; occupational health and medico-administrative services for 15,000 client staff in Geneva and field offices, medical consultations and advice, medical emergency preparedness, health and well-being campaigns; and learning, career development and performance management.

Internal justice and oversight: legal services provided to the Office and 20 client entities; act as legal counsel for the Organization before the United Nations Dispute Tribunal; act as Office legal adviser in human resources matters, including in cases of alleged misconduct; act to defend the Organization’s position before the Management Advice and Evaluation Section; act as negotiator on behalf of the Organization settlement agreements and work with the United Nations Ombudsman and Mediation Services; act as conduct and discipline focal point at the Office, provide regular information updates on legal and ethical topics to Office staff and client entities; and provide regular briefings for managers on best practices and lessons learned from current legal jurisprudence to increase awareness and compliance.

Subprogramme 3 Support services

Objective

- 29E.44 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally responsible and effective functioning of the United Nations Office at Geneva with regard to premises, office and conference facilities management; asset management; travel and transportation; mail and pouch services; procurement; and commercial activities.

Strategy

- 29E.45 To contribute to the objective, the subprogramme will:
- (a) Provide services in the areas of facilities management, assistance with conference activities, special events, project management, and property and space management;
 - (b) Equip meeting and conference rooms with advanced technologies, infrastructure and equipment to support virtual and blended meetings, in accordance with available funding;
 - (c) Provide procurement services, including collaborative procurement activities with other United Nations organizations and agencies based in Geneva through the Common Procurement Activities Group;
 - (d) Provide services in the areas of contract management, travel, administration of diplomatic privileges, visas, United Nations travel documents, transportation, mail and pouch services, warehousing and sustainable environmental management;
 - (e) Support the implementation of the strategic heritage plan, ensuring that solutions are in place to minimize the impact of any potential disruptions during renovation of the historic buildings of the Palais des Nations and operation of the new building H.
- 29E.46 The above-mentioned work is expected to result in:
- (a) An optimized use of space and the provision of high-quality logistical services and support to client entities;
 - (b) Modern, high-quality conference support services, including the availability of conference rooms equipped for multilingualism;
 - (c) Clients' procurement needs being met;
 - (d) Improved workplace safety and conditions in the Palais des Nations and its annexes.

Programme performance in 2023

Reduced wait times for visitor and participant entry for conferences, events and meetings

- 29E.47 A number of upgrades were required at Pregny Gate to bolster the security infrastructure and expedite and streamline the entry of participants attending conferences, events and meetings at the Palais des Nations. As part of those upgrades, the subprogramme held consultations with Security and Safety Services to define the scope of work and undertook a feasibility study to assess the technical specifications, structural constraints and compliance with building codes and standards. Those consultations and studies informed the selection of modernized security features, including speed gates, bulletproof booths and revolving doors. Digital badges for visitors were introduced, replacing the outdated traditional paper badges.
- 29E.48 Progress towards the objective is presented in the performance measure below (see table 29E.11).

Table 29E.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Visitors and participants experience a 67 per cent reduction in wait times to enter the Palais des Nations following introduction of digital badges

Planned results for 2025

Result 1: optimized warehouse storage space for clients

Programme performance in 2023 and target for 2025

- 29E.49 The subprogramme’s work contributed to clients having access to efficiently managed warehouse storage through a space management application, which met the planned target.
- 29E.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29E.12).

Table 29E.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Development and launch of warehouse space management application	Positive client feedback on the space management application piloted with the Office of the United Nations High Commissioner for Refugees	Clients have access to efficiently managed warehouse storage through the space management application	Clients have access to additional storage space following further optimization of warehouse storage capacity	Clients utilize 100 per cent of all available warehouse storage space
Identification of pilot client				

Result 2: United Nations Office at Geneva campus preserved for future generations

Programme performance in 2023 and target for 2025

- 29E.51 The subprogramme’s work contributed to the drafting of a study to assess the ongoing preventive maintenance and operational costs for building H, which did not meet the planned target of delivering a long-term maintenance strategy for building H. The target was not met because there were technical issues with some systems in building H that prevented completion of the comprehensive long-term maintenance strategy.
- 29E.52 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29E.13).

Table 29E.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Availability of a study to assess the ongoing preventive maintenance and operational costs for building H	Protection of Member States’ investment through an assessment study of the renovated areas of the Palais des Nations delivered by the strategic heritage plan that identifies long-term preventive maintenance requirements	Long-term maintenance strategy for buildings fully handed over by strategic heritage plan in place to protect Member States’ investment

Result 3: event support centre, phase II: improved audiovisual support used by Member States and client entities

Proposed programme plan for 2025

29E.53 The landscape for hosting the Organization’s side events, cultural events and activities has transformed in recent years. Traditional audiovisual setups, once sufficient, are now expected to integrate advanced technology to seamlessly blend in-person and online components.

Lessons learned and planned change

29E.54 The lesson for the subprogramme was that hosting a blend of in-person and virtual elements at the same event required new processes and audiovisual specialists to collaborate with colleagues across several subprogrammes to deliver those services. In applying the lesson, the subprogramme will establish phase II of the Office’s event support centre, offering centralized, improved and proactive audiovisual support. This includes providing individual consultations to guide client entities and Member States through the audiovisual technicalities of planning events with blended in-person and virtual elements.

29E.55 Expected progress towards the objective is presented in the performance measure below (see table 29E.14).

Table 29E.14
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	–	Member State and client entity audiovisual needs and scenarios identified and incorporated into event support centre process road map	Member States and client entities use the centralized, improved and proactive audiovisual support for side events, cultural events and activities

Deliverables

29E.56 Table 29E.15 lists all deliverables of the subprogramme.

Table 29E.15

Subprogramme 3: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Administration: travel arrangements (27,600), visas and laissez-passer for Geneva-based United Nations Secretariat entities and other entities based at the Geneva campus; and management and maintenance of Office campus (215,381 m² containing 2,871 offices, 49 conference rooms, and 85 meeting rooms).

Logistics: full procurement services (amounting to \$54.5 million); physical verification of 36,000 serialized equipment items and fixed assets; shipment of official property, bulk consignments for conferences (102,900 kg), 80 import/export requests for personal effects and distribution services (approximately 128,400 items) for United Nations offices and other United Nations entities.

Subprogramme 4 Information and communications technology operations

Objective

29E.57 The objective, to which this subprogramme contributes, is to advance the efficient and effective implementation of client entities' substantive programmes through technologies, including a coherent enterprise ICT system and enterprise architecture; access to ICT-related technological innovations; and a secure, coherent and resilient technology application hosting and infrastructure landscape.

Strategy

29E.58 To contribute to the objective, the subprogramme will:

- (a) Manage a portfolio of end-to-end hardware and software solutions and implement new technologies for clients on the basis of their business objectives;
- (b) Build resilient technological capacity to meet client objectives by acquiring knowledge and expertise on relevant solutions, migrating to the most cost-effective sourcing options, exploiting economies of scale, adopting innovative technologies and discontinuing legacy systems;
- (c) Manage the use of ICT resources by engaging and leading the ICT community and entities of the United Nations system in Geneva and elsewhere in Europe in the definition, adoption and deployment of ICT governance policies and procedures, as well as oversee and support ICT strategy implementation and provide security in the use of ICT services.

29E.59 The above-mentioned work is expected to result in:

- (a) Clients whose administrative and management decision-making processes are facilitated and empowered by new and innovative information technology solutions;
- (b) Client entities gaining access to cost-effective services and solutions that optimize the use of resources to achieve business goals;
- (c) A safe and reliable ICT environment for all United Nations Secretariat entities in Geneva.

Programme performance in 2023

A more secure, reliable and trusted digital environment for clients

29E.60 The growing complexity and frequency of information security threats have required the adoption of cutting-edge practices to effectively protect the Organization's information assets. In 2023, the

subprogramme successfully completed the deployment of micro-segmentation infrastructure within the data centre. Furthermore, the subprogramme instituted a robust vulnerability and threat management process and implemented round-the-clock monitoring and alerts for security threats through a third-party provider. The new service includes recommended action to take when a threat is identified, and it proved its effectiveness by identifying and neutralizing multiple threats promptly.

29E.61 Progress towards the objective is presented in the performance measure below (see table 29E.16).

Table 29E.16
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	Critical client data and systems better protected from security threats	Critical client data and systems protected with no serious breaches

Planned results for 2025

Result 1: incorporation of the needs of persons with disabilities into information and communications technology solution offerings

Programme performance in 2023 and target for 2025

29E.62 The subprogramme’s work contributed to 12 applications for accessibility assessed and 3 development teams with increased capability to incorporate accessibility into the development life cycle and approval process for new software applications, which met the planned target.

29E.63 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29E.17).

Table 29E.17
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
ICT systems disability inclusion requirements are addressed on an ad hoc or on-demand basis	Digital accessibility framework definition and design created, and development of related processes, tools and procedures started	12 applications for accessibility assessed and 3 development teams with capability to incorporate accessibility into the development life cycle and approval process for new software applications	Clients have access to new ICT accessibility services to evaluate and upgrade existing or new solutions to the required level of disability inclusion	Clients’ quality of service measured against web content accessibility guidelines, which ensure that websites, web applications, and digital content are accessible to everyone, including individuals with various disabilities

Result 2: experience of conference participants and organizers improved through technology

Programme performance in 2023 and target for 2025

29E.64 The subprogramme’s work contributed to phased availability of the new features for conference participants in buildings A, AB and C, which met the planned target.

29E.65 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29E.18).

Table 29E.18
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Conference stakeholders identify technological requirements for modern multilateral conferencing centre	Design and conduct of a mock-up for simulation of new features for conference participants and validation of the new architecture	Phased availability of the new features for conference participants in buildings A, AB and C	Conference participants have full access to the new features in conference rooms for buildings A, AB and C, and new architecture integrated into the design New functionality for conference participants integrated into design of building E	Conference participants have full access to new features in all buildings completed by the strategic heritage plan in 2025

Result 3: event support centre, phase I: clients utilize a single point of contact and online tool to organize cultural events, side events and activities

Proposed programme plan for 2025

29E.66 Following the coronavirus disease (COVID-19) pandemic, the Office expanded its service offerings for cultural events, side events and activities. As demand for those services grew, the complexities involved in supporting them cut across subprogrammes, requiring extensive cross-collaboration and leaving clients and service providers struggling to identify whom to contact for event support. In 2021 and 2022, the subprogramme took initial steps to resolve those coordination issues using technology.

Lessons learned and planned change

29E.67 The lesson for the subprogramme was that coordination issues and client struggles remained. In applying the lesson, the subprogramme will design and develop a new event support centre, encompassing all Office event support services, including information technology, audiovisual, moving, security and catering services. This includes cataloguing event services, identifying trained staff, creating standard event solutions and developing a digital platform for the centre’s operations.

29E.68 Expected progress towards the objective is presented in the performance measure below (see table 29E.19).

Table 29E.19
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Staff book meeting rooms in building H including for blended in-person and virtual meetings	Staff have access to automated technology to facilitate the holding of blended meetings in building H	Clients provide input to enable the development of a digital platform to streamline centre operations	Clients have access to single point of contact and online tool to request event services and support operations

Deliverables

29E.69 Table 29E.20 lists all deliverables of the subprogramme.

Table 29E.20
Subprogramme 4: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Information and communications technology: provision of security for information technology systems and data; connectivity services; hosting services; voice, video and data communications services; operation and maintenance of application systems in a secure environment; technical support for approximately 5,000 end users; and advisory services on business solutions.

Subprogramme 5 Library services

Objective

29E.70 The objective, to which this subprogramme contributes, is to ensure the preservation of and enhanced access to past, present and future knowledge of the United Nations, to mobilize this knowledge and to increase knowledge-sharing, education and dialogue among Member States and between Member States and the international community.

Strategy

29E.71 To contribute to the objective, the subprogramme will:

- (a) Provide access to United Nations documents and publications both online and paper-based resources and to external knowledge resources that provide information about the Organization’s areas of work; guarantee access to paper-based resources stored in the building; and focus on online and virtual client services, owing to the planned closure of the Library building and other records storage areas in the Palais des Nations during the strategic heritage plan renovation works;
- (b) Provide knowledge tools that bring together key information resources on United Nations issues and global agendas, manage the Office’s art collection and digitize and preserve archives and official documents, in collaboration with other United Nations libraries and archives;

- (c) Provide guidance on records management standards and best practices across the Office and at other Secretariat entities in Geneva through the provision of staff training, advisory services and records management services;
- (d) Transfer official records of the United Nations, both physical and digital, to the Records Management Unit for long-term preservation;
- (e) Provide support for cultural diplomacy, connect diplomats with United Nations staff, experts and global citizens through discussion and learning events, and organize learning events and cultural activities, including virtual and blended events.

29E.72 The above-mentioned work is expected to result in:

- (a) More informed participation and subsequent decision-making by diplomats and staff;
- (b) Improved transparency and accountability for the Organization;
- (c) Preservation of institutional and historical memory;
- (d) A vibrant online and on-site cultural activities programme that enables Member States to showcase their art and culture through exhibitions, film screenings and other events;
- (e) Alternative learning opportunities for United Nations staff and diplomats on topics that support career development and the implementation of United Nations policies and agendas.

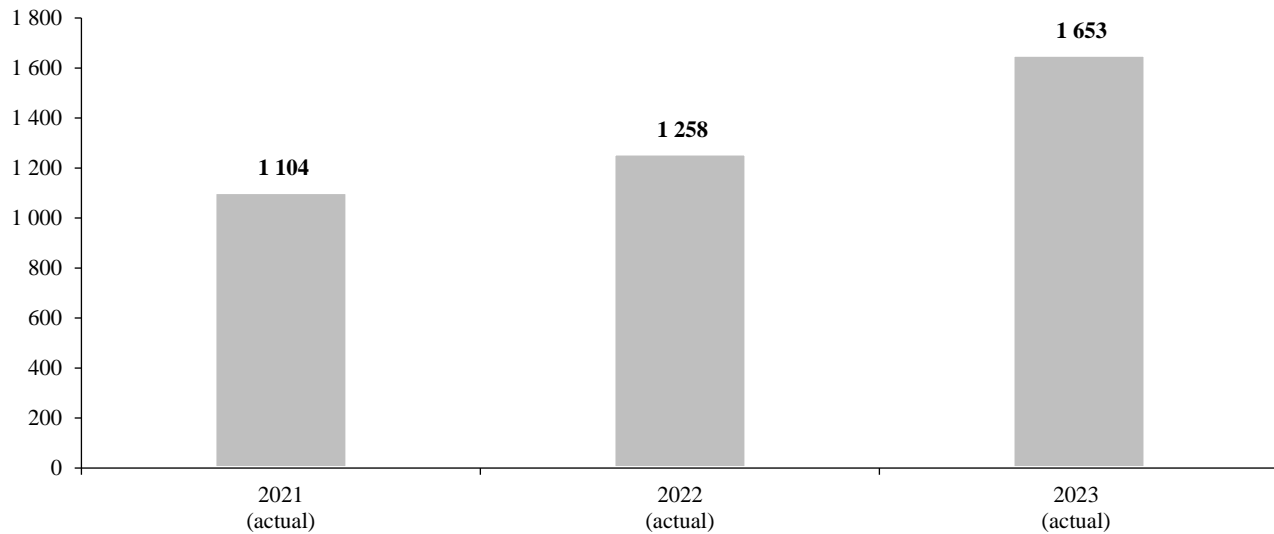
Programme performance in 2023

Increased usage of curated information resources relating to the work of the International Law Commission

29E.73 During the annual sessions of the International Law Commission, the subprogramme offers dedicated spaces, facilities, customized reference services and a tailored resource guide. In 2022, this support expanded to include a dedicated subject expert with virtual chat service, an online welcome package and a broader resource guide with multilingual bibliographies. Acknowledging the Commission's need for up-to-date information, as highlighted in General Assembly resolution [77/103](#), the subprogramme further expanded its offerings in 2023 with the Conference Primer Pro package, aiding new Commission members to quickly understand discussion topics so that they could prepare well-informed statements. This comprehensive package included pre- and post-meeting reference services, increased resource purchases and subscriptions in international law, a special collection on current Commission topics, and expanded multilingual bibliographies, all of which increased the use of curated information resources (e.g., virtual chat service, resource guides, bibliographies, international law subscriptions and reference services) by 31 per cent in one year, as noted in the report of the Commission on its seventy-fourth session ([A/78/10](#)).

29E.74 Progress towards the objective is presented in the performance measure below (see figure 29E.II).

Figure 29E.II
Performance measure: number of curated information resources used by International Law Commission recipients (annual)



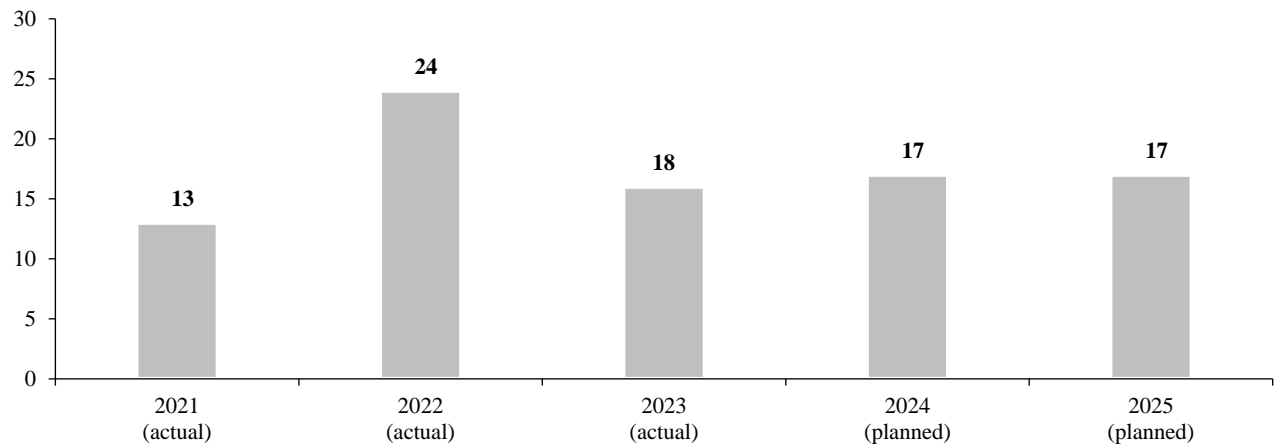
Planned results for 2025

Result 1: increased accessibility by clients to a wealth of digital information

Programme performance in 2023 and target for 2025

- 29E.75 The subprogramme’s work contributed to 18 new products and services that facilitate client information access and navigation, exceeding the planned target of 15 new products and services.
- 29E.76 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29E.III).

Figure 29E.III
Performance measure: number of new products and services developed that facilitate client information access and navigation (annual)



Result 2: improved access to information for achieving the Sustainable Development Goals

Programme performance in 2023 and target for 2025

- 29E.77 The subprogramme’s work contributed to the updating of the accessibility and search features for the online Sustainable Development Goal research guide and the provision and customization of the digital archives platform for more pertinent search results, which met the planned target.
- 29E.78 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29E.21).

Table 29E.21
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Sustainable Development Goals research guide with updated content	Online availability of a further enhanced Sustainable Development Goals research guide	Recipients have access to improved search features for online Sustainable Development Goal research guide and to a customized digital archives platform	Enhanced access to digital collections and United Nations Conference on Trade and Development paper archives through partnerships	Clients of other information management institutions and networks use packaged Sustainable Development Goal information and metadata
Ongoing digitization and online publishing of League of Nations archives	Digitization of League of Nations archives finalized, with 14 million pages			

Result 3: increased availability of tools for clients to gain access to and use information resources efficiently and responsibly

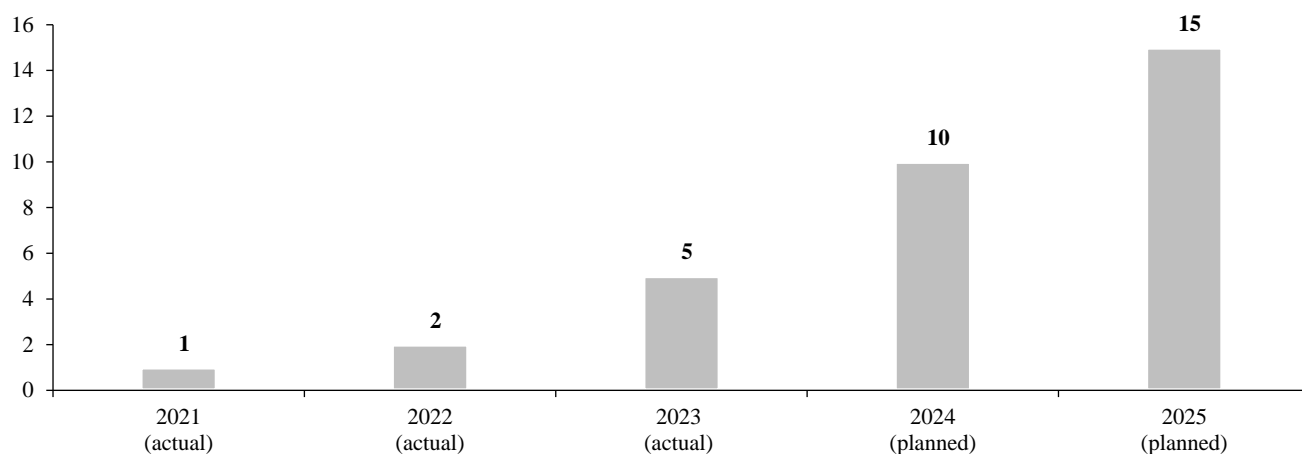
Proposed programme plan for 2025

- 29E.79 The subprogramme provides worldwide access to information resources for the United Nations community and researchers. With its vast online information in diverse formats, special skills are required to efficiently and responsibly gain access to, evaluate and use these resources. In 2021 and 2022, the subprogramme customized training modules to facilitate access to United Nations archives and documents. In 2023, the subprogramme released “library and archives quick-starts”, a series of recorded events with instructions on how to use digital tools such as Global Search and the archives online catalogue. It also facilitated access to the Sustainable Development Goal research guide and the digital archives.

Lessons learned and planned change

- 29E.80 The lesson for the subprogramme was that, while clients found current service offerings helpful, expanding its product offerings and providing systematic, ongoing and in-depth guidance to staff, diplomats and academics researching United Nations topics would maximize their impact. In applying the lesson, the subprogramme will establish a formal training and guidance programme with content centred on gaining access to, evaluating and using sources efficiently and responsibly. Training will utilize various media to cater to different learning styles. The programme will also draw on existing networks and partnerships.
- 29E.81 Expected progress towards the objective is presented in the performance measure below (see figure 29E.IV).

Figure 29E.IV
Performance measure: number of new tools (literacy guidance and learning products and services) available to clients (cumulative)



Deliverables

29E.82 Table 29E.22 lists all deliverables of the subprogramme.

Table 29E.22

Subprogramme 5: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	40	48	40	25^a
Events for diplomats and United Nations staff on the processes, working mechanisms and rules of the Secretariat and for career development	40	48	40	25 ^a
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services on records management for 400 clients.				
Outreach programmes, special events and information materials: cultural activities, including exhibitions, concerts and films; guided tours of the Library, archives and exhibitions of the United Nations Museum Geneva; discussion panels and conferences for cultural exchange, education and dialogue on key United Nations issues; and exhibitions in the Library and at the United Nations Museum Geneva.				
Library services: knowledge services to enable evidence-based policymaking and research for 12,000 diplomats, delegates, United Nations staff and academics worldwide; creation and maintenance of web pages of official records and documents; unified resource management system for the Office and three United Nations Secretariat libraries; print and electronic information resources; management of 15,000 linear metres of United Nations and League of Nations archives and records in paper form; and access to on-site and online archives and records.				

^a Owing to strategic heritage plan renovations, library spaces will be closed. Therefore, on-site events cannot be held. The projected 25 events will instead be held online.

B. Proposed post and non-post resource requirements for 2025

Overview

29E.83 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 29E.23 to 29E.25.

Table 29E.23

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	47 304.2	50 618.2	–	–	(52.4)	(52.4)	(0.1)	50 565.8
Other staff costs	4 699.3	5 062.4	–	–	(49.9)	(49.9)	(1.0)	5 012.5
Hospitality	0.3	0.6	–	–	–	–	–	0.6
Contractual services	2 008.2	2 400.5	(12.5)	12.6	(58.5)	(58.4)	(2.4)	2 342.1
General operating expenses	21 130.7	27 391.2	(9.0)	50.1	16.9	58.0	0.2	27 449.2
Supplies and materials	516.9	523.4	–	–	–	–	–	523.4
Furniture and equipment	1 359.7	1 466.2	–	–	103.4	103.4	7.1	1 569.6
Improvement of premises	16.7	17.6	–	–	–	–	–	17.6
Grants and contributions	1 852.6	1 906.3	–	–	–	–	–	1 906.3
Other costs	421.4	–	–	–	–	–	–	–
Total	79 310.0	89 386.4	(21.5)	62.7	(40.5)	0.7	0.0	89 387.1

^a At the time of reporting, the expenditure presented in this table and subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be finalized by 31 March 2024.

Table 29E.24

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	298	1 D-2, 4 D-1, 10 P-5, 16 P-4, 22 P-3, 22 P-2/1, 16 GS (PL), 207 GS (OL)
Abolishment	(1)	GS (OL) under subprogramme 5, Library services
Establishment	1	P-3 under subprogramme 5, Library services
Reassignment	–	1 P-4 under subprogramme 4, Information and communications technology operations
Reassignment	–	1 GS (OL) under subprogramme 3, Support services
Proposed for 2025	298	1 D-2, 4 D-1, 10 P-5, 16 P-4, 23 P-3, 22 P-2/1, 16 GS (PL), 206 GS (OL)

Note: The following abbreviations are used in the tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Table 29E.25
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	–	–	–	–	1
D-1	4	–	–	–	–	4
P-5	10	–	–	–	–	10
P-4	16	–	–	–	–	16
P-3	22	–	–	1	–	23
P-2/1	22	–	–	–	–	22
Subtotal	75	–	–	1	–	76
General Service and related						
GS (PL)	16	–	–	–	–	16
GS (OL)	207	–	–	(1)	–	206
Subtotal	223	–	–	(1)	–	222
Total	298	–	–	–	–	298

29E.84 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 29E.26 to 29E.28 and figure 29E.V.

29E.85 As shown in tables 29E.26 (1) and 29E.27 (1), the overall resources proposed for 2025 amount to \$89,387,100 before recosting, reflecting a net increase of \$700 (or less than 0.01 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29E.26
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
A. Executive direction and management	1 096.1	1 080.7	–	–	–	–	1 080.7	
B. Programme of work								
1. Programme planning, finance and budget	5 554.4	5 612.2	–	–	–	–	5 612.2	
2. Human resources management	10 169.2	10 289.0	–	–	–	–	10 289.0	
3. Support services	41 732.1	51 131.2	(9.0)	50.1	40.4	81.5	0.2	51 212.7
4. Information and communications technology operations	12 477.0	12 623.2	(12.5)	12.6	5.8	5.9	0.1	12 629.1

Section 29E Administration, Geneva

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
5. Library services	8 281.1	8 650.1	–	–	(86.7)	(86.7)	–	8 563.4
Subtotal, B	78 213.8	88 305.7	(21.5)	62.7	(40.5)	0.7	0.0	88 306.4
Subtotal, 1	79 310.0	89 386.4	(21.5)	62.7	(40.5)	0.7	0.0	89 387.1

(2) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	1 776.3	1 774.7	–	–	1 774.7
B. Programme of work					
1. Programme planning, finance and budget	13 191.0	13 197.4	–	–	13 197.4
2. Human resources management	9 382.1	9 521.9	–	–	9 521.9
3. Support services	10 415.0	10 722.7	–	–	10 722.7
4. Information and communications technology operations	13 464.1	13 949.3	1 080.0	7.7	15 029.3
5. Library services	414.9	424.5	–	–	424.5
Subtotal, B	46 867.1	47 815.8	1 080.0	2.3	48 895.8
Subtotal, 2	48 643.4	49 590.5	1 080.0	2.2	50 670.5
Total	127 953.4	138 976.9	1 080.7	0.8	140 057.6

Table 29E.27

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	2024 approved	Changes				2025 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	3	–	–	–	–	3
B. Programme of work						
1. Programme planning, finance and budget	30	–	–	–	–	30
2. Human resources management	33	–	–	–	–	33
3. Support services	135	–	–	–	–	135
4. Information and communications technology operations	51	–	–	–	–	51
5. Library services	46	–	–	–	–	46
Subtotal, B	295	–	–	–	–	295
Subtotal, 1	298	–	–	–	–	298

Part VIII Common support services

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Executive direction and management	2	–	2
B. Programme of work			
1. Programme planning, finance and budget	74	–	74
2. Human resources management	43	–	43
3. Support services	23	–	23
4. Information and communications technology operations	34	–	34
5. Library services	2	–	2
Subtotal, B	176	–	176
Subtotal, 2	178	–	178
Total	476	–	476

Table 29E.28

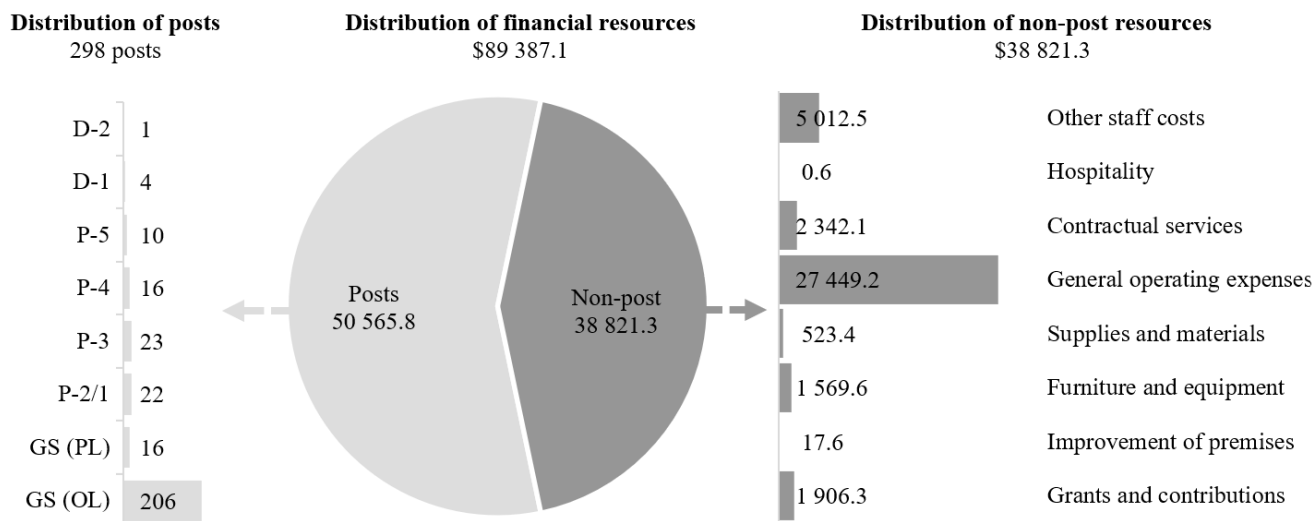
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Posts	47 304.2	50 618.2	–	–	(52.4)	(52.4)	(0.1)	50 565.8	
Non-post	32 005.8	38 768.2	(21.5)	62.7	11.9	53.1	0.1	38 821.3	
Total	79 310.0	89 386.4	(21.5)	62.7	(40.5)	0.7	0.0	89 387.1	
Post resources by category									
Professional and higher		75	–	–	1	1	1.3	76	
General Service and related		223	–	–	(1)	(1)	(0.4)	222	
Total		298	–	–	–	–	–	298	

Figure 29E.V
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Technical adjustments

29E.86 As reflected in table 29E.26 (1), resource changes reflect a decrease of \$21,500, as follows:

- (a) **Subprogramme 3, Support services** (decrease of \$9,000). The decrease relates to:
 - (i) The removal of a non-recurrent provision under general operating expenses for meeting support for 2024 related to Human Rights Council resolution [51/33](#) (\$700); and
 - (ii) A decrease under general operating expenses related to the cost-neutral outward redeployment of funds previously budgeted for meeting services to section 24, Human rights, of the proposed programme budget for the provision of travel of participants for in-person meetings (\$18,800); offset in part by
 - (iii) An increase due to adjustments pursuant to paragraph 7 of General Assembly resolution [78/252](#), in which the Assembly endorsed the recommendations of the Advisory Committee on Administrative and Budgetary Questions contained in its report ([A/78/7](#)) on the consolidation of resources to implement mandates of the Human Rights Council, specifically its resolutions [47/21](#) and [54/9](#) (\$10,500);
- (b) **Subprogramme 4, Information and communications technology operations** (decrease of \$12,500). This decrease under contractual services relates to the cost-neutral outward redeployment of funds previously budgeted for meeting services to section 24, Human rights, of the proposed programme budget for the provision of travel of participants for in-person meetings.

New and expanded mandates

29E.87 As reflected in table 29E.26 (1), resource changes reflect an increase of \$62,700, as follows:

- (a) **Subprogramme 3, Support services** (increase of \$50,100). This increase relates to additional requirements under general operating expenses for contractual sound operators and accessibility

services (\$30,800), hybrid meeting audiovisual support services (\$13,400) and operating costs for office accommodation (\$5,900) pursuant to General Assembly resolutions [77/69](#), [78/20](#), [78/47](#) and [78/238](#) and Human Rights Council resolutions [52/14](#), [52/15](#), [53/3](#), [54/16](#), [54/17](#), [54/27](#) and [54/35](#);

- (b) **Subprogramme 4, Information and communications technology operations** (increase of \$12,600). This increase relates to additional requirements under contractual services for information technology support for hybrid meetings, and for the office accommodation costs for additional staff in the Geneva branch of the Office for Disarmament Affairs, pursuant to General Assembly resolution [78/47](#).

Other changes

29E.88 As reflected in table 29E.26 (1), resource changes reflect a net decrease of \$40,500 which affect mainly the operational requirements projected for 2025, as follows:

- (a) **Subprogramme 3, Support services** (increase of \$40,400). This increase under general operating expenses relates to the cost-neutral inward redeployment of funds previously budgeted under section 2, General Assembly and Economic and Social Council affairs and conference management, of the proposed programme budget, under the Division of Conference Management, Geneva, for the provision of support services to meetings and conferences requiring accessibility services, which are provided by the Division of Administration;
- (b) **Subprogramme 4, Information and communications technology operations** (increase of \$5,800). This increase under contractual services relates to the cost-neutral inward redeployment of funds previously budgeted under section 2, General Assembly and Economic and Social Council affairs and conference management, of the proposed programme budget, under the Division of Conference Management, Geneva, for the provision of information technology support to meetings and conferences requiring accessibility services, which are provided by the Division of Administration;
- (c) **Subprogramme 5, Library services** (decrease of \$86,700). This decrease relates to:
- (i) An increase of \$104,300 under posts resulting from the proposed establishment of one P-3 post (see annex II);
 - (ii) A decrease of \$156,700 under posts resulting from the proposed abolishment of one General Service (Other level) post (*ibid.*);
 - (iii) A decrease of \$34,300 under general temporary assistance due to an anticipated reduced need for manual acquisitions tasks performed by temporary staff, as higher-level professional competencies are required to manage the shift of materials to digital formats (*ibid.*).

Extrabudgetary resources

29E.89 As reflected in tables 29E.26 (2) and 29E.27 (2), extrabudgetary resources amount to \$50,670,500. The resources would complement regular budget resources and would be used mainly to provide for 178 posts (3 P-5, 20 P-4, 35 P-3, 2 P-2, 3 General Service (Principal level), 115 General Service (Other level)) and \$26,333,900 non-post resources to perform the various functions in the areas of finance and budget services (e.g. accounting services, grant support, and payroll processing and disbursement), human resources management (e.g. staff and recruitment administration, staff development and learning, medico-administrative services and human resources legal and policy advisory services), support services (e.g. travel processing, mail and pouch handling, procurement, conference support, ground transportation and facilities management), information and telecommunication technology services (e.g. personal computing, communications, conference support, hosting and storage) and record-keeping and library advisory services.

- 29E.90 The projected increase under subprogramme 4 is due mainly to increased licence costs as well as higher demand related to design and editing software.
- 29E.91 The extrabudgetary resources under the present section are subject to the oversight of the United Nations Office at Geneva, which has delegated authority from the Secretary-General.
- 29E.92 In-kind contributions would provide for government-provided rent-free premises with an estimated value of \$4,370,200.

Executive direction and management

- 29E.93 The United Nations Office at Geneva, in particular the Division of Administration, is responsible for the implementation of the programme of work under section 29E. The core functions of the Division include providing direction and coordination in human resources management, financial resources management, ICT, central support services and library services at the United Nations Office at Geneva, including the management and utilization of United Nations premises and the coordination of human resources, finance and administrative policies with other Geneva-based organizations.
- 29E.94 The Division of Administration continues to provide administrative and other support services to Secretariat departments and offices and other entities of the United Nations system. Such services are provided to the United Nations funds and programmes, specialized agencies and other organizations of the United Nations system on a reimbursable basis, and a number of Geneva-based operations rely on the aforementioned services, in particular in the context of expanding humanitarian and human rights activities.
- 29E.95 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office has an environmental sustainability steering group and an environmental management system in line with the guidelines and best practices of the United Nations system. In 2023, the Office signed two landmark initiatives, the Ambition Negawatt Vision charter and the 2050Today charter. The Negawatt charter is an agreement with Services Industriels de Genève, the local utility company, which underlines the shared commitment to environmental protection and sustainable development. The 2050Today charter establishes a framework for Geneva-based international organizations, permanent missions and civil society entities to work together to measurably reduce greenhouse gas emissions. Under both charters, the Office will develop action plans to tackle important emission sources and target areas that consume the most energy. Also in 2023, work continued on the energy centre, the project to heat the Palais des Nations using heat pumps that extract thermal energy from Lake Geneva water. Once completed, the energy centre is forecast to provide around 80 per cent of the heat requirement of the Palais des Nations from renewable sources, leading to substantial reductions in greenhouse gas emissions. Furthermore, the Office recycled 93 per cent of its office waste. The Office's cleaning contract fully incorporates all environmental requirements, including waste recycling, energy and water savings, and the use of environmentally friendly detergents. Other initiatives in 2023 included the continued electrification of the Office's vehicle fleet with the purchase of two fully electric vehicles.
- 29E.96 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29E.29. The Office continues to make every effort to comply in full with the advance purchase policy directive and has undertaken a number of steps to ensure that air travel is booked as early as possible. Travel requests that are not submitted for certification 21 days before travel are routed to the Director of Administration for validation of mitigating circumstances before final review and approval. The Office did not submit parliamentary documents to the Department for General Assembly and Conference Management and does not plan to submit any such reports in 2025.

Table 29E.29
Compliance rate
 (Percentage)

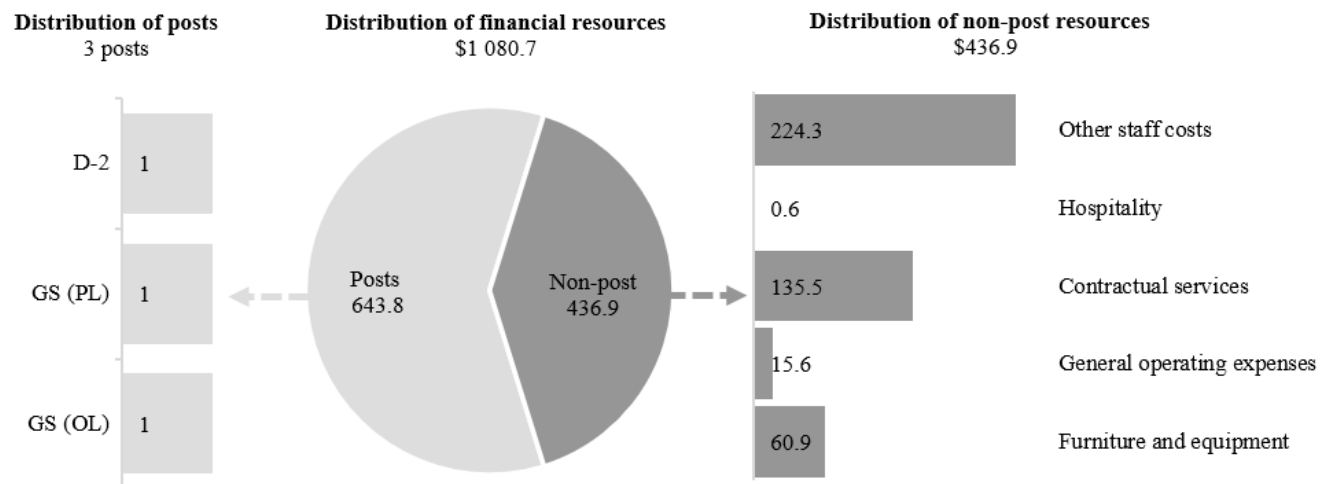
	Actual 2021	Actual 2022	Actual 2023	Planned 2024	Planned 2025
Air tickets purchased at least 2 weeks before the commencement of travel	100	68	86	100	100

29E.97 The proposed regular budget resources for 2025 amount to \$1,080,700 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29E.30 and figure 29E.VI.

Table 29E.30
Executive direction and management: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	723.4	643.8	–	–	–	–	643.8
Non-post	372.7	436.9	–	–	–	–	436.9
Total	1 096.1	1 080.7	–	–	–	–	1 080.7
Post resources by category							
Professional and higher		1	–	–	–	–	1
General Service and related		2	–	–	–	–	2
Total		3	–	–	–	–	3

Figure 29E.VI
Executive direction and management: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Programme of work

Subprogramme 1

Programme planning, finance and budget

29E.98 The proposed regular budget resources for 2025 amount to \$5,612,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29E.31 and figure 29E.VII.

Table 29E.31

Subprogramme 1: evolution of financial and post resources

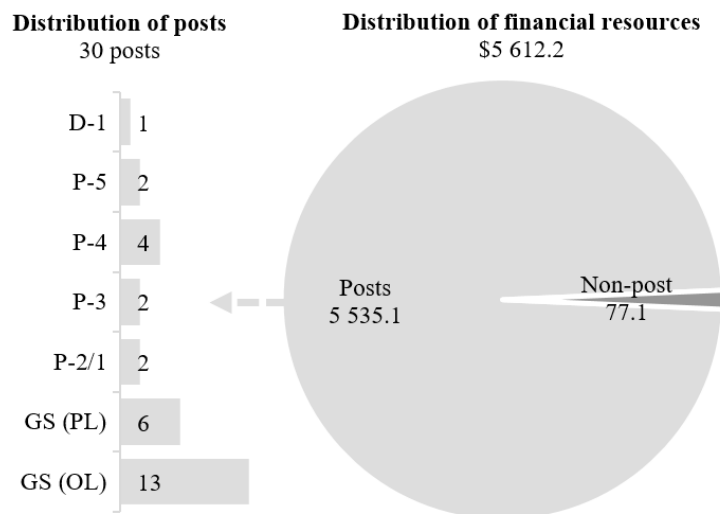
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	5 373.3	5 535.1	–	–	–	–	5 535.1
Non-post	181.1	77.1	–	–	–	–	77.1
Other staff costs	72.4	77.1	–	–	–	–	77.1
Other expenditures	108.7	–	–	–	–	–	–
Total	5 554.4	5 612.2	–	–	–	–	5 612.2
Post resources by category							
Professional and higher		11	–	–	–	–	11
General Service and related		19	–	–	–	–	19
Total		30	–	–	–	–	30

Figure 29E.VII

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



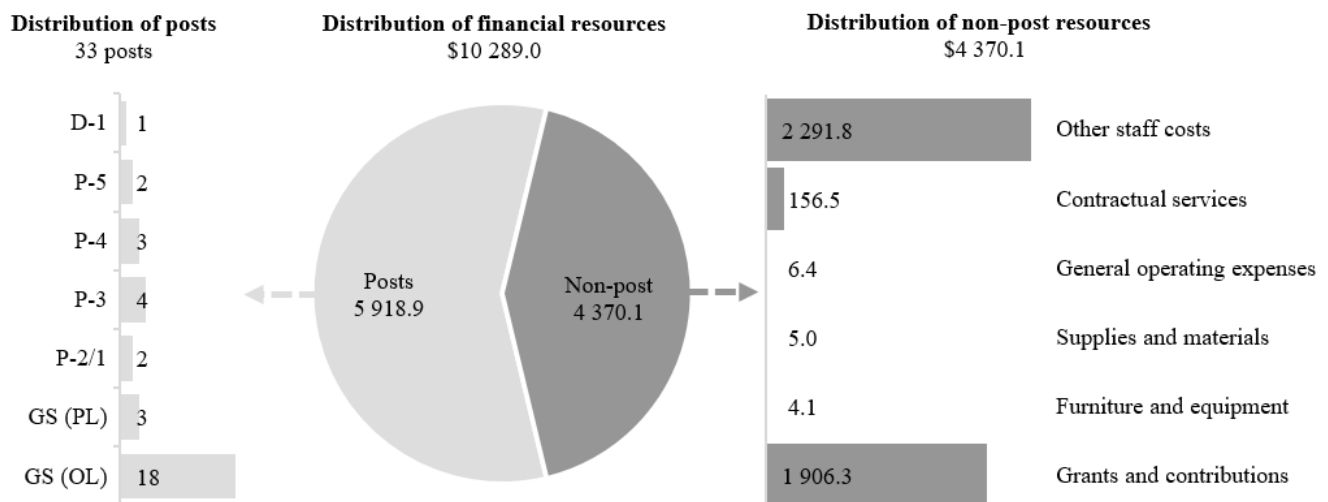
Subprogramme 2 Human resources management

29E.99 The proposed regular budget resources for 2025 amount to \$10,289,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29E.32 and figure 29E.VIII.

Table 29E.32
Subprogramme 2: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	5 897.8	5 918.9	–	–	–	–	5 918.9
Non-post	4 271.3	4 370.1	–	–	–	–	4 370.1
Total	10 169.2	10 289.0	–	–	–	–	10 289.0
Post resources by category							
Professional and higher		12	–	–	–	–	12
General Service and related		21	–	–	–	–	21
Total		33	–	–	–	–	33

Figure 29E.VIII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)
(Number of posts/thousands of United States dollars)



Subprogramme 3 Support services

29E.100 The proposed regular budget resources for 2025 amount to \$51,212,700 and reflect an increase of \$81,500 compared with the approved budget for 2024. The proposed change is explained in

paragraphs 29E.86 (a), 29E.87 (a) and 29E.88 (a). Additional details on the distribution of proposed resources for 2025 are reflected in table 29E.33 and figure 29E.IX.

Table 29E.33

Subprogramme 3: evolution of financial and post resources

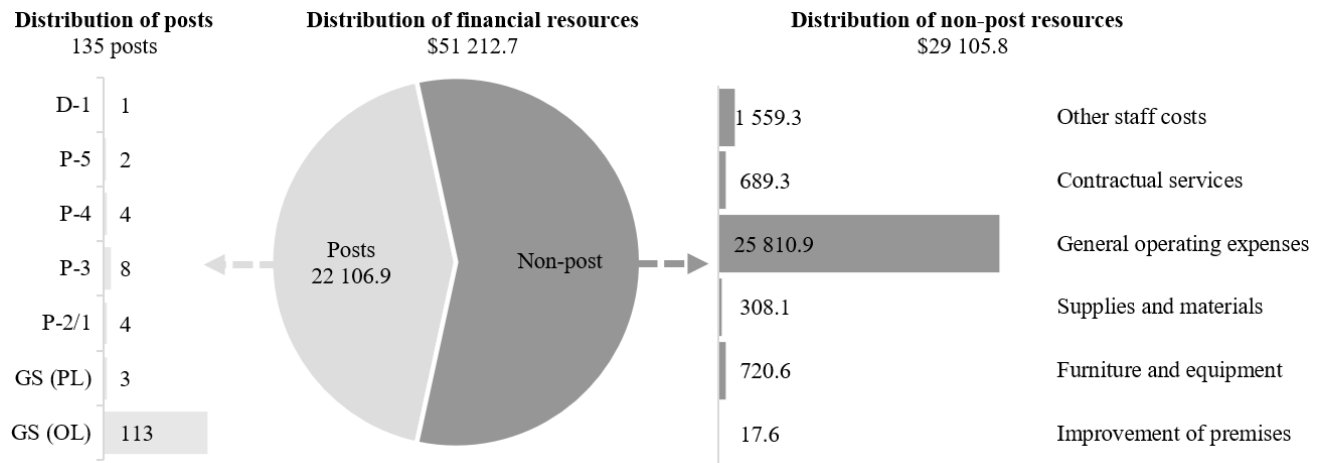
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	19 019.3	22 106.9	–	–	–	–	22 106.9
Non-post	22 712.8	29 024.3	(9.0)	50.1	40.4	81.5	29 105.8
Total	41 732.1	51 132.2	(9.0)	50.1	40.4	81.5	51 212.7
Post resources by category							
Professional and higher		19	–	–	–	–	19
General Service and related		116	–	–	–	–	116
Total		135	–	–	–	–	135

Figure 29E.IX

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Information and communications technology operations**

29E.101 The proposed regular budget resources for 2025 amount to \$12,629,100 and reflect an increase of \$5,900 compared with the approved budget for 2024. The proposed change is explained in paragraphs 29E.86 (b), 29E.87 (b) and 29E.88 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29E.34 and figure 29E.X.

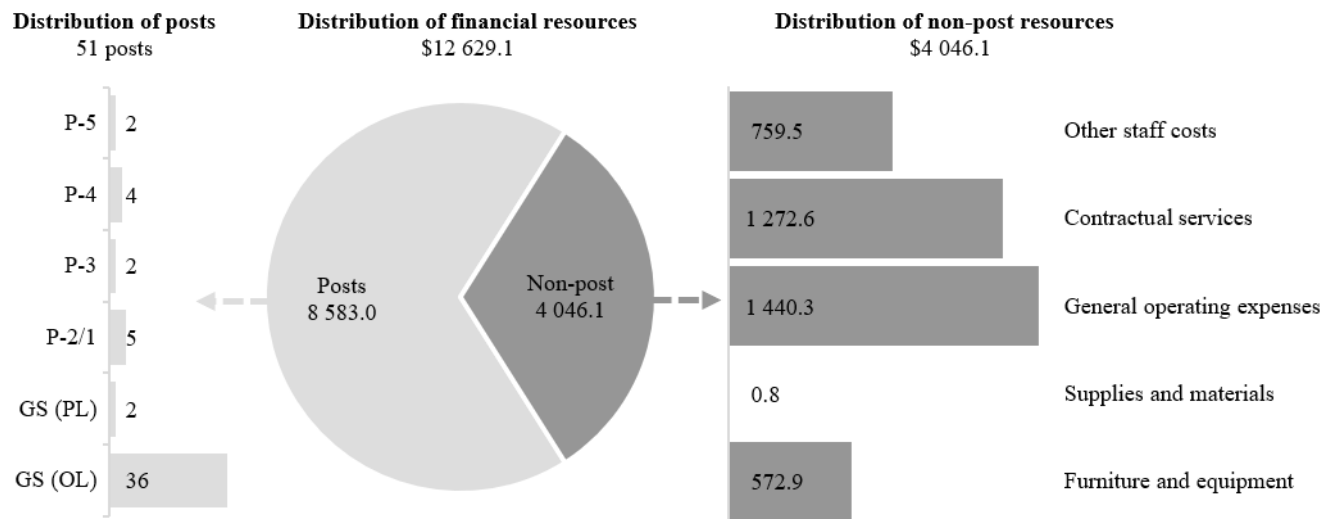
Table 29E.34
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	8 746.0	8 583.0	—	—	—	—	8 583.0
Non-post	3 731.0	4 040.2	(12.5)	12.6	5.8	5.9	4 046.1
Total	12 477.0	12 623.2	(12.5)	12.6	5.8	5.9	12 629.1
Post resources by category							
Professional and higher		13	—	—	—	—	13
General Service and related		38	—	—	—	—	38
Total		51	—	—	—	—	51

Figure 29E.X
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 5
 Library services**

29E.102 The proposed regular budget resources for 2025 amount to \$8,563,400 and reflect a decrease of \$86,700 compared with the approved budget for 2024. The proposed change is explained in paragraph 29E.88 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 29E.35 and figure 29E.XI.

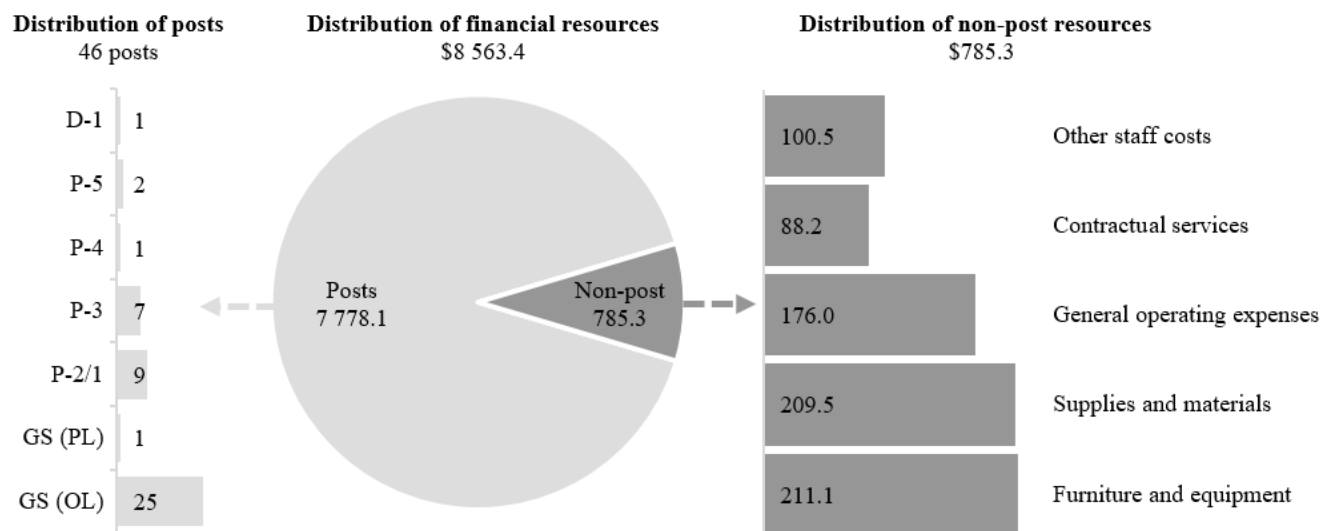
Table 29E.35
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	7 544.3	7 830.5	–	–	(52.4)	(52.4) (0.7)	7 778.1
Non-post	736.8	819.6	–	–	(34.3)	(34.3) (4.2)	785.3
Total	8 281.1	8 650.1	–	–	(86.7)	(86.7) (1.0)	8 563.4
Post resources by category							
Professional and higher		19	–	–	1	1 5.3	20
General Service and related		27	–	–	(1)	(1) (3.7)	26
Total		46	–	–	–	–	46

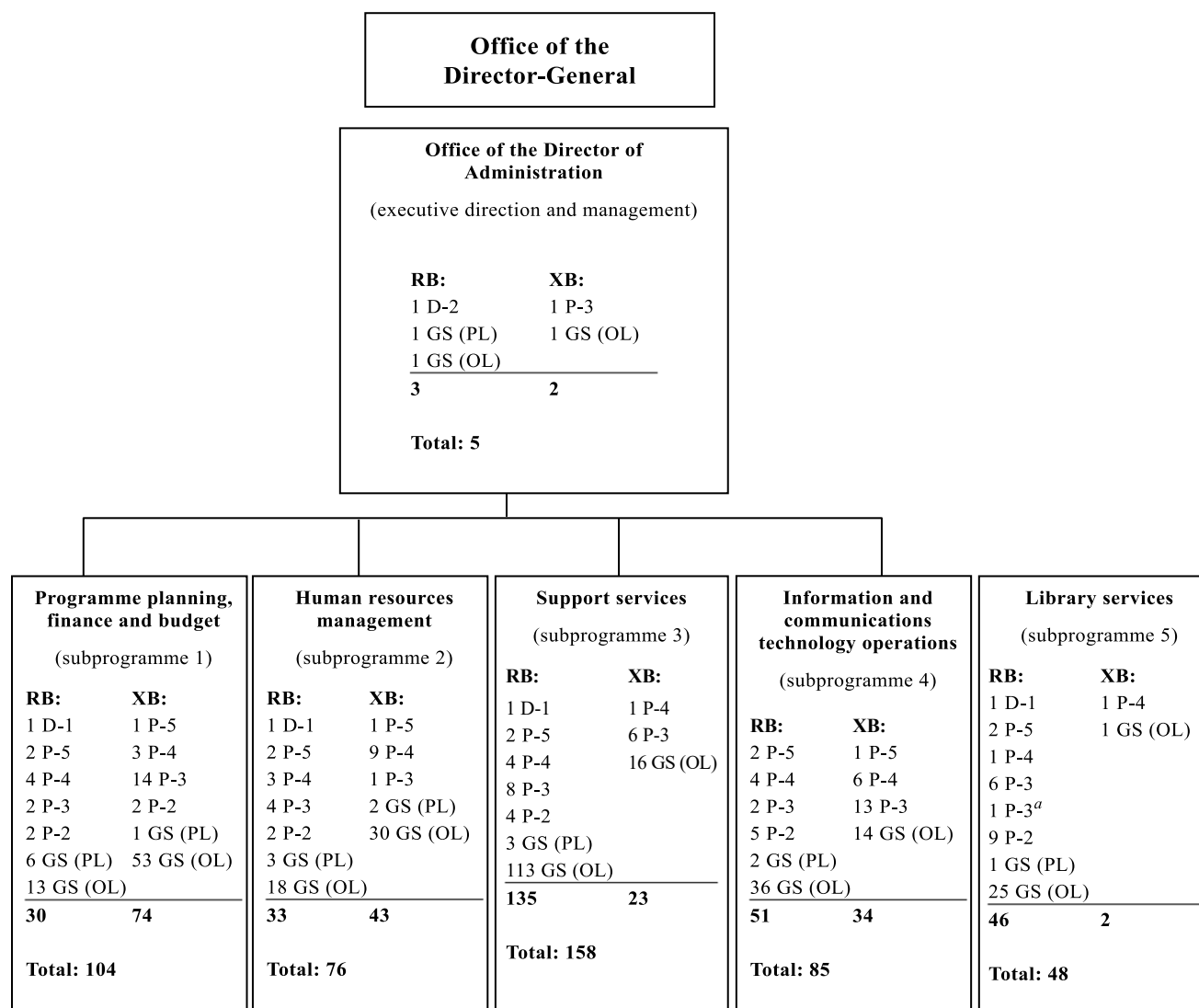
Figure 29E.XI
Subprogramme 5: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2025



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; XB, extrabudgetary.

^a Establishment.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 5, Library services	1	P-3	Establishment of 1 post of Librarian	To manage the increasing complexity of requisitioning and processing in the digital publishing industry, as well as the storage and management of 45,000 linear metres of books and journals. These tasks require high-level professional knowledge in librarianship, outstanding planning and organization skills, negotiation skills and financial knowledge. The post also has supervisory responsibilities.
Subprogramme 5, Library services	(1)	GS (OL)	Abolishment of 1 post of Library Assistant	Made possible by the establishment of a post of Librarian (P-3) mentioned above.
Subprogramme 4, Information and communications technology operations	–	P-4	Reassignment of 1 post of Telecommunications Officer to Programme Management Officer	The responsibilities of the Telecommunications Officer profile have become obsolete due to technological evolution and no longer support current needs. The proposed Programme Management Officer role better reflects the managerial nature of the positions at the P-4 level in subprogramme 4, requiring strategic and programmatic focus applied to the information technology field.
Subprogramme 3, Support services	–	GS (OL)	Reassignment of 1 post of Property Management Assistant to Programme Analysis Assistant	In recent years and in line with the Secretary-General's initiatives emphasizing the importance of data and data analysis, the subprogramme needs to automate various processes and make wider use of technology tools, requiring data analysis functions to be embedded within the United Nations Office at Geneva support services. The post of Property Management Assistant will therefore be reassigned as a Programme Analysis Assistant to address the new demands of the Service. The post will contribute to capacity-building in analytics and generate data-driven analysis to support decision-making.

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



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part VIII

Common support services

Section 29F

Administration, Vienna

Programme 25

Management and support services

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 29F.1 The United Nations Office at Vienna was established in 1979 pursuant to General Assembly resolution [31/194](#) with the objective of providing administrative support to the United Nations Secretariat units located in Vienna, including the United Nations Office on Drugs and Crime (UNODC), the Office for Outer Space Affairs, the International Trade Law Division of the Office of Legal Affairs, the secretariat of the United Nations Scientific Committee on the Effects of Atomic Radiation, the United Nations Information Service, the Office of Internal Oversight Services, the Office for Disarmament Affairs, the regional office of the Office of the United Nations Ombudsman and Mediation Services and the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory. Under the terms of the tripartite memorandum of understanding of 1977 and subsequent amendments to it, the Office also provides support and administrative services, garage operations, language training and communication services on a common services basis to other international organizations based in the Vienna International Centre, namely the International Atomic Energy Agency, the United Nations Industrial Development Organization and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization.

Strategy and external factors for 2025

- 29F.2 The Office will continue to provide administrative services, including the provision of an enabling policy framework and enhanced decision-making through continuous monitoring, data analysis and reporting. The strategy for 2025 will continue to include: (a) coordinating with Headquarters and providing timely advice to the entities serviced on all policy and administrative matters; (b) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (c) targeting enhancement of leadership, learning and career support activities guided by a performance management system supporting increased accountability, staff engagement, workplace flexibility and empowerment while ensuring a diverse and inclusive workplace; (d) maintaining efficient and cost-effective travel and transportation services through best practices; (e) promoting environmental sustainability in coordination with all departments and offices; (f) strengthening the capacity of procurement staff through online training and guidance notes to procurement practitioners; (g) monitoring significant pronouncements of the International Public Sector Accounting Standards Board and improving financial data integrity; (h) integrating new technologies into the organizational business toolkit; and (i) increasing compliance with technology standards, guidelines and methodologies, information and communications technology (ICT) policies and enterprise architecture. To the extent possible, these services are supported by multilingual teams responding to requests in all official languages of the Organization.
- 29F.3 Under the leadership of the Department of Operational Support, the Office will continue to support the strengthening of the collective learning approach to service harmonization and improvements across the global operational support architecture to increase overall satisfaction with regard to client services.
- 29F.4 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that the extrabudgetary funding available to client offices and the support requirements for services provided by the Office remain stable.
- 29F.5 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate, including through the implementation of the Strategy for Gender Equality and the Empowerment of Women (2022–2026) of the United Nations Office at Vienna and UNODC. It will also support clients in attaining gender parity targets and will track and report on progress in

promoting gender equality and the empowerment of women, in line with the Secretary-General's system-wide strategy on gender parity.

- 29F.6 In line with the United Nations Disability Inclusion Strategy, the Office and other organizations based in Vienna, as members of the joint committee responsible for managing the Common Fund for Financing Major Repairs and Replacements at the Vienna International Centre, will ensure that the accessibility report commissioned by the host country is used to prioritize the necessary renovations, updates and repairs within the Common Fund. The Office will create a more inclusive and supportive culture for staff members who have disabilities and staff who have dependants with disabilities. This will involve offering training on disability inclusion, providing clear information about benefits and entitlements related to disabilities and organizing events to raise awareness about disability inclusion. The Office will engage with and involve persons with disabilities and their representative organizations in these efforts.

Legislative mandates

- 29F.7 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna	74/271; 77/280	Progress towards an accountability system in the United Nations Secretariat
58/278	Report of the Joint Inspection Unit on common and joint services of United Nations system organizations at Vienna		

Subprogramme 1 Programme planning, finance and budget

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations	77/267	Shifting the management paradigm in the United Nations: review of changes to the budgetary cycle
42/211	Implementation of General Assembly resolution 41/213		

Subprogramme 2 Human resources management

General Assembly resolutions

59/164	Improvement of the status of women in the United Nations system	77/256 77/278	United Nations common system Human resources management
63/271	Amendments to the Staff Regulations	78/248	Administration of justice at the United Nations
73/281	Shifting the management paradigm in the United Nations		

Subprogramme 3 Support services

General Assembly resolutions

58/276; 58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations	58/278 69/273	Report of the Joint Inspection Unit on common and joint services of United Nations system organizations at Vienna Procurement
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**Subprogramme 4
Information and communications technology operations**

General Assembly resolutions

63/262	Information and communications technology, enterprise resource planning, and security, disaster recovery and business continuity	69/262	Questions relating to the programme budget for the biennium 2014–2015 (sect. II, Information and communications technology in the United Nations)
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters	78/243	Information and communications technology strategy

Deliverables

29F.8 Table 29F.1 lists all cross-cutting deliverables of the programme.

Table 29F.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fifth Committee	1	1	1	1

Evaluation activities

- 29F.9 The evaluation on ICT security conducted by the United Nations Office at Vienna and completed in 2023 has guided the proposed programme plan for 2025.
- 29F.10 In response to the results and lessons of the evaluation referenced above, subprogramme 4 enhanced the collaboration and communication mechanisms in the disaster recovery plan to ensure that the plan can be executed in the absence of key stakeholders and to enhance systems redundancy.
- 29F.11 An evaluation to be conducted by the United Nations Office at Vienna of the accessibility of the Vienna International Centre for persons with disabilities and the services the Centre offers to meet the requirements of the United Nations Disability Inclusion Strategy is planned for 2025.

Programme of work

**Subprogramme 1
Programme planning, finance and budget**

Objective

- 29F.12 The objective, to which this subprogramme contributes, is to ensure sound, effective and efficient financial management by client offices.

Strategy

- 29F.13 To contribute to the objective, the subprogramme will:
- Continue to strengthen the monitoring of budget performance, financial management and control, and improve reporting;
 - Provide advice, assistance, guidance and training to programme managers and administrative units of client offices on financial management and budgetary matters;
 - Streamline financial processes and guidelines and regularly review workflow procedures to identify ways to achieve a more efficient and faster client response;
 - Strengthen internal financial controls, monitor financial performance and risks and ensure integrity of organizational financial data;
 - Monitor the implementation of recommendations from oversight bodies and ensure strict compliance with the Financial Regulations and Rules of the United Nations and the financial policies of the United Nations.
- 29F.14 The above-mentioned work is expected to result in:
- Improved accessibility and understanding of financial information by client offices;
 - Increased accountability by client offices;
 - Improved integrity of financial data;
 - Enhanced overall management of programme budget and extrabudgetary financial resources.

Programme performance in 2023

Reduced payroll-related reconciliation efforts by clients of the United Nations Office at Vienna

- 29F.15 The subprogramme oversees the issuance of over 23,000 financial authorizations to the United Nations Development Programme (UNDP) and the processing of over 100,000 invoices annually for its clients. The subprogramme has proactively responded to operational complexities arising from the new UNDP enterprise resource planning system and changes to the UNDP invoice templates in 2023. In collaboration with UNDP, the subprogramme's efforts have yielded improved invoice quality and progress in addressing timeliness.
- 29F.16 Recognizing a specific improvement opportunity, the subprogramme initiated the reconfiguration of the United Nations Office at Vienna portal for payroll-related invoice processing, reducing reconciliation efforts by the Office's clients. The streamlined process will simplify the verification of payroll supplementary information against payroll-related invoices, ensuring a more agile operation in the coming years.

Table 29F.2

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
UNDP invoices reconciled and processed through the invoices reconciliation portal	UNDP invoices reconciled and processed through the invoices reconciliation portal. Engagement with UNDP on the potential impact of implementation of its new enterprise resource planning system	UNDP invoice templates changed following implementation of its new enterprise resource planning system. The invoices reconciliation portal was reconfigured, tested and implemented, resulting in a reduction of approximately 60 per cent in payroll-related reconciliation efforts

Planned results for 2025

Result 1: improved asset management through re-engineered business processes

Programme performance in 2023 and target for 2025

29F.17 The subprogramme’s work contributed to client field offices increasing compliance with the International Public Sector Accounting Standards (IPSAS) requirements on project assets accounting through adjustments in the accounting policy and changes in the assets under construction management process, which met the planned target.

29F.18 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29F.3).

Table 29F.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Client field offices benefit from joint review of asset register, and correction of errors in accounting and in asset records, with parallel delivery of training and ongoing guidance	Client field offices benefit from improved accuracy of the assets register, better understanding on the status of assets and IPSAS requirements	Client field offices increase compliance with IPSAS requirements on project assets accounting through adjustments in the accounting policy and changes in the assets under construction management process	Client field offices are fully compliant with IPSAS requirements on project assets accounting	Clients provide positive feedback on simplified processes and reduced workload

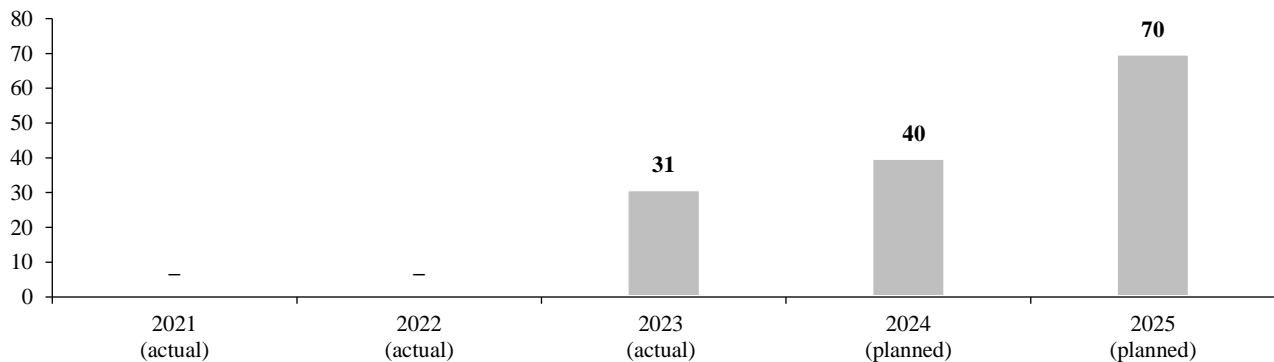
Result 2: improved stewardship of resources

Programme performance in 2023 and target for 2025

29F.19 The subprogramme’s work contributed to the certification of 31 substantive staff as focal points in budgetary and accounting matters and the financial regulations and rules of the organization, which exceeded the planned target of 20.

29F.20 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29F.I).

Figure 29F.I
Performance measure: number of substantive staff certified as focal points in budgetary and accounting matters and the financial regulations and rules of the organization (cumulative)



Result 3: improved financial accounting and reporting through implementation of IPSAS 47: Revenue

Proposed programme plan for 2025

29F.21 With the issuance of two new IPSAS in May 2023, IPSAS 47: Revenue and IPSAS 48: Transfer expenses, which together provide revised principles for the recognition and measurement of public sector revenue and transfer expenses, the subprogramme would need to adapt its accounting policies, procedures and systems to comply with the requirements of these new standards by 1 January 2026. In 2023, the subprogramme contributed to the development of system-wide guidance on IPSAS 47.

Lessons learned and planned change

29F.22 The lesson for the subprogramme in implementing current IPSAS revenue standards was the need for consistent interpretation and accounting treatment across United Nations system entities and corresponding operational procedures. In applying the lesson, the subprogramme will align its policies with the guidance from the Task Force on Accounting Standards. In addition, the subprogramme will validate accounting treatments for each donor arrangement against IPSAS 47 and collaborate with Headquarters to modify operational procedures in order to enable enhanced transparency, comparability and usefulness of financial information for oversight bodies.

29F.23 Expected progress towards the objective is presented in the performance measure below (see table 29F.4).

Table 29F.4

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	System-wide policy guidance on IPSAS 47 established	Clients have access to entity-specific policies and adopt revised procedures on the basis of system-wide guidance	90 per cent of clients' donor agreements assessed for accounting treatment under IPSAS 47, ensuring readiness for transition in 2026

Deliverables

29F.24 Table 29F.5 lists all deliverables of the subprogramme.

Table 29F.5

Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Consolidated budget for UNODC for the biennium	1	1	–	1
2. Performance report for UNODC for the biennium	–	–	1	–
3. Annual financial report and audited financial statements for UNODC	1	1	1	1

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
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E. Enabling deliverables

Administration: financial management, including risk management and internal control, preparation and implementation of budgets and other resource proposals; management of approximately 2,700 posts; financial reporting and accounting, including 1,800 donor reports; cash and revenue management; cost recovery; issuance of 23,500 UNDP financial authorizations, payments, payroll and disbursements for 1,700 staff members; administration of 13,000 banking details for business partners; guidance and advice on all financial matters; management of after-service health insurance claims for 800 beneficiaries; and management of 8,000 grants.

Subprogramme 2 Human resources management

Objective

- 29F.25 The objective, to which this subprogramme contributes, is to ensure the attraction, development and retention of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographical representation, inclusivity and gender balance.

Strategy

- 29F.26 To contribute to the objective, the subprogramme will:
- (a) Foster and reinforce an enabling working environment for its clients with regard to service delivery, talent management and organizational culture, through human resources services to clients in Vienna and in UNODC field offices;
 - (b) Implement talent outreach and attraction initiatives to enhance gender equality, geographical representation and disability inclusion;
 - (c) Support personnel through talent development initiatives and promoting workplace flexibility;
 - (d) Reinforce a culture of zero tolerance against prohibited conduct, including through the implementation of multiple initiatives of the United Nations System Chief Executives Board for Coordination.
- 29F.27 The above-mentioned work is expected to result in improved staff engagement, motivation, productivity and well-being, thereby contributing to the delivery of the Organization's mandates.

Programme performance in 2023

Simplified process for outside activity requests

- 29F.28 The United Nations permits staff members to participate in outside activities that contribute to the enhancement of professional and technical skills. Staff are required to obtain prior approval to engage in outside activities. From 2021 to 2023, the subprogramme improved the management of requests by redesigning the electronic tool supporting the process. The result is a single-source database for all outside activity requests, available remotely to all staff, who receive real-time updates on the status of their requests, increasing decision transparency and communication for the recipient.
- 29F.29 Progress towards the objective is presented in the performance measure below (see table 29F.6).

Table 29F.6
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Staff use a simplified and transparent process for submission, review and approval of outside activity requests through a single-source database

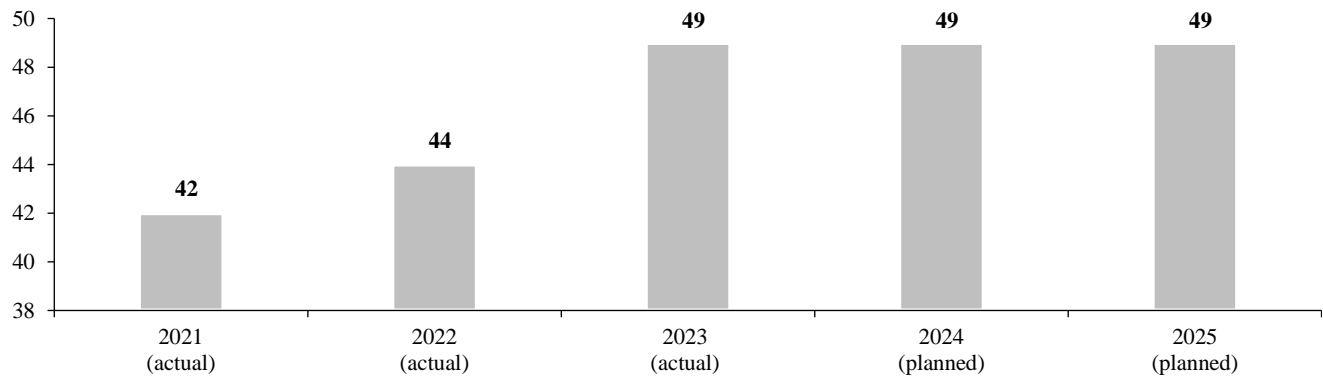
Planned results for 2025

Result 1: career and professional development supported by increased number of certified coaches

Programme performance in 2023 and target for 2025

- 29F.30 The subprogramme’s work contributed to 49 certified coaches to ensure sustainability of the organizational culture change by strengthening best practices within the clients’ units and by providing career development and performance management support, which exceeded the planned target of 48.
- 29F.31 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29F.II).

Figure 29F.II
Performance measure: number of certified coaches to ensure sustainability of the organizational culture change (cumulative)



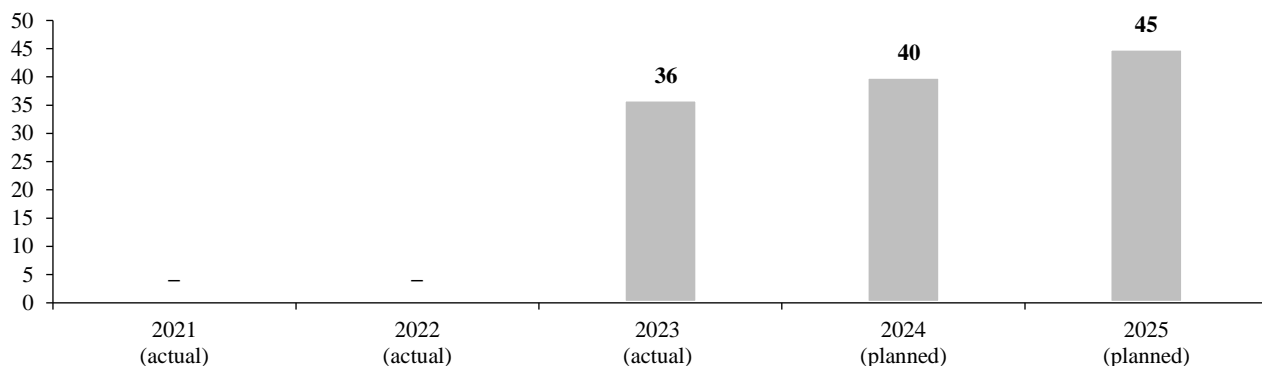
Result 2: an agile organization with a culture of learning and innovation

Programme performance in 2023 and target for 2025

- 29F.32 The subprogramme’s work contributed to a culture of learning and innovation, with 36 clients out of 45 reporting improved confidence in applying innovative approaches to their work, which exceeded the planned target of 20 clients.
- 29F.33 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 29F.III).

Figure 29F.III

Performance measure: number of clients reporting improved confidence in applying innovative approaches to their work (annual)



Result 3: towards inclusion of persons with disabilities in the workforce

Proposed programme plan for 2025

29F.34 To realize the United Nations Disability Inclusion Strategy, staff at all levels need to understand disability inclusion and be able to apply it to their work. The subprogramme is increasing awareness and staff capacity with a view to becoming a more inclusive organization. The subprogramme coordinated training and awareness-raising activities, including a disability awareness week and celebration of the International Day of Persons with Disabilities. It also helped to establish a network for persons with disabilities for United Nations personnel in Vienna to serve as a forum for conveying concerns, provide peer support and gain insights into accessibility measures.

Lessons learned and planned change

29F.35 The lesson for the subprogramme was the need to meet the high demand of staff members interested in learning about disability inclusion. In applying the lesson, the subprogramme will increase its awareness-raising and expand its training on disability inclusion, including through collaboration with and benefiting from the expertise of civil society organizations. These efforts will foster a better working environment for United Nations personnel with disabilities and enable client entities to integrate considerations related to disability inclusion into their programmes.

29F.36 Expected progress towards the objective is presented in the performance measure below (see table 29F.7).

Table 29F.7

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Staff participate in the first disability inclusion awareness trainings	Network of persons with disabilities established	Election of the first executive committee of the network of persons with disabilities	Persons with disabilities report satisfaction and well-being at a level similar to that of the general staff body	The United Nations Office at Vienna achieves “meets requirements” rating for indicator 14, “capacity development for staff”, of the United Nations Disability Inclusion Strategy

Deliverables

29F.37 Table 29F.8 lists all deliverables of the subprogramme.

Table 29F.8

Subprogramme 2: deliverables for 2025, by category and subcategory

Category and subcategory

D. Communication deliverables

Outreach programmes, special events and information materials: 25 targeted outreach programmes, including special events aligned with the system-wide strategy, information and broadcast materials, job fairs and career presentations for approximately 2,500 potential candidates.

E. Enabling deliverables

Administration: human resources services to 3,500 personnel; classification and reclassification of over 400 posts, outreach and recruitment for 380 staff posts, 2,300 non-staff engagement processes, human resources policies and legal advice; staff counselling; talent management; issuance and renewal of appointments and contracts; training on organizational and managerial competencies; 3 orientation programmes for new personnel; medical services in collaboration with other Vienna-based entities; awareness-raising programmes on prohibited conduct and the Enabling Environment Guidelines for the United Nations System for all staff.

Internal justice and oversight: 1,000 requests for legal and policy advice to colleagues in the discharge of their official functions, and advice to senior officials and staff on the application of the Staff Regulations and Rules of the United Nations and other administrative issuances, including legal positions for administrative reviews and cases brought by staff to the Management Advice and Evaluation Section and the Office of the United Nations Ombudsman and Mediation Services; assistance in receiving, assessing and processing complaints and reports of alleged misconduct; discharging the role of the conduct and discipline focal point; awareness-raising on matters related to the administration of justice at the United Nations.

Subprogramme 3 Support services

Objective

29F.38 The objective, to which this subprogramme contributes, is to ensure the efficient, environmentally sound and effective functioning of client offices with regard to conference and facilities management, property management, travel and transportation, mail and pouch services, procurement, engagement of implementing partners, commercial activities, records management and library services.

Strategy

29F.39 To contribute to the objective, the subprogramme will:

- (a) Implement and manage an effective supply chain by building on the related Umoja functionality;
- (b) Implement an environmental management system in line with the United Nations Secretariat environmental policy;
- (c) Improve the business continuity approach through further integration with other parts of the organizational resilience management system;
- (d) Provide property management services, diplomatic pouch and mail services and manage records;
- (e) Provide various travel-related services, including advice, training and policy guidance;
- (f) Provide process and policy guidance on engagement of implementing partners;
- (g) Provide regular support to clients on changing workspace needs within the constraints of limited office space;
- (h) Engage in outreach on library services.

- 29F.40 The above-mentioned work is expected to result in:
- (a) Effective and sustainable use of United Nations property, including office space;
 - (b) Effective management of clients’ travel resources;
 - (c) An effective environmental management system;
 - (d) Increased use of information resources contained in the library for informed decision-making by clients and Member States;
 - (e) Improved planning and sourcing of all goods and services;
 - (f) A robust business continuity plan;
 - (g) Timely and accurate management of documents and mail.

Programme performance in 2023

Improved performance in physical verification of equipment and asset records in United Nations Office on Drugs and Crime field offices

- 29F.41 The subprogramme conducts and oversees the physical verification of equipment and assets in 78 UNODC field offices. In 2022, it was observed that many records had errors, were incomplete or had not been verified. In response, in 2023, the subprogramme provided customized on-the-job training sessions, by assisting in the correction of errors and records verification, resulting in improved staff knowledge of property management rules and procedures. This initiative has been well received and welcomed by client offices.
- 29F.42 Recognizing the improvement, the subprogramme continues to provide individualized sessions to specific offices to further enhance staff knowledge and understanding of procedures and requirements to improve performance in 2024. The improved performance of individual UNODC field offices will further increase Member States’ confidence in UNODC.

Table 29F.9
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Inconsistencies identified in physical verification of equipment	9 field offices identified in 2022 received customized on-the-job training, resulting in verification and correction of erroneous records

Planned results for 2025

Result 1: improved environmental sustainability through the establishment of an environmental management system

Programme performance in 2023 and target for 2025

- 29F.43 The subprogramme’s work contributed to consultations on the scope of an environmental management system, which did not meet the planned target of improved environmental sustainability through the development of an initial version of the local environmental management system. The target was not met due to delays in identifying the criteria for baseline assessment with other Vienna-based organizations.
- 29F.44 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29F.10).

Table 29F.10
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Review of the environmental impact of the United Nations Office at Vienna and its clients	Consultations to determine the scope of an environmental management system	More harmonized and consistent environmental management practices by client offices through the operationalization of the local environmental management system	Implementation of the environmental management system at the United Nations Office at Vienna

Result 2: improved supply chain management

Programme performance in 2023 and target for 2025

- 29F.45 The subprogramme’s work contributed to clients having access to and the required capabilities to utilize a contract administration tracking tool to better monitor contract expiry dates, enabling improved planning, which met the planned target.
- 29F.46 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29F.11).

Table 29F.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Clients have access to contract administration tracking tool for supply chain planning and contract management	Clients have increased and up-to-date visibility of the status and costs of their procurement requirements	Simplified procurement process for vendors and Tender Opening Committee members through an e-tendering platform

Result 3: improved monitoring of implementing partners

Proposed programme plan for 2025

- 29F.47 The subprogramme provides administrative support to several Secretariat units in their engagement with external partners. The subprogramme provides a framework, advice and guidance to programme managers who collaborate with external partners in the implementation of projects to fulfil the Organization’s mandates.

Lessons learned and planned change

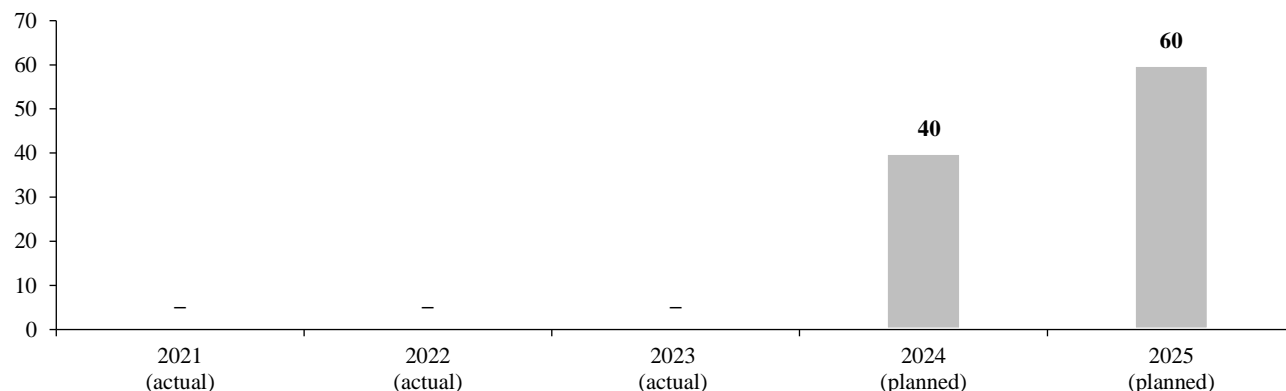
- 29F.48 The lesson for the subprogramme was that programme managers are not always aware of the legal obligations of external partners as they relate to financial and substantive reporting. In applying the lesson, the subprogramme will provide additional training and guidance to strengthen understanding of the legal agreements. The subprogramme will improve monitoring systems using available functionality in the Umoja grantor module. This would alert programme managers of deviations by

external partners and contribute to ensuring that reporting obligations of external partners are fulfilled in a timely and consistent manner.

29F.49 Expected progress towards the objective is presented in the performance measure below (see figure 29F.IV).

Figure 29F.IV

Performance measure: percentage of reports by external partners delivered on time (annual)



Deliverables

29F.50 Table 29F.12 lists all deliverables of the subprogramme.

Table 29F.12

Subprogramme 3: deliverables for 2025, by category and subcategory

Category and subcategory

D. Communication deliverables

Library services: knowledge services for 3,000 library clients; digitized official documents available online; print and electronic information resources with on-site and online access.

E. Enabling deliverables

Administration: travel arrangements (16,600 trips), visas (400) and laissez-passer (300) for staff and meeting participants for Vienna-based United Nations Secretariat entities and more than 130 UNODC field office locations; active agreements with implementing partners (260); management and maintenance of the United Nations Office at Vienna (total footprint of approximately 16,500 square metres).

Logistics: full procurement services for 2,400 items; physical verification of 8,000 assets and equipment; monitoring of United Nations property records at the Vienna International Centre and 130 UNODC field office locations; shipment of official property, bulk consignments for conferences and removal of personal effects and related insurance requirement for staff; and mail, pouch and distribution services of around 90,000 items (or 114 tons).

Subprogramme 4

Information and communications technology operations

Objective

29F.51 The objective, to which this subprogramme contributes, is to advance the efficient and effective implementation of client entities’ substantive programmes through technologies, including a coherent enterprise ICT system and enterprise architecture, access to ICT-related technological innovations and a secure, coherent and resilient technology application hosting and infrastructure landscape.

Strategy

- 29F.52 To contribute to the objective, the subprogramme will:
- (a) Place client offices' programme objectives and business needs at the centre of decisions involving ICT service offerings and the implementation of new technologies;
 - (b) Support enterprise application deployments and integrate local service delivery mechanisms to avoid replication of globally available services;
 - (c) Strengthen security in the use of ICT and data protection through the implementation of vulnerability management, continuous monitoring, the protection of classified information and related policies and procedures;
 - (d) Promote cloud computing through using Secretariat-wide systems contracts and increase compliance with technology standards, guidelines and methodologies by cooperating with the regional technology centres and the Office of Information and Communications Technology.
- 29F.53 The above-mentioned work is expected to result in:
- (a) Clients having improved user experience in ICT service delivery;
 - (b) Conformance with global United Nations Secretariat standards and technical procedures;
 - (c) Clients who are empowered during the decision-making process and whose administrative and management tasks are facilitated through access to appropriate information technology tools;
 - (d) Reduced fragmentation of digital tools and services, with staff incorporating tools and services seamlessly into their daily business workflows with increased effectiveness, efficiency and satisfaction;
 - (e) Greater scalability, with systems that are more adaptable to changing needs.

Programme performance in 2023

Enhanced user protection and global incident coordination

29F.54 In response to the need to fortify ICT security measures at the United Nations Office at Vienna/UNODC, the new United Nations Secretariat endpoint protection strategy was implemented in Vienna, prioritizing advancements in user protection against evolving ICT security threats. The system increased transparency and streamlined the coordination of information security incidents, resulting in more timely responses.

29F.55 Progress towards the objective is presented in the performance measure below (see table 29F.13).

Table 29F.13

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	Global content management restricted under the end-user protection provided	New endpoint protection strategy implemented with new vendor in compliance with globally managed content policy and central reporting requirements

Planned results for 2025

Result 1: integration of needs of persons with disabilities in information and communications technology solutions

Programme performance in 2023 and target for 2025

- 29F.56 The subprogramme’s work contributed to improved accessibility of new websites developed in 2023 for users with disabilities through the integration of accessibility checks into website development processes, which met the planned target.
- 29F.57 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29F.14).

Table 29F.14
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Disability inclusion actions regarding ICT systems taken on an ad hoc or on-demand basis and websites improved through accessibility guidelines	Improved accessibility of UNODC websites for users with disabilities, with a 97/100 score for unodc.org in online site accessibility scans Enhanced understanding of content managers on disability inclusion and the importance of descriptive content design	Improved accessibility of new websites for users with disabilities through the integration of accessibility checks into website development processes	Content managers create accessible websites and ICT systems using new website development tools	Content managers apply improved accessibility best practices that were provided through ongoing training and workshops

Result 2: improved information and communications technology security of the United Nations Office at Vienna and its clients

Programme performance in 2023 and target for 2025

- 29F.58 The subprogramme’s work contributed to improved ICT security by initiating additional procedures, processes and controls to implement recommendations from 2022, which met the planned target.
- 29F.59 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 29F.15).

Table 29F.15
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Integration of vulnerability management and vulnerability assessments in compliance with Office of Information and Communications Technology policies	Vienna-based ICT systems security maturity strengthened by several security maturity level assessments and addressing critical recommendations	Improved ICT security of Vienna-based ICT systems through implementation of remaining recommendations from 2022	Strengthened security maturity of field office ICT systems by dedicated security assessments	Users comply with additional security controls, processes and procedures in both the Vienna headquarters and field offices

Result 3: strengthened information security in the field

Proposed programme plan for 2025

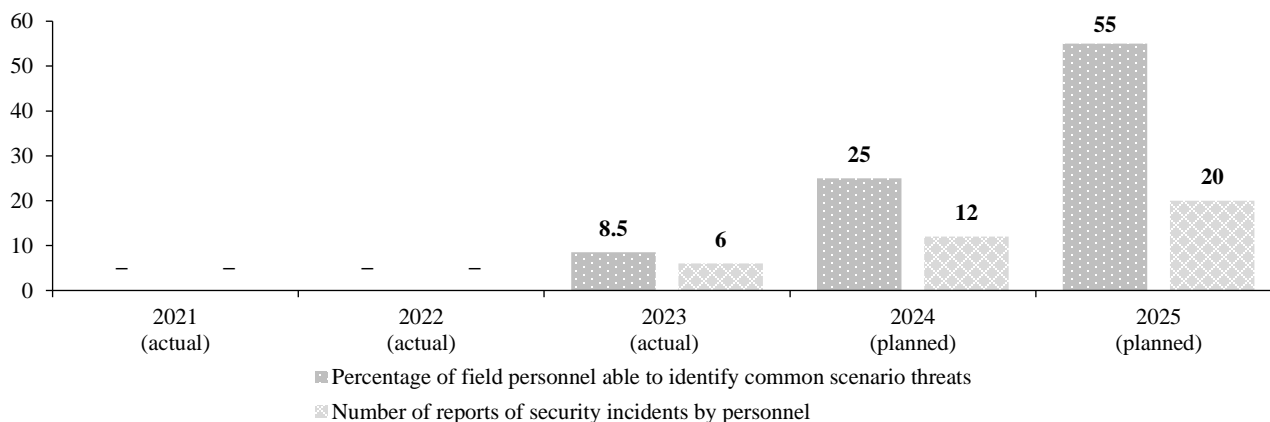
29F.60 As United Nations programmes increasingly rely on digital platforms and networks, a robust awareness of information security among staff members and stakeholders is critical to fortify defences, mitigate risks and uphold the integrity of confidential information. In 2022, the subprogramme conducted an ICT security maturity assessment, which showed the need to improve information security, including information security awareness. In 2023, the subprogramme started to develop an information security awareness programme and rolled out the programme in several field offices of UNODC.

Lessons learned and planned change

29F.61 The lesson for the subprogramme was that while field personnel had a sound understanding of the fundamentals of information security, there was a need for the information security awareness programme to delve deeper into more complex aspects to ensure that they are equipped with the requisite knowledge and skills to navigate the digital landscape securely. In applying the lesson, the subprogramme will further develop its information security awareness programme and enhance it with advanced second-level courses, covering topics such as information technology disaster recovery, and will expand delivery to additional UNODC field offices.

29F.62 Expected progress towards the objective is presented in the performance measure below (see figure 29F.V).

Figure 29F.V
Performance measure: percentage of field personnel able to identify common scenario threats and number of reports by personnel of potential serious security incidents



Deliverables

29F.63 Table 29F.16 lists all deliverables of the subprogramme.

Table 29F.16

Subprogramme 4: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Information and communications technology: information security for information technology systems and data; connectivity services for remote devices; hosting services; voice, video and data communications services; operation and maintenance of existing and new application systems in a secure environment; technical support for approximately 3,000 end users; and advisory services on business solutions.

B. Proposed post and non-post resource requirements for 2025

Overview

29F.64 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 29F.17 to 29F.19.

Table 29F.17

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	10 141.3	10 020.1	–	–	–	–	–	10 020.1
Other staff costs	652.0	782.6	–	–	–	–	–	782.6
Hospitality	0.2	0.2	–	–	–	–	–	0.2
Consultants	0.0	6.9	–	–	–	–	–	6.9
Travel of staff	13.0	10.4	–	–	–	–	–	10.4
Contractual services	816.3	815.0	–	–	(15.0)	(15.0)	(1.8)	800.0
General operating expenses	931.7	914.7	–	–	15.0	15.0	1.6	929.7
Supplies and materials	35.3	26.6	–	–	–	–	–	26.6
Furniture and equipment	345.4	401.3	–	–	–	–	–	401.3
Grants and contributions	7 197.3	7 388.2	–	–	–	–	–	7 388.2
Other	83.5	–	–	–	–	–	–	–
Total	20 216.0	20 366.0	–	–	–	–	–	20 366.0

^a At the time of reporting, the expenditures presented in this table and in subsequent tables are not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 29F.18

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	83	1 D-2, 1 D-1, 4 P-5, 5 P-4, 6 P-3, 3 P-2/1, 6 GS (PL), 57 GS (OL)
Proposed for 2025	83	1 D-2, 1 D-1, 4 P-5, 5 P-4, 6 P-3, 3 P-2/1, 6 GS (PL), 57 GS (OL)

Note: The following abbreviations are used in the tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Table 29F.19

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
D-2	1	–	–	–	–	–	1
D-1	1	–	–	–	–	–	1
P-5	4	–	–	–	–	–	4
P-4	5	–	–	–	–	–	5
P-3	6	–	–	–	–	–	6
P-2/1	3	–	–	–	–	–	3
Subtotal	20	–	–	–	–	–	20
General Service and related							
GS (PL)	6	–	–	–	–	–	6
GS (OL)	57	–	–	–	–	–	57
Subtotal	63	–	–	–	–	–	63
Total	83	–	–	–	–	–	83

29F.65 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 29F.20 to 29F.22 and figure 29F.VI.

29F.66 As shown in tables 29F.20 (1) and 29F.21 (1), the overall resources proposed for 2025 amount to \$20,366,000 before recosting, reflecting no change compared with the approved budget for 2024. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 29F.20

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
A. Executive direction and management	410.7	396.4	–	–	–	–	–	396.4	
B. Programme of work									
1. Programme planning, finance and budget	2 467.0	2 381.4	–	–	–	–	–	2 381.4	
2. Human resources management	3 162.8	3 098.4	–	–	–	–	–	3 098.4	
3. Support services	10 782.1	11 306.9	–	–	–	–	–	11 306.9	
4. Information and communications technology operations	3 393.3	3 182.9	–	–	–	–	–	3 182.9	
Subtotal, B	19 805.2	19 969.6	–	–	–	–	–	19 969.6	
Subtotal, 1	20 216.0	20 366.0	–	–	–	–	–	20 366.0	

Part VIII Common support services

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Executive direction and management	225.1	662.9	2.8	0.4	665.7
B. Programme of work					
1. Programme planning, finance and budget	4 789.3	6 003.5	49.1	0.8	6 052.6
2. Human resources management	3 200.8	4 582.0	22.1	0.5	4 604.1
3. Support services	4 338.3	4 790.3	25.2	0.5	4 815.5
4. Information and communications technology operations	7 485.1	8 193.8	71.1	0.9	8 264.9
Subtotal, B	19 813.5	23 569.6	167.5	0.7	23 737.1
Subtotal, 2	20 038.6	24 232.5	170.3	0.7	24 402.8
Total (1+2)	40 254.6	44 598.5	170.3	0.4	44 768.8

Table 29F.21

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

<i>Component/subprogramme</i>	<i>2024 approved</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
A. Executive direction and management	2	–	–	–	–	2	
B. Programme of work							
1. Programme planning, finance and budget	17	–	–	–	–	17	
2. Human resources management	18	–	–	–	–	18	
3. Support services	29	–	–	–	–	29	
4. Information and communications technology operations	17	–	–	–	–	17	
Subtotal, B	81	–	–	–	–	81	
Subtotal, 1	83	–	–	–	–	83	

(2) *Extrabudgetary*

<i>Component/subprogramme</i>	<i>2024 estimate</i>	<i>Change</i>	<i>2025 estimate</i>
A. Executive direction and management	–	–	–
B. Programme of work			
1. Programme planning, finance and budget	39	–	39
2. Human resources management	22	–	22
3. Support services	19	–	19
4. Information and communications technology operations	10	–	10
Subtotal, B	90	–	90
Subtotal, 2	90	–	90
Total (1+2)	173	–	173

Table 29F.22

Overall: evolution of financial and post resources

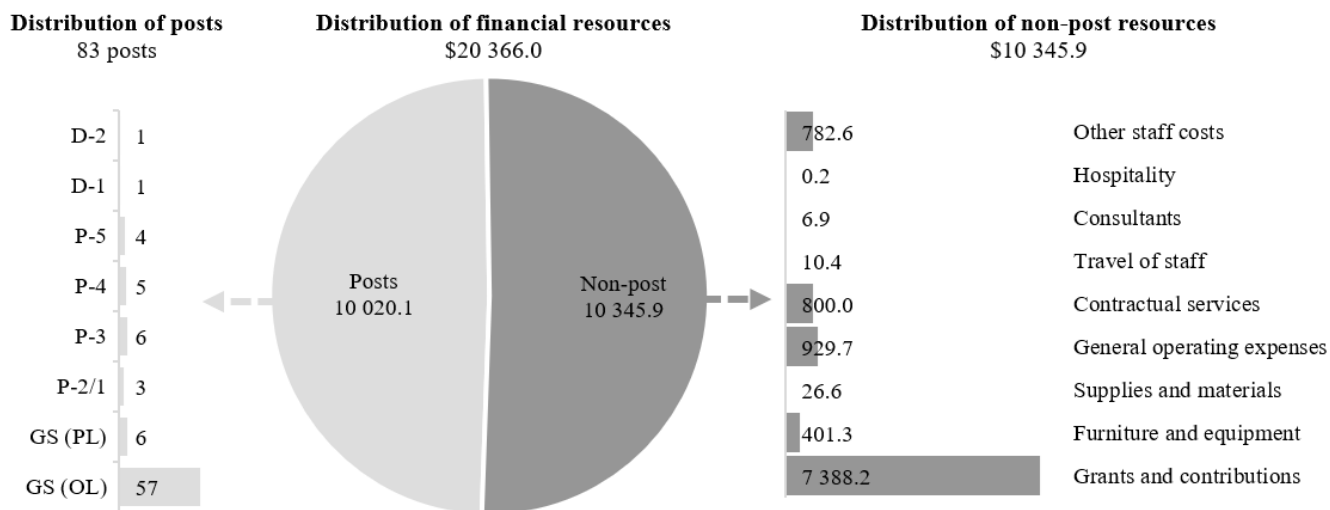
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	10 141.3	10 020.1	–	–	–	–	–	10 020.1	
Non-post	10 074.7	10 345.9	–	–	–	–	–	10 345.9	
Total	20 216.0	20 366.0	–	–	–	–	–	20 366.0	
Post resources by category									
Professional and higher		20	–	–	–	–	–	20	
General Service and related		63	–	–	–	–	–	63	
Total		83	–	–	–	–	–	83	

Figure 29F.VI

Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

29F.67 As reflected in tables 29F.20 (2) and 29F.21 (2), the United Nations Office at Vienna expects to receive extrabudgetary contributions that complement regular budget resources and support the delivery of its mandates. The resources will be used mainly for delivering administrative services. In 2025, extrabudgetary resources are estimated at \$24,402,800 and would provide for 90 posts, as presented in table 29F.21 (2).

29F.68 The extrabudgetary resources under the present section are subject to the oversight of the United Nations Office at Vienna in accordance with the delegated authority from the Secretary-General.

Executive direction and management

- 29F.69 The executive direction and management component comprises the Office of the Director of the Division for Management.
- 29F.70 The main responsibilities of the executive direction and management component include the provision of leadership and direction regarding the management of administrative, conference and related support services for United Nations entities located in Vienna.
- 29F.71 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the United Nations Office at Vienna and UNODC are integrating environmental management practices into their operations. The Vienna headquarters is a climate neutral facility, running 100 per cent on renewable energy. Since 2020, the Vienna-based organizations of the United Nations common system have started to renew entrances, replaced existing air-curtains and upgraded or refurbished all elevator cabins. While some of these projects have been completed in parts of the compound, they are still ongoing in others, combined with an increased focus on upgrading air conditioning units and on replacing pipes and insulation and lighting systems throughout the Vienna International Centre from the 1978 standards. These projects, which will continue throughout 2025 and beyond, will result in a further reduction in the environmental impact of the Vienna International Centre as they will increase energy efficiency.
- 29F.72 Information on the timely submission of documentation and advance booking for air travel is reflected in table 29F.23. Compliance rates continued to be monitored with the introduction of a new mission travel request application, as well as awareness-raising sessions with staff.

Table 29F.23

Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	43	71	73	100	100

- 29F.73 The proposed regular budget resources for 2025 amount to \$396,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29F.24 and figure 29F.VII.

Table 29F.24

Executive direction and management: evolution of financial and post resources

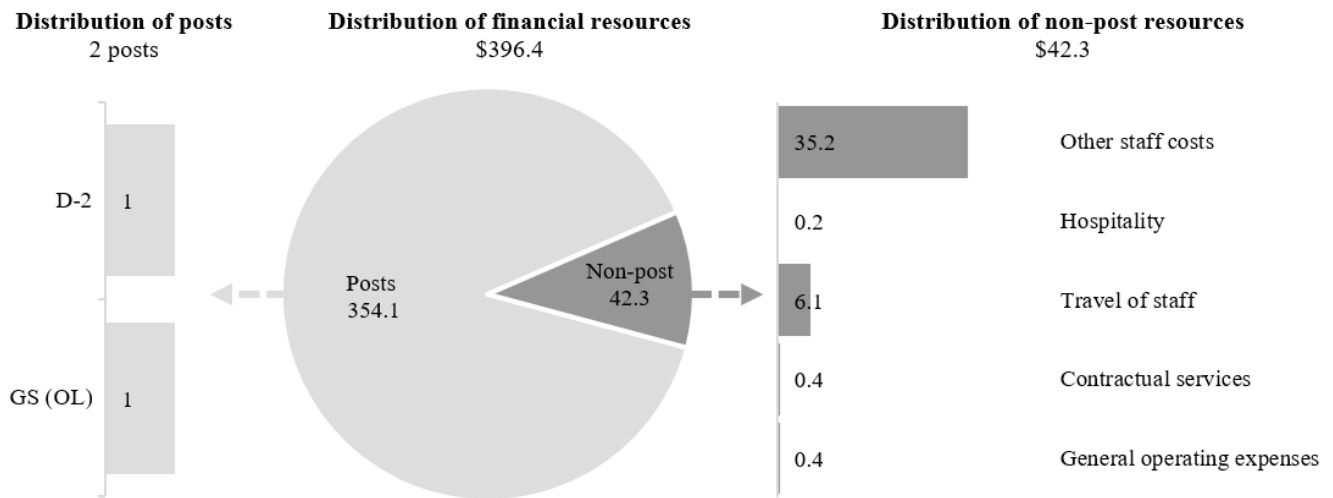
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Financial resources by main category of expenditure							
Posts	371.5	354.1	–	–	–	–	354.1
Non-post	39.2	42.3	–	–	–	–	42.3
Total	410.7	396.4	–	–	–	–	396.4

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Post resources by category									
Professional and higher		1	–	–	–	–	–	–	1
General Service and related		1	–	–	–	–	–	–	1
Total		2	–	–	–	–	–	–	2

Figure 29F.VII
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

**Subprogramme 1
 Programme planning, finance and budget**

29F.74 The proposed regular budget resources for 2025 amount to \$2,381,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29F.25 and figure 29F.VIII.

Table 29F.25
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

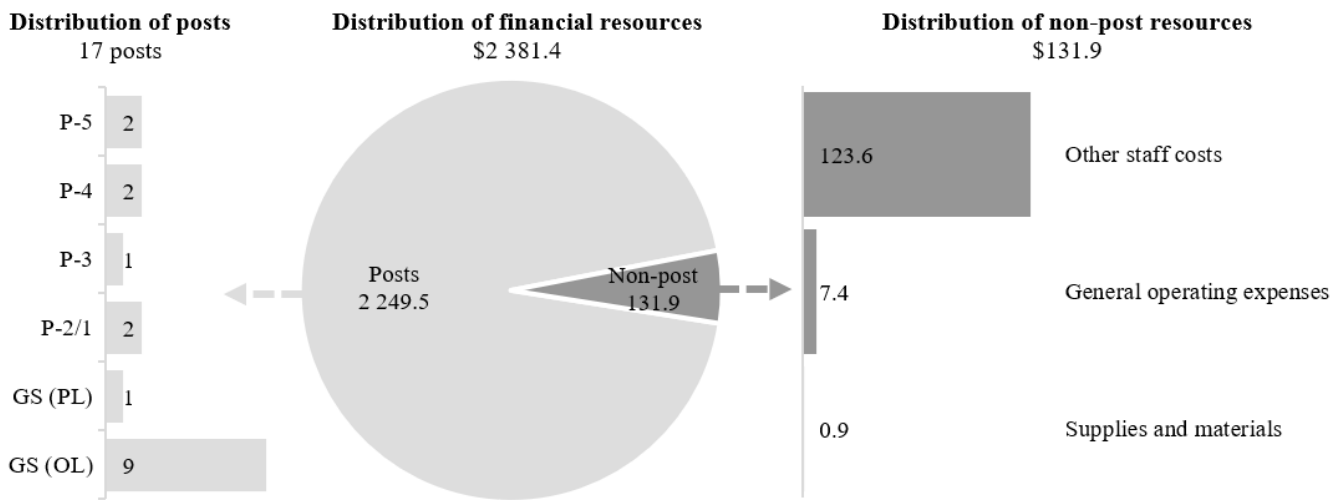
	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	2 316.9	2 249.5	–	–	–	–	–	–	2 249.5
Non-post	150.1	131.9	–	–	–	–	–	–	131.9
Total	2 467.0	2 381.4	–	–	–	–	–	–	2 381.4

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Post resources by category								
Professional and higher		7	–	–	–	–	–	7
General Service and related		10	–	–	–	–	–	10
Total		17	–	–	–	–	–	17

Figure 29F.VIII

Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
Human resources management**

29F.75 The proposed regular budget resources for 2025 amount to \$3,098,400 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29F.26 and figure 29F.IX.

Table 29F.26

Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

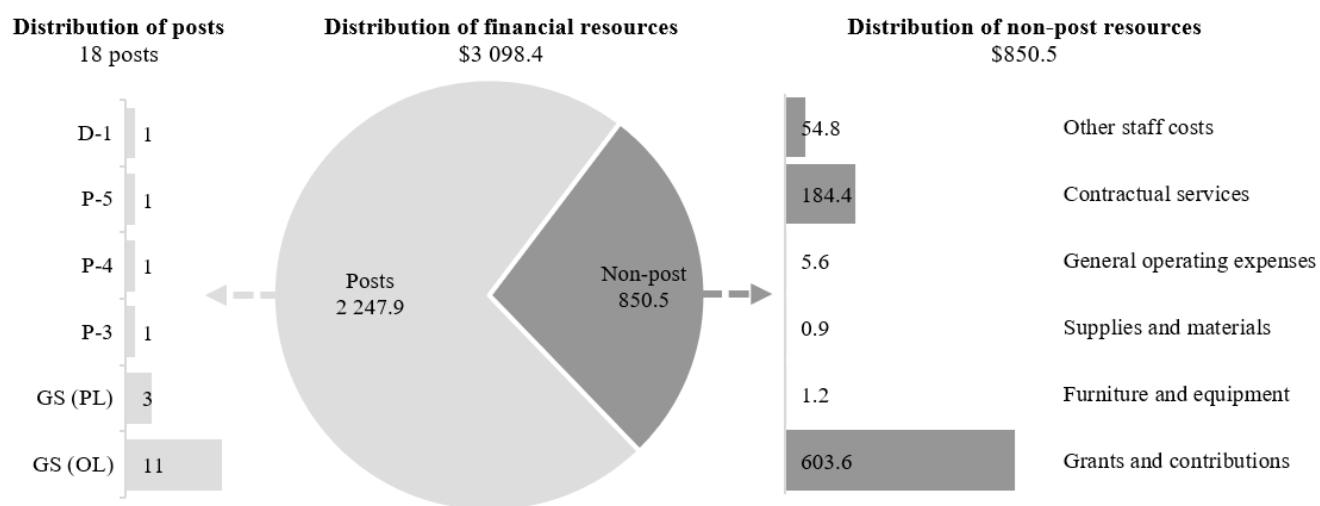
	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	2 379.0	2 247.9	–	–	–	–	–	2 247.9
Non-post	783.8	850.5	–	–	–	–	–	850.5
Total	3 162.8	3 098.4	–	–	–	–	–	3 098.4

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Post resources by category									
Professional and higher		4	–	–	–	–	–	–	4
General Service and related		14	–	–	–	–	–	–	14
Total		18	–	–	–	–	–	–	18

Figure 29F.IX

Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
Support services**

29F.76 The proposed regular budget resources for 2025 amount to \$11,306,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29F.27 and figure 29F.X.

Table 29F.27

Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

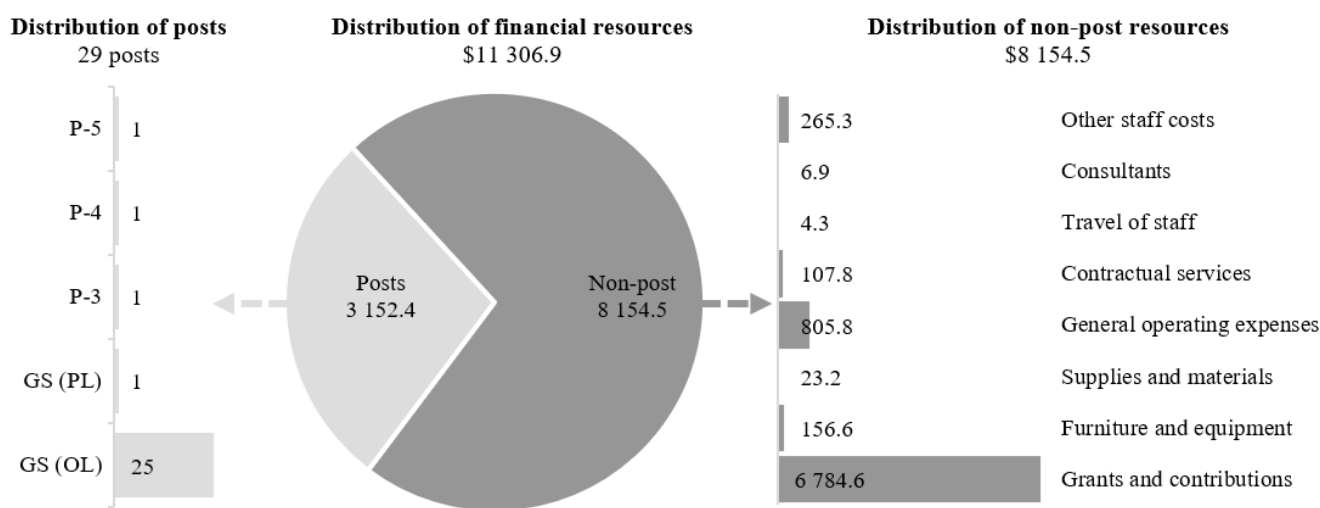
	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	2 819.7	3 152.4	–	–	–	–	–	–	3 152.4
Non-post	7 962.4	8 154.5	–	–	–	–	–	–	8 154.5
Total	10 782.1	11 306.9	–	–	–	–	–	–	11 306.9

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		3	–	–	–	–	3
General Service and related		26	–	–	–	–	26
Total		29	–	–	–	–	29

Figure 29F.X

Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Information and communications technology operations**

29F.77 The proposed regular budget resources for 2025 amount to \$3,182,900 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 29F.28 and figure 29F.XI.

Table 29F.28

Subprogramme 4: evolution of financial and post resources

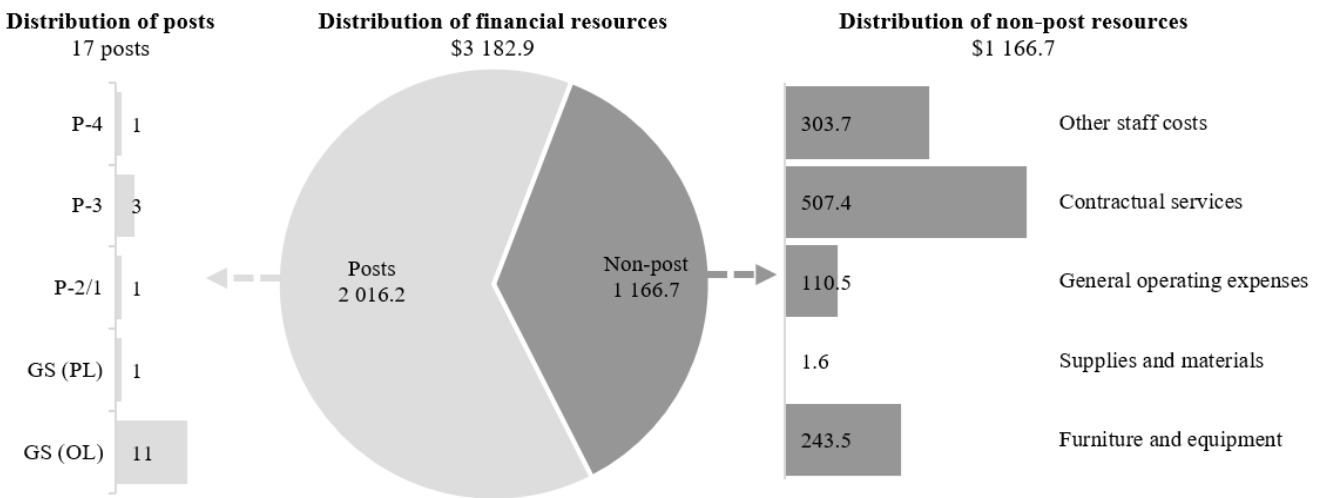
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 254.1	2 016.2	–	–	–	–	2 016.2
Non-post	1 139.2	1 166.7	–	–	–	–	1 166.7
Total	3 393.3	3 182.9	–	–	–	–	3 182.9

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		5	–	–	–	–	5
General Service and related		12	–	–	–	–	12
Total		17	–	–	–	–	17

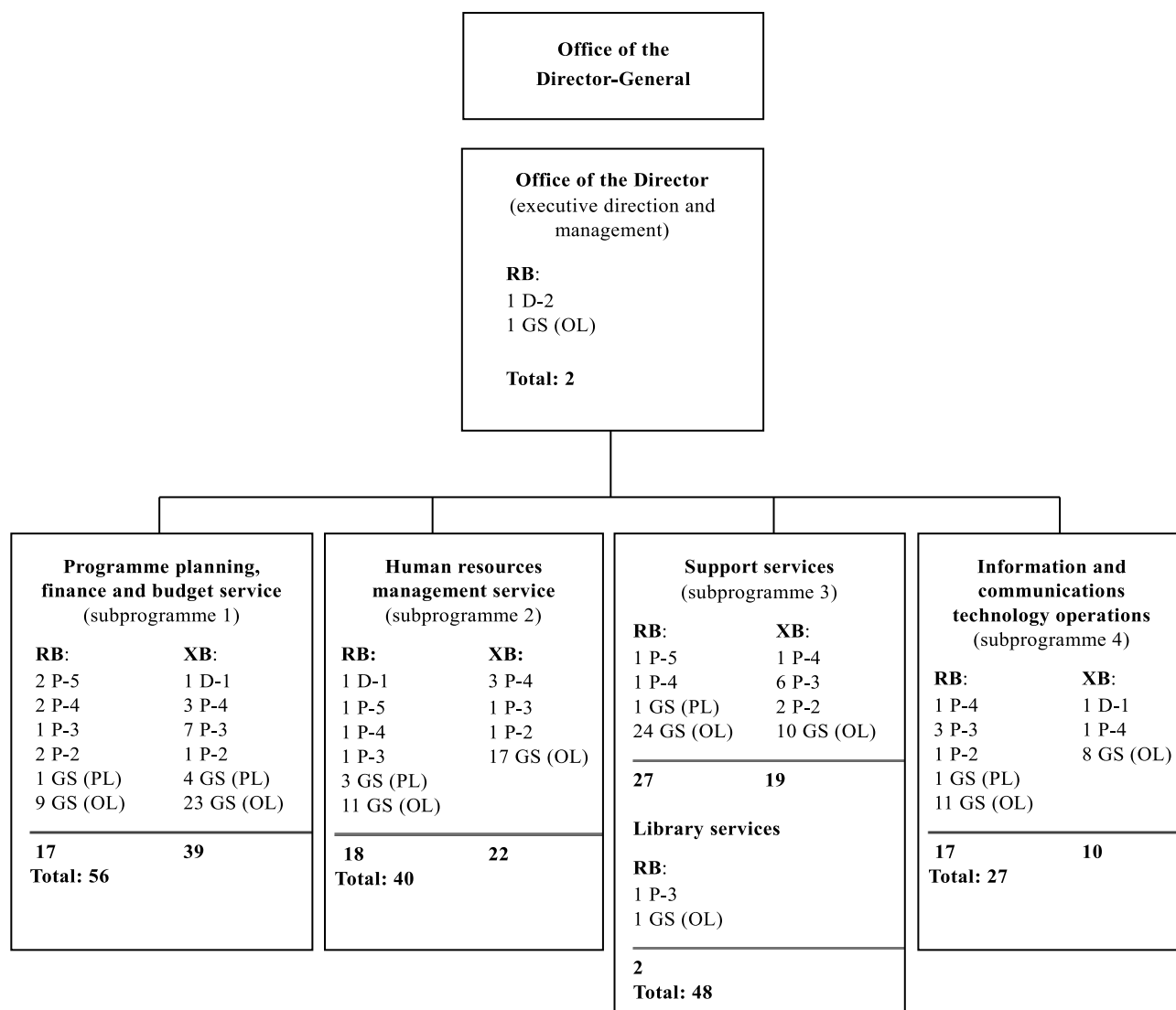
Figure 29F.XI
Subprogramme 4: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2025



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); RB, regular budget; XB, extrabudgetary.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part IX Internal oversight

Section 30 Internal oversight

Programme 26 Internal oversight

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 30.1 The Office of Internal Oversight Services (OIOS) is responsible for assisting the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through the provision of internal audit, inspection and evaluation, and investigation services. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolutions [48/218 B](#), [54/244](#), [59/272](#), [64/263](#), [69/253](#) and [74/257](#). The Office will continue to maintain its operational independence in carrying out its objectives. The Independent Audit Advisory Committee provides the Office with advice to strengthen the programme's risk-based planning and budgeting.

Strategy and external factors for 2025

- 30.2 In support of the Secretary-General's focus on building a more sustainable and inclusive future and on reforming the Organization to better deliver against this vision, the strategy for 2025 prioritizes internal oversight coverage of the work of the Organization in the following management areas: (a) implementation of the reforms of the management, peace and security, and development pillars; (b) strengthening of organizational culture; (c) procurement and supply chain management, including management of fraud and corruption risks; (d) management of mission drawdown or transition; and (e) strengthening of the protection against retaliation (whistle-blower) system. The Office will also continue to cover the programmes and strategies of the Organization, including cross-cutting areas such as the provision of support to Member States on the achievement of the Sustainable Development Goals and the implementation of the Secretary-General's strategies on gender equality, racial equality, environmental sustainability, disability inclusion and data.
- 30.3 Effective engagement with the senior leadership of the Organization will help the programme to identify risks to the Organization and provide timely assurance and advice on issues relating to the efficient, economical, effective and ethical management of the Organization's resources.
- 30.4 The Office will strengthen the delivery of its mandated activities by: (a) strengthening the use of enterprise risk management in planning internal audit and evaluation and inspection activities (subprogrammes 1 and 2); (b) enhancing the methodology for measuring the impact of audit recommendations (subprogramme 1); (c) enhancing guidance for thematic and outcome evaluations of programmes (subprogramme 2); and (d) enhancing guidance on using data analytics to improve investigation planning and the timeliness of investigations (subprogramme 3).
- 30.5 With regard to cooperation with other entities at the global, regional, national and local levels, the Office will consult closely on its programme of work with the Board of Auditors and the Joint Inspection Unit and liaise, as appropriate, with relevant offices involved in the internal justice system of the Organization.
- 30.6 With regard to inter-agency coordination and liaison, the Office will share knowledge on good practices and innovations in oversight methodologies with the other internal oversight functions of the United Nations system through the meetings of the Representatives of Internal Audit Services of the United Nations Organizations, the United Nations Representatives of Investigative Services and the United Nations Evaluation Group.
- 30.7 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that the Office will have unimpeded access to the staff and records of the Organization and other required information.

- 30.8 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. Subprogrammes 1 and 2 will cover the management of risks relating to mainstreaming a gender perspective. Subprogramme 3 will continue to implement a gender perspective in its victim-centred methodology for investigations of sexual exploitation and abuse and workplace sexual harassment.
- 30.9 In line with the United Nations Disability Inclusion Strategy, the Office will further advance disability inclusion by covering the management of risks relating to implementation of the Strategy.

Legislative mandates

- 30.10 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions

48/218 B ; 60/254	Review of the efficiency of the administrative and financial functioning of the United Nations	61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244	72/266 A and B	Shifting the management paradigm in the United Nations
60/1	2005 World Summit Outcome	74/257	Review of the implementation of General Assembly resolutions 48/218 B , 54/244 , 59/272 , 64/263 and 69/253
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies		

Subprogramme 1 Internal audit

General Assembly resolution

67/244 B	Financing of the International Residual Mechanism for Criminal Tribunals
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Subprogramme 2 Inspection and evaluation

General Assembly resolutions

55/231	Results-based budgeting	77/254	Programme planning
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Subprogramme 3 Investigations

General Assembly resolutions

59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations	62/247 68/252	Strengthening investigations Human resources management
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Deliverables

- 30.11 Table 30.1 lists all cross-cutting deliverables of the programme.

Table 30.1
Cross-cutting deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report on the activities of the Office of Internal Oversight Services (Parts I and II)	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	28	30	26	17
Meetings of:				
2. The Fifth Committee	8	11	8	8
3. The Committee for Programme and Coordination	14	13	12	3
4. The Advisory Committee on Administrative and Budgetary Questions	2	2	2	2
5. The Independent Audit Advisory Committee	4	4	4	4
C. Substantive deliverables				
Databases and substantive digital materials: comprehensive database and dashboard for monitoring the status of implementation of the approximately 1,000 open recommendations of the Office.				
E. Enabling deliverables				
Content on communications platforms, briefings and presentations on oversight activities; and refresher training to programme managers on the Office’s recommendation monitoring system.				

Evaluation activities

- 30.12 The independent external quality assessments of the investigations function (subprogramme 3, completed in 2022) and the internal audit function (subprogramme 1, completed in 2023) have guided the proposed programme plan for 2025.
- 30.13 In response to the result of the evaluations referenced above, OIOS has developed an action plan to improve areas such as work planning, the use of information and communications technology (ICT) and quality assurance.

Programme of work

Subprogramme 1 Internal audit

Objective

- 30.14 The objective, to which this subprogramme contributes, is to improve the efficiency, economy, effectiveness and impact of the Organization’s programmes, in keeping with best management practices.

Strategy

- 30.15 To contribute to the objective, the subprogramme will:
- (a) Conduct internal audit activities to recommend improvements to key controls and processes and identify accountability issues, with a strengthened focus on providing assurance as to whether Secretariat entities have adequately and effectively implemented the new delegation of authority, as well as on the effectiveness and efficiency of programme performance monitoring and reporting and service delivery;

- (b) Support the efforts undertaken by the Department of Management Strategy, Policy and Compliance to strengthen the United Nations Secretariat accountability system, through assurance and advice to the Department;
 - (c) Focus on data governance and data security in the use of ICT in the Organization;
 - (d) Strengthen annual work-planning processes by identifying and monitoring audit assignments that systematically cover United Nations cross-cutting priorities in the management, programme and strategy areas (including reforms, organization culture, procurement and supply chain, mission drawdown or transition and Sustainable Development Goal support) and take into consideration a gender perspective, disability inclusion, racism, human rights and the environment, as appropriate;
 - (e) Implement recommendations resulting from the external quality assessment of the internal audit function.
- 30.16 The above-mentioned work is expected to result in:
- (a) Strengthened accountability and transparency in the use of resources by United Nations organizations and entities;
 - (b) Improved risk identification and mitigation by United Nations organizations and entities;
 - (c) High quality of internal audit assurance provided to the Secretary-General, heads of organizations and entities and Member States on the adequacy and effectiveness of risk management and internal control systems.

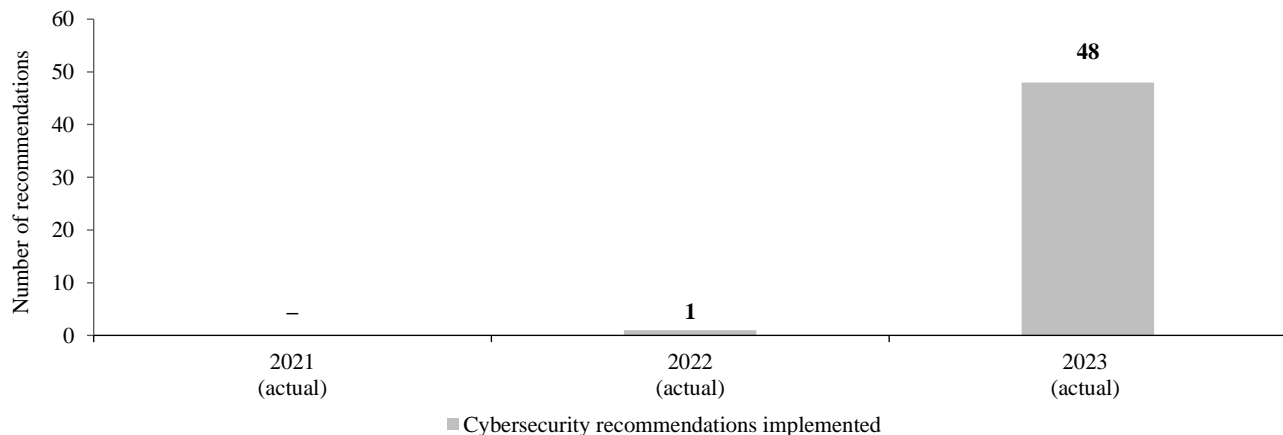
Programme performance in 2023

Strengthened information and communications technology security and organizational resilience

- 30.17 Managing the heightened risks and vulnerabilities associated with digital information is needed to protect the Organization's data and its integrity, maintain confidentiality, prevent cyberincidents and ensure business continuity.
- 30.18 In 2023, the subprogramme continued to oversee the management of ICT risks and preparedness, issuing 14 audit memorandums and reports in 2023 (adding to the 13 that were issued in 2022). Over the past two years, 49 of the 217 accepted recommendations issued by the subprogramme have been implemented, strengthening ICT security governance, risk management and controls to improve the protection of information and assets and the continuity of the Organization's operations.
- 30.19 Progress towards the objective is presented in the performance measure below (see figure 30.I).

Figure 30.I

Performance measure: audit recommendations implemented that strengthen information and communications technology security and organizational resilience



Planned results for 2025

Result 1: strengthened accountability system in the United Nations Secretariat

Programme performance in 2023 and target for 2025

- 30.20 The subprogramme's work contributed to strengthened organizational accountability, as informed by three thematic assessments on aspects of the accountability system, as well as the availability of 22 recommendations and the development of action plans by client management, where relevant, to address areas of improvement, which met the planned target.
- 30.21 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 30.2).

Table 30.2

Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Strengthened organizational accountability through advice on the extent to which the accountability system is relevant, efficient and effective, as informed by 8 thematic assessments in the evaluation of the accountability system: enterprise resource management; planning and budgeting; delegation of authority; budget implementation and financial management; internal control system; information systems; ethics and integrity; and human resources management, learning and development strategies	Strengthened organizational accountability, informed by 2 thematic assessments included in the evaluation of the accountability system: programme delivery and organizational performance; the Business Transformation and Accountability Division within the Department of Management Strategy, Policy and Compliance as enabler of the accountability system	Strengthened organizational accountability, informed by 5 thematic assessments on aspects of the accountability system: the flexible workspace project (mandated by the General Assembly); financial disclosure programme managed by the Ethics Office; and 3 assignments on implementation of the delegation of authority framework in 3 entities	Implementation of recommendations and associated management plans of action to strengthen the accountability system, informed by 3 audits of programme performance monitoring and reporting; financial and administrative management; and service delivery	Implementation of recommendations and associated management plans of action to strengthen the accountability system, informed by 5 audits of enterprise risk management; staff engagement process; fraud risk management and reporting cases of fraud and presumptive fraud; budget formulation and monitoring; and results-based management
MINUSMA, MINUSCA, UNMISS, UNIFIL, and UNSOM/UNSOS receive advisories on the performance of delegation of authority for human resources, financial, procurement and property	Availability of 28 action points and advice to strengthen the accountability system, and development of action plans by entity management, where relevant	Availability of 22 recommendations to strengthen the accountability system, and development of action plans by entity management, where relevant		

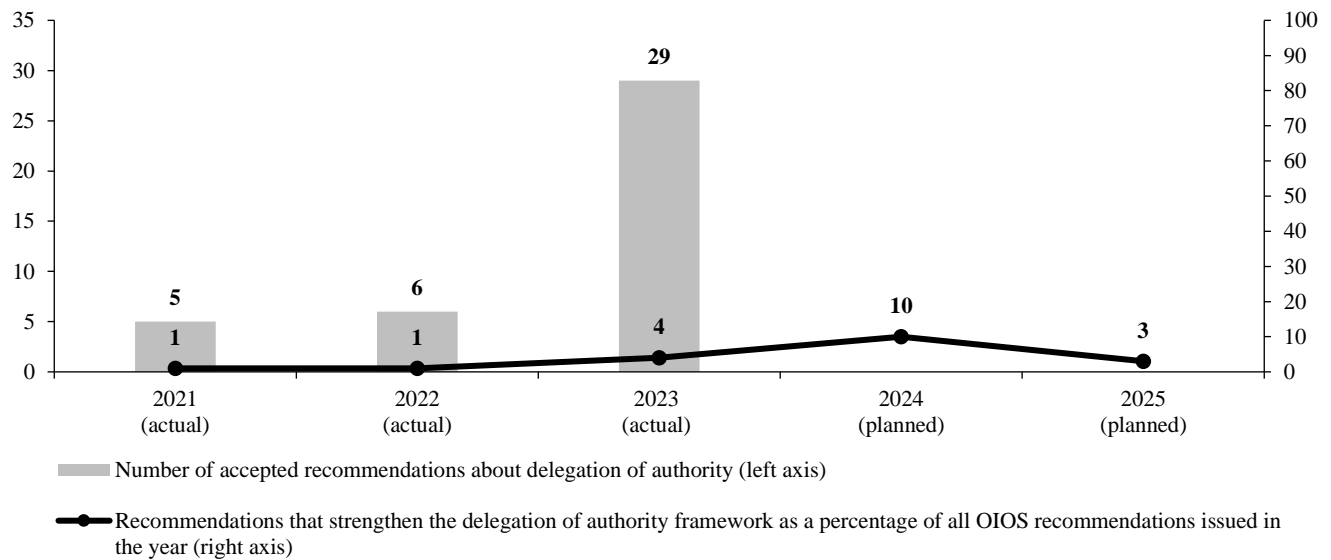
Abbreviations: MINUSCA, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; MINUSMA, United Nations Multidimensional Integrated Stabilization Mission in Mali; UNIFIL, United Nations Interim Force in Lebanon; UNMISS, United Nations Mission in South Sudan; UNSOM, United Nations Assistance Mission in Somalia; UNSOS, United Nations Support Office in Somalia.

Result 2: increased accountability through transparent exercise of the delegation of authority
Programme performance in 2023 and target for 2025

- 30.22 The subprogramme’s work resulted in the acceptance of 29 audit recommendations relating to strengthening the implementation of the delegation of authority framework, representing 4 per cent of the total recommendations accepted in 2023, which did not meet the planned target of 12 per cent.
- 30.23 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 30.II).

Figure 30.II

Performance measure: audit recommendations accepted that strengthen the implementation of the delegation of authority framework in the Organization (annual)



Result 3: strengthened monitoring systems to improve performance management to support programme delivery

Proposed programme plan for 2025

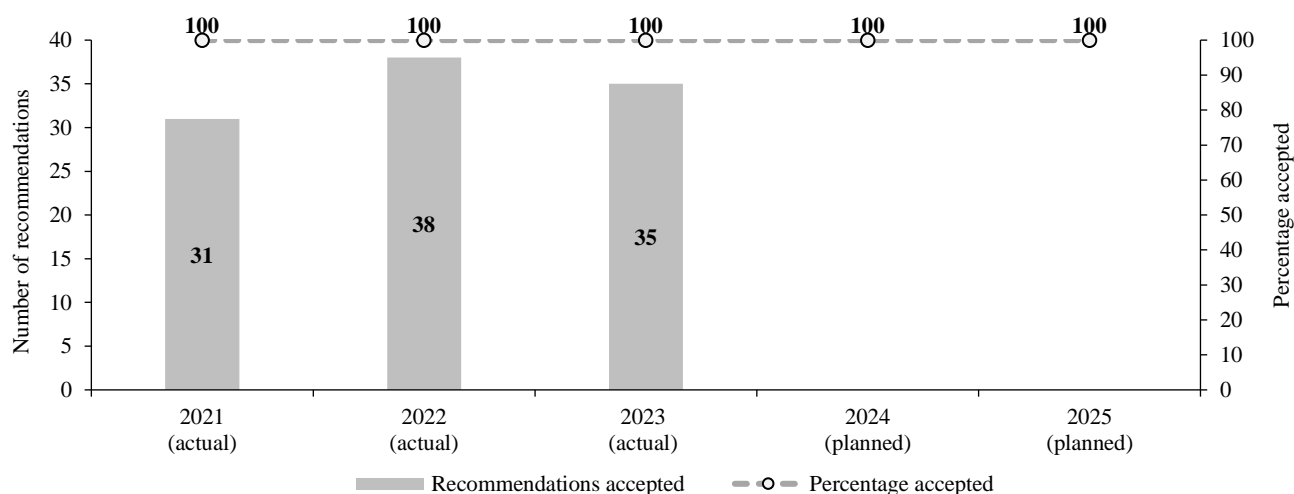
- 30.24 The subprogramme has been systematically integrating assessments of programme performance frameworks into its audits of mandated programmes. The results of these audits have underscored the importance of evidence-based decision-making for managing programme performance and the delivery of results.

Lessons learned and planned change

- 30.25 The lesson for the subprogramme, underscored by the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, was that comprehensive programme performance management systems supported by timely and quality data were central to monitoring and measuring progress on the implementation of mandates.
- 30.26 In applying the lesson, the subprogramme will conduct dedicated assessments of selected programme performance management systems, including the Umoja programme performance monitoring and reporting modules.
- 30.27 Expected progress towards the objective is presented in the performance measure below (see figure 30.III).

Figure 30.III

Performance measure: audit recommendations accepted that strengthen programme performance management



Deliverables

30.28 Table 30.3 lists all deliverables of the subprogramme.

Table 30.3

Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	1	–	1
1. Audit of the implementation of flexible workplace project at United Nations Headquarters (resolution 75/253 C)	1	1	–	–
2. Biennial report on procurement (resolutions 72/266 B and 74/256)	1	–	–	1
B. Generation and transfer of knowledge				
Publications (number of publications)	150	121	150	140
3. Internal audit reports (assurance and advisory)	150	121	150	140

Subprogramme 2 Inspection and evaluation

Objective

30.29 The objective, to which this subprogramme contributes, is to strengthen relevance, efficiency, effectiveness and impact in the implementation of programmes and legislative mandates of the Organization and improve decision-making, accountability and learning.

Strategy

- 30.30 To contribute to the objective, the subprogramme will:
- (a) Focus, in conducting evaluations, on subprogramme-level outcomes achieved by Secretariat entities in the areas of the peace and security, sustainable development, human rights and humanitarian assistance;
 - (b) Support accountability for programme improvement through the monitoring of the implementation of evaluation recommendations and their outcomes, including by conducting triennial reviews of OIOS evaluation reports;
 - (c) Integrate the Secretary-General's cross-cutting strategies into evaluation design and implementation;
 - (d) Refine its inspection and evaluation methodology and develop appropriate evaluation design and data collection techniques;
 - (e) Provide evaluation methodological guidance and quality assurance support to Secretariat entities and to the wider Organization, including through collaboration with the Department of Management Strategy, Policy and Compliance, and by developing and implementing community of practice workshops, methodology seminars and other capacity-building measures;
 - (f) Enhance evaluation knowledge-sharing through the production of evaluation newsletters and evaluation synthesis reports;
 - (g) Support system-wide evaluation through collaboration with the United Nations Sustainable Development Group System-wide Evaluation Office.
- 30.31 The above-mentioned work is expected to result in:
- (a) Increased learning and accountability of Secretariat entities towards achieving the planned outcomes of programmes and subprogrammes and drawing upon lessons learned;
 - (b) Strengthened evaluation capacity and performance, and greater use of evaluation results to inform programme planning and achievement of results within the Organization.

Programme performance in 2023

Strengthening strategic results across the Organization

- 30.32 By improving the scope, focus and utility of its thematic evaluations, the subprogramme contributed to strengthening strategic results by identifying cross-cutting risks and lessons that can be applied broadly to improving programmes and strategies across the Organization. OIOS has conducted two thematic evaluations annually over the past three years, with recommendations that have contributed to that goal.
- 30.33 Progress towards the objective is presented in the performance measure below (see table 30.4).

Table 30.4

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Recommendations accepted relating to improving prevention, risk assessment and monitoring, as well as the overall policy framework guiding the Organization's efforts relating to prevention response and victims' support efforts against sexual exploitation and abuse	Recommendations accepted relating to improving results in the areas of strategic planning, data usage and data-sharing, and advocacy and support efforts under the women and peace and security agenda by 3 peace operations and 3 special political missions	Recommendations accepted relating to integration of the youth, peace and security agenda into policy and practice, increasing knowledge management and communication, formalizing coordination across the Organization and developing a

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
Recommendations accepted relating to addressing factors contributing to poor organizational culture, including trust, misconduct, gender equality, low morale and poor knowledge management in peacekeeping operations	Recommendations accepted relating to improving results in the areas of strengthening strategic planning, political analyses, performance assessment and reporting, and communication, as well as internal structures and processes in 5 peacekeeping missions	strategy and results framework in Headquarters entities, peacekeeping operations and special political missions Recommendations accepted relating to strategic and work planning, data collection and data-sharing, and reporting of results by 55 Secretariat entities to Member States in achieving 2 outcomes under the Sustainable Development Goals

Planned results for 2025

Result 1: more specific and results-oriented evidence of the outcomes of United Nations support to Member States for the 2030 Agenda for Sustainable Development

Programme performance in 2023 and target for 2025

- 30.34 The subprogramme’s work contributed to improved efficiency and effectiveness of mandate delivery through nine subprogramme outcome evaluations and synthesis reports, which exceeded the planned target of eight evaluations and synthesis reports. Unanticipated changes to the workplan resulted in a change in some of the evaluations conducted, as well as two unplanned synthesis reports.
- 30.35 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 30.5).

Table 30.5
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Strengthened programme coherence at the country level through an evaluation of the resident coordinator system Strengthened political affairs components in peacekeeping missions through an evaluation covering 5 missions	Improved efficiency and effectiveness of mandate delivery through 8 evaluations on: macroeconomic policy in subprogrammes in all 5 regional commissions; regional offices in the Development Coordination Office; and rule of law in 2 peacekeeping missions	Improved efficiency and effectiveness of mandate delivery through 9 evaluations and 2 synthesis reports on: coordination of humanitarian action and emergency response; political and peacebuilding affairs; the United Nations Verification Mission in Colombia; rule of law in 3 peacekeeping missions (and an additional synthesis report); the resident	Improved efficiency and effectiveness of mandate delivery through 12 outcome evaluations and synthesis reports in areas such as: Secretariat contribution to the Sustainable Development Goals; OCT; OCHA; DCO, resident coordinator system; thematic outcome evaluation of children and armed conflict mandates; synthesis of outcome evaluation results on	Improved efficiency and effectiveness of mandate delivery through 11 evaluations and synthesis reports in areas such as: the resident coordinator system; support for the United Nations humanitarian response; Headquarters support for peace operations; the Development Account; special envoys; children and armed conflict in peacekeeping

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
		coordinator system policy advice; Sustainable Development Goals support; youth, peace and security; and a synthesis on advancement of gender equality	rule of law in peacekeeping operations; and synthesis of outcome evaluation results on regional economic commissions	operations; and other subprogrammes in selected entities

Abbreviations: DCO, Development Coordination Office; OCHA, Office for the Coordination of Humanitarian Affairs; OCT, Office of Counter-Terrorism.

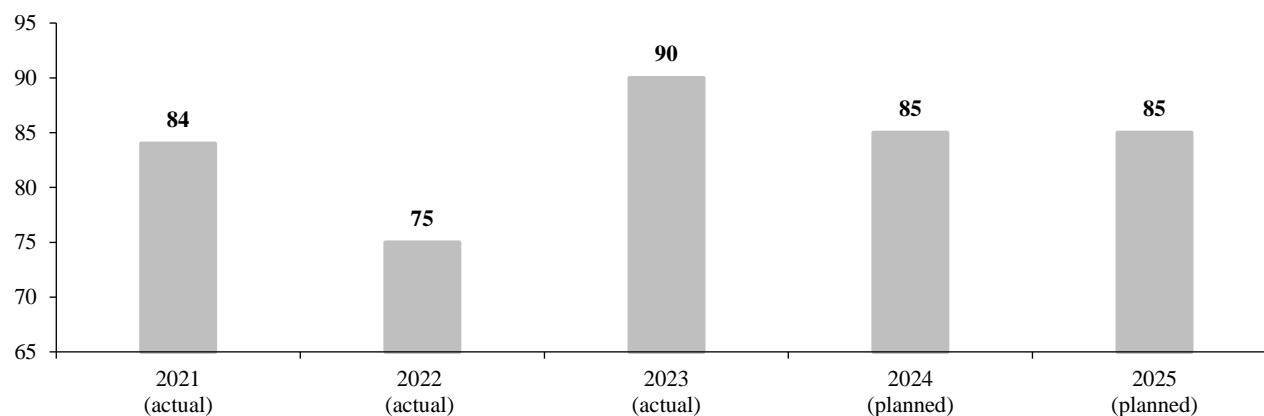
Result 2: strengthened programmatic performance and achievement of results

Programme performance in 2023 and target for 2025

- 30.36 The subprogramme’s work contributed to more effective programmes through 90 per cent of its recommendations implemented within 24 months, which exceeded the planned target of 85 per cent.
- 30.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 30.IV).

Figure 30.IV

Performance measure: percentage of recommendations implemented within 24 months of issuance



Result 3: strengthening the resident coordinator system

Proposed programme plan for 2025

- 30.38 The subprogramme will continue to play its role in ensuring a strengthened resident coordinator system through ongoing evaluations that examine the results achieved, lessons learned and areas for improvement through the support that is provided by Secretariat entities.

Lessons learned and planned change

- 30.39 The lesson for the subprogramme was that, given the scope and scale of the resident coordinator system, a strategic approach was needed to ensure that the subprogramme’s evaluations provided valuable lessons and insights to support decision-making and to improve performance, across multiple aspects of the system. In applying the lesson, the subprogramme will ensure that it provides evaluations that address topics that are relevant and that will, over time, contribute to a greater accountability for results and improved impact.

Section 30 Internal oversight

30.40 Expected progress towards the objective is presented in the performance measure below (see table 30.6).

**Table 30.6
Performance measure**

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	Recommendations accepted to enhance the achievement of the Sustainable Development Goals through more coherent United Nations policy advice	Recommendations accepted to ensure an effective resident coordinator system in conflict-affected countries, and leading and coordinating responses to humanitarian crises	Recommendations accepted by Development Coordination Office to improve global support for the resident coordinators

Deliverables

30.41 Table 30.7 lists all deliverables of the subprogramme.

**Table 30.7
Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory**

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	10	9	10	1
1. Evaluation reports on various programmes for the Committee for Programme and Coordination	7	6	6	–
2. Evaluation reports on various programmes for the Fifth Committee	3	3	–	–
3. Triennial reviews of the implementation of the recommendations on the evaluations of various programmes	–	–	3	1
4. Evaluation of the International Residual Mechanism for Criminal Tribunals for the Security Council	–	–	1	–
B. Generation and transfer of knowledge				
Publications (number of publications)	11	8	11	12
5. Evaluation and inspection reports	11	8	11	12
E. Enabling deliverables				
Internal justice and oversight: advisory notes, memorandums and guidance to all Secretariat entities, including training programmes.				

**Subprogramme 3
Investigations**

Objective

30.42 The objective, to which this subprogramme contributes, is to enhance accountability and ethical behaviour within the Organization.

Strategy

30.43 To contribute to the objective, the subprogramme will:

- (a) Receive and record all complaints of possible violations of United Nations regulations, rules and pertinent administrative policies, and decide whether they warrant OIOS investigation or some other action;
- (b) Investigate reports of possible violations of United Nations regulations, rules and pertinent administrative policies;
- (c) Enable prevention of and response to complaints of: (i) sexual misconduct, including sexual exploitation and abuse, as well as sexual harassment; and (ii) fraud and corruption, including procurement fraud and medical insurance fraud;
- (d) Support the investigative capacity and capability of: (i) members of troop contingents who are responsible for undertaking investigations into misconduct; and (ii) officials who are responsible for the appointment of investigative panels or entities into misconduct.

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

- (a) Improved ability of the Secretary-General and his delegates to make appropriate decisions on jurisdictional or disciplinary action or corrective measures;
- (b) Improved ability of United Nations entities to identify and address misconduct;
- (c) Improved detection of issues and better control of risks such as sexual exploitation and abuse, sexual harassment, racial discrimination, fraud and corruption.

Programme performance in 2023

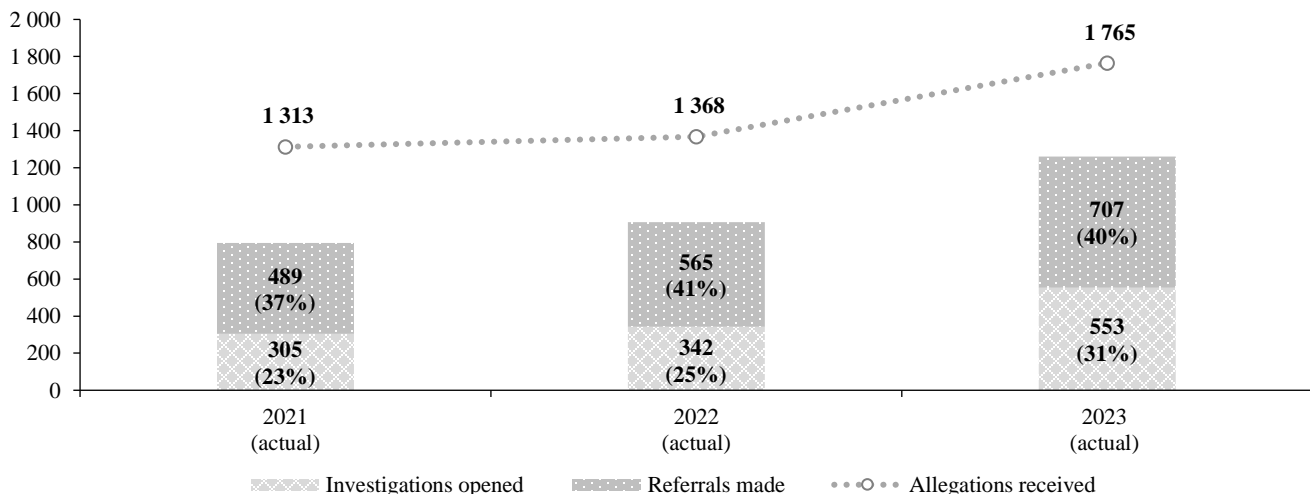
Maintaining the Organization’s ability to protect its resources and hold its personnel accountable by responding to all allegations of misconduct

30.45 Through improved planning that allowed better scoped and more targeted investigations, the subprogramme was able to respond to a continued increase in the number of allegations of misconduct reported to OIOS.

30.46 Progress towards the objective is presented in the performance measure below (see figure 30.V).

Figure 30.V

Performance measure: number of allegations of misconduct addressed through investigations and referrals



Planned results for 2025

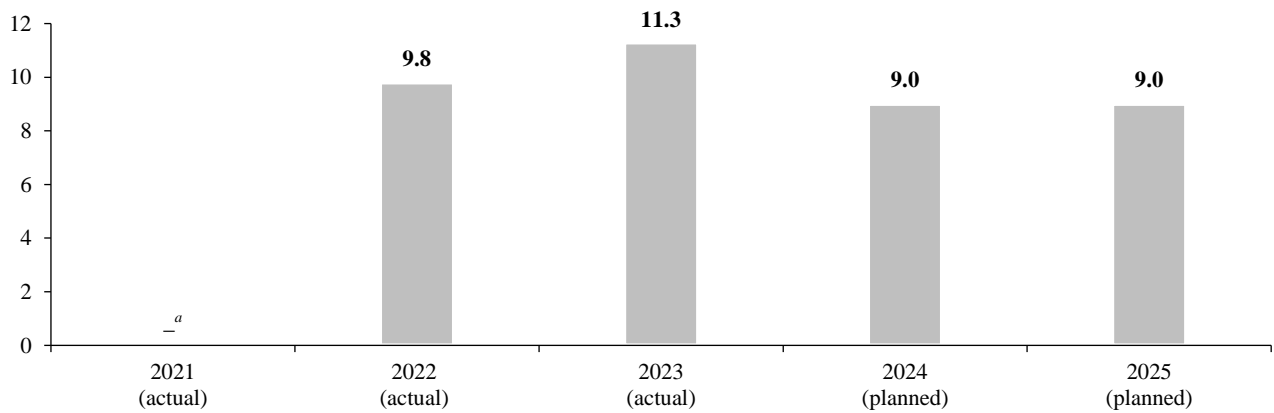
Result 1: strengthened accountability and transparency in addressing reports of retaliation

Programme performance in 2023 and target for 2025

- 30.47 The subprogramme’s work contributed to an average completion of time of 11.3 months for protection against retaliation investigations, which did not meet the planned target of 9 months. The target was not met owing to the complexity of these types of investigations.
- 30.48 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 30.VI).

Figure 30.VI
Performance measure: protection against retaliation investigations available to enhance protection for those who report misconduct or wrongdoing (annual)

(Average completion time, in months)



^a No protection against retaliation investigations were closed in 2021.

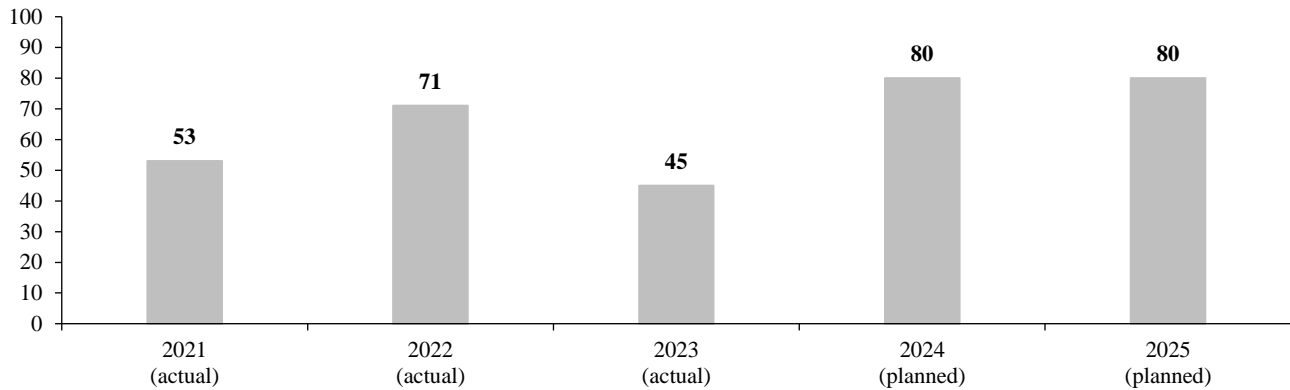
Result 2: strengthened response to misconduct through improved timeliness of investigations

Programme performance in 2023 and target for 2025

- 30.49 The subprogramme’s work contributed to 45 per cent of all investigations being completed within 12 months, which did not meet the planned target of 80 per cent of all investigations completed in fewer than 12 months. The target was not met owing to record numbers in complaints reported to OIOS, resulting in an unprecedented number of new, more complex investigations.
- 30.50 Progress towards the objective and the target for 2025 presented in the performance measure below (see figure 30.VII).

Figure 30.VII
Performance measure: strengthened response to misconduct (annual)

(Percentage of all investigations completed in fewer than 12 months)



Result 3: strengthened response to misconduct investigations requiring a victim-centred response

Proposed programme plan for 2025

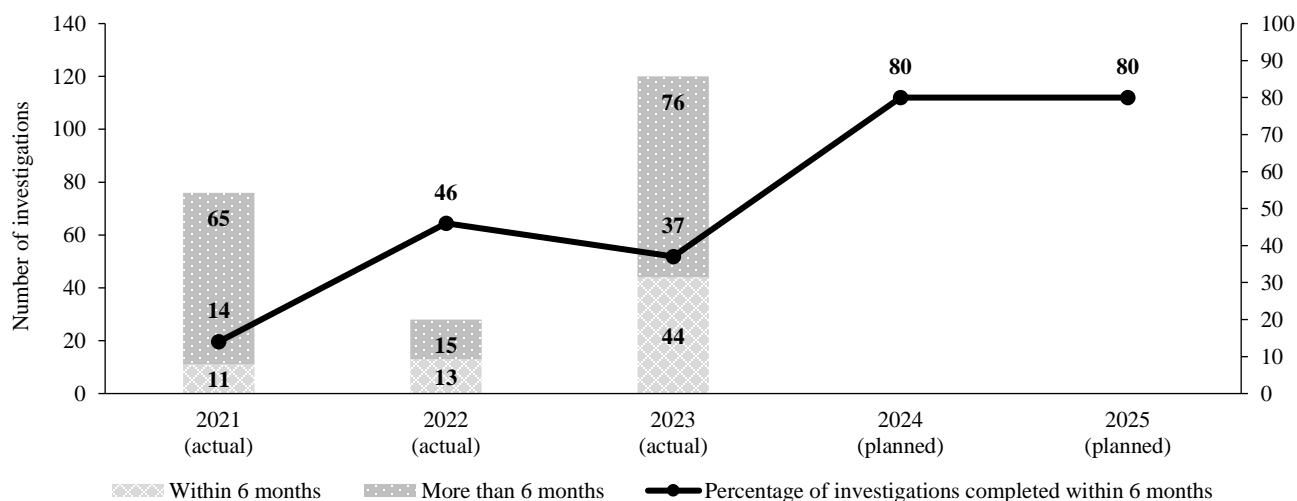
30.51 The investigation into complaints regarding sexual exploitation and abuse and misconduct remains a key priority of the Organization, requiring a swift investigative response that respects both the dignity of those affected by the behaviour and the due process rights of the personnel implicated. As part of this victim-centred approach, the subprogramme keeps victims informed of the investigation process and progress. The subprogramme also ensures that the Organization’s victim-support mechanisms are appropriately informed of those individuals affected by sexual exploitation and abuse to allow for assistance to be provided.

Lessons learned and planned change

30.52 The lesson for the subprogramme was that investigations of sexual exploitation and abuse required sensitive engagement with victims and witnesses, who were frequently part of the local community and could be difficult to identify and were under no obligation to cooperate with an investigation. In applying the lessons, the subprogramme will ensure the availability of qualified experts, including specialist translators, and technical forensic genetic analysis.

30.53 Expected progress towards the objective is presented in the performance measure below (see figure 30.VIII).

Figure 30.VIII
Performance measure: OIOS investigations of sexual exploitation and abuse completed within six months
 (Percentage)



Deliverables

30.54 Table 30.8 lists all deliverables of the subprogramme.

Table 30.8
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
B. Generation and transfer of knowledge				
Publications (number of publications)	275	496	275	275
Investigation and closure reports	275	496	275	275
E. Enabling deliverables				
Internal justice and oversight: capacity-building relating to combating fraud and corruption, especially medical insurance fraud, focusing on peace operations.				

B. Proposed post and non-post resource requirements for 2025

Overview

30.55 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 30.9 to 30.11.

Table 30.9

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure ^a	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Posts	20 709.4	21 603.8	–	–	–	–	–	21 603.8
Other staff costs	1 327.1	1 778.1	–	–	1 420.1	1 420.1	79.9	3 198.2
Hospitality	–	0.5	–	–	–	–	–	0.5
Consultants	160.1	237.9	–	–	(29.9)	(29.9)	(12.6)	208.0
Travel of staff	579.4	505.8	–	–	44.7	44.7	8.8	550.5
Contractual services	392.2	473.9	–	–	29.1	29.1	6.1	503.0
General operating expenses	159.7	132.7	–	–	18.4	18.4	13.9	151.1
Supplies and materials	4.1	20.1	–	–	(2.7)	(2.7)	(13.4)	17.4
Furniture and equipment	65.9	84.5	–	–	20.3	20.3	24.0	104.8
Total	23 397.8	24 837.3	–	–	1 500.0	1 500.0	6.0	26 337.3

^a At the time of reporting, the expenditure presented in this table and in subsequent tables is not final and may be subject to adjustments that could result in minor differences between the information contained in the present report and the financial statements to be published by 31 March 2024.

Table 30.10

Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	116	1 USG, 1 ASG, 3 D-2, 4 D-1, 13 P-5, 29 P-4, 22 P-3, 14 P-2/1, 8 GS (PL), 20 GS (OL), 1 LL
Proposed for 2025	116	1 USG, 1 ASG, 3 D-2, 4 D-1, 13 P-5, 29 P-4, 22 P-3, 14 P-2/1, 8 GS (PL), 20 GS (OL), 1 LL

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; USG, Under-Secretary-General.

Table 30.11
Overall: proposed posts by category and grade

(Number of posts)

Category	2024 approved	Changes			Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	3	–	–	–	–	3
D-1	4	–	–	–	–	4
P-5	13	–	–	–	–	13
P-4	29	–	–	–	–	29
P-3	22	–	–	–	–	22
P-2/1	14	–	–	–	–	14
Subtotal	87	–	–	–	–	87
General Service and related						
GS (PL)	8	–	–	–	–	8
GS (OL)	20	–	–	–	–	20
LL	1	–	–	–	–	1
Subtotal	29	–	–	–	–	29
Total	116	–	–	–	–	116

30.56 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 30.12 to 30.14 and figure 30.IX.

30.57 As shown in tables 30.12 (1) and 30.13 (1), the overall resources proposed for 2025 amount to \$26,337,300 before recosting, reflecting an increase of \$1,500,000 (or 6.0 per cent) compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 30.12

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
A. Executive direction and management	1 628.2	1 730.1	–	–	13.7	13.7	0.8	1 743.8
B. Programme of work								
1. Internal audit	9 637.1	9 841.1	–	–	(23.9)	(23.9)	(0.2)	9 817.2
2. Inspection and evaluation	4 969.2	4 998.8	–	–	(4.0)	(4.0)	(0.1)	4 994.8

Part IX Internal oversight

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
3. Investigations	5 696.4	6 743.0	–	–	1 500.0	1 500.0	22.2	8 243.0
Subtotal, B	21 930.9	21 582.9	–	–	1 472.1	1 472.1	6.8	23 055.0
C. Programme support	1 466.9	1 524.3	–	–	14.2	14.2	0.9	1 538.5
Subtotal, 1	23 397.8	24 837.3	–	–	1 500.0	1 500.0	6.0	26 337.3

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Internal audit	17 778.2	16 961.5	(1 345.4)	(7.9)	15 616.1
2. Inspection and evaluation	2 110.3	2 409.0	203.5	8.4	2 612.5
3. Investigations	10 960.6	11 802.4	1 285.3	10.9	13 087.7
Subtotal, B	30 849.2	31 172.9	143.4	0.5	31 316.3
C. Programme support	709.8	718.3	38.6	5.4	756.9
Subtotal, 2	31 558.9	31 891.2	182.0	0.6	32 073.2

(3) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Internal audit	9 828.8	10 674.1	–	–	10 674.1
2. Inspection and evaluation	459.2	541.4	–	–	541.4
3. Investigations	1 266.4	2 428.9	–	–	2 428.9
Subtotal, B	11 554.4	13 644.4	–	–	13 644.4
C. Programme support	–	–	–	–	–
Total (1+2+3)	66 511.1	70 372.9	1 682.0	2.4	72 054.9

Table 30.13

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Executive direction and management	8	–	–	–	–	8
B. Programme of work						
1. Internal audit	44	–	–	–	–	44
2. Inspection and evaluation	24	–	–	–	–	24
3. Investigations	33	–	–	–	–	33
Subtotal, B	109	–	–	–	–	109
C. Programme support	7	–	–	–	–	7
Subtotal, 1	116	–	–	–	–	116

(2) *Other assessed*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Internal audit	73	(5)	68
2. Inspection and evaluation	11	–	11
3. Investigations	48	(1)	47
Subtotal, B	132	(6)	126
C. Programme support	4	–	4
Subtotal, 2	136	(6)	130

(3) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
A. Executive direction and management	–	–	–
B. Programme of work			
1. Internal audit	45	–	45
2. Inspection and evaluation	–	–	–
3. Investigations	–	–	–
Subtotal, B	45	–	45
C. Programme support	–	–	–
Subtotal, 3	45	–	45
Total (1+2+3)	297	(6)	291

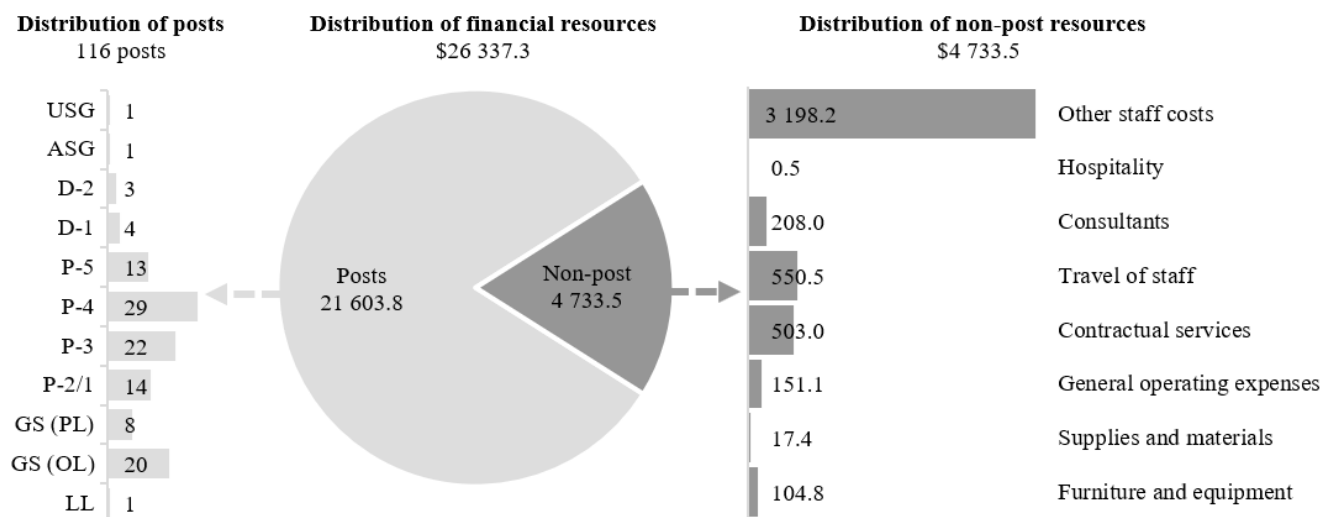
Table 30.14
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	20 709.4	21 603.8	–	–	–	–	–	21 603.8
Non-post	2 688.4	3 233.5	–	–	1 500.0	1 500.0	46.4	4 733.5
Total	23 397.8	24 837.3	–	–	1 500.0	1 500.0	6.0	26 337.3
Post resources by category								
Professional and higher		87	–	–	–	–	–	87
General Service and related		29	–	–	–	–	–	29
Total		116	–	–	–	–	–	116

Figure 30.IX
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

30.58 As reflected in table 30.12 (1), resource changes reflect a net increase of \$1,500,000 as follows:

- (a) **Executive direction and management.** The net increase of \$13,700 reflects increased requirements for travel for the Under-Secretary-General for Internal Oversight Services to conduct risk-based strategic planning, monitoring and assurance of mandated activities, as well as to engage in consultations and risk discussions with senior leadership of United Nations entities in these areas;

- (b) **Subprogramme 1, Internal audit.** The net decrease of \$23,900 reflects reduced requirements under: (i) consultancy services resulting from the increased use of in-house capacity and expertise (\$22,500); (ii) travel, owing to the increased use of videoconferencing and teleconferencing (\$3,800); and (iii) general operating expenses (\$6,500) and supplies and materials (\$2,400), reflecting expenditure experience. The decreases are offset in part by increased requirements under: (i) contractual services for training in the new standards of the Institute of Internal Auditors (\$3,800); and (ii) furniture and equipment for the replacement of laptops (\$7,500);
- (c) **Subprogramme 2, Inspection and evaluation.** The net decrease of \$4,000 is due to reduced requirements under: (i) consultancy services resulting from the utilization of in-house capacity and expertise (\$7,900); (ii) travel, owing to the increased use of videoconferencing and teleconferencing (\$7,000); and (iii) supplies and materials (\$500) and furniture and equipment (\$800), reflecting expenditure experience. The decrease is offset in part by increased requirements under: (i) contractual services due to higher provisions for proprietary software licences (\$11,500); and general operating expenses, reflecting expenditure experience (\$700);
- (d) **Subprogramme 3, Investigations.** The net increase of \$1,500,000 results mainly from the proposed establishment of 10 general temporary assistance positions (1 Investigator (P-4), 2 Investigator (P-3) and 3 Investigation Assistant (General Service (Other level)), to be based in New York, and 1 Investigator (P-4), 2 Investigator (P-3) and 1 Investigations Assistant (General Service (Other level)), to be based in Nairobi (\$1,420,100), as well as associated non-post requirements under travel (\$41,700), contractual services (\$13,800), general operating expenses (\$10,000), furniture and equipment (\$13,600), consultants (\$500) and supplies and materials (\$300). The proposal derives from a sustained upward trend in the workload of the subprogramme, with a 174 per cent increase in the number of intakes, a 285 per cent increase in the number of investigation cases and a projected continuing growth in the overall workload. The workload increase has affected the performance of the subprogramme, in which 45 per cent of misconduct investigations were completed in fewer than 12 months in 2023, which did not meet the planned target of 80 per cent, as indicated in para. 30.49 and figure 30.VII above;
- (e) **Programme support.** The increase of \$14,200 reflects the expenditure experience for general operating expenses.

Other assessed resources

- 30.59 As reflected in tables 30.12 (2) and 30.13 (2), other assessed resources amount to \$32,073,200. The resources would complement regular budget resources and provide for the requirements indicated in report of the Secretary-General on the budget for the support account for peacekeeping operations ([A/78/746](#)).

Extrabudgetary resources

- 30.60 As reflected in tables 30.12 (3) and 30.13 (3), extrabudgetary resources amount to \$13,644,400. The resources would complement regular budget resources and would provide for 45 posts (1 D-1, 6 P-5, 15 P-4, 13 P-3, 1 P-2/1 and 9 General Service (Other level)), as well as non-post resources. Post resources would be used mainly to perform audit functions and non-post resources would provide audit coverage in support of United Nations entities funded primarily by extrabudgetary resources.
- 30.61 The extrabudgetary resources under the present section are subject to the oversight of OIOS, in accordance with the delegation of authority by the Secretary-General.

Executive direction and management

- 30.62 The Office of the Under-Secretary-General provides overall strategic planning and monitoring and ensures effective coordination of the workplan for OIOS. The Office of the Under-Secretary-General coordinates the work of the three subprogrammes, liaises with the Board of Auditors and the Joint Inspection Unit and maintains a close working relationship with the oversight functions of the other United Nations system organizations. Furthermore, it provides quality control for the reports of OIOS to the General Assembly, oversees resource utilization and serves as the focal point on performance management and for compliance monitoring of OIOS recommendations.
- 30.63 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office will continue to take steps to implement the environmental policy of the United Nations Secretariat, including by continuing to reduce its carbon footprint through the use of videoconference facilities for interviews and meetings, ensuring that all printers are set to double-sided printing and encouraging staff to turn off computers and monitors at the end of the workday.
- 30.64 Information on the timely submission of documentation and advance booking for air travel is reflected in table 30.15.
- 30.65 In order to comply with the advance purchase policy directive, the Office continues its efforts by implementing an internal standard operating procedure to ensure that staff schedule flights at least two weeks in advance of planned audits, inspections and investigations. OIOS continues to ensure that videoconferencing or teleconferencing facilities are utilized, if possible, for oversight assignments.

Table 30.15

Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	62	88	89	100	100

- 30.66 The proposed regular budget resources for 2025 amount to \$1,743,800 and reflect a net increase of \$13,700 compared with the approved budget for 2024. The net increase is explained in paragraph 30.58 (a). Additional details on the distribution of the proposed resources for 2025 are reflected in table 30.16 and figure 30.X.

Table 30.16

Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

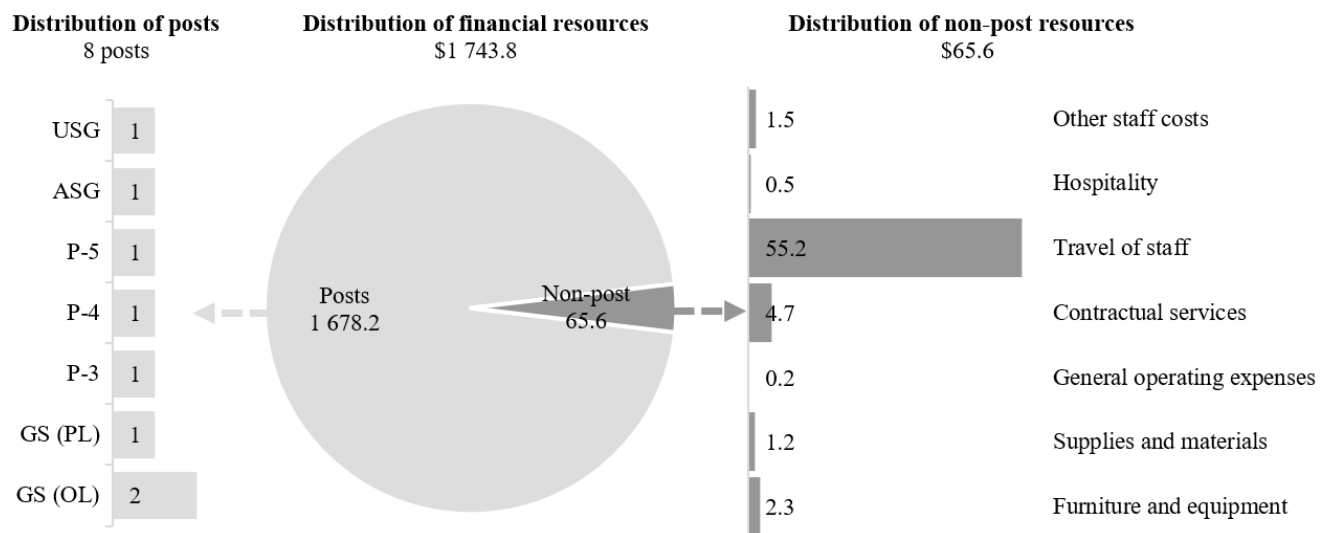
	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	1 555.0	1 678.2	–	–	–	–	–	1 678.2
Non-post	73.2	51.9	–	–	13.7	13.7	26.4	65.6
Total	1 628.2	1 730.1	–	–	13.7	13.7	0.8	1 743.8

Section 30 Internal oversight

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Post resources by category							
Professional and higher		5	–	–	–	–	5
General Service and related		3	–	–	–	–	3
Total		8	–	–	–	–	8

Figure 30.X
Executive direction and management: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

**Subprogramme 1
 Internal audit**

30.67 The proposed regular budget resources for 2025 amount to \$9,817,200 and reflect a net decrease of \$23,900 compared with the approved budget for 2024. The net decrease is explained in paragraph 30.58 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 30.17 and figure 30.XI.

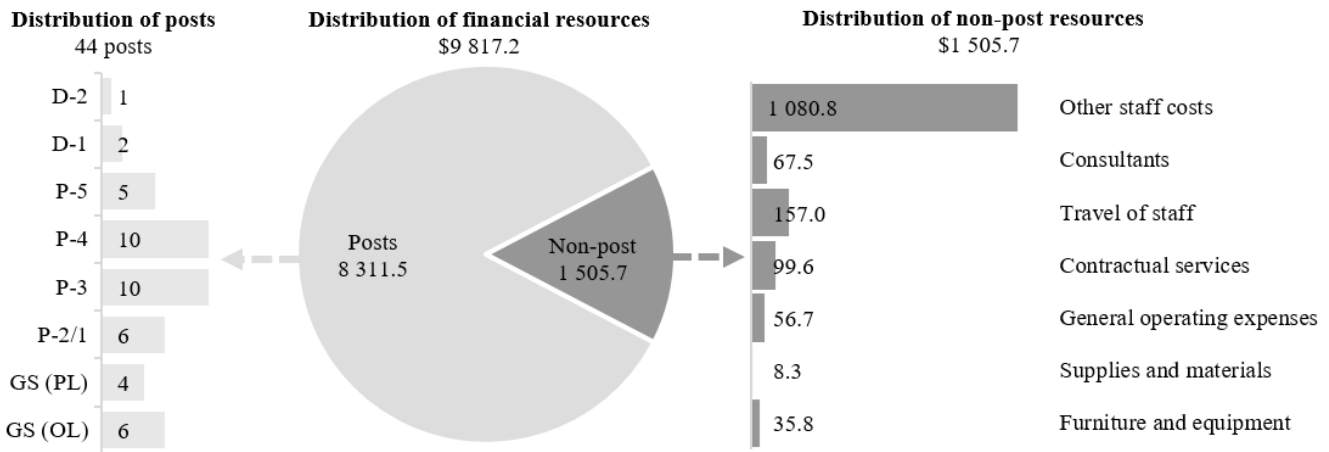
Table 30.17
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	8 430.5	8 311.5	–	–	–	–	8 311.5
Non-post	1 206.6	1 529.6	–	–	(23.9)	(23.9)	1 505.7
Total	9 637.1	9 841.1	–	–	(23.9)	(23.9)	9 817.2
Post resources by category							
Professional and higher		34	–	–	–	–	34
General Service and related		10	–	–	–	–	10
Total		44	–	–	–	–	44

Figure 30.XI
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
 Inspection and evaluation**

30.68 The proposed regular budget resources for 2025 amount to \$4,994,800 and reflect a net decrease of \$4,000 compared with the approved budget for 2024. The net decrease is explained in paragraph 30.58 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 30.18 and figure 30.XII.

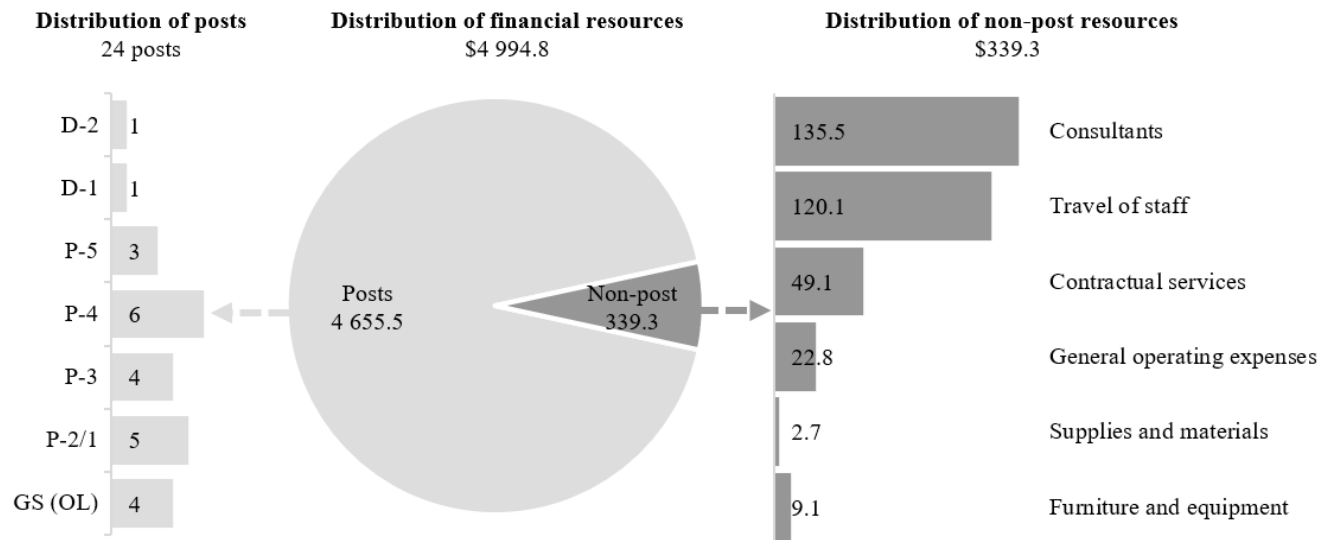
Table 30.18
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	4 569.1	4 655.5	–	–	–	–	4 655.5
Non-post	400.1	343.3	–	–	(4.0)	(4.0)	339.3
Total	4 969.2	4 998.8	–	–	(4.0)	(4.0)	4 994.8
Post resources by category							
Professional and higher		20	–	–	–	–	20
General Service and related		4	–	–	–	–	4
Total		24	–	–	–	–	24

Figure 30.XII
Subprogramme 2: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 3
 Investigations**

30.69 The proposed regular budget resources for 2025 amount to \$8,243,000 and reflect a net increase of \$1,500,000 compared with the approved budget for 2024. The net increase is explained in paragraph 30.58 (d). Additional details on the distribution of the proposed resources for 2025 are reflected in table 30.19 and figure 30.XIII.

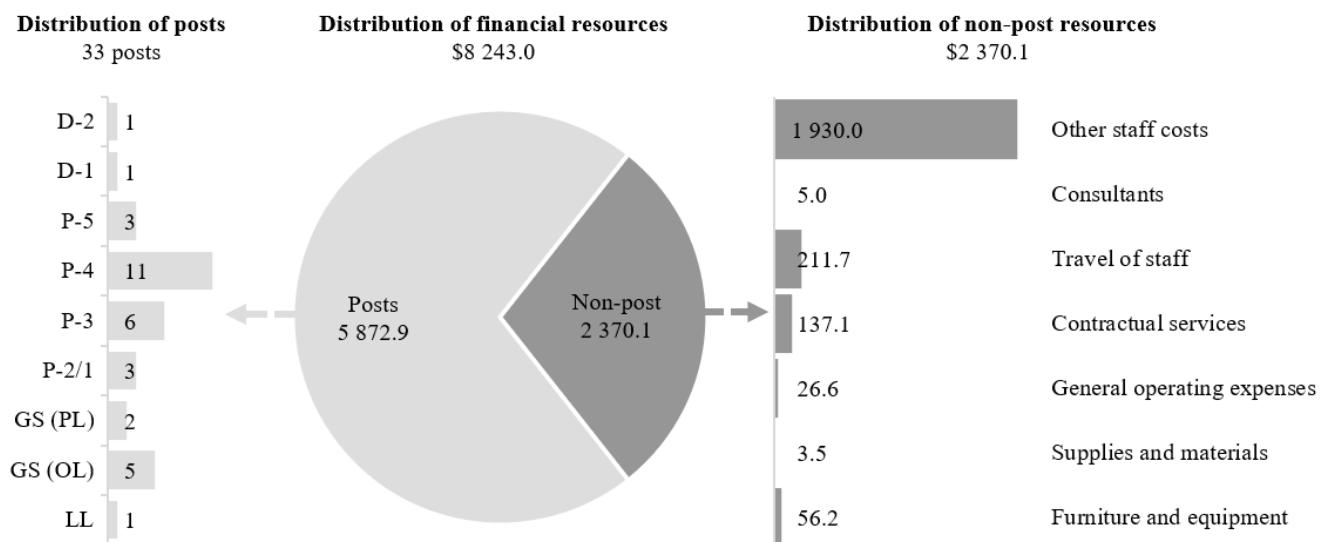
Table 30.19
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	5 044.0	5 872.9	–	–	–	–	5 872.9
Non-post	652.3	870.1	–	–	1 500.0	1 500.0	172.4 2 370.1
Total	5 696.4	6 743.0	–	–	1 500.0	1 500.0	22.2 8 243.0
Post resources by category							
Professional and higher		25	–	–	–	–	25
General Service and related		8	–	–	–	–	8
Total		33	–	–	–	–	33

Figure 30.XIII
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

30.70 The Executive Office provides central administrative services to the Office in the areas of human resources management and financial and general administration, including the provision of advice to senior managers of the Office on administrative, financial, personnel and budgetary matters. In addition, it administers the staff, as well as the financial resources of the Office, at Headquarters, Geneva, Vienna, Nairobi and other duty stations, including the various peacekeeping missions and the International Residual Mechanism for Criminal Tribunals, under the delegation of authority granted by the Secretary-General and in accordance with the regulations and rules of the United Nations.

Section 30 Internal oversight

30.71 The proposed regular budget resources for 2025 amount to \$1,538,500 and reflect a net increase of \$14,200 compared with the appropriation for 2024. The net increase is explained in paragraph 30.58 (e). Additional details on the distribution of the proposed resources for 2025 are reflected in table 30.20 and figure 30.XIV.

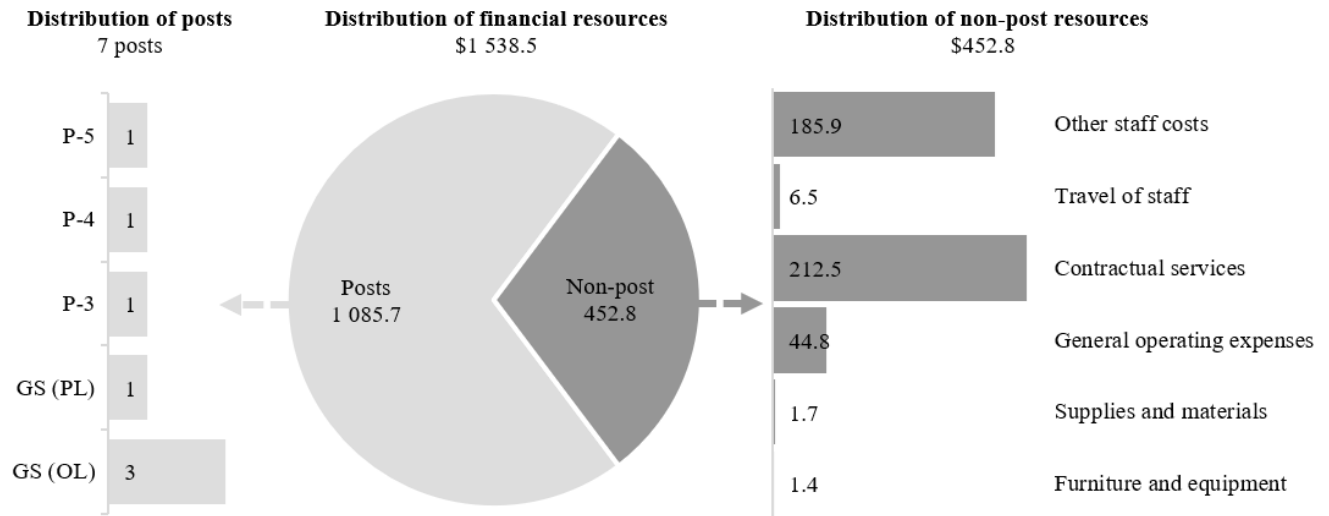
Table 30.20 Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	1 110.7	1 085.7	–	–	–	–	1 085.7
Non-post	356.2	438.6	–	–	14.2	14.2	452.8
Total	1 466.9	1 524.3	–	–	14.2	14.2	1 538.5
Post resources by category							
Professional and higher		3	–	–	–	–	3
General Service and related		4	–	–	–	–	4
Total		7	–	–	–	–	7

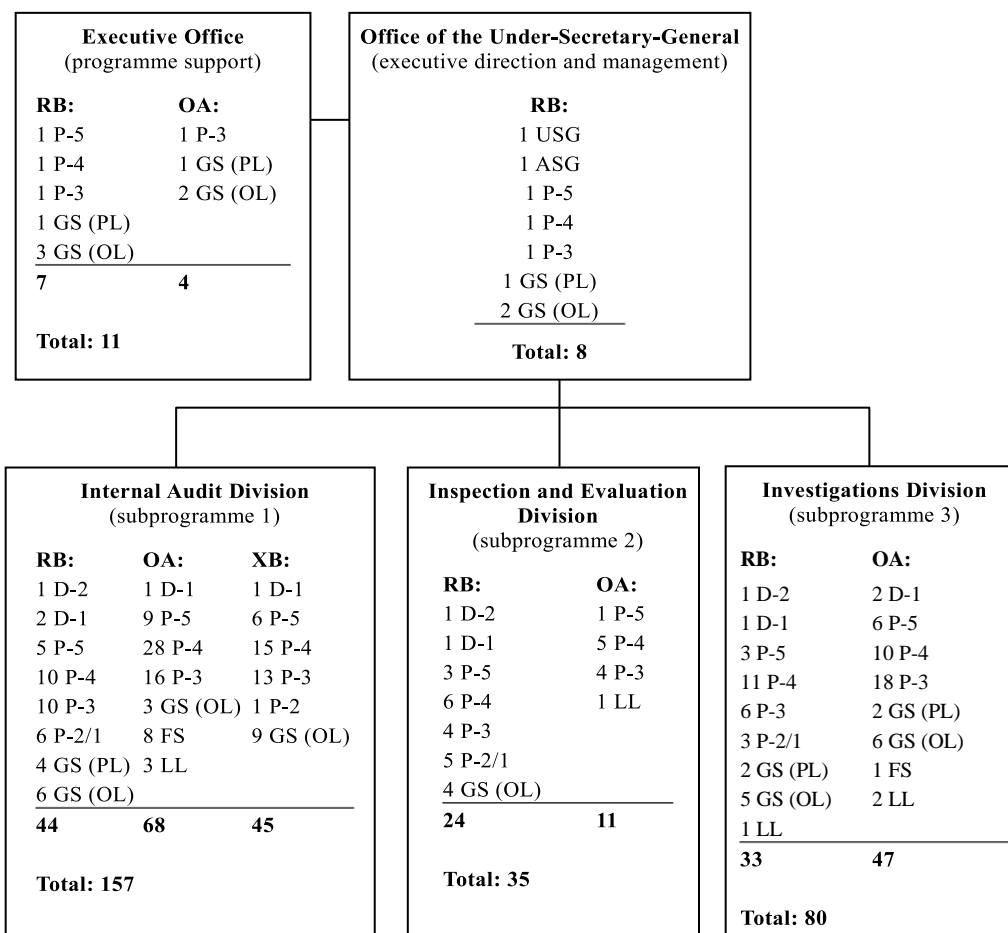
Figure 30.XIV Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Annex

Organizational structure and post distribution for 2025



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GS (OL); General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.



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Proposed programme budget for 2025

Programme planning

Proposed programme budget for 2025

Part X

Jointly financed administrative activities and special expenses

Section 31

Jointly financed administrative activities

Programme 27

Jointly financed activities

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* Reissued for technical reasons on 31 May 2024.

** [A/79/50](#).

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

**** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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I. International Civil Service Commission

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 31.1 The International Civil Service Commission (ICSC) was established pursuant to General Assembly resolution 3357 (XXIX) and is responsible for the regulation and coordination of the conditions of service for the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. In the exercise of its functions, the Commission is guided by the principles set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements.

Programme of work

Objective

- 31.2 The objective, to which ICSC contributes, is to ensure fair and harmonized conditions of service for staff in the United Nations common system.

Strategy and external factors for 2025

- 31.3 To contribute to the objective, the Commission will:
- (a) Continue to develop and strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles;
 - (b) Apply the methodologies for determining salaries and post adjustment classifications;
 - (c) Provide guidance and advice on the administration of human resources management policies and systems, including job evaluation standards and tools, and substantive support for all stakeholders;
 - (d) Lend its expertise to stakeholders and work closely with the Human Resources Network of the United Nations System Chief Executives Board for Coordination (CEB);
 - (e) Seek feedback from organizations on the conditions of service of staff;
 - (f) Conduct workshops to educate staff on the work of the Commission and on the benefits and entitlements available to staff of the United Nations common system;
 - (g) Carry out periodic global surveys to solicit information from the staff at large, all in an effort to determine the most appropriate conditions of service;
 - (h) Analyse the conditions of service of staff in difficult duty stations;
 - (i) Conduct comprehensive reviews of the common system compensation package every five years.
- 31.4 In an effort to increase diversity and rejuvenate the workforce within the common system, the Commission will collect information from common system organizations in order to conduct its review and propose relevant updates to the General Assembly on any new developments and improvements as they relate to geographical diversity and the rejuvenation of the workforce.

- 31.5 The above-mentioned work is expected to result in:
- (a) The promotion of geographical diversity and rejuvenation of the workforce;
 - (b) A coherent and effective human resources management system that is aligned closely with the achievement of organizational goals and objectives;
 - (c) Adequate conditions of service for all categories of staff.
- 31.6 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that organizations of the United Nations common system provide timely information, as requested by the Commission, and that they fully implement the Commission's decisions and recommendations.
- 31.7 With regard to cooperation with other entities at the global, regional, national and local levels, the Commission will continue to conduct reference checks with other international organizations, as well as organizations in the public and private sectors, to ascertain whether the organizations of the common system remain competitive and continue to be attractive on the labour market.
- 31.8 With regard to inter-agency coordination and liaison, within the United Nations common system, the Commission will continue to engage with staff and heads of common system organizations through various forums. Engaging with staff and management of the various organizations will strengthen existing partnerships and lead to greater cooperation among stakeholders and full implementation of decisions and recommendations of the Commission and the General Assembly.
- 31.9 The Commission integrates a gender perspective in its operational activities, deliverables and results as appropriate. In 2025, the Commission will update the General Assembly on the implementation of existing gender parity policies in the United Nations common system and report on the implementation of the Commission's recommendations on the issue.
- 31.10 In line with the United Nations Disability Inclusion Strategy, the Commission will review the methodology and level of the disabled child allowance in conjunction with children's and secondary dependants' allowances.

Programme performance in 2023

New parental leave framework to contribute to more equitable career opportunities for women in the common system

- 31.11 In 2022, after a three-year review of parental leave policies within and outside the common system, the Commission reported to the General Assembly that it had decided to replace the existing maternity, paternity and adoption leave provisions with a parental leave provision of 16 weeks for all parents and to provide an additional period of 10 weeks to birth mothers to meet their specific prenatal and postnatal needs ([A/77/30](#), para. 92). In 2023, the Commission held in-depth discussions to help common system organizations adopt the new parental leave framework and monitor its implementation. It is envisaged that this policy would allow women to have more equitable career opportunities with men as they would not be forced to suspend or abandon their careers to provide childcare. Moreover, if men were provided a significant amount of parental leave, they would be more likely to take on shared parental responsibilities, thus relieving some of the load of infant caregiving that women have traditionally carried on their own.
- 31.12 Progress towards the objective is presented in the performance measure below (see table 31.1).

Table 31.1
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	The General Assembly, in resolution 77/256 , welcomed the establishment of the new parental leave framework and encouraged executive heads of other organizations in the common system to follow such practice	21 of the 29 common system organizations reported that they had implemented the new parental leave framework

Planned results for 2025

Result 1: strengthened incentives to promote multilingualism of the workforce in the common system

Programme performance in 2023 and target for 2025

- 31.13 The Commission’s work contributed to the study on workforce diversity in which Commission members provided perspectives and recommendations on multilingualism in the workforce in their relevant contexts as well as to the General Assembly recognizing that multilingualism strengthens workforce diversity and considered policy options to support the adoption and inclusion of multilingualism of the workforce in the programme of work of the Commission, which met the planned target.
- 31.14 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 31.2).

Table 31.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Commission members provide perspectives and recommendations on multilingualism in the workforce in their relevant contexts. The General Assembly, in its resolution 77/256 A–B, recognizes that multilingualism strengthens the workforce diversity and welcomes the inclusion of multilingualism of the workforce in the programme of work of the Commission	Commission members review and the General Assembly considers policy options to support the adoption of more coherent and focused incentives to promote multilingualism in the context of the review of the Framework for Human Resources Management	On the basis of recommendations of ICSC at the conclusion of its review, the General Assembly provides common system organizations with guidance to promote multilingualism and an increasingly diverse workforce	Implementation of ICSC recommendations by common system organizations with guidance to promote multilingualism and an increasingly diverse workforce

Result 2: a common system compensation package that is fit for purpose, competitive and cost-efficient

Programme performance in 2023 and target for 2025

- 31.15 The Commission’s work contributed to the review of the common system compensation package, including the scope, parameters and a detailed timeline and structure of the upcoming review as well as increased participation in the global staff survey, and the General Assembly considered it, which met the planned target.
- 31.16 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 31.3).

Table 31.3
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Preliminary review of the compensation package was considered by the General Assembly	The General Assembly requested a detailed outline of the Commission’s approach for the next review of the common system compensation package, including the structure, parameters and timelines	The General Assembly considered a detailed outline of the review of the common system compensation package, which is expected to commence in 2024	Organizations, staff representatives and staff members indicate their satisfaction with the common system compensation package with a higher response rate than usual	The General Assembly considers a progress report of the Commission for its continued review of the cost-effectiveness, simplification and attractiveness of the compensation package

Result 3: more flexibility afforded to staff working in extreme hardship locations

Proposed programme plan for 2025

- 31.17 For staff in hardship duty stations who could not install their families there have been problems such as isolation from family and the additional costs such as those associated with maintaining another home outside the duty station for family members. After a review of the situation, the Commission decided to recommend some flexibility by allowing an element of choice for staff members. As a result, on a pilot basis, staff members in “E” duty stations where dependants could theoretically be installed were granted the option to install or not install their dependants.

Lessons learned and planned change

- 31.18 The lesson for the Commission, informed by the pilot study, was that similar hardship conditions, including challenges with housing, educational and health facilities conditions, were experienced in other duty stations. In applying the lesson, the Commission will expand the pilot study to those duty stations while offering an allowance at those locations.
- 31.19 Expected progress towards the objective is presented in the performance measure below (see table 31.4).

Table 31.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The pilot study initiated in 2018 at category “E” duty stations showed indications of staff satisfaction as staff took advantage of the option	The General Assembly decided to continue the pilot study and to grant, on a pilot basis also, \$14,000 annually to eligible staff members in category “D” duty stations not designated as non-family until 31 December 2024	Attraction and retention of staff, especially women, in duty stations classified as undergoing extreme hardship	Recommendation of the Commission on the payment of an allowance based on a thorough review of its impact on workforce planning, in different categories of duty stations, including non-family duty stations, and the actual cost to organizations	Approval by the General Assembly of the Commission’s recommendation to regularize the payment of an allowance at duty stations with extreme hardship conditions

Legislative mandates

31.20 The list below provides all mandates entrusted to the Commission.

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission	76/240 and 77/256 (A–B)	United Nations common system
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Deliverables

31.21 Table 31.5 lists all deliverables of the Commission.

Table 31.5
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. International Civil Service Commission annual report	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	56	100	56	119
Meetings of:				
2. The Fifth Committee	1	2	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
5. The Advisory Committee on Post Adjustment Questions	1	12	1	12
6. The International Civil Service Commission spring and summer sessions	44	44	44	44

Part X Jointly financed administrative activities and special expenses

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
7. The International Civil Service Commission on specific issues of conditions of service (working group)	8	40	8	60
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	17	17	14	20
8. Workshops on the common system compensation package	17	17	14	20
Publications (number of publications)	24	54	24	54
9. Monthly (or bimonthly) revisions and promulgations of post adjustment and rental subsidy thresholds	9	24	9	24
10. Monthly (or bimonthly) revisions and promulgations of approximately 400 daily subsistence allowance rates	9	24	9	24
11. Salaries and allowances booklet	1	1	1	1
12. Post adjustment booklet	2	2	2	2
13. Guide to mobility and hardship scheme and related arrangements	1	1	1	1
14. Information on danger pay locations	1	1	1	1
15. Rest and recuperation framework	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advice to the United Nations Appeals Tribunal and the International Labour Organization Administrative Tribunal on specific areas relating to human resources management; research papers on specific issues raised by Member States, organizations and staff representatives (restricted documents of the Commission); and information meetings with Member States and organizations outside the United Nations common system.				
E. Enabling deliverables				
Administration: International Civil Service Commission website; substantive documents for the Commission and the Advisory Committee on Post Adjustment Questions reports; and salary surveys and cost-of-living surveys for more than 60 field duty stations.				

B. Proposed post and non-post resource requirements for 2025

Overview

31.22 The proposed jointly financed administrative resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 31.6 to 31.8.

Table 31.6

Overall: evolution of financial resources by object of expenditure (jointly financed)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	8 372.9	9 086.4	245.3	–	–	245.3	2.7	9 331.7
Other staff costs	55.9	154.4	–	–	–	–	–	154.4
Non-staff compensation	660.6	626.2	–	–	–	–	–	626.2
Hospitality	2.9	3.8	–	–	–	–	–	3.8
Consultants	395.4	615.0	–	–	–	–	–	615.0
Travel of representatives	669.3	482.9	–	–	–	–	–	482.9
Travel of staff	326.2	253.8	–	–	–	–	–	253.8
Contractual services	172.0	362.5	–	–	–	–	–	362.5
General operating expenses	43.9	1 113.3	–	–	–	–	–	1 113.3
Supplies and materials	8.1	35.3	–	–	–	–	–	35.3
Furniture and equipment	71.9	62.1	–	–	–	–	–	62.1
Total	10 779.9	12 795.7	245.3	–	–	245.3	1.9	13 041.0

Table 31.7

Overall: proposed posts and post changes for 2025 (jointly financed)

(Number of posts)

	Number	Details
Approved for 2024	47	1 D-2, 3 D-1, 4 P-5, 11 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)
Proposed for 2025	47	1 D-2, 3 D-1, 4 P-5, 11 P-4, 3 P-3, 4 P-2/1, 3 GS (PL), 18 GS (OL)

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level.

Table 31.8
Overall: proposed posts by category and grade (jointly financed)

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	1	–	–	–	–	1
D-1	3	–	–	–	–	3
P-5	4	–	–	–	–	4
P-4	11	–	–	–	–	11
P-3	3	–	–	–	–	3
P-2/1	4	–	–	–	–	4
Subtotal	26	–	–	–	–	26
General Service and related						
GS (PL)	3	–	–	–	–	3
LL	18	–	–	–	–	18
Subtotal	21	–	–	–	–	21
Total	47	–	–	–	–	47

- 31.23 Additional details on the distribution of the proposed resources for 2025 are reflected in table 31.10 and figure 31.I.
- 31.24 As shown in table 31.6, the overall resources proposed for 2025 amount to \$13,041,000 before recosting, reflecting a net increase of \$245,300 (or 1.9 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.25 In accordance with article 21 of the statute of the Commission, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination. In March 2024, the Network reviewed and took note of the budget proposed by the Commission for 2025, expressing concern about the level of resources proposed for travel of staff and travel of representatives, and the modalities for the Commission’s in-person meetings, which have a multiplier effect on the cost for the other United Nations system entities whose representatives are required to travel to attend the meetings and which are encouraged to include in future budget proposals practices and approaches that would lead to future efficiencies. The proposed resources for 2025 that are presented in the present budget fascicle are as proposed by the Commission. The review by the Network was based on the principles that: (a) budgets were expected to reflect the new ways of working and the commitment of the United Nations system to the Greening the Blue initiative and to the Sustainable Development Goals, resulting in a decrease in the proposed provisions for travel and other budget lines, compared with pre-pandemic baselines; (b) the vast majority of United Nations system entities are subject to declining budgets, and all providers of jointly funded activities are strongly encouraged to seek to curtail or reduce discretionary spending; and (c) the views of the relevant inter-agency bodies (i.e. the Human Resources Network for ICSC and the Inter-Agency Security Management Network for the United Nations security management system) that are responsible for the review and technical assessment of the budget proposals should guide the Network during its review process.

Section 31 **Jointly financed administrative activities**

- 31.26 As shown in table 31.10, resource changes result from technical adjustments. The increase of \$245,300 under posts reflects the higher provision for two posts (P-4) established in 2024, pursuant to General Assembly resolution 78/252, which were subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts.
- 31.27 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, ICSC is integrating environmental management practices into its operations. In 2025, the Commission will continue its online repository, where most of its survey materials are deposited, and continue to encourage meeting participants to gain access to documents online, and where not possible, documents have been emailed to meeting participants. Furthermore, with the use of Microsoft Teams, documents are shared with participants without the need to print hard copies. This has significantly reduced the number of documents printed and mailed.
- 31.28 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.9. The lower travel compliance rate was due to last-minute requests from organizations for the Commission to participate in meetings and training and late decisions by Commission members to attend meetings owing to their own obligations, as well as late visa approval for some Commission members. The Commission is faced with difficulty when staff and members of the Commission are invited to meetings on very short notice to discuss issues affecting staff in the United Nations common system. In 2023, the Commission submitted all its documents within the prescribed timelines.

Table 31.9
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	97	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	71	73	74	100	100

Table 31.10
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	8 372.9	9 086.4	245.3	–	–	245.3	2.7	9 331.7	
Non-post	2 407.5	3 709.3	–	–	–	–	–	3 709.3	
Total	10 779.9	12 795.7	245.3	–	–	245.3	1.9	13 041.0	
Post resources by category									
Professional and higher		26	–	–	–	–	–	26	
General Service and related		21	–	–	–	–	–	21	
Total		47	–	–	–	–	–	47	

Figure 31.I
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)

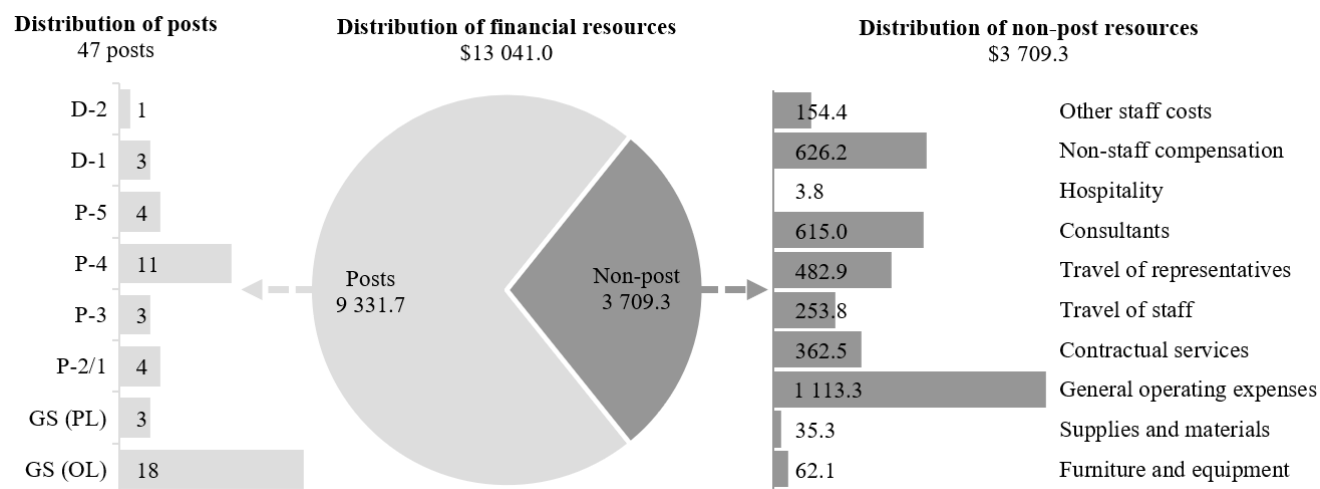


Table 31.11
Evolution of financial and post resources (United Nations share)

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	4 591.7	4 896.1	63.8	–	–	63.8	1.3	4 959.9
Total	4 591.7	4 896.1	63.8	–	–	63.8	1.3	4 959.9

31.29 The proposed regular budget resources for 2025 amount to \$4,959,900, and reflect a net increase of \$63,800 (or 1.3 per cent) compared with the approved budget for 2024. As shown in table 31.11, resource changes result from technical adjustments, reflecting: (a) the increase due to the United Nations Secretariat share (\$93,300) of the technical adjustment under jointly funded resources (\$245,300) based on the Secretariat share of the budget of ICSC of 38.0 per cent for 2025, as determined by CEB in accordance with the established methodology; partly offset by (b) a decrease in the United Nations Secretariat share (\$29,500) of the budget of ICSC, from 38.3 per cent for 2024 to 38.0 per cent for 2025.

II. Joint Inspection Unit

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 31.30 The Joint Inspection Unit is mandated, through its statute, as contained in General Assembly resolution 31/192, to review matters bearing on the efficiency of services and the proper use of funds and to provide an independent view aimed at improving management and methods and at achieving greater coordination among the organizations of the United Nations system. The Unit performs inspections and evaluations and issues reports, notes and management letters in which it identifies best practices, proposes benchmarks and facilitates information-sharing among all the organizations of the United Nations system that have adopted its statute.

Programme of work

Objective

- 31.31 The objective, to which the Joint Inspection Unit contributes, is to improve the efficiency, effectiveness and coordination of the United Nations system.

Strategy and external factors for 2025

- 31.32 To contribute to the objective, the Joint Inspection Unit will:
- (a) Ensure that its programme of work includes system-wide reviews in the identified main thematic areas: accountability and oversight functions and systems; management and administration practices; the implementation of policies, strategies and programmes, as well as coordination and collaboration on the realization of internationally agreed development goals, such as the Sustainable Development Goals; and governance arrangements and mechanisms, as well as inter-agency coordination;
 - (b) Undertake system-wide reviews of the management and administration practices and methods of the organizations of the United Nations system in the areas of human and financial resources, administration, results-based management, strategic planning and management, change management, risk management, security and safety and information technology;
 - (c) Focus on system-wide issues that can be assessed across all or multiple organizations in conducting its reviews;
 - (d) Develop and implement effective platforms for the sharing of good practices and knowledge in the various thematic areas of the work of the Unit;
 - (e) Analyse the acceptance and implementation of the Unit's recommendations to establish how rates of acceptance and implementation can be improved and how consideration of the Unit's reports by legislative organs can be more effective.
- 31.33 The above-mentioned work is expected to result in:
- (a) Better information for legislative body decision-making;
 - (b) Improved efficiency and effectiveness of the organizations of the United Nations system;
 - (c) Improved coordination and collaboration of the organizations of the United Nations system.

- 31.34 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that participating organizations fully cooperate with the reviews of the Joint Inspection Unit and that recommendations are accepted and implemented.
- 31.35 With regard to coordination and cooperation within the United Nations system, the Unit will continue its engagement in various forums, including with the Board of Auditors, the Office of Internal Oversight Services and the audit and oversight committees of participating organizations. The engagement of a broad range of actors, including those beyond the traditional inspection sphere, is critical to mobilizing effective responses and pursuing solutions to improve business processes. This means the continued strengthening of existing partnerships with independent internal oversight entities and oversight committees in participating organizations, but also pursuing new ones that can help to foster innovative approaches. The Unit will pursue measures to continue to promote an integrated approach to support the implementation of the recommendations included in its reports.
- 31.36 The Joint Inspection Unit integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Unit will continue to examine and report on the gender policies and practices of organizations that it has identified for its management and administration reviews.
- 31.37 In line with the United Nations Disability Inclusion Strategy, the Joint Inspection Unit will also continue to accelerate the effective mainstreaming of disability inclusion, including mitigating measures to overcome any challenges while operationalizing disability inclusion.

Programme performance in 2023

More timely responses from participating organizations to requests by the Joint Inspection Unit through improved planning

- 31.38 Following its engagement with participating organizations in the biennial meeting of Joint Inspection Unit focal points in 2023, the Unit responded to widely held views expressed by participating organizations that greater assistance with planning was required for their involvement in the Unit’s reviews. The participating organizations’ expectation of support from the Unit was met with the immediate implementation of a mechanism that would provide transparency and visibility to requests from the Unit and organizations in planning for the multiple requests from the Unit. The Unit developed and applied a two-month activity forecast for participating organizations every month and instituted monthly review by Inspectors of key milestones for each review to ensure progress according to plan. In addition, all monthly meetings of the Inspectors include a standing agenda item for scrutiny of the status of the key milestones of each review in the programme of work.
- 31.39 Progress towards the objective is presented in the performance measure below (see table 31.12).

Table 31.12
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>
–	–	Positive feedback from participating organizations on the mechanisms put in place for transparency and visibility and more timely responses from participating organizations to requests by the Joint Inspection Unit

Planned results for 2025

Result 1: increased acceptance of Joint Inspection Unit recommendations

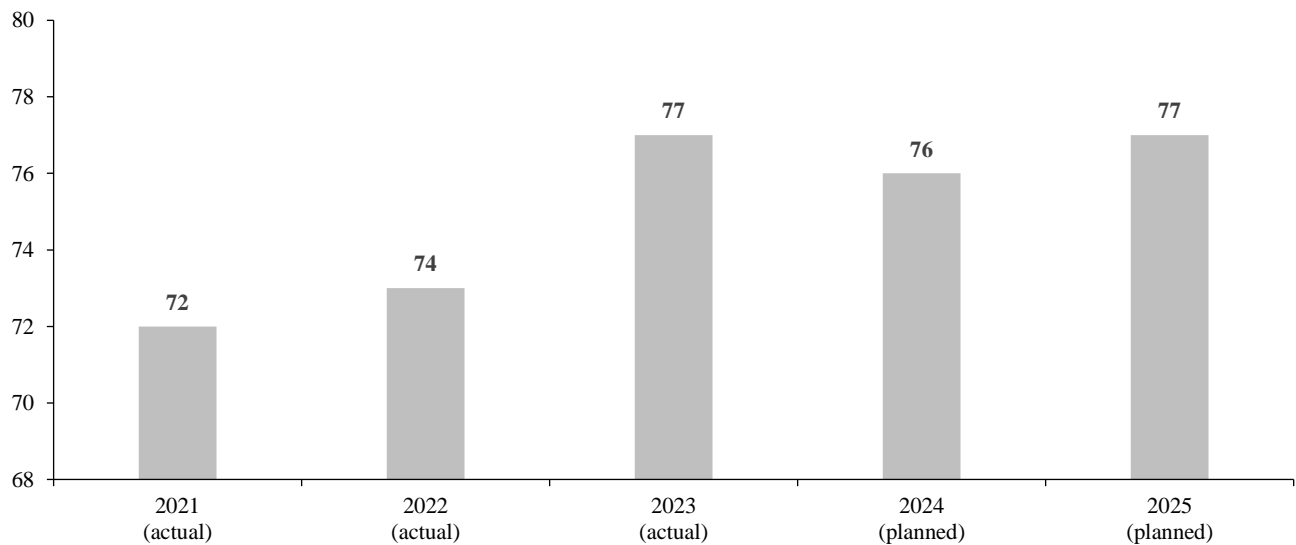
Programme performance in 2023 and target for 2025

- 31.40 The Unit’s work contributed to 77 per cent of recommendations being accepted, which exceeded the planned target of 76 per cent.
- 31.41 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 31.II).

Figure 31.II

Performance measure: rate of acceptance of Joint Inspection Unit recommendations by participating organizations

(Percentage)



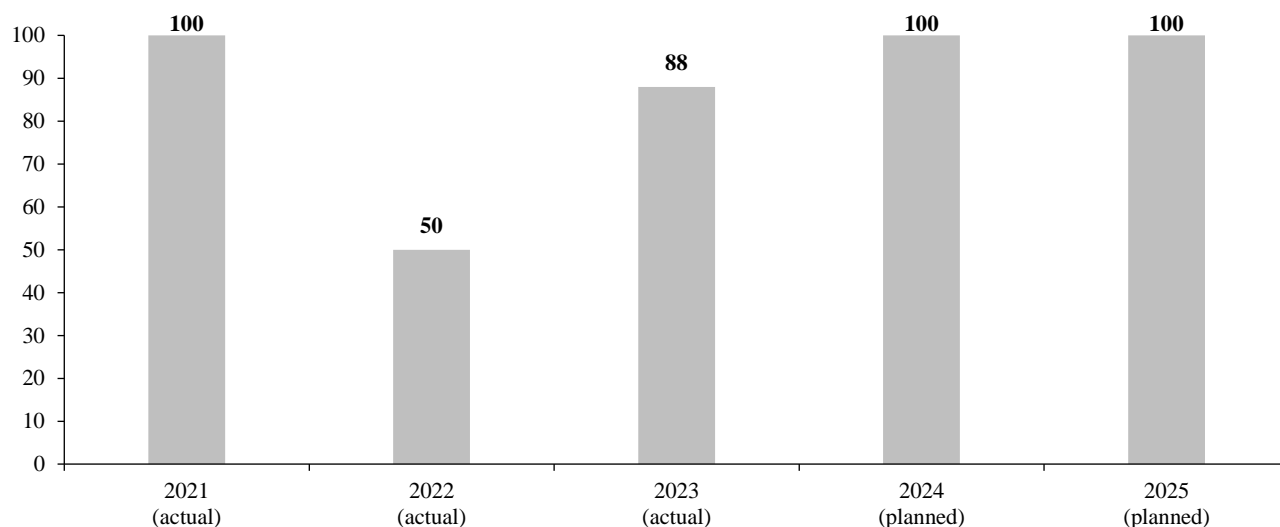
Result 2: timely availability of reviews to enable appropriate action by participating organizations to implement recommendations

Programme performance in 2023 and target for 2025

- 31.42 The Unit’s work contributed to 88 per cent, which did not meet the planned target of 100 per cent. The target was not met owing to one review being delayed as priority shifted to finalizing document processing and editorial clearances for a previous review that was completed in 2022.
- 31.43 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 31.III).

Figure 31.III
Performance measure: availability of reviews carried over from the previous year (annual)

(Percentage)



Result 3: enhanced management of administrative and programmatic issues by organizations of the United Nations system through the implementation by the Joint Inspection Unit of strategic and operational recommendations

- 31.44 The Joint Inspection Unit is committed to responding to requests from participating organizations and legislative organs or governing bodies and to making continuous efforts to enhance its effectiveness and to improve the added value, efficiency and quality of the Unit's work with regard to the priorities of legislative bodies and organizations of the United Nations system. The Unit undertook an assessment of the current situation from both strategic and operational perspectives. The self-assessment of the programme was completed in 2022 and produced recommendations which the Inspectors have undertaken to implement over successive years. Of the 48 recommendations, the Unit fully implemented 10 recommendations in 2023 and will implement the remaining recommendations in 2024 and 2025 to address the changes in a prioritized manner.

Lessons learned and planned change

- 31.45 The lesson for the Joint Inspection Unit was that there was a need for procedures for providing further elaboration in the programme of work document to address recommendations from the self-assessment. In applying the lesson, the Unit will include additional information in the programme of work, including the source of projects, the criteria against which decisions were made and how selected topics fit with the Unit's strategic framework, and set a target for the number of reports issued in the year to address the participating organizations' expectations and their planned participation in the Unit's reviews.
- 31.46 Expected progress towards the objective is presented in the performance measure below (see table 31.13).

Table 31.13
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Improved usefulness and impact of Joint Inspection Unit reports for organizations of the United Nations system through more efficient and enhanced data collection and data analytics	Improved usefulness and impact of the Unit’s reports for organizations of the United Nations system through improved formulation of recommendations that would better identify the required elements (i.e. what, by whom, when and for what result/impact)	Improved usefulness and impact of the Unit’s reports for organizations of the United Nations system through outreach and communications to ensure that the results of its reports are disseminated across the United Nations system organizations and to Member States

Legislative mandates

31.47 The list below provides all mandates entrusted to the Joint Inspection Unit.

General Assembly resolutions

31/192 Statute of the Joint Inspection Unit 73/287; 75/270; 76/261 Joint Inspection Unit

Deliverables

31.48 Table 31.14 lists all deliverables of the Joint Inspection Unit.

Table 31.14
Deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	10	6	8
1. Report of the Joint Inspection Unit for the year and programme of work for the following year	1	1	1	1
2. Reports of the Joint Inspection Unit on reviews conducted as presented in its programme of work	6	9	5	6
Substantive services for meetings (number of three-hour meetings)	13	8	12	10
Meetings of:				
3. The Fifth Committee	10	6	10	8
4. The Second Committee	1	–	–	–
5. The Committee for Programme and Coordination	1	1	1	1
6. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	1	1	10	2
7. Notes and management letters	1	1	10	2

B. Proposed post and non-post resource requirements for 2025

Overview

31.49 The proposed jointly financed administrative resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 31.15 to 31.17.

Table 31.15

Overall: evolution of financial resources by object of expenditure (jointly financed)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	8 778.3	8 239.9	103.4	–	–	103.4	1.3	8 343.3
Other staff costs	–	54.2	–	–	(21.8)	(21.8)	(40.2)	32.4
Consultants	20.8	75.9	–	–	–	–	–	75.9
Travel of staff	105.1	214.9	–	–	(3.2)	(3.2)	(1.5)	211.7
Contractual services	18.1	42.4	–	–	1.6	1.6	3.8	44.0
General operating expenses	35.3	60.7	–	–	(7.9)	(7.9)	(13.0)	52.8
Supplies and materials	0.7	11.1	–	–	(7.6)	(7.6)	(68.5)	3.5
Furniture and equipment	30.7	28.4	–	–	152.8	152.8	538.0	181.2
Total	8 989.0	8 727.5	103.4	–	113.9	217.3	2.5	8 944.8

Table 31.16

Overall: proposed posts and post changes for 2025 (jointly financed)

(Number of posts)

	Number	Details
Approved for 2024	32	12 D-2, ^a 2 P-5, 3 P-4, 5 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)
Proposed for 2025	32	12 D-2, ^a 2 P-5, 3 P-4, 5 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL)

^a Includes 11 temporary posts for inspectors at the D-2 level.

Table 31.17

Overall: proposed posts by category and grade (jointly financed)

(Number of posts)

Category and grade	2024 approved	Changes			2025 proposed
		Technical adjustments	New/expanded mandates	Other	
Professional and higher					
D-2	12 ^a	–	–	–	12 ^a
P-5	2	–	–	–	2
P-4	3	–	–	–	3
P-3	5	–	–	–	5
P-2/1	1	–	–	–	1
Subtotal	23	–	–	–	23

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Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	1	–	–	–	–	1
GS (OL)	8	–	–	–	–	8
Subtotal	9	–	–	–	–	9
Total	32	–	–	–	–	32

^a Includes 11 temporary posts for inspectors at the D-2 level.

31.50 Additional details on the distribution of the proposed resources for 2025 are reflected in table 31.19 and figure 31.IV.

31.51 As shown in table 31.15 the overall resources proposed for 2025 amount to \$8,944,800 before recosting, reflecting a net increase of \$217,300 (or 2.5 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

31.52 In accordance with article 20 of the statute of the Joint Inspection Unit, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination. In March 2024, the Network reviewed the budget proposed by the Unit for 2025 and took note of it, expressing support for the plan to update the web-based tracking system and welcoming the intention of the Unit’s secretariat to continue to focus on finding optimal ways of working that would lead to efficiencies with respect to travel requirements. The proposed resources for 2025 that are presented in the present budget fascicle are as proposed by the Unit. The review by the Network was based on the principles outlined in paragraph 31.25 above.

31.53 As shown in table 31.19, resource changes result from technical adjustments and other changes, as follows:

Technical adjustments: The increase of \$103,400 under posts reflects the higher provision for one P-3 post established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts;

Other changes: The increase of \$113,900 under non-post reflects the non-recurrent development costs (\$140,400) to replace the web-based-tracking system used by the Unit and its participating organizations to monitor the implementation of its recommendations, and the purchase of a new conferencing system (\$12,400) to replace an obsolete unit, as well as increased data-processing services under contractual services (\$1,600), offset in part by reduced requirements under other staff costs (\$21,800), travel of staff (\$3,200), general operating expenses (\$7,900) and supplies and materials (\$7,600) due to concerted efforts by the Unit to find efficiencies under operational costs.

31.54 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Joint Inspection Unit will continue to reduce its carbon footprint by reducing the quantity of documentation printed, as well as by limiting travel and maximizing the use of possible alternatives to face-to-face meetings, whenever feasible.

31.55 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.18. The Joint Inspection Unit requires that, for each of its review projects, a travel plan be submitted to facilitate the advance purchase of the related air tickets. Better advance

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planning has enabled the Joint Inspection Unit to be almost fully compliant with the target requiring air tickets to be purchased at least two weeks in advance of travel, thus contributing to lower travel costs. In 2023, the Unit continued to submit all its documents within the prescribed timelines.

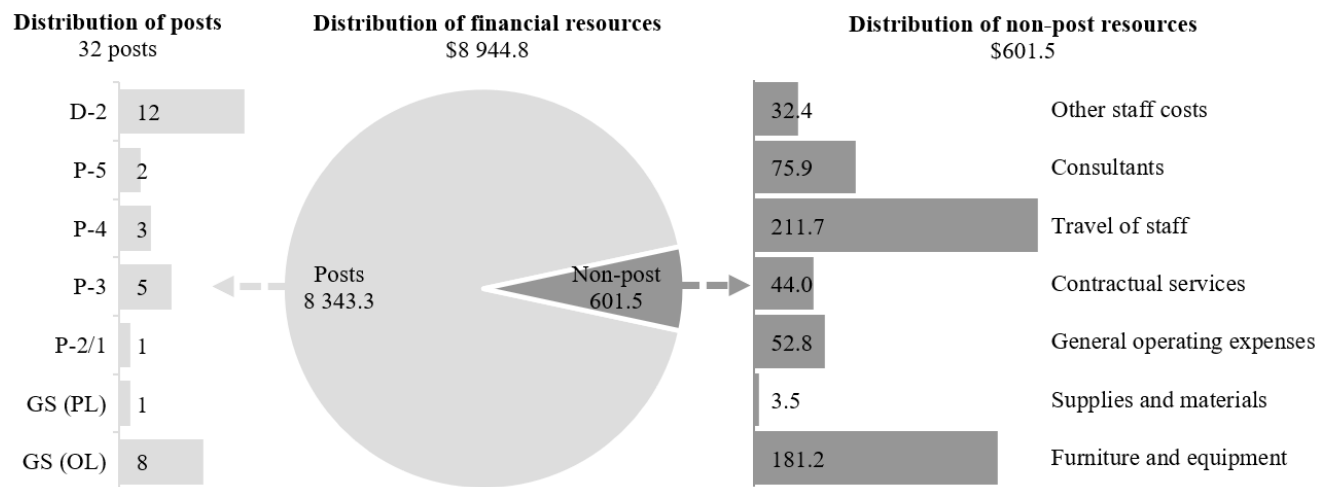
Table 31.18
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	55	81	93.5	100	100

Table 31.19
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	8 778.3	8 239.9	103.4	–	–	103.4	1.3	8 343.3
Non-post	210.7	487.6	–	–	113.9	113.9	23.4	601.5
Total	8 989.0	8 727.5	103.4	–	113.9	217.3	2.5	8 944.8
Post resources by category								
Professional and higher		23	–	–	–	–	–	23
General Service and related		9	–	–	–	–	–	9
Total		32	–	–	–	–	–	32

Figure 31.IV
Distribution of proposed resources for 2025 (before recosting) (jointly financed)
(Number of posts/thousands of United States dollars)



Section 31 **Jointly financed administrative activities**

Table 31.20
Evolution of financial and post resources (United Nations share)

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Non-post								
Grants and contributions	2 612.4	2 397.1	(31.4)	–	30.5	(0.9)	0.0	2 396.2
Total	2 612.4	2 397.1	(31.4)	–	30.5	(0.9)	0.0	2 396.2

31.56 The proposed regular budget requirements for 2025 amount to \$2,396,200 and reflect a net decrease of \$900 (or 0.04 per cent) compared with the approved budget for 2024. As reflected in table 31.20, resource changes result from technical adjustments and other changes, as follows:

Technical adjustments: A net decrease of \$31,400, reflecting: (a) a decrease in the United Nations Secretariat share of the budget of the Joint Inspection Unit, from 27.5 per cent for 2024 to 26.8 per cent for 2025 (\$59,100), as determined by CEB in accordance with the established methodology; partly offset by (b) an increase due to the technical adjustments under the full jointly financed budget (\$103,400), based on the Secretariat share of the budget of the Unit of 26.8 per cent for 2025;

Other changes: An increase of \$30,500, reflecting the United Nations Secretariat share for 2025 of the proposed increase in jointly funded resources of \$113,900, based on the Secretariat share of the budget of the Unit of 26.8 per cent for 2025.

III. United Nations System Chief Executives Board for Coordination

A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 31.57 CEB, composed of the Secretary-General and the executive heads of the organizations of the United Nations system, is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their mandates and in response to the decisions of intergovernmental bodies. The mandate of CEB derives from the priorities established in relevant General Assembly and Economic and Social Council resolutions and decisions, including Council resolution 13 (III) and decision 2001/321. At a time when the international community is confronted by increasingly complex and interrelated global challenges, coordinated and coherent action by the entities of the United Nations system is imperative. Mobilizing the system's collective capacity is vital to supporting the broad, integrated and accelerated implementation of the 2030 Agenda for Sustainable Development by Member States and the full range of mandates entrusted to United Nations system entities.

Programme of work

Objective

- 31.58 The objective, to which CEB contributes, is to leverage the collective capacity of the organizations of the United Nations system for the effective delivery of mandates.

Strategy and external factors for 2025

- 31.59 To contribute to the objective, CEB will:
- (a) Provide the means for senior leaders of the United Nations system to establish a shared vision, agree on strategic action, pursue policy coherence in both programmatic and administrative areas and coordinate the use of resources, capacities and knowledge;
 - (b) Provide vision and leadership to guide the effective and coherent implementation of mandates by United Nations system organizations;
 - (c) Through its High-level Committee on Programmes:
 - (i) Foster strategic system-wide policy coherence and programme coordination in response to intergovernmental mandates and in support of internationally agreed development goals;
 - (ii) Develop shared strategies, approaches and frameworks to address emerging policy and programme issues requiring system-wide action;
 - (d) Through its High-level Committee on Management:
 - (i) Foster the development of innovative approaches to improve efficiency and simplify business practices and accelerate the harmonization, mutual recognition and integration of business operations, as well as encourage a coordinated approach to multilingualism across CEB member organizations and uphold the commitment to prevent and respond to sexual harassment throughout the United Nations system;

- (ii) Utilize its functional networks on finance and budget, human resources, digitization and technology, procurement and safety and security to disseminate and, where applicable, mutually recognize best practices, innovative management approaches and partnerships in all areas of management and to collect and publish comprehensive system-wide financial and human resources data.
- 31.60 The above-mentioned work is expected to result in:
- (a) Accelerated progress towards the broad and integrated implementation of the 2030 Agenda by Member States and the full range of mandates entrusted to United Nations system entities, including the follow-up to and implementation of any agreed outcomes from the Summit of the Future;
 - (b) A more coherent, coordinated and efficient United Nations system response to global challenges, such as setbacks to sustainable development, inequalities, threats to human rights, climate change and risks of new and emerging technologies;
 - (c) Greater capacity of United Nations system organizations to provide effective management responses that drive systemic change in support of the delivery of mandates, through a focus on providing better data, analysis and communications; innovation and digital transformation; strategic foresight; stronger results orientation; and a work culture that simplifies and encourages collaboration;
 - (d) Improved analytical quality of United Nations system-wide comprehensive, comparable financial and human resources data, evidence-based advancement of the ongoing ICSC comprehensive compensation review and enhanced transparency and accountability regarding system-wide financial flows.
- 31.61 With regard to the external factors, the overall plan for 2025 is based on the planning assumption that member organizations commit themselves and make timely contributions to the issues addressed by CEB.
- 31.62 CEB integrates a gender perspective in its activities, deliverables and results, as appropriate, including in the products of its high-level committees, such as system-wide strategies. The CEB annual human resources statistics will continue to present data on personnel of the United Nations system by category, grade and gender, helping to systematically track gender representation across the system. The CEB secretariat will continue to collaborate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on the implementation of a common methodology for tracking the financial contribution of United Nations activities to gender equality and the empowerment of women. In addition, the High-level Committee on Programmes will continue to address inequalities, including gender equality and women's empowerment, and efforts to strengthen the United Nations system's impact on Sustainable Development Goals 5 and 10 in a coordinated, coherent and complementary manner.
- 31.63 In line with the United Nations Disability Inclusion Strategy, the CEB High-level Committee on Management will continue to accelerate disability inclusion within organizations' internal operations through the activities of its cross-functional networks.

Programme performance in 2023

Establishment of common principles to help advance intergenerational solidarity for the benefit of present and future generations

- 31.64 Intergenerational equity involves a recognition of the importance of thinking, planning and acting for the long term. Building on the long-standing commitment of the United Nations to future generations, the High-level Committee on Programmes established a Core Group on Duties to the Future in 2022 to explore how to operationalize the concepts of intergenerational equity and solidarity within the United Nations system. A discussion paper, "Duties to the future through an intergenerational equity lens", led to an improved understanding of the concepts, opportunities and

challenges and the role of the United Nations system in this area. In 2023, the Core Group developed, through a consultative inter-agency process, the United Nations System Common Principles on Future Generations (CEB/2023/1/Add.1). The CEB-endorsed Common Principles have been complemented by a set of frequently asked questions to support their operationalization across United Nations system planning and programming.

31.65 Progress towards the objective is presented in the performance measure below (see table 31.21).

Table 31.21
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Agreement across the United Nations system on common principles to help advance intergenerational solidarity and greater clarity on terminology

Planned results for 2025

Result 1: a more coherent and modern United Nations system approach for timely, relevant and open data

Programme performance in 2023 and target for 2025

31.66 The CEB secretariat’s work contributed to strengthened coherence and integration in the production of data and statistics through its support for the implementation of the System-wide Road Map for Innovating United Nations Data and Statistics (CEB/2020/1/Add.1), including progress towards the modernization of the United Nations data portal,¹ which promotes improved interoperability of statistical data and benefits from inter-agency cooperation and integration, inter alia, through the joint custodianship of data, which met the planned target.

31.67 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 31.22).

Table 31.22
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
A few significant United Nations system policy initiatives, such as the predictive analytics pilot in the Sahel and the United Nations system contribution on “Beyond GDP”, leverage United Nations statistical community expertise	Additional United Nations system policy initiatives leverage United Nations statistical community expertise, such as the technical and analytical support for efforts to advance beyond gross domestic product (GDP), and	Strengthened coherence and integration in the production of data and statistics	The United Nations statistical community becomes increasingly proactive and takes a leadership role in select United Nations system policy initiatives	The United Nations statistical community increasingly anticipates and meets the data and statistics needs of the United Nations system in an integrated and coordinated manner

¹ <https://unstats.un.org/UNSDWebsite/undatacommons/sdgs>.

Section 31 Jointly financed administrative activities

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
	analysis of international data governance approaches and platforms to enable the use of global public good data			

Result 2: mutual recognition as an enabler of management reform across the United Nations system

Programme performance in 2023 and target for 2025

- 31.68 The CEB secretariat’s work contributed to progress in addressing bottlenecks in the application of mutual recognition principles through improved awareness and operationalization of management guidance, which met the planned target.
- 31.69 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 31.23).

Table 31.23
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Several inter-agency initiatives that leverage mutual recognition of best practices established or scaled up	Successful cases of and best practices on mutual recognition identified Strategy established to address obstacles to the operationalization of mutual recognition	Bottlenecks in the application of mutual recognition principles addressed through improved awareness and operationalization of management guidance	Additional inter-agency initiatives that employ mutual recognition	Mainstreaming of shared services enabled by the application of the mutual recognition principle

Result 3: United Nations Digital ID, a building block in enabling interoperability across United Nations organizations

Proposed programme plan for 2025

- 31.70 The United Nations Digital ID initiative is intended to address data fragmentation and transportability across United Nations organizations and to simplify and streamline processes and transactions across all business functions. At its core, the Digital ID is aimed at providing a universal and easy-to-use system-wide identity for all United Nations personnel that can be used from onboarding to retirement. Following the launch by the High-level Committee on Management in 2021, project governance was established, 17 use cases for United Nations Digital ID were identified, and to date six sponsoring organizations have committed to the initiative. The initiative has also led to the development of business requirements, technical specifications branding and a logo. The first use case was focused on separation, allowing staff members to share correct and updated information with the United Nations Joint Staff Pension Fund before they retire. Since then, each sponsoring organization has committed to the go-live timeline in 2024, in line with their internal change and transformation initiatives. The aim is to deliver a first product that can be easily scaled to more organizations and use cases across the United Nations system.

Lessons learned and planned change

- 31.71 The lesson for the CEB secretariat was that multiple and separate identifications exist for the same United Nations staff across different organizations, and time is invested in sharing and verifying human resources and other data between United Nations system entities. In applying the lesson, the initiative will create a universal digital wallet to enable personnel to easily and securely access human resources, medical, pension and other information. It will simplify data-sharing across organizations, reduce duplicate personnel records and streamline personnel movements between United Nations system organizations.
- 31.72 Expected progress towards the objective is presented in the performance measure below (see table 31.24).

Table 31.24
Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	–	–	Go-live of first use case, focused on maintaining updated human resources and financial data to enable pension benefit calculation by the pension fund for selected sponsoring organizations	The Digital ID available for other use cases and in use in more United Nations organizations which enables efficient data transfer and collaboration across United Nations system organizations

Legislative mandates

- 31.73 The list below provides all mandates entrusted to CEB.

General Assembly resolutions

64/289	System-wide coherence	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)	78/244	Programme planning

Economic and Social Council resolutions and decisions

13 (III)	Coordination Committee	2001/321	Further consideration of the annual overview review report of the Administrative Committee on Coordination
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Deliverables

- 31.74 Table 31.25 lists all deliverables of CEB.

Table 31.25
Deliverables for the period 2023–2025, by category and subcategory

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	8	4	8	6
1. Annual overview report of CEB for the Economic and Social Council	1	1	1	1
2. Note by the Secretary-General on the budgetary and financial situation of the organizations of the United Nations system for the General Assembly	–	–	1	–
3. Note by the Secretary-General with comments by CEB on reviews conducted by the Joint Inspection Unit	7	3	6	5
Substantive services for meetings (number of three-hour meetings)	11	11	11	10
Meetings of:				
4. The Fifth Committee	6	7	6	6
5. The Second Committee	1	0	1	0
6. The Committee for Programme and Coordination	2	2	2	2
7. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
8. The Economic and Social Council	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	6	6	6	6
9. Reports on United Nations system financial, human resources and procurement statistics	3	3	3	3
10. Compilations and analyses of best practices in the areas of human resources, procurement, information technologies and finance and budget	3	3	3	3
C. Substantive deliverables				
Databases and substantive digital materials: United Nations system annual financial and human resources statistics (from approximately 40 reporting entities) available to all Member States and other stakeholders.				
D. Communication deliverables				
Digital platforms and multimedia content: CEB website accessible by all Member States and other stakeholders.				
E. Enabling deliverables				
Administration: summary of deliberations of two regular sessions (each) of CEB, the High-level Committee on Programmes and the High-level Committee on Management; reports for meetings of ICSC on common positions of the United Nations system relating to conditions of service; biannual promulgation of rates for freelance interpreters and translators; accounting guidance and system-wide support papers to United Nations entities; secretariat support for meetings of CEB, the High-level Committee on Programmes and the High-level Committee on Management; secretariat support for the Task Force on Accounting Standards, ad hoc inter-agency taskforce arrangements and United Nations representation at meetings of the Board of the International Public Sector Accounting Standards; maintenance of data management portal for the collection of data for the entire United Nations system on human resources and financial data (annual collection from approximately 40 entities); and annual headcount of United Nations system field staff.				

B. Proposed post and non-post resource requirements for 2025

Overview

31.75 The proposed jointly financed administrative resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 31.26 to 31.28.

Table 31.26

Overall: evolution of financial resources by object of expenditure (jointly financed)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Posts	3 518.4	3 590.6	–	–	25.7	25.7	0.7	3 616.3	
Other staff costs	356.2	250.5	–	–	129.6	129.6	51.7	380.1	
Consultants	22.5	31.3	–	–	–	–	–	31.3	
Travel of staff	199.4	176.3	–	–	–	–	–	176.3	
Contractual services	26.5	150.7	–	–	–	–	–	150.7	
General operating expenses	76.2	99.3	–	–	–	–	–	99.3	
Supplies and materials	–	13.0	–	–	–	–	–	13.0	
Furniture and equipment	2.8	22.9	–	–	–	–	–	22.9	
Total	4 202.0	4 334.6	–	–	155.3	155.3	3.6	4 489.9	

Table 31.27

Overall: proposed posts and post changes for 2025 (jointly financed)

(Number of posts)

	Number	Details
Approved for 2024	15	1 D-2, 2 D-1, 3 P-5, 2 P-4, 2 P-3, 5 GS (OL)
Reclassification		Upward reclassification of one GS (OL) to GS (PL)
Proposed for 2025	15	1 D-2, 2 D-1, 3 P-5, 2 P-4, 2 P-3, 1 GS (PL), 4 GS (OL)

Table 31.28

Overall: proposed posts by category and grade (jointly financed)

(Number of posts)

Category and grade	2024 approved	Changes				Total	2025 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
D-2	1	–	–	–	–	1	
D-1	2	–	–	–	–	2	
P-5	3	–	–	–	–	3	
P-4	2	–	–	–	–	2	
P-3	2	–	–	–	–	2	
Subtotal	10	–	–	–	–	10	

Section 31 **Jointly financed administrative activities**

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
General Service and related						
GS (PL)	–	–	–	1	1	1
GS (OL)	5	–	–	(1)	(1)	4
Subtotal	5	–	–	–	–	5
Total	15	–	–	–	–	15

- 31.76 Additional details on the distribution of the proposed resources for 2025 are reflected in table 31.30 and figure 31.V.
- 31.77 As shown in table 31.26, the overall resources proposed for 2025 amount to \$4,489,900 before recosting, reflecting a net increase of \$155,300 (or 3.6 per cent) compared with the approved budget for 2024. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 31.78 As the activities of the CEB secretariat are jointly funded by agencies, funds and programmes of the United Nations common system, the budget estimates have been established after consultation with the Finance and Budget Network of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination. In March 2024, the Network reviewed the budget proposed by the CEB Secretariat (including the IPSAS Task Force) for 2025 and took note of it, expressing support for the requirements related to the CEB Secretariat data initiatives and noting the additional requirement for a temporary P-3 position. The proposed resources for 2025 that are presented in the present budget fascicle are as proposed by CEB. The review by the Network was based on the principles outlined in paragraph 31.62 above.
- 31.79 As shown in table 31.30, resource changes result from other changes, as follows:
- (a) The increase of \$25,700 under posts related to the proposed upward reclassification of a post of Administrative Assistant (General Service (Other level)) to a post of Senior Administrative Assistant (General Service (Principal level)) to strengthen support in CEB data analytics and data management capacity. Additional details are provided in annex II;
 - (b) The increase of \$129,600 under other staff costs relates to a temporary position (P-3) of Programme Officer to support the expansion of regular and ad hoc United Nations system-wide data collection and analysis, as requested by CEB member organizations, in order to advance evidence-based decision-making, in particular in the area of human resources, in conjunction with the ongoing ICSC comprehensive assessment and review of the compensation package for the United Nations common system.
- 31.80 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, CEB is integrating environmental management practices into its operations. In 2025, in line with the Strategy for Sustainability Management in the United Nations System, 2020–2030, the CEB secretariat will continue to ensure that all meetings that it supports are single-use-plastic-free and paper-free to reduce waste and cut carbon emissions, as well to promote an eco-friendly culture.
- 31.81 Information on the timely submission of documentation and advance booking for air travel is reflected in table 31.29. The CEB secretariat will continue to track compliance, including through the use of the travel compliance dashboard. The CEB secretariat continues to make efforts to raise awareness of the staff and managers of the requirement and has encouraged advance planning and

Part X Jointly financed administrative activities and special expenses

nomination of travelling staff to meetings and conferences, whenever possible. In 2023, the CEB continued to submit all its documents within the prescribed timelines.

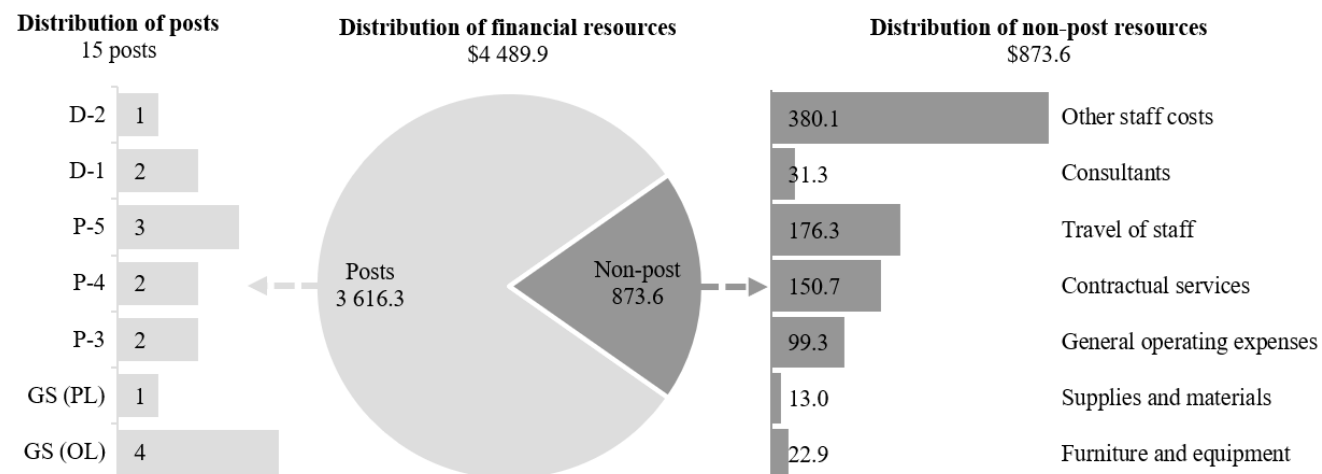
Table 31.29
Compliance rate
(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	100	93	93	100	100

Table 31.30
Overall: evolution of financial and post resources (jointly financed)
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Post	3 518.4	3 590.6	–	–	25.7	25.7	0.7	3 616.3
Non-post	683.8	744.0	–	–	129.6	129.6	17.4	873.6
Total	4 202.2	4 334.6	–	–	155.3	155.3	3.6	4 489.9
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		5	–	–	–	–	–	5
Total		15	–	–	–	–	–	15

Figure 31.V
Distribution of proposed resources for 2025 (before recosting)
(Number of posts/thousands of United States dollars)



Section 31 **Jointly financed administrative activities**

Table 31.31
Overall: evolution of financial resources (United Nations share)

(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2023 expenditure</i>	<i>2024 approved</i>	<i>Changes</i>			<i>Total</i>	<i>Percentage</i>	<i>2025 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>			
Non-post								
Grants and contributions	1 296.1	1 318.6	(20.2)	–	46.5	26.3	1.9	1 344.9
Total	1 296.1	1 318.6	(20.2)	–	46.5	26.3	1.9	1 344.9

31.82 The proposed regular budget resources for 2025 amount to \$1,344,900 and reflect a net increase of \$26,300 (or 1.9 per cent) compared with the approved budget for 2024. As reflected in table 31.31, resource changes result from technical adjustments and other changes, as follows:

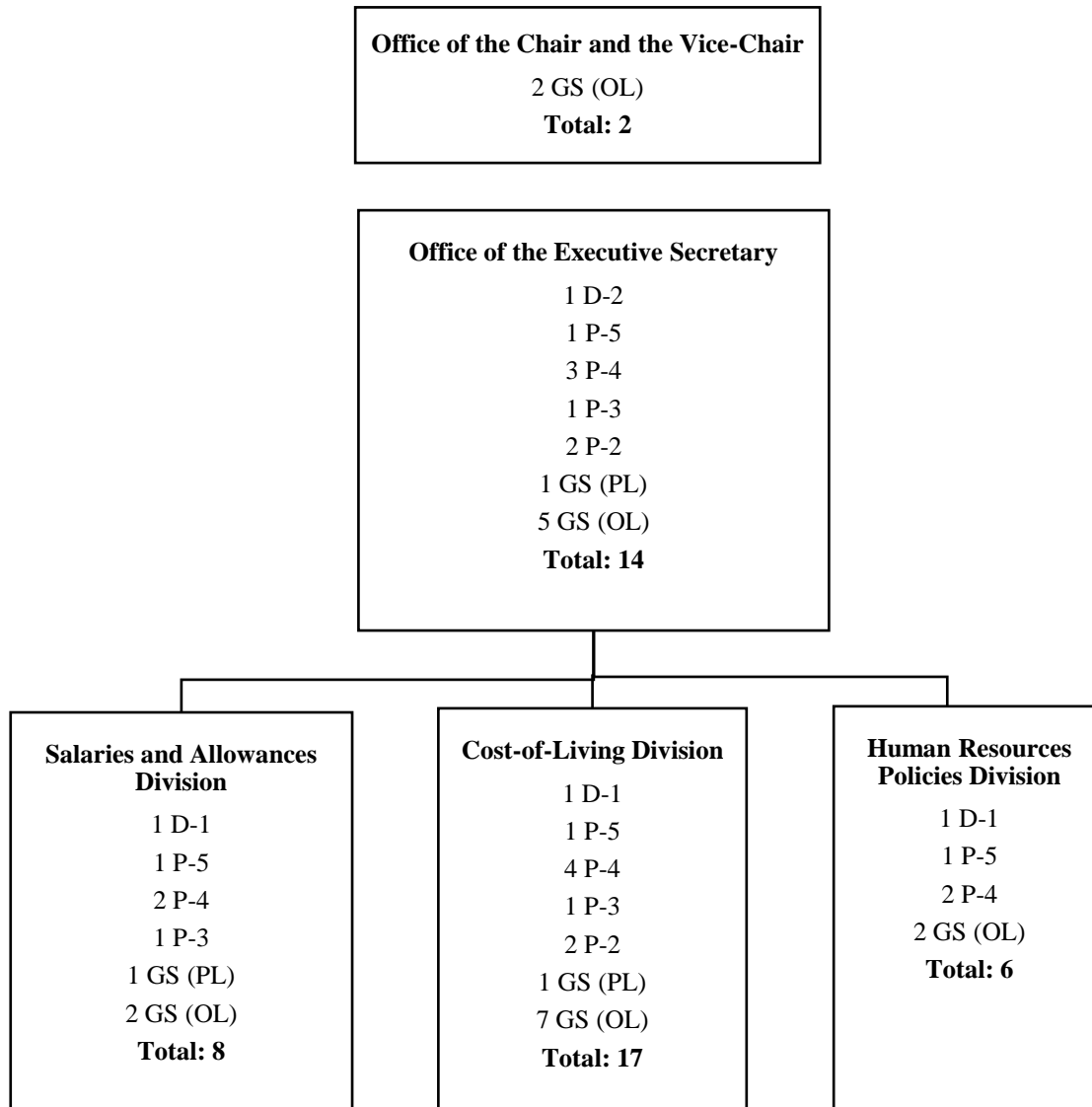
Technical adjustments: A decrease of \$20,200 in the United Nations Secretariat share of the budget of the CEB secretariat from 30.4 per cent for 2024 to 29.9 per cent for 2025, as determined by CEB in accordance with the established methodology;

Other changes: An increase of \$46,500, reflecting the United Nations Secretariat share for 2025 of the proposed increase in jointly funded resources of \$155,300, based on the United Nations Secretariat share of the budget of the CEB secretariat of 29.9 per cent for 2025.

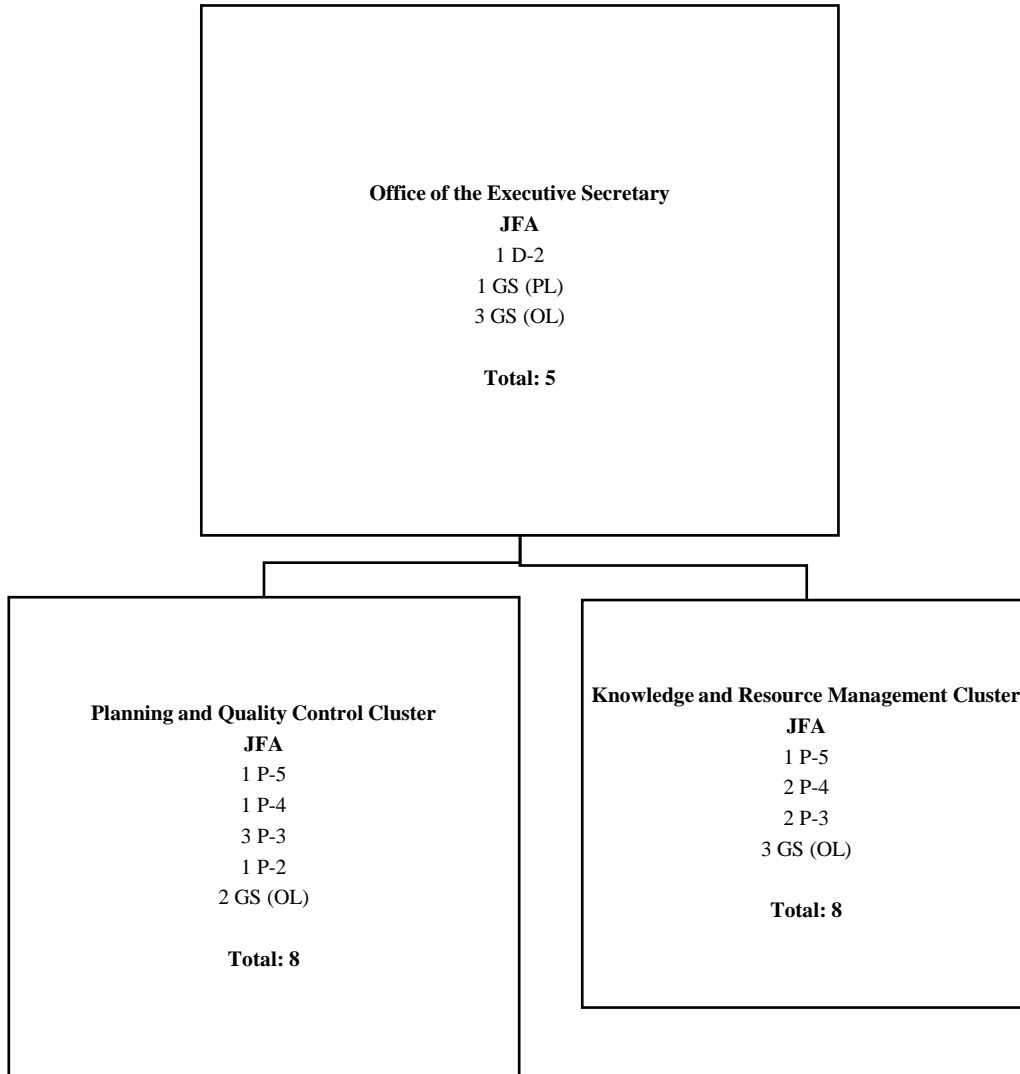
Annex I

Organizational structure and post distribution for 2025

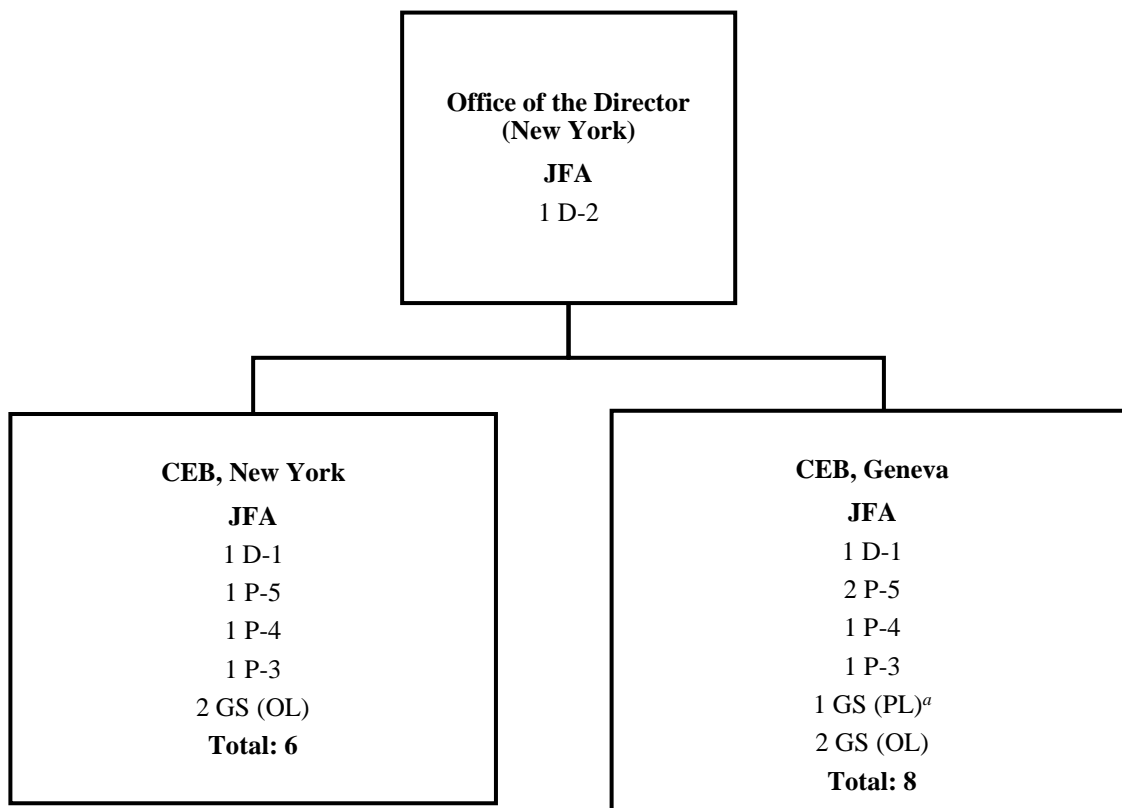
A. International Civil Service Commission



B. Joint Inspection Unit



C. United Nations System Chief Executives Board for Coordination



Abbreviations: CEB, United Nations System Chief Executives Board for Coordination; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); JFA, jointly financed activities.

^a Reclassification.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Chief Executives Board	1 (1)	GS (PL) GS (OL)	Reclassification of 1 GS (OL) Administrative Assistant to 1 GS (PL) Senior Administrative Assistant	The proposed upward reclassification reflects new and additional higher-level functions and responsibilities relating to the need to strengthen support (from both administrative and substantive perspectives) to the CEB data analytics and data management capacity. The proposed reclassification would in particular facilitate the expansion of the CEB system-wide financial and human resources statistics, a large and highly complex data initiative.

Abbreviations: CEB, United Nations System Chief Executives Board for Coordination; GS (OL), General Service (Other level); GS (PL), General Service (Principal level).

Annex III

Summary of information on the cost-sharing methodology applied in establishing the United Nations share of jointly financed activities

1. The methodology applied since 1974 in respect of the cost-sharing of the International Civil Service Commission (ICSC) budget is based on the “Consultative Committee on Administrative Questions formula”, which apportions the ICSC costs on the basis of the number of staff, as contained in the personnel statistics published by the United Nations System Chief Executives Board for Coordination (CEB) secretariat. The United Nations share of the costs also includes the shares for the United Nations Relief and Works Agency for Palestine Refugees in the Near East and the Office of the United Nations High Commissioner for Refugees, on the basis of the decision by the General Assembly that the costs relating to these two entities are funded from the regular budget of the United Nations.
2. The methodology applied since 1996–1997 for the cost-sharing of the Joint Inspection Unit budget is derived from the expenditure reported in the audited accounts of the participating organizations, excluding:
 - (a) Expenditure relating to peacekeeping;
 - (b) Expenditure in kind, including the value of donated commodities;
 - (c) A total of 50 per cent of the expenditure of the International Trade Centre corresponding to the share of the World Trade Organization, on the principle that the regular budget of the Centre is funded in equal parts by the United Nations and the World Trade Organization, which does not participate in the work of the Joint Inspection Unit.
3. The methodology applied since 2006 for the cost-sharing of the CEB secretariat’s budget is based on 50 per cent of staff, in accordance with the more recently available personnel statistics, and 50 per cent of total expenditure, in accordance with the more recently available audited financial statements, minus expenditure in kind, excluding expenditure relating to peacekeeping operations.
4. The methodology applied for the cost-sharing of the system-wide International Public Sector Accounting Standards budget is based on the same cost-sharing formula used to apportion the budget of the CEB secretariat, with the exclusion of the International Fund for Agricultural Development, which is not an active member in the International Public Sector Accounting Standards project.

Annex IV

Overview of financial and post resources

The jointly financed budgets of the International Civil Service Commission and the Joint Inspection Unit, as presented in the present fascicle, are for General Assembly consideration and approval, including the United Nations share. The jointly financed budget of United Nations System Chief Executives Board for Coordination is presented for information purposes, while its United Nations share is presented for approval.

Table 1
Evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate	
			Technical adjustments	New/expanded mandates	Other	Total Percentage		
Full budget (jointly financed activities): financial resources								
International Civil Service Commission	10 779.9	12 795.7	245.3	–	–	245.3	1.9	13 041.0
Joint Inspection Unit	8 989.0	8 727.5	103.4	–	113.9	217.3	2.5	8 944.8
United Nations System Chief Executives Board for Coordination	4 202.0	4 334.6	–	–	155.3	155.3	3.6	4 489.9
Total	23 970.9	25 857.8	348.7	–	269.2	617.9	2.4	26 475.7
Full budget (jointly financed activities): main category of expenditure								
Post	20 669.6	20 916.9	348.7	–	25.7	374.4	1.8	21 291.3
Non-post	3 301.3	4 940.9	–	–	243.5	243.5	4.9	5 184.4
Total	23 970.9	25 857.8	348.7	–	269.2	617.9	2.4	26 475.7
Regular budget (United Nations share): financial resources								
International Civil Service Commission	4 591.7	4 896.1	63.8	–	–	63.8	1.3	4 959.9
Joint Inspection Unit	2 612.4	2 397.1	(31.4)	–	30.5	(0.9)	–	2 396.2
United Nations System Chief Executives Board for Coordination	1 296.1	1 318.6	(20.2)	–	46.5	26.3	1.9	1 344.9
Total	8 500.2	8 611.8	12.2	–	77.0	89.2	1.0	8 701.0

Table 2
Overview of post resources

(Number of posts)

	Full budget (jointly financed activities)		
	2024 approved	2025 estimate	Variance
Full budget (jointly financed activities)			
International Civil Service Commission	47	47	–
Joint Inspection Unit	32	32	–
United Nations System Chief Executives Board for Coordination	15	15	–
Total	94	94	–



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Proposed programme budget for 2025

Proposed programme budget for 2025

Part X

Jointly financed administrative activities and special expenses

Section 32

Special expenses

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



Proposed post and non-post resource requirements for 2025

Overview

- 32.1 Under section 32, Special expenses, resources are provided to cover specific expenditure requirements for: (a) contributions to after-service health insurance; (b) compensatory payments; (c) general insurance charges; (d) bank charges; and (e) pension payments to former Secretaries-General. The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in table 32.1.

Table 32.1

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	13.0	–	–	–	–	–	–	–
Other staff costs	80 258.7	84 702.8	–	–	–	–	–	84 702.8
Non-staff compensation	448.9	442.8	–	–	–	–	–	442.8
Consultants	48.8	206.2	–	–	(58.8)	(58.8)	(28.5)	147.4
Contractual services	5.9	8.3	–	–	–	–	–	8.3
General operating expenses	3 863.4	3 966.7	–	–	58.8	58.8	1.5	4 025.5
Other	(562.3)	–	–	–	–	–	–	–
Total	84 076.3	89 326.8	–	–	–	–	–	89 326.8

- 32.2 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 32.2 and 32.3 and figure 32.I.

- 32.3 As reflected in table 32.2 (1), the overall resources proposed for 2025 amount to \$89,326,800, before recosting, reflecting no change compared with the approved budget for 2024. Cost-neutral resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 32.2

Overall: evolution of financial resources by source of funding and component

(Thousands of United States dollars)

(1) Regular budget

Component	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Contributions to after-service health insurance	78 573.8	83 056.5	–	–	(58.8)	(58.8)	(0.1)	82 997.7
B. Compensatory payments	1 782.7	1 852.5	–	–	–	–	–	1 852.5
C. General insurance	3 670.1	3 722.6	–	–	113.2	113.2	3.0	3 835.8
D. Bank charges	(399.5)	252.4	–	–	(54.4)	(54.4)	(21.6)	198.0

Section 32 Special expenses

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
E. Pension payments to former Secretaries-General	449.2	442.8	–	–	–	–	–	442.8
Subtotal, 1	84 076.3	89 326.8	–	–	–	–	–	89 326.8

(2) *Other assessed*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Contributions to after-service health insurance	11 801.3	12 855.2	477.0	3.7	13 332.2
Subtotal, 2	11 801.3	12 855.2	477.0	3.7	13 332.2

(3) *Extrabudgetary*

Component	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate
A. Contributions to after-service health insurance	6 290.0	6 855.0	155.0	2.3	7 010.0
Subtotal, 3	6 290.0	6 855.0	155.0	2.3	7 010.0
Total	102 167.6	109 037.0	632.0	0.6	109 669.0

Table 32.3

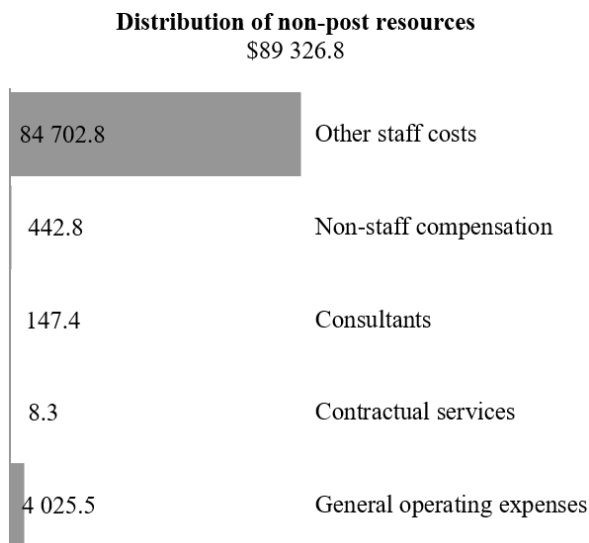
Overall: evolution of financial resources

(Thousands of United States dollars)

Component	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	84 076.3	89 326.8	–	–	–	–	–	89 326.8
Total	84 076.3	89 326.8	–	–	–	–	–	89 326.8

Figure 32.I
Distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



Explanation of variances by factor and component

Overall resource changes

Other changes

32.4 As reflected in table 32.2 (1), cost-neutral changes are proposed as follows:

- (a) **Contributions to after-service health insurance.** The decrease of \$58,800 under consultants takes into account the estimated consultancy requirements for 2025. The provision of \$147,400 for consultants would cover specialized consultancy services for the retiree drug subsidy programme and other after-service health insurance programme studies;
- (b) **General insurance.** The increase of \$113,200 relates to the estimated increase in the general liability insurance premium, attributable to the anticipated inclusion of the United Nations Development Corporation Building 2 (DC2) upon finalization of the lease agreement in 2024. In previous years, the United Nations Secretariat was self-insured and maintained a line of credit with a financial institution that gives access to funding should there be an incident that warrants a claim. With the upcoming renewal of the lease, it is expected that the terms of the new agreement would henceforth require that DC2 be covered by the general liability insurance policy;
- (c) **Bank charges.** The decrease of \$54,400 reflects actual expenditure experience. The provision of \$198,000 for 2025 is based on the average expenditure experience for 2022 and 2023, which amounted to \$197,900, and does not take into account gains on exchange rate, which is specific to a budget period.

Other assessed and extrabudgetary resources

- 32.5 As reflected in table 32.2 (2), other assessed resources amount to \$13,332,200. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2024 to 30 June 2025 ([A/78/746](#)).
- 32.6 As reflected in table 32.2 (3), the estimated extrabudgetary resources for contributions to after-service health insurance are estimated at \$7,010,000.

A. Contributions to after-service health insurance

- 32.7 The after-service health insurance programme extends health-care benefits under the United Nations insurance schemes to eligible retirees and their eligible dependants. Coverage is provided on a shared-contribution basis in accordance with a decision taken by the General Assembly at its twenty-first session. Coverage is also provided to staff members whose appointments are terminated as a result of disability. In all cases, coverage is available only to those who are eligible to receive a periodic benefit from the United Nations Joint Staff Pension Fund or under the rules governing compensation for service-incurred death, injury or illness. In accordance with Assembly resolution [38/235](#), the maximum cost-sharing ratio is 2 to 1 between the Organization and the participant.
- 32.8 By its resolution [40/258 A](#), the General Assembly decided to extend after-service health insurance coverage to former locally recruited staff who had participated in the medical expense assistance plan under appendix E to the Staff Rules of the United Nations.
- 32.9 By its resolution [61/264](#), the General Assembly approved changes to the after-service health insurance provisions for new staff members recruited on or after 1 July 2007. Under the terms of that resolution, following retirement, staff members are eligible for cost-sharing of after-service coverage if they have participated in a United Nations-system contributory health insurance plan for a minimum of 10 years at the time of retirement. Staff members recruited before 1 July 2007 who have participated in a United Nations contributory plan for at least 5 years are also eligible, provided that they pay the full premium for the period for which their participation falls short of the 10-year requirement for cost-shared participation.
- 32.10 The General Assembly, in its resolution [64/241](#), requested the Secretary-General to submit to it at its sixty-seventh session a report on managing after-service health insurance liabilities, bearing in mind that the pay-as-you-go principle was one of the viable options. The Assembly also requested the Secretary-General to continue to validate the accrued liabilities with the figures audited by the Board of Auditors and to include that information and the outcome of the validation in the requested report. The report of the Secretary-General on managing after-service health insurance liabilities ([A/68/353](#)) was submitted to the Assembly at its sixty-eighth session. The Assembly, in its resolution [68/244](#), endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions on the continuation of the pay-as-you-go approach to the funding of the after-service health insurance liabilities. It also requested the Secretary-General to examine the option of broadening the mandate of the United Nations Joint Staff Pension Fund, to include the cost-effective, efficient and sustainable administration of after-service health insurance benefits, taking into account the advantages and disadvantages of that option, including its financial and legal implications, and to report thereon at the seventieth session of the Assembly, as well as to undertake a survey of current health-care plans for active and retired staff within the United Nations system, to explore options to increase efficiency and contain costs and to report thereon at its seventieth session. In his report on managing after-service health insurance ([A/73/662](#)), informed in large part by the work of the inter-agency Working Group on After-Service Health Insurance, the Secretary-General continued to apprise the Assembly of the work undertaken in response to its request. In its resolution on managing after-service health insurance (resolution [73/279 B](#)), the Assembly endorsed the recommendations contained in the report of the Advisory Committee ([A/73/792](#)), including that the Secretary-General further explore options for the improvement of efficiency and the containment of costs, including

Part X Jointly financed administrative activities and special expenses

liabilities associated with current and future staff, with a view to reducing the Organization’s expenditure on health insurance plans and its after-service health insurance obligations.

- 32.11 The report of the Secretary-General on managing after-service health insurance liabilities (A/76/373) was submitted to the General Assembly at its seventy-sixth session. In the report, the Secretary-General responded to the Assembly’s request and set out a comprehensive proposal on after-service health insurance funding.
- 32.12 The proposed regular budget resources for 2025 amount to \$82,997,700 and reflect a decrease of \$58,800 compared with the approved budget for 2024. The proposed change is explained in paragraph 32.4 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 32.4 and figure 32.II.

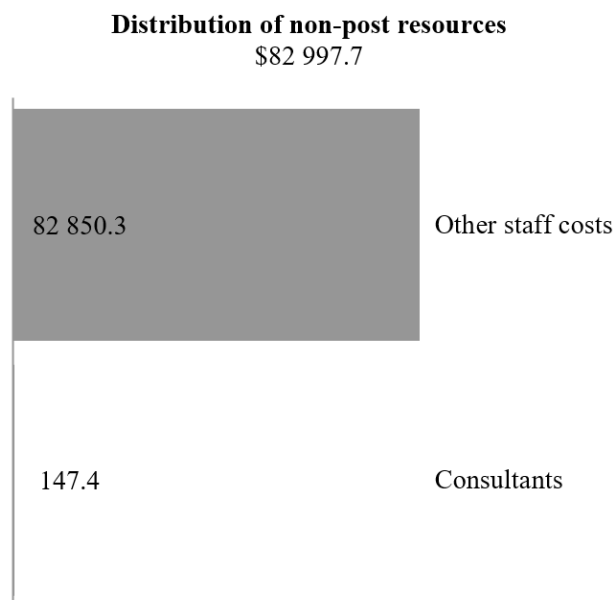
Table 32.4 Contributions to after-service health insurance: evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	78 573.8	83 056.5	–	–	(58.8)	(58.8)	(0.1)	82 997.7
Total	78 573.8	83 056.5	–	–	(58.8)	(58.8)	(0.1)	82 997.7

Figure 32.II Contributions to after-service health insurance: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



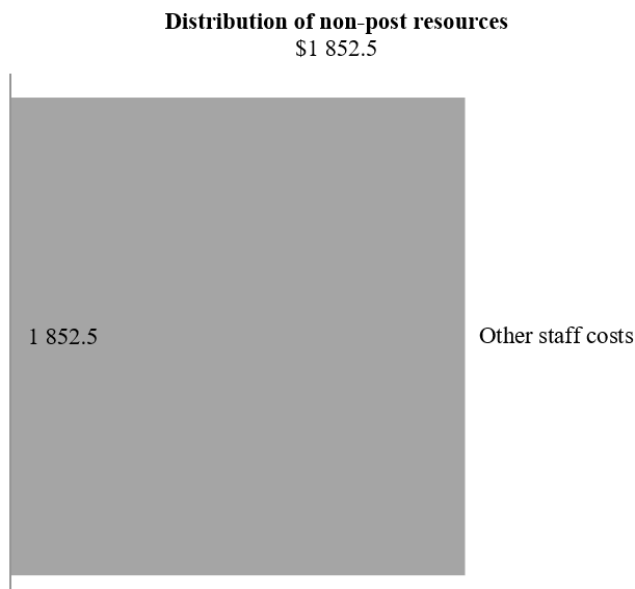
B. Compensatory payments

- 32.13 The requirements under compensatory payments provide for compensation to members of commissions, committees or similar United Nations bodies in the event of death, injury or illness attributable to service with the United Nations. The responsibilities of the United Nations in this area, as well as the rules governing compensatory payments, are detailed in Secretary-General’s bulletin [ST/SGB/103/Rev.1](#).
- 32.14 Compensation is also provided to staff members or their dependants in the event of death, injury or illness attributable to the performance by the staff member of official duties on behalf of the United Nations. The compensation is governed by the specific rules under appendix D to the Staff Regulations and Rules of the United Nations ([ST/SGB/2018/1](#)).
- 32.15 The costs incurred on both those accounts may include monthly survivor benefits for life, monthly disability benefits for life, lump-sum indemnities for permanent disabilities, funeral expenses, sick leave credit and medical expenses.
- 32.16 The proposed regular budget resources for 2025 amount to \$1,852,500 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of proposed resources for 2025 are reflected in table 32.5 and figure 32.III.

Table 32.5
Compensatory payments: evolution of financial resources
 (Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	1 782.7	1 852.5	–	–	–	–	–	1 852.5
Total	1 782.7	1 852.5	–	–	–	–	–	1 852.5

Figure 32.III
Compensatory payments: distribution of proposed resources for 2025 (before recosting)
 (Thousands of United States dollars)



C. General insurance

- 32.17 The provisions under general insurance relate mainly to insurance on the buildings and property at Headquarters, as well as in Addis Ababa (Economic Commission for Africa), Santiago (Economic Commission for Latin America and the Caribbean) and Beirut (Economic and Social Commission for Western Asia). The United Nations Offices at Geneva, Vienna and Nairobi, as well as the Economic and Social Commission for Asia and the Pacific in Bangkok, separately maintain property and liability coverage for their offices locally. General insurance also covers automobile liability insurance at Headquarters, liability insurance for aircraft used for travel by the Secretary-General but not owned by the United Nations, and insurance for other air travel of staff. In addition, in accordance with General Assembly resolution 41/210, the United Nations has established a self-insurance plan for general liability risk in respect of acts occurring in the Headquarters district in New York. The provisions also cover a stand-alone insurance policy for acts of terrorism, which, following the events of 11 September 2001, was established effective 2003 as a result of limitations in the scope of insurance coverage for risks, such as acts of terrorism that would normally have been covered under the general policies.
- 32.18 The outreach initiatives continued to encourage additional markets to bid for coverage of risks to the United Nations. Some limitations in the scope of insurance coverage, however, continue to be prevalent. Two such examples are the flood coverage restrictions introduced in the wake of storm Sandy in New York and the continued requirement for specific insurance for acts of terrorism that were covered under the general policies before the events of 11 September 2001. Actual premiums will be driven by the United Nations claims experience for previous years, and by the general state of insurance markets at the time of the renewal of the policy. The damages sustained by the Economic and Social Commission for Western Asia (currently estimated at \$6 million) to its building and the contents thereof as a result of the explosion in Beirut on 4 August 2020 and other property losses continue to have an impact on the property insurance renewal premium. In addition to loss history, insurance premiums are also affected by market conditions and capacity, that is, the number of underwriters in the marketplace willing to insure the risk at the time of renewal, inflation and reinsurance costs. The insurance marketplace is constantly evolving on the basis of global economic conditions, natural and human-made disasters or regulatory requirements, and insurers' perception of specific risks relating to the United Nations.
- 32.19 The proposed regular budget resources for 2025 amount to \$3,835,800 and reflect an increase of \$113,200 compared with the approved budget for 2024. The proposed change is explained in paragraph 32.4 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 32.6 and figure 32.IV.

Table 32.6

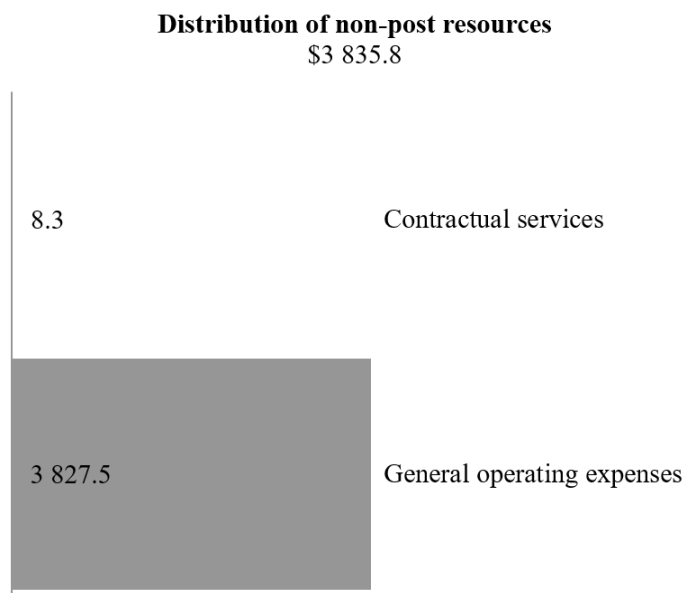
General insurance: evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	3 670.1	3 722.6	–	–	113.2	113.2	3.0	3 835.8
Total	3 670.1	3 722.6	–	–	113.2	113.2	3.0	3 835.8

Figure 32.IV
General insurance: distribution of proposed resources for 2025 (before recosting)

(Thousands of United States dollars)



D. Bank charges

32.20 The bank charges include fees for account maintenance, electronic fund transfers and other banking services used by the United Nations.

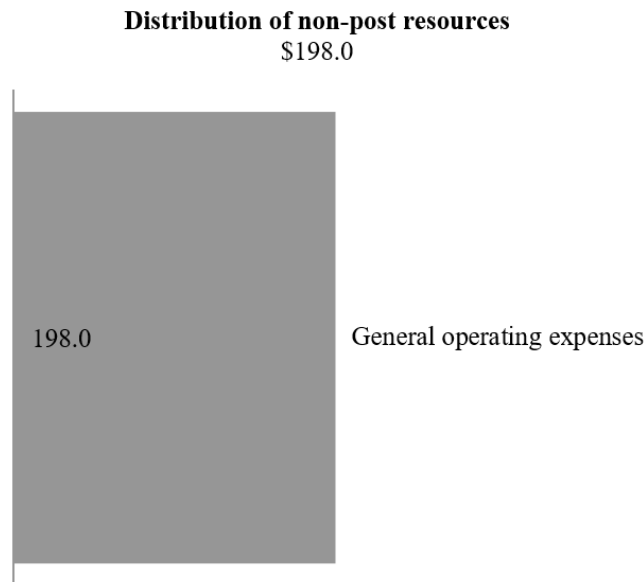
32.21 The proposed regular budget resources for 2025 amount to \$198,000 and reflect a decrease of \$54,400 compared with the approved budget for 2024. The proposed change is explained in paragraph 32.4 above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 32.7 and figure 32.V.

Table 32.7
Bank charges: evolution of financial resources

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	(399.5)	252.4	–	–	(54.4)	(54.4)	(21.6)	198.0
Total	(399.5)	252.4	–	–	(54.4)	(54.4)	(21.6)	198.0

Figure 32.V
Bank charges: distribution of proposed resources for 2025 (before recosting)
 (Thousands of United States dollars)



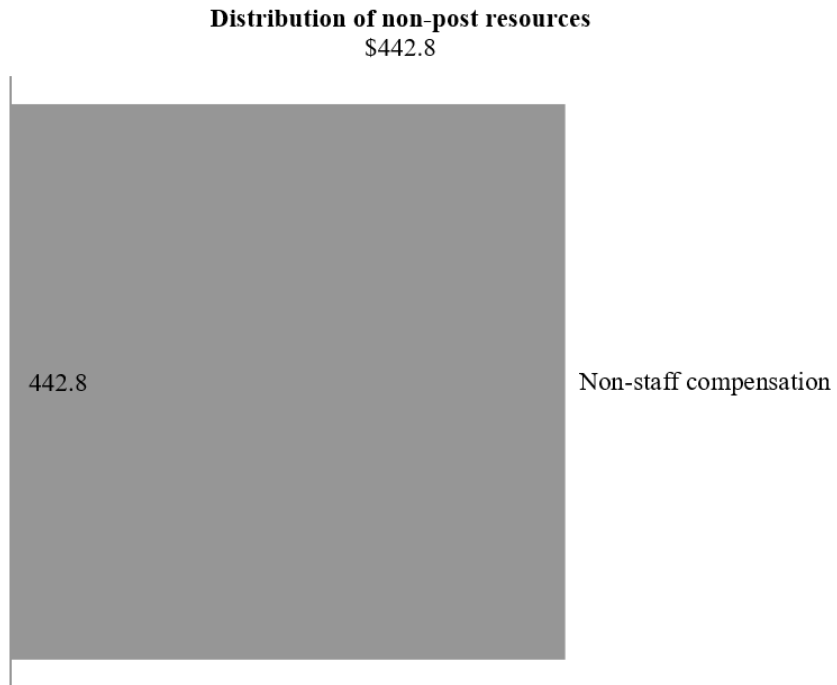
E. Pension payments to former Secretaries-General

- 32.22 This component covers the retirement allowances for a former Secretary-General and for the widows of two former Secretaries-General at the half rate on the basis of the maximum retirement benefit payable as from 1 February 2024.
- 32.23 The proposed regular budget resources for 2025 amount to \$442,800 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 32.8 and figure 32.VI.

Table 32.8
Pension payments to former Secretaries-General: evolution of financial resources
 (Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Non-post							
Non-staff compensation	449.2	442.8	–	–	–	–	442.8
Total	449.2	442.8	–	–	–	–	442.8

Figure 32.VI
Pension payments to former Secretaries-General: distribution of proposed resources for 2025 (before recosting)
(Thousands of United States dollars)



Annex I

Monthly expenditure for contributions to after-service health insurance by funding source, 2019–2023 and January–March 2024^a

(United States dollars)

<i>Month</i>	<i>Regular budget</i>	<i>Support account</i>	<i>Extrabudgetary resources</i>	<i>Total</i>	<i>Number of participants as at 31 December</i>
January 2019	7 026 845	–	–	7 026 845	
February 2019	7 541 289	–	–	7 541 289	
March 2019	8 184 999	–	–	8 184 999	
April 2019	7 251 908	–	–	7 251 908	
May 2019	6 451 516	–	–	6 451 516	
June 2019	4 283 588	2 809 748	–	7 093 336	
July 2019	1 202 922	–	–	1 202 922	
August 2019	4 956 698	2 462 300	–	7 418 998	
September 2019	1 443 646	1 846 581	2 836 901	6 127 128	
October 2019	4 783 350	851 777	1 439 124	7 074 251	
November 2019	16 447 384	–	–	16 447 384	
December 2019	(3 511 401)	1 645 138	877 407	(988 856)	
Total, 2019	66 062 744	9 615 544	5 153 432	80 831 720	10 730
January 2020	7 498 676	–	–	7 498 676	
February 2020	7 044 854	–	–	7 044 854	
March 2020	7 217 062	–	–	7 217 062	
April 2020	2 464 176	2 665 180	1 421 429	6 550 785	
May 2020	5 931 579	1 945 943	1 037 836	8 915 358	
June 2020	7 129 989	1 034 849	551 919	8 716 757	
July 2020	6 198 848	1 007 753	537 468	7 744 070	
August 2020	6 310 941	989 777	527 881	7 828 598	
September 2020	5 974 591	963 539	513 887	7 452 018	
October 2020	6 126 249	996 460	531 445	7 654 154	
November 2020	6 531 423	976 026	520 547	8 027 996	
December 2020	6 378 101	983 085	524 312	7 885 498	
Total, 2020	74 806 489	11 562 612	6 166 726	92 535 826	10 735
January 2021	6 149 046	942 311	501 133	7 592 491	
February 2021	7 772 987	4 223	–	7 777 210	
March 2021	4 492 454	1 904 924	1 007 072	7 404 450	
April 2021	8 234 888	16 025	–	8 250 913	
May 2021	6 488 254	972 695	508 732	7 969 681	
June 2021	4 626 334	2 021 515	1 059 408	7 707 257	
July 2021	6 362 594	966 956	514 987	7 844 537	
August 2021	6 177 574	946 557	504 474	7 628 604	
September 2021	6 344 997	971 707	515 529	7 832 232	

<i>Month</i>	<i>Regular budget</i>	<i>Support account</i>	<i>Extrabudgetary resources</i>	<i>Total</i>	<i>Number of participants as at 31 December</i>
October 2021	6 566 579	962 453	506 751	8 035 782	
November 2021	7 536 659	10 542	–	7 547 201	
December 2021	5 112 240	2 008 209	1 085 641	8 206 091	
Total, 2021	75 864 607	11 728 117	6 203 726	93 796 450	11 010
January 2022	6 843 746	979 383	522 337	8 345 466	
February 2022	5 847 898	926 390	494 075	7 268 363	
March 2022	6 080 929	979 568	522 436	7 582 933	
April 2022	7 074 064	962 958	513 577	8 550 599	
May 2022	8 454 773	–	–	8 454 773	
June 2022	4 683 053	1 933 981	1 027 360	7 644 394	
July 2022	6 026 659	963 063	513 633	7 503 355	
August 2022	6 177 176	999 190	521 712	7 698 078	
September 2022	6 235 365	950 930	507 162	7 693 457	
October 2022	5 051 827	964 209	–	6 016 036	
November 2022	7 145 580	967 563	514 080	8 627 223	
December 2022	6 766 687	957 731	1 026 824	8 751 242	
Total, 2022	76 387 757	11 584 966	6 163 196	94 135 919	11 229
January 2023	7 084 809	989 614	527 794	8 602 217	
February 2023	7 460 755	–	–	7 460 755	
March 2023	6 846 683	1 892 148	1 009 146	9 747 977	
April 2023	6 164 893	974 106	519 523	7 658 522	
May 2023	6 099 554	985 414	525 554	7 610 522	
June 2023	6 283 873	1 003 531	522 282	7 809 686	
July 2023	6 405 283	1 023 351	545 787	7 974 421	
August 2023	6 452 526	1 018 090	542 981	8 013 597	
September 2023	6 557 795	1 033 645	551 277	8 142 717	
October 2023	7 106 754	1 004 962	535 980	8 647 696	
November 2023	4 609 144	854 756	455 870	5 919 770	
December 2023	7 405 071	1 021 729 ^b	553 777	8 980 577	
Total, 2023	78 477 141	11 801 346	6 289 971	96 568 458	12 888^c
January 2024	7 125 433	1 035 368	551 138	8 711 939	
February 2024	8 460 120	(8 156)	–	8 451 965	
March 2024	7 539 988	2 160 389	1 146 899	10 847 276	
Total, 2024	23 125 542	3 187 601	1 698 037.00	28 011 180	

^a Monthly expenditure for after-service health insurance is charged on a pay-as-you-go basis to the regular budget and adjusted periodically at Headquarters on the basis of the actual expenditure for the corresponding months, with approximately 15 per cent apportioned to peacekeeping operations and 8 per cent to extrabudgetary resources.

^b December 2023 expenditure includes year-end adjustments.

^c Includes Medical Insurance Plan after-service health insurance participants who are now included in Umoja, starting in 2023.

Annex II

Property insurance claims paid, 2020–2024

(United States dollars)

<i>Year</i>	<i>Entity</i>	<i>Total claim paid</i>
2020	ESCWA – Beirut	5 163 622 ^a
2020	United Nations Headquarters – Office of Information and Communications Technology	545 781
2020	MONUSCO	421 274
2021	UNICEF – South Sudan	73 544
2022	MONUSCO	449 751
2023	–	–

Abbreviations: ESCWA, Economic and Social Commission for Western Asia; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNICEF, United Nations Children’s Fund.

^a Pending final settlement.



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Item 139 of the preliminary list*

Proposed programme budget for 2025

Proposed programme budget for 2025

Part XI

Capital expenditures

Section 33

Construction, alteration, improvement and major maintenance

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* A/79/50.

** In keeping with paragraph 10 of General Assembly resolution 77/267, the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



Overview

- 33.1 The present section covers the resources to fund capital investment requirements for the construction, alteration, periodic maintenance and improvement of, and upgrades to, facilities, buildings, equipment and general infrastructure across the global United Nations Secretariat, including for safety and security, conferencing and information and communications technology (ICT). To ensure a coherent and systematic approach to capital expenditure requirements across the Organization, such resources are requested under the present section. Section 33 does not include requirements related to posts or staffing costs in connection with the administration and management of the projects and activities proposed in the present section; those costs are included under the respective sections of the proposed programme budget for 2025 for United Nations Headquarters, the United Nations Office at Geneva, the United Nations Office at Vienna, the United Nations Office at Nairobi, the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Africa (ECA), the Economic and Social Commission for Western Asia (ESCWA), the United Nations Truce Supervision Organization (UNTSO) and the Office of the United Nations Special Coordinator for the Middle East Peace Process.
- 33.2 The resources proposed are in line with the International Public Sector Accounting Standards and encompass requirements for projects that result in an increase of the value of the asset and/or extend its useful life, including: (a) projects of a capital-intensive and of a structural nature that would substantially improve facilities or infrastructure; and (b) projects to repair, replace and/or upgrade existing installations (e.g. heating, ventilation, air conditioning, conferencing equipment, physical security equipment) along with the underlying infrastructure, hardware and other components or related systems required for their operation (e.g. electrical, information technology and other networks, associated hardware and systems). The proposed projects comprise both one-time projects and new and continuing multi-year projects. In addition, pursuant to the decision of the General Assembly in its resolution [77/263 A](#) and previous resolutions, the proposals under the present section include a provision for the annual repayments of the loans from the host country (Switzerland) to finance the strategic heritage plan of the United Nations Office at Geneva until the Assembly decides otherwise.
- 33.3 In accordance with General Assembly resolution [78/253](#) and previous resolutions, the Global Asset Management Policy Service (in the Field Operations Finance Division of the Office of Programme Planning, Finance and Budget in the Department of Management Strategy, Policy and Compliance) is responsible for the provision of guidance, support and technical advice to offices away from Headquarters and the regional commissions with regard to the planning, management and monitoring of capital investment projects related to major construction and renovation.
- 33.4 At Headquarters, the projects proposed to be funded under section 33 fall under the responsibility of the Department of Operational Support in respect of facilities, the Department of Safety and Security in respect of safety and security, and the Office of Information and Communications Technology in respect of enterprise technology networks. The administrative services in Geneva, Vienna and Nairobi and at the regional commissions are responsible for the implementation of the projects at their respective duty stations. In respect of conferencing equipment and systems, the Department for General Assembly and Conference Management is responsible for determining business requirements while the Office of Information and Communications Technology is responsible for the standardization and implementation of the projects.
- 33.5 With regard to safety and security, projects to upgrade and enhance capabilities for the protection of United Nations staff and premises globally are evaluated by, and subsequently implemented in close coordination with, the Department of Safety and Security to ensure optimal standardization, such as in the ongoing implementation of the multi-year access control project across the Secretariat.
- 33.6 With regard to information and telecommunications technology, the Office of Information and Communications Technology provides central leadership in the establishment and implementation of Organization-wide ICT strategy and standards in the modernization of information systems and

the improvement of information and communications technology services. The Office directs and oversees the operation and upgrade of the global ICT infrastructure at Headquarters, offices away from Headquarters and the regional commissions, including through regular reviews. In addition, the Office operates and maintains the infrastructure and equipment for conferencing services at Headquarters. Upgrades are implemented through annual projects to upgrade the enterprise networks. Such projects also serve to progressively standardize systems, including the related infrastructure and equipment, to ensure comparable standards of functionality, quality and reliability of the related services across the Organization, including in respect of telecommunications.

- 33.7 Pursuant to the submission of the reports of the Secretary-General on capital investment planning ([A/77/519](#), [A/78/536](#) and [A/78/536/Corr.1](#)), the Secretariat is currently working on an updated comprehensive plan for priority capital investments that will be required across the Organization in the years beyond 2025, to be submitted to the General Assembly at the main part of its seventy-ninth session. The report will include updated information on the priority implementation requirements identified through the capital investment planning programme of work from 2022 through 2024, including potential implementation schedules and related estimates of financial requirements. As directed by the Assembly, the related resource proposals will subsequently be formulated in the context of future relevant budget submissions, taking into account any guidance received from the Assembly. The resources proposed for 2025 under this section, as detailed below, are required for the continuation of existing multi-year projects that are linked to the programme of capital investments presented in the most recent capital investment planning report, and for urgent new projects to be implemented in 2025, which are not in the longer-term scope of the capital investment planning report.
- 33.8 In line with the request from the General Assembly, in its resolution [75/252](#), to include indicative estimates for the major construction projects in the proposed programme budget under section 33 for information purposes only, a table with the requested information related to those capital projects is provided in the annex. Such estimates may be revised in the progress reports for each project to reflect the implementation status and associated resource requests. As the estimates are provided for information purposes only, the resources for those projects, including for the corresponding project management teams under the respective budget sections other than section 33, are not proposed as part of the resources submitted herewith for section 33; in continuation of past practice, these resources will be requested in the context of the forthcoming annual progress reports of the Secretary-General to be submitted at the main part of the seventy-ninth session of the Assembly.

Proposed resource requirements for 2025

Overview of resources

- 33.9 The overall resources proposed for 2025 amount to \$45,030,400 before recosting, reflecting a net decrease of \$56,445,700 (or 54.2 per cent) compared with the appropriation for 2024. Resource changes result from two factors, as explained in paragraphs 33.10 and 33.11 below, namely: (a) technical adjustments (a decrease of \$71,428,400); and (b) other changes (an increase of \$14,982,700). The distribution of the proposed resources is reflected in table 33.1.

Table 33.1
Evolution of financial resources by category of projects and location

(Thousands of United States dollars)

	2023 expenditure	2024 appropriation	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total Percentage		
A. Alteration, upgrades and major maintenance programmes								
Headquarters	2 250.9	1 512.3	–	–	(1 512.3)	(1 512.3)	(100.0)	–
UNOG ^a	3 907.3	2 955.7	–	–	301.2	301.2	10.2	3 256.9
UNON	1 261.9	611.1	–	–	(261.1)	(261.1)	(42.7)	350.0
UNOV	1 225.1	1 376.5	–	–	–	–	–	1 376.5
ECA	1 410.0	1 731.4	–	–	2 818.6	2 818.6	162.8	4 550.0
ECLAC	902.2	533.4	–	–	248.4	248.4	46.6	781.8
ESCAP	1 130.9	1 252.6	–	–	(160.6)	(160.6)	(12.8)	1 092.0
ESCWA	2 299.3	1 570.3	–	–	1 189.7	1 189.7	75.8	2 760.0
UNSCO	350.0	197.9	–	–	(197.9)	(197.9)	(100.0)	–
UNTSO	–	505.4	–	–	399.6	399.6	79.1	905.0
Subtotal	14 737.6	12 246.6	–	–	2 825.6	2 825.6	23.1	15 072.2
B. Information and communications technology								
Headquarters ICT network	2 737.5	2 672.4	–	–	158.3	158.3	5.9	2 830.7
ICT (global network)	1 629.4	1 613.7	–	–	15.7	15.7	1.0	1 629.4
UNOG	209.8	201.8	–	–	928.2	928.2	460.0	1 130.0
UNON	45.4	501.2	–	–	3.8	3.8	0.8	505.0
UNOV	120.0	151.0	–	–	110.0	110.0	72.8	261.0
ECLAC	187.9	731.9	–	–	168.1	168.1	23.0	900.0
ESCWA	–	237.1	–	–	(42.1)	(42.1)	(17.8)	195.0
Subtotal	4 930.0	6 109.1	–	–	1 342.0	1 342.0	22.0	7 451.1
C. Global standardization upgrade of conferencing systems, equipment and installations								
Headquarters	–	3 607.6	–	–	7 140.2	7 140.2	197.9	10 747.8
Subtotal	–	3 607.6	–	–	7 140.2	7 140.2	197.9	10 747.8
D. Safety and security								
DSS	2 473.4	3 592.6	–	–	(577.3)	(577.3)	(16.1)	3 015.3
UNOG	600.0	1 063.2	–	–	1 566.8	1 566.8	147.4	2 630.0
UNON	1 850.5	1 052.5	–	–	(272.5)	(272.5)	(25.9)	780.0
UNOV	112.3	23.9	–	–	(23.9)	(23.9)	(100.0)	–
ECA	1 133.0	1 788.6	–	–	2 211.4	2 211.4	123.6	4 000.0
ECLAC	482.2	338.9	–	–	(28.9)	(28.9)	(8.5)	310.0
ESCAP	979.3	224.7	–	–	519.3	519.3	231.1	744.0
ESCWA	350.1	–	–	–	280.0	280.0	100.0	280.0
Subtotal	7 980.8	8 084.4	–	–	3 674.9	3 674.9	45.5	11 759.3

Section 33 Construction, alteration, improvement and major maintenance

	2023 expenditure	2024 appropriation	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total Percentage		
E. Major construction projects^b								
Strategic heritage plan of UNOG ^a	26 347.9	24 776.2	(24 776.2)	–	–	(24 776.2)	(100.0)	–
Replacement of office blocks A to J at UNON	11 748.1	14 107.7	(14 107.7)	–	–	(14 107.7)	(100.0)	–
Renovation of the conference services facilities at UNON	3 889.3	9 837.0	(9 837.0)	–	–	(9 837.0)	(100.0)	–
Seismic mitigation retrofit and life-cycle replacements project at ESCAP	10 345.9	987.7	(987.7)	–	–	(987.7)	(100.0)	–
Renovation of the North Building at ECLAC	615.6	9 622.6	(9 622.6)	–	–	(9 622.6)	(100.0)	–
Renovation of Africa Hall at ECA	2 811.2	12 097.2	(12 097.2)	–	–	(12 097.2)	(100.0)	–
Subtotal	55 758.0	71 428.4	(71 428.4)	–	–	(71 428.4)	(100.0)	–
Total	83 406.4	101 476.1	(71 428.4)	–	14 982.7	(56 445.7)	(55.6)	45 030.4

Abbreviations: DSS, Department of Safety and Security; UNOG, United Nations Office at Geneva; UNON, United Nations Office at Nairobi; UNOV, United Nations Office at Vienna; UNSCO, Office of the United Nations Special Coordinator for the Middle East Peace Process.

^a Includes an amount of \$2,856,900 for the annual repayment in 2025 of the loan related to the strategic heritage plan.

^b Indicative estimates for 2025 for the major construction projects are provided in the annex for information purposes only.

Technical adjustments

- 33.10 Resource changes reflecting a decrease of \$71,428,400 are due to the removal of non-recurrent requirements for the projects approved for 2024 by the General Assembly in its resolution [78/253](#), namely: (a) the strategic heritage plan of the United Nations Office at Geneva (\$24,776,200); (b) the replacement of office blocks A to J at the United Nations Office at Nairobi (\$14,107,700); (c) the renovation of the conference service facilities at the United Nations Office at Nairobi (\$9,837,000); (d) the seismic mitigation retrofit and life-cycle replacements project at ESCAP premises, in Bangkok (\$987,700); (e) the renovation of the North Building at ECLAC, in Santiago (\$9,622,600); and (f) the renovation of Africa Hall at ECA (\$12,097,200). Where necessary, the resources for those projects for 2025 will be requested in the forthcoming related progress reports of the Secretary-General, which will be submitted for consideration during the main part of the seventy-ninth session of the Assembly.

Other changes

- 33.11 Resource changes reflect an increase of \$14,982,700, as follows: (a) \$2,856,600 under alteration, upgrades and major maintenance programmes; (b) \$1,342,000 under information and communications technology; (c) \$7,140,200 under the global standardization upgrade of conferencing systems, equipment and installation; and (d) \$3,647,900 under safety and security projects.
- 33.12 The resources under section 33 undergo reprogramming, including redistribution for each budget period, because they cover a portfolio of activities of which only a portion is a recurrent requirement, the remainder being either one-time or multi-year projects. Each proposed programme budget for a new budget period reflects the completion of non-recurrent activities and the introduction of newly programmed, non-recurrent investment requirements.

Nature of proposed activities

- 33.13 Table 33.2 breaks down the resource requirements into: (a) one-time projects; and (b) new and continuing multi-year phased projects. The breakdown by subcategory allows the aggregate portfolio of activities proposed under section 33 to be viewed in terms of nature and duration by location.

Table 33.2
Nature of projects proposed for 2025 by location (before recosting)

(Thousands of United States dollars)

	<i>Headquarters</i>	<i>Global enterprise networks (managed by OICT)</i>	<i>Subtotal Headquarters (including global implementation projects)</i>	<i>UNOG</i>	<i>UNON</i>	<i>UNOV</i>	<i>ECA</i>	<i>ECLAC</i>	<i>ESCAP</i>	<i>ESCWA</i>	<i>UNTSO</i>	<i>Subtotal</i>	<i>Total</i>
A. One-time projects (new)	–	–	–	–	50.0	110.0	–	179.8	350.0	–	95.0	784.8	784.8
B. New and continuing multi-year projects													
Continuation of multi-year projects	16 593.8	1 629.4	18 223.2	6 216.9	1 485.0	1 527.5	7 550.0	1 175.0	1 092.0	3 055.0	810.0	22 911.4	41 134.6
New multi-year projects	–	–	–	800.0	100.0	–	1 000.0	637.0	394.0	180.0	–	3 111.0	3 111.0
Subtotal, B	16 593.8	1 629.4	18 223.2	7 016.9	1 585.0	1 527.5	8 550.0	1 812.0	1 486.0	3 235.0	810.0	26 022.4	44 245.6
Total	16 593.8	1 629.4	18 223.2	7 016.9	1 635.0	1 637.5	8 550.0	1 991.8	1 836.0	3 235.0	905.0	26 807.2	45 030.4

Abbreviations: OICT, Office of Information and Communications Technology; UNOG, United Nations Office at Geneva; UNON, United Nations Office at Nairobi; UNOV, United Nations Office at Vienna.

A. Resource requirements by duty station

1. Headquarters (including global implementation projects)

Resource requirements (before recosting): \$18,223,200

- 33.14 As summarized in table 33.3, the total provision of \$18,223,200 would provide for continuing multi-year projects, including: (a) the annual maintenance and upgrade of ICT core infrastructure (\$4,460,100); (b) upgrades for safety and security (\$3,015,300); and (c) standardization upgrades for conferencing equipment, systems and infrastructure (\$10,747,800).
- 33.15 Under improvement of ICT infrastructure, the resources proposed include: (a) the annual upgrading of the enterprise network infrastructure in the United Nations Headquarters technology rooms to support mandated ICT services for the Secretariat, General Assembly and conference buildings (\$2,300,000); (b) the consolidated maintenance contract at Headquarters, offices away from Headquarters and the regional commissions to support full coverage of the enterprise network equipment, ensuring the same level of service across duty stations, which has become increasingly important owing to the growing requirements of central enterprise applications (\$1,629,400); and (c) the maintenance and renewal of the Check Point firewall software at Headquarters, including hardware and software licences necessary to keep the Organization protected against cyberattacks and data leakage (\$530,700).
- 33.16 Under upgrades for safety and security, the proposed resources amounting to \$3,015,300 would be required for the continuation of multi-year projects aimed at bolstering security capabilities across the Secretariat, General Assembly, conference and Annex buildings. The proposal encompasses: (a) continuing the implementation of the compartmentalization of the electronic access control system, including the upgrading of hardware and software components that serve as a first line of defence and allow enhanced visitor tracking by using a smart card-based system that meets headquarters minimum operating security standards for secure access control (\$1,283,000); and (b) continuing the upgrades to a main security post, which provides dedicated access for delegates and their vehicles, by introducing additional ballistic protection and increasing the space that houses the security officers and systems required to control the entry/exit points (\$1,732,300).
- 33.17 The global standardization upgrade of conferencing systems at Headquarters, including equipment and installation (\$10,747,800), as presented in the report of the Secretary-General on capital investment planning ([A/78/536](#) and [A/78/536/Corr.1](#)), will serve to: (a) address the growing risk of malfunction and failure across conferencing operations at Headquarters due to ageing equipment and increasing obsolescence; and (b) establish a global standard for systems, equipment, infrastructure and installation modalities to support conferencing and broadcasting services. The General Assembly had already approved \$3.6 million in section 33 of the programme budget for 2024 for the urgent replacement of the most critical equipment that was at heightened risk of failure. The current proposal is part of a multi-year systematic upgrade of the entire conferencing infrastructure. The Headquarters upgrade will also guide the plans for conferencing systems and equipment at the new conference centre in Nairobi, as well as the upgrades being considered for the regional commissions in Santiago and Addis Ababa, so that comparable standards of service can be assured across duty stations, as mandated by the Assembly.
- 33.18 The scope of the multi-year conferencing upgrade would cover all equipment and systems across 18 conference rooms and 6 engineering rooms supporting the operations at Headquarters. The 18 conference rooms include conference rooms 1 to 12, five chambers (the General Assembly Hall, the Trusteeship Council Chamber, the Economic and Social Council Chamber, the Security Council Chamber and the Security Council Consultations Room) and the Press Briefing Room. The six engineering rooms are the Master Control room, the Integrated Broadcast Equipment room, the Video Network operations room, the Conference Control room, the Conferencing Broadcasting studio and the Media Operations room. Conference rooms A–D and other smaller meeting rooms are not in the scope of this upgrade plan owing to the absence, currently, of comparable systems in those rooms; their inclusion in the future need not be ruled out.

- 33.19 In terms of scale, the comprehensive upgrade would cover all equipment, systems and related installation components for seven core areas: (a) congress microphone and simultaneous interpretation; (b) audiovisual equipment and systems; (c) media asset management and broadcast automation; (d) permanent broadcast facility systems and the core router; (e) installation set-ups across all 18 rooms with associated hardware infrastructure, including connecting to the primary technology centre; (f) automated applications and tools for synchronization, diagnostics and quality control; and (g) cross-implementation requirements.
- 33.20 Section III of the report of the Secretary-General on capital investment planning contained a comprehensive overview and estimate of the investment requirements for this implementation plan for the period 2025–2028. Based on detailed planning undertaken since then, an integrated project master plan has been developed, consolidating all planned activities, covering 11 main groups of equipment and systems across all 24 rooms, broken down by room and year, and reflecting integration requirements, dependencies and installation sequences. A four-year implementation schedule entails the procurement of 16,110 assets, 7,064 audio installations (predominantly the devices used by delegates to listen to the interpreters, known as “ear-shells”), 2,893 congress microphone and simultaneous interpretation installations, 56 camera and associated component installations and 119 other installations across the interpretation booths.
- 33.21 The total cost of the upgrade has been estimated at \$82.5 million over four years, comprising: (a) \$63.5 million to procure the assets (prior to escalation costs); (b) \$8.5 million to engage specialist contractors to support the installations; (c) \$6.6 million for escalation costs at 9.1 per cent (inflation and unit-price increases for the period 2025–2028); and (d) \$3.9 million to cover the estimated 5 per cent contingency for the total project estimate. The resources proposed for 2025 under this section total \$10,747,800 to cover three large conference rooms and the associated infrastructure requirements in the six engineering rooms. The remaining conference rooms, including the chambers, would be upgraded from 2026 to 2028; the precise numbers and sequencing each year will be determined based on the assessment by the Department for General Assembly and Conference Management of the feasibility of reducing conferencing facilities each year, as these rooms and chambers are being upgraded.
- 33.22 The resource requirements for Headquarters are summarized in table 33.3.

Table 33.3

Resource requirements by nature of project, Headquarters (including global implementation projects)

(Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of ICT infrastructure (Headquarters)	2 830.7
Improvement of ICT infrastructure (global)	1 629.4
Improvement of safety and security infrastructure	3 015.3
Standardization upgrades of conferencing equipment, systems and infrastructure	10 747.8
Total	18 223.2

2. United Nations Office at Geneva

Resource requirements (before recosting): \$7,016,900

- 33.23 The provision of \$7,015,700 would be required to fund continuing multi-year activities (\$6,215,700) and new activities (\$800,000).

- 33.24 Under the continuing multi-year activities, the resources would provide for: (a) the collection and disposal of hazardous materials (\$100,000); (b) the replacement of shatter-resistant film on windows across campus (\$130,000); (c) the development of capacity to respond to ICT vulnerabilities and threats (\$180,000); (d) the replacement of outdated technological infrastructure equipment (\$950,000); and (e) the strengthening of the security screening and detection system, including the installation of revolving doors at access points to the historical buildings in the Palais des Nations campus that can be activated by electronic access control only, in order to prevent the possibility of more than one person entering at the same time, thus ensuring that access to the interior of the buildings is permitted only to authorized pre-accredited individuals (\$2,000,000). The provision also includes an amount of \$2,856,900 (SwF 2,502,000) for the annual repayments to the host country of the loan related to the strategic heritage plan, in line with General Assembly resolutions [74/263](#) and [75/253](#) A–C.
- 33.25 Under new multi-year activities, the resources would provide for: (a) the assessment and replacement of the emergency generators (\$200,000); (b) the assessment and replacement of corroded heating pipes at the end of their lifespan (\$100,000); and (c) the upgrade and expansion of the screening and detection systems to enhance security detection and improve capabilities at screening points, including implementing state-of-the-art technologies such as advanced imaging techniques, artificial intelligence algorithms and the use of data analytics to improve the accuracy and efficiency of threat detection (\$500,000).
- 33.26 The selection of the proposed projects has been made in close consultation with the strategic heritage plan project team to ensure that the proposed works would not need to be redone in the future and that only essential needs and urgent repairs, particularly at the Palais des Nations, are considered while the overall renovation project is under way.
- 33.27 The resource requirements for the United Nations Office at Geneva are summarized in table 33.4.

Table 33.4

Resource requirements by nature of project, United Nations Office at Geneva

(Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Major maintenance of facilities and general infrastructure	100.0
Improvement of ICT infrastructure	1 130.0
Safety and security improvements	2 130.0
Repayment of the loan for the strategic heritage plan	2 856.9
Subtotal, B.1	6 216.9
2. New multi-year projects	
Major maintenance of facilities and general infrastructure	300.0
Safety and security improvements	500.0
Subtotal, B.2	800.0
Total	7 016.9

3. United Nations Office at Vienna

Resource requirements (before recosting): \$1,637,500

- 33.28 The total provision of \$1,637,500 would continue to cover both the share of the United Nations Office at Vienna to finance the maintenance and upgrades of the Vienna International Centre, which is managed by the United Nations Industrial Development Organization (UNIDO) on a cost-shared

basis through an agreement among the organizations based at the Centre and the host Government (with regard to major maintenance projects), as well as the share of the United Nations Office at Vienna in respect of the safety and security installations at the Centre, together with the associated ICT components. The requested amount is calculated on the basis of the current share of the Office, which is 23.661 per cent of the total alteration and improvement requirements and 11.831 per cent of the total major maintenance requirements. This share is based on a composite of the space, staff and workload of the four organizations in determining the respective share of costs.

- 33.29 For 2025, the contribution of the United Nations Office at Vienna to the Common Buildings Management Fund for the periodic repairs, upgrades and maintenance of the Vienna International Centre amounts to \$1,376,500. A provision of \$151,000 is included to cover requirements to fund the Check Point firewall software for information security and protection against cyberattacks. A provision of \$110,000 is required for a one-time project to replace the control unit of the backup generator for critical ICT systems in the data room, which should be implemented in conjunction with the replacement of the control units of UNIDO, also scheduled for 2025.
- 33.30 The resource requirements are summarized in table 33.5.

Table 33.5

Resource requirements by nature of project, United Nations Office at Vienna

(Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
A. One-time projects (new)	
Improvement of ICT infrastructure	110.0
Subtotal, A	110.0
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	638.3
Major maintenance of facilities and general infrastructure	738.2
Improvement of ICT infrastructure	151.0
Subtotal, B.1	1 527.5
Total	1 637.5

4. United Nations Office at Nairobi***Resource requirements (before recosting): \$1,635,000***

- 33.31 The total provision of \$1,635,000 would provide for: (a) one-time projects (\$50,000); and (b) new and continuing multi-year projects (\$1,585,000).
- 33.32 Under one-time projects, the provision of \$50,000 would cover the upgrades to replace lightning protection for the existing blocks M–X.
- 33.33 Under the multi-year continuing projects, a provision of \$1,485,000 would provide for: (a) the ongoing comprehensive buildings and external areas accessibility upgrades project; (b) the annual renewal of the Check Point firewall software for information security and protection against cyberattacks (\$70,000); (c) the upgrade and provision of ICT active components (\$435,000); (d) the enhancement of security systems infrastructure, including network switches (\$480,000); and (e) the establishment of a modern security operations centre, including the refitting and re-establishment of a radio room and communications equipment (\$200,000).

- 33.34 Resources proposed for new multi-year safety and security projects would provide for: (a) the enhancement of active-shooter mitigation measures (\$50,000); and (b) the design of a modern fire station, which is needed to provide rapid response to fires and emergencies within the Office’s expansive compound (\$50,000).
- 33.35 The resource requirements are summarized in table 33.6.

Table 33.6
Resource requirements by nature of project, United Nations Office at Nairobi
 (Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
A. One-time projects (new)	
Improvement of facilities and general infrastructure	50.0
Subtotal, A	50.0
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	300.0
Improvement of ICT infrastructure	505.0
Safety and security improvements	680.0
Subtotal, B.1	1 485.0
2. New multi-year projects	
Safety and security improvements	100.0
Subtotal, B.2	100.0
Total	1 635.0

5. Economic Commission for Africa

Resource requirements (before recosting): \$8,550,000

- 33.36 The total provision of \$8,550,000 would provide for: (a) the continuation of multi-year projects (\$7,550,000); and (b) new multi-year activities (\$1,000,000).
- 33.37 Under continuing multi-year projects, the resources proposed would provide for: (a) technical design services to help the Commission finalize its capital investment plan to renovate and upgrade the compound in Addis Ababa, including components related to engineering, architecture, facilities, environment, accessibility and safety and security, and the related project planning (\$900,000); (b) continuation of the reconstruction of the subregional office in Yaoundé to bring it into compliance with United Nations safety and security policies as well as address issues such as fire safety, egress, structural integrity and workspace environment to ensure compliance with international standards (\$2,500,000); (c) the refurbishment of 1,454 m² within the Niger Building, level 2, as part of a pilot project for the implementation of flexible workspace, which will establish a precedent for future refurbishment works in the remaining office floors of the Niger Building and other buildings on the Addis Ababa campus (\$150,000); and (d) the strengthening, hardening and compartmentalizing of the Commission’s compound, including the perimeter wall and gates, following a recommendation issued by the Department of Safety and Security after carrying out an assessment in August 2022, in which it identified obsolete security capacity and the need to upgrade and reinforce capabilities across the entire range of operations in the Addis Ababa compound (\$4,000,000).

- 33.38 A new multi-year project, the refurbishment of the Zambezi Building cladding, is the result of a technical survey which revealed the need for the removal and reinstallation of large patches of the granite claddings across the building, as well as smaller scale maintenance and repair, in order to avoid further erosion and safety risks (\$1,000,000).
- 33.39 The resource requirements are summarized in table 33.7.

Table 33.7

Resource requirements by nature of project, Economic Commission for Africa

(Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	3 550.0
Safety and security improvement	4 000.0
Subtotal, B.1	7 550.0
2. New multi-year projects	
Improvement of facilities and general infrastructure	1 000.0
Subtotal, B.2	1 000.0
Total	8 550.0

6. Economic Commission for Latin America and the Caribbean

Resource requirements (before recosting): \$1,991,800

- 33.40 The total provision of \$1,991,800 would provide for the implementation of: (a) one-time projects (\$179,800); and (b) new and continuing multi-year projects (\$1,812,000).
- 33.41 The provision of \$179,800 would provide for the emergency remodelling of the Fernando Fajnzylber Conference Room at ECLAC headquarters, including upgrades and repairs to its roof insulation and its sun-control and heating, ventilation and air-conditioning systems and a comprehensive treatment to protect the wood furnishings across the facility.
- 33.42 A provision of \$1,175,000 would cover the continuation of projects, including: (a) the annual maintenance of physical security and safety systems (\$190,000); (b) the continuation of cybersecurity operations (\$215,000); (c) the continuation of the digital transformation project (\$585,000); (d) ongoing interventions to improve accessibility (\$65,000); and (e) the software support agreement and server renewal for the access control and closed-circuit television systems (\$120,000).
- 33.43 The proposal for new multi-year projects amounts to \$637,000, including: (a) architectural and engineering services to determine the scope of design for the upgrade, retrofitting and expansion of the Auditorium (\$322,000); (b) the restoration of interior panels and furniture in the Raúl Prebisch Conference Room (\$215,000); (c) the upgrading of the Commission’s statistical and geospatial databanks and platforms (\$100,000); and (d) the partial emergency upgrade of conferencing equipment in the Celso Furtado Conference Room (\$100,000).
- 33.44 The resource requirements are summarized in table 33.8.

Table 33.8

Resource requirements by nature of project, Economic Commission for Latin America and the Caribbean

(Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
A. One-time projects (new)	
Improvement of facilities and general infrastructure	179.8
Subtotal, A	179.8
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	65.0
Improvement of ICT infrastructure	800.0
Safety and security improvements	310.0
Subtotal, B.1	1 175.0
2. New multi-year projects	
Improvement of facilities and general infrastructure	537.0
Improvement of ICT infrastructure	100.0
Subtotal, B.2	637.0
Total	1 991.8

7. Economic and Social Commission for Asia and the Pacific***Resource requirements (before recosting): \$1,836,000***

- 33.45 The total of \$1,836,000 would provide for: (a) one-time projects (\$350,000); and (b) new and continuing multi-year projects (\$1,486,000).
- 33.46 The provision of \$350,000 would provide for one-time projects, including: (a) the replacement of shatter-resistant film on windows (\$200,000); and (b) strengthening security screening and detection, including explosives detectors (\$150,000).
- 33.47 Resources amounting to \$1,486,000 would provide for new (\$394,000) and continuing (\$1,092,000) initiatives, including: (a) the upgrading of existing fire alarm systems with audible and visible warning systems to comply with the accessibility requirements in the Service Building and the Conference Centre (\$194,000); (b) the replacement of outdated access control devices with standardized devices that have high flaps that resist forced opening (\$100,000); (c) the upgrading of existing operating video management software (\$100,000); (d) the renovation of audiovisual facilities (conference room 1) (\$560,000); (e) the renovation of the visitors' entrance, including moving the screening of conference participants to the perimeter rather than inside the Conference Centre, which would also create a more convenient pickup and drop-off location, and accessibility measures to ensure easy access by staff and participants to the premises (\$440,000); and (f) asbestos abatement, to continue the removal of low-risk asbestos-containing material discovered during surveying (\$92,000).
- 33.48 The resource requirements are summarized in table 33.9.

Table 33.9

Resource requirements by nature of project, Economic and Social Commission for Asia and the Pacific

(Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
A. One-time projects (new)	
Safety and security improvements	350.0
Subtotal, A	350.0
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	1 000.0
Major maintenance of facilities and general infrastructure	92.0
Subtotal, B.1	1 092.0
2. New multi-year projects	
Safety and security improvements	394.0
Subtotal, B.2	394.0
Total	1 836.0

8. Economic and Social Commission for Western Asia***Resource requirements (before recosting): \$3,235,000***

- 33.49 The total provision of \$3,235,000 would provide for multi-year projects, including: (a) new projects (\$180,000); and (b) continuing projects (\$3,055,000).
- 33.50 The provision of \$180,000 would provide for: (a) the overhaul of major electrical and mechanical equipment and systems for the United Nations House's operations and business continuity (\$130,000); and (b) the support and maintenance of physical security systems (\$50,000).
- 33.51 A provision of \$3,055,000 would cover the requirements for: (a) the continuation of the accessibility improvements project (\$1,200,000); (b) the ongoing replacement of heating, ventilation and air-conditioning systems (\$1,080,000); (c) the implementation of solar photovoltaic panels and power backup systems (\$350,000); (d) the ongoing upgrade of integrated security systems in the information technology infrastructure (\$195,000); and (e) the continuation of the installation of a fire alarm system that allows for the pinpointing of an exact location (an "addressable" system) (\$230,000).
- 33.52 The resources requirements are summarized in table 33.10.

Table 33.10

Resource requirements by nature of project, Economic and Social Commission for Western Asia

(Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	2 630.0
Improvement of ICT infrastructure	195.0

Section 33 Construction, alteration, improvement and major maintenance

<i>Description</i>	<i>Amount</i>
Safety and security improvements	230.0
Subtotal, B.1	3 055.0
2. New multi-year projects	
Improvement of facilities and general infrastructure	130.0
Safety and security improvements	50.0
Subtotal, B.2	180.0
Total	3 235.0

9. United Nations Truce Supervision Organization

Resource requirements (before recosting): \$905,000

- 33.53 The total provision of \$905,000 would provide for: (a) one-time projects (\$95,000); and (b) continuing multi-year projects (\$810,000).
- 33.54 The provision of \$95,000 would provide for the disposal of obsolete or broken equipment and materials across the compound to comply with local environmental codes, including but not limited to the materials and equipment currently stored in the 35 sea containers across the compound.
- 33.55 Resources amounting to \$810,000 would provide for: (a) the continuation of periodic maintenance and repairs across the complex in Jerusalem (\$300,000); and (b) specialized expertise for the architectural and engineering components of the master plan to design the comprehensive renovation and modernization plan for the Jerusalem compound, including the bill of quantities that will support the procurement process for the construction phase (\$510,000).
- 33.56 The resource requirements are summarized in table 33.11.

Table 33.11

Resource requirements by nature of project, United Nations Truce Supervision Organization

(Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
A. One-time projects (new)	
Improvement of facilities and general infrastructure	95.0
Subtotal, A	95.0
B. New and continuing multi-year projects	
1. Continuation of multi-year projects	
Improvement of facilities and general infrastructure	810.0
Subtotal, B.1	810.0
Total	905.0

B. Major construction projects

- 33.57 As indicated in paragraph 33.8 above, in accordance with General Assembly resolution [75/252](#), the indicative estimates for the major construction projects (the strategic heritage plan at the United Nations Office at Geneva, the replacement of office blocks A to J at the United Nations Office at Nairobi, the renovation of Africa Hall at ECA, the seismic mitigation retrofit and life-cycle replacements project at ESCAP, the renovation of the North Building at ECLAC and the project to address the deteriorating conditions and limited capacity of the conference services facilities at the United Nations Office at Nairobi) are presented in the annex to the present fascicle for information purposes only.

Annex

Indicative estimates for the major construction projects in 2025

(Thousands of United States dollars)

<i>Description</i>	<i>2024 appropriation</i>	<i>2025 estimate (before recosting)^a</i>
Section 33		
Major construction projects^b		
Strategic heritage plan at UNOG	24 776.2	68 508.8
Replacement of office blocks A to J at UNON	14 107.7	–
Seismic mitigation retrofit and life-cycle replacements project at ESCAP	987.7	–
Renovation of the North Building at ECLAC	9 622.6	–
Renovation of Africa Hall at ECA	12 097.2	–
Renovation of conference services facilities at UNON	9 837.0	21 699.5
Subtotal, section 33	71 428.4	90 208.3
Sections 18, 29D and 34^c	5 133.6	5 329.7
Total	76 562.0	95 538.0

Abbreviations: ECA, Economic Commission for Africa; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; UNOG, United Nations Office at Geneva; UNON, United Nations Office at Nairobi.

^a Indicative estimates for the major construction projects are presented for information purposes only.

^b Staff cost related to the major construction projects are not included under section 33.

^c Amount proposed outside the proposed programme budget for 2025.



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Part XII

Safety and security

Section 34

Safety and security

Programme 28

Safety and security

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



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A. Proposed programme plan for 2025 and programme performance in 2023

Overall orientation

Mandates and background

- 34.1 The Department of Safety and Security is responsible for providing leadership, operational support and oversight of the United Nations security management system. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [59/276](#), by which the Department was established. The Department enables the United Nations to carry out its operations and programmes globally and provides support to approximately 180,000 personnel and 400,000 of their dependants in more than 125 States.
- 34.2 The security environment in which the United Nations operates remains highly complex and unpredictable, owing to multiple factors, including war, conflict, civil unrest and crime, as well as the expansion by non-State armed groups of their scope and capabilities by exploiting unaddressed grievances, the indifference to international humanitarian law of some actors and unprecedented levels of climate change-induced migration, in specific contexts, which interact with social, political and economic drivers in places where the United Nations is called to deliver its mandates.

Strategy and external factors for 2025

- 34.3 The Department will continue to implement its activities and strengthen its capabilities in support of United Nations mandates and objectives through a risk-based approach tailored to the needs of United Nations system entities in carrying out their programmes while keeping their personnel safe in complex and challenging operating environments.
- 34.4 The Department's focus will continue to be on resilience, efficiency and results. The emphasis on resilience and efficiency is based on the risks that the operational environment poses to the Department's ability to carry out its mission, as articulated in its enterprise risk management system. The Department will continue to strengthen its resilience through the development of country programmes that articulate the Department's contributions to United Nations results as presented in the United Nations Sustainable Development Cooperation Framework and in humanitarian response plans. The dedicated training provided to those country offices developing their programmes will continue in 2025, with tangible improvement in results orientation anticipated throughout the year. The Department will continue to identify and remedy gaps in strategic and operational readiness across locations through standing expertise and thorough quality assurance of security plans. The Department will maintain capacities and partnerships to enhance its response to sudden, large-scale crises, drawing on rapidly deployable assets from across the Department's varied sources of security expertise and in tandem with other United Nations entities for a cohesive response.
- 34.5 In addition, the Department will pursue operational efficiency through a range of initiatives designed to meet increased demands within existing means, including through the implementation of a digital transformation project designed in 2023. This effort, derived from the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, will focus on better leveraging data for decision-making, digitizing relevant work processes, ensuring the interoperability of systems and increasing digital literacy across the workforce. Finally, efficiency will remain a central dimension in the Department's conduct and analysis of thematic evaluations, compliance monitoring missions and lessons learned exercises.
- 34.6 The Department will continue to implement the multi-year standardized access control project to upgrade the United Nations security infrastructure, as presented in the reports of the Secretary-General on capital investment planning ([A/77/519](#) and [A/78/536](#) and [A/78/536/Corr.1](#)).

- 34.7 The Department will update and enhance its training programme in support of integrated security workforce performance and its ability to tailor security services to the needs of United Nations programmes around the world. The Department's advocacy and communication efforts will further stress, concretely and transparently, how its work and its requirements have a beneficial effect on the delivery of United Nations mandates. The Department will also continue to pursue geographical representation and diversity in the profile of its workforce, as essential drivers of effective mandate implementation.
- 34.8 With regard to cooperation with other entities at the global, regional, national and local levels, the Department will implement its focus on enabling close collaboration with implementing partners of the United Nations, including non-governmental organizations, notably through the Saving Lives Together framework, which promotes security-related information-sharing and best practice exchanges between the United Nations and international non-government organizations.
- 34.9 The Department will continue to play a leadership role, through the Inter-Agency Security Management Network, in the development, updating and implementation of system-wide security policies aimed at enabling United Nations operations within acceptable risk levels, and tactical measures, including personnel security training and awareness. The Department will also collaborate with the Network to strengthen collective compliance with security policies. Furthermore, the Department will continue to participate in inter-agency coordination mechanisms, including the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination and its networks.
- 34.10 With regard to the external factors, the Department considered applicable risks identified in its risk register and, accordingly, the overall plan for 2025 is based on the following planning assumptions:
- (a) Crises and security environments will evolve quickly and unpredictably, and the ability of the United Nations to gain safe access to areas and communities for programme delivery will continue to be challenged. Simultaneous large-scale and complex emergencies will continue to require agility, flexibility and rapid security responses to support the scale-up, and adjustment as required, of the United Nations presence and humanitarian programmes;
 - (b) Security needs will remain high during drawdowns and withdrawals of United Nations peace operations, and active engagement with Member States will be required when such transitions occur;
 - (c) Personnel of the United Nations and its premises will continue to face direct and indirect threats, including from threat actors using innovative and advanced techniques, which will require new and specialized responses from the United Nations security management system;
 - (d) Host Governments will continue to provide security support to the United Nations; and in some cases, this support may need to be supplemented depending on the security context and capacities;
 - (e) Demand for enhanced levels of security risk analysis, training, advice, responses and solutions to support the security needs and obligations of United Nations Designated Security Officials and of members of the Security Management Team will continue.
- 34.11 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Department will further strengthen its gender-sensitive approach to security management. It will also continue to refine its approach to creating a safe working environment for United Nations staff and operations and increasing awareness of and taking action to prevent sexual exploitation and abuse, among other matters.
- 34.12 In line with the United Nations Disability Inclusion Strategy, the Department will build a supportive environment for persons with disabilities. It will continue to incorporate disability inclusion into its risk management process and engage with organizations of persons with disabilities when developing measures to enable the accessibility of premises and to ensure the safety and security of persons with disabilities. It will maintain a regular review of accommodation and accessibility for staff and delegates with disabilities and will monitor their satisfaction with the level of support received.

Legislative mandates

34.13 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

General Assembly resolutions and decisions

54/192; 55/175; 78/118	Safety and security of humanitarian personnel and protection of United Nations personnel	59/276, sect. XI	Questions relating to the programme budget for the biennium 2004–2005: strengthened and unified security management system for the United Nations
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002–2003: safety and security of United Nations personnel	61/263	Strengthened and unified security management system
56/286	Strengthening the security and safety of United Nations premises	74/299	Improving global road safety
Decision 57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system		

Security Council resolution

1502 (2003)

Deliverables

34.14 Table 34.1 lists all cross-cutting deliverables of the programme.

Table 34.1

Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report on the safety and security of humanitarian personnel and protection of United Nations personnel	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
Meetings of:				
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials	2	2	2	2
5. Security Policy Manual	1	1	1	1
6. Designated Official and Security Management Team Handbook	1	1	1	1
E. Enabling deliverables				
Safety and security: internal United Nations security management system policies, procedures and guidelines, technical support briefings on security policies, procedures and guidelines of the United Nations security management system for more than 150 designated officials for security and security decision makers and for 4,000 security professionals and United Nations personnel in the field and at Headquarters; and security-related platforms, including the United Nations Security Managers Information Network and the programme criticality database used in all 41 high- and very high-risk areas of operations.				

Evaluation activities

- 34.15 The following evaluations conducted by the Department and completed in 2023 have guided the proposed programme plan for 2025:
- (a) Independent evaluation of the Department's psychosocial and well-being strategy;
 - (b) Independent evaluation of the emergency trauma bag training.
- 34.16 In response to the results of the evaluations referenced above, the Department will adjust its support in the context of the psychosocial and well-being strategy, notably by strengthening the peer network of the United Nations security management system, and will also better integrate a gender perspective into its emergency trauma bag training.
- 34.17 Two evaluations to be conducted by the Department are planned for 2025, the subjects of which are to be determined.

Programme of work

Subprogramme 1 Security and safety services

Objective

- 34.18 The objective, to which this subprogramme contributes, is to ensure a safe and secure environment for all United Nations personnel, delegates, dignitaries and other visitors while conducting activities at United Nations Headquarters, offices away from Headquarters and regional commissions and while attending special events hosted by the United Nations at external locations.

Strategy

- 34.19 To contribute to the objective, the subprogramme will continue to provide strategic coordination and management of the security and safety services at eight duty stations, as well as operational guidance and technical supervision with regard to security risk management, physical security, close protection, crisis management, fire safety, recruitment, resilience, training and oversight of security and safety projects at those locations.
- 34.20 The above-mentioned work is expected to result in:
- (a) Safe, secure and efficient access of delegates, staff and visitors to United Nations premises and external special events;
 - (b) Smooth delivery of United Nations mandates and programmes at United Nations premises and external special events.

Programme performance in 2023

Safety of an increased number of delegates, personnel and participants at United Nations conferences and external events

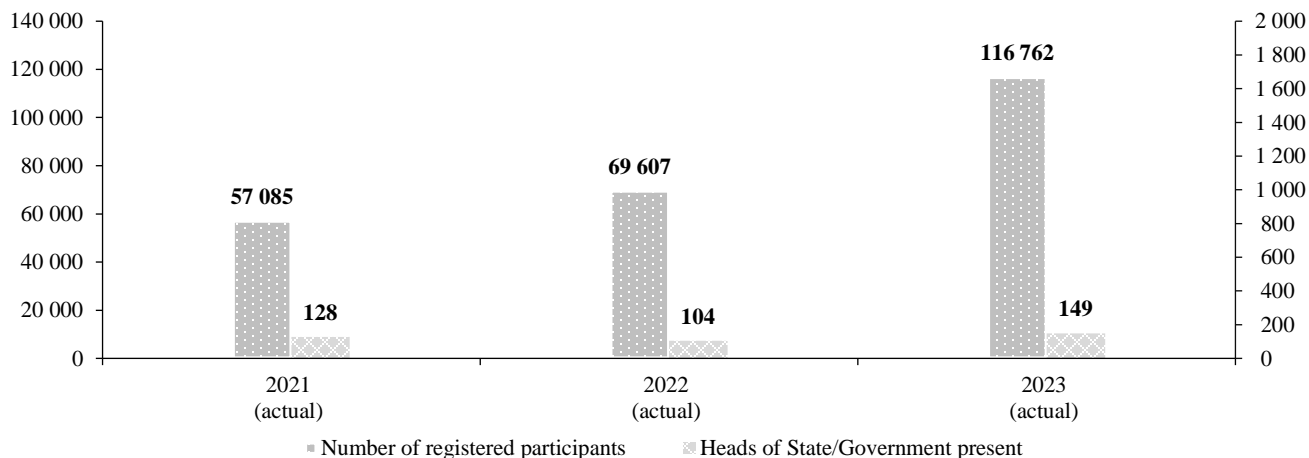
- 34.21 Faced with the task of providing security support for five overlapping external events in five countries in the final quarter of 2023 and 15 major external events for the year, the subprogramme reached out to partners across the Department and the integrated security workforce in putting together multiple teams to ensure the safety and security of conference participants. For instance, for the twenty-eighth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Dubai, United Arab Emirates, the subprogramme established a team consisting of 122 security personnel drawn from 15 duty stations. This enabled the

subprogramme to successfully plan, coordinate and execute the security and safety operation for what was the largest United Nations gathering ever held, with 116,762 registered participants and 149 Heads of State present. This exceptional measure was critical in meeting the increased demand for security services brought about by an increased level of registered participation.

34.22 Progress towards the objective is presented in the performance measure below (see figure 34.I).

Figure 34.I

Performance measure: safety and security of participants in the sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change ensured amid increased demand for security services (annual)



Planned results for 2025

Result 1: safety and security of United Nations staff, delegates and premises during critical incidents

Programme performance in 2023 and target for 2025

34.23 The subprogramme’s work contributed to improved coordination with 10 host countries in response to critical incidents, through the coordination of 195 joint exercises with host country law enforcement partners in the areas of fire safety, active shooter training, evacuation drills and explosive detection, which met the planned target.

34.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.2).

Table 34.2
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
United Nations first responders have access to improved and updated training, with practical exercises and a victim-centred approach	Increased preparedness for an adequate and effective response to critical incidents	Improved coordination with host countries in response to critical incidents, including with regard to fire safety, active shooter training, evacuation drills	All partners participate in joint security operation exercises with host country law enforcement and emergency services agencies in real-life scenarios	All partners at external conference venues participate in joint security operation exercises with host country law enforcement and emergency services agencies

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
		and explosive detection	A peer evaluation assesses joint security operations as having an adequate level of preparedness and effectiveness to respond to critical incidents, including initial response time and incident resolution timelines	

Result 2: delegates and participants experience a uniform and consistent approach to security- and safety-related matters for conferences and special events held at external venues

Programme performance in 2023 and target for 2025

- 34.25 The subprogramme’s work contributed to the implementation of minimum operating security standards by event security coordinators for external events, ensuring consistency in the approach to services received by delegates for physical security screening and the collection of credentials, in line with the benchmarks established at Headquarters, which met the planned target.
- 34.26 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.3).

Table 34.3
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Delegates receive security and safety services, including collection of credentials and physical security screening, according to the expertise and experience of the event security coordinator and interaction with the host country security counterpart	Delegates receive security and safety services that are consistent across conferences and are in line with benchmarks established at Headquarters	The length of time for the collection of credentials and for security screening at all conferences and special events held at external venues does not exceed the benchmarks established at Headquarters	Efficient access for conference participants, with all conferences and special events at external venues having separate dedicated lanes for delegates, United Nations staff and external service staff for physical security screening and collection of credentials

Result 3: improved ease of movement of delegates and staff across duty stations

Proposed programme plan for 2025

34.27 The subprogramme operates physical and electronic security systems at all eight duty stations. The access control system applications currently used by each of these eight duty stations are not interoperable with the current access control credentials issued locally by the other duty stations.

Lessons learned and planned change

34.28 The lesson for the subprogramme was that it needed to simplify processes for delegates and staff travelling between duty stations. In applying the lesson, the subprogramme will facilitate the access of delegates and staff to United Nations premises without the requirement to issue new identification cards whenever they travel between duty stations. The subprogramme will bring all eight duty stations together to operate under a common security platform, which will eliminate the manual process of issuing credentials and improve the ease of movement of delegates and staff across the eight duty stations.

34.29 Expected progress towards the objective is presented in the performance measure below (see table 34.4).

Table 34.4
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	Delegates and staff members have credentials which allow access to premises at the issuing duty station only	A common operating system and online infrastructure is established to support a common credential access control card across all eight duty stations for delegates and staff	Physical infrastructure is in place to facilitate the ease of access of delegates and staff travelling between the eight duty stations under a common platform for access control

Deliverables

34.30 Table 34.5 lists all deliverables of the subprogramme.

Table 34.5
Subprogramme 1: deliverables for 2025, by category and subcategory

Category and subcategory
E. Enabling deliverables
Safety and security: security and access control for approximately 6 million people per year at United Nations Headquarters, offices away from Headquarters and regional economic and social commissions; security support for approximately 84 United Nations special events and conferences held away from United Nations premises; approximately 9,000 close protection operations for senior United Nations officials and visiting dignitaries; 2,600 security incident investigations; 2,400 fire safety checks.

Subprogramme 2

Field operations

Objective

- 34.31 The objective, to which this subprogramme contributes, is to ensure the safety and security of personnel and the security of United Nations premises and assets in the United Nations field duty stations to enable the implementation of United Nations mandates, programmes and activities worldwide.

Strategy

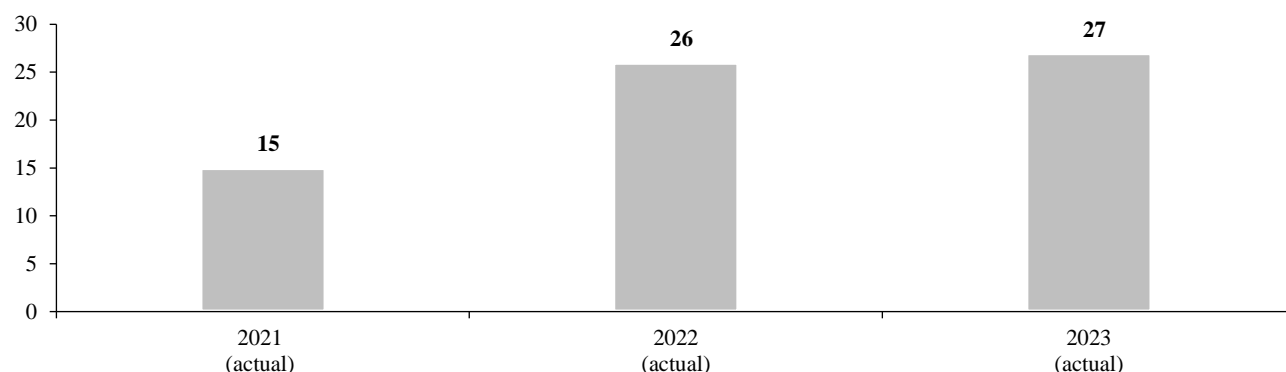
- 34.32 To contribute to the objective, the subprogramme will:
- (a) Provide operational security support for United Nations field programme delivery and field programme personnel through effective and timely security coordination and advice;
 - (b) Provide consistent operational guidance for field operations in the preparation for and management of security crises;
 - (c) Deploy security professionals in a rapid and timely fashion to countries, missions and areas, including those affected by crisis situations and security contingencies;
 - (d) Conduct security assessment missions to field locations to review and assess local security management processes and procedures;
 - (e) Conduct regional workshops and global conferences for all of the Department's senior field security professionals to share operational best practices and lessons learned and to ensure consistent security management practices and procedures;
 - (f) Develop its capacity to capture and analyse data and deliver analytical products for security decision makers.
- 34.33 The above-mentioned work is expected to result in:
- (a) Improved effectiveness and relevance of security risk management processes;
 - (b) Enhanced capacity to enable United Nations programmes to be carried out in high-risk environments, in line with the United Nations goal to stay and deliver;
 - (c) Enhanced ability of security decision makers to take risk-informed decisions;
 - (d) Enhanced and streamlined security management measures in the field.

Programme performance in 2023

United Nations programme delivery maintained during crises

- 34.34 The subprogramme enabled the United Nations to fulfil its critical mandates across the globe, including in areas characterized as high risk and very high risk. The subprogramme deployed crisis management expertise and surge capacity in 2023, providing additional security assistance to enable United Nations response in locations affected by crises. For instance, the subprogramme supported the delivery of humanitarian assistance in Afghanistan, Haiti, the Syrian Arab Republic, Türkiye and Ukraine, among other countries. In Haiti, additional analysis capacity enabled increased access to areas of Port-au-Prince for the delivery of humanitarian assistance. The subprogramme also supported hostage incident management, as well as security preparations in the context of elections in numerous countries. These efforts have contributed to enabling the United Nations response to numerous crises that occurred in 2023.
- 34.35 Progress towards the objective is presented in the performance measure below (see figure 34.II).

Figure 34.II
Performance measure: number of countries or territories where surge capacity was deployed to enable United Nations programme delivery (annual)



Planned results for 2025

Result 1: enhanced security decision-making through timely and relevant data and analytical information

Programme performance in 2023 and target for 2025

- 34.36 The subprogramme’s work contributed to decision makers having timely and better contextualized security data, including, for instance, on geography-based trends related to insecurity, which enabled greater situational awareness and identification of potential high-risk locations, which met the planned target.
- 34.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.6).

Table 34.6
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
A total of 317 security personnel (120 from the Department of Safety and Security and 197 from the United Nations security management system) enhanced their knowledge and skills in the use of security threat information	Enhanced security decision-making by security personnel through access to structured data and analytical information, segregating facts from analytical judgments, with clear meaning and significance for programme delivery, including in high-risk and kinetic environments, such as in Haiti, where analytical products provided a detailed assessment of kidnapping risks and allowed for a focused response	Decision makers had timely and better contextualized data, including on geography-based trends related to insecurity, which enabled greater situational awareness and identification of potential high-risk locations	Decision makers have access to a more rapid and agile security threat information cycle for analysis and dissemination through targeted data access and streaming technology, tailored for regional differences	Decision makers have access to richer, more targeted data, with strategic foresight analysis and better visualization

Result 2: improved coherence and consistency of security management processes and procedures to better enable United Nations operations across field operations globally

Programme performance in 2023 and target for 2025

- 34.38 The subprogramme's work contributed to improved quality and consistency of local security management processes and procedures, with local security decision makers benefiting from improvements in the security risk management process and tools and using the Safety and Security Incident Recording System dashboard to gain real-time insights into the security and safety landscape, which met the planned target.
- 34.39 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.7).

Table 34.7

Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
–	Field operations adopted recommendations related to risk mitigation measures, such as in Somalia, where United Nations operations mainstreamed security analysis and operational responses into programming and budgeting, as well as the availability of timely and up-to-date information to Member States	Improved quality and consistency of local security management processes, procedures and tools, with local security decision makers using the Safety and Security Incident Recording System dashboard to gain real-time insights into the security and safety landscape	Improved coherence and consistency of security management processes and procedures deployed by field operations globally Field operations more readily identify indications of possible emerging security threats to United Nations programme delivery through heightened and targeted assistance	Improved accounting for United Nations personnel in the field during crisis incidents by local security decision makers, through enhanced data management and analysis

Result 3: improved preparedness and response to crises

Proposed programme plan for 2025

- 34.40 The subprogramme has been responding to an increased number of crises around the globe. In recent years, it has worked on developing crisis response capacity. In 2023, crisis management plans, enhanced support capabilities and capacity-building were further developed in anticipation of potential crises. Further, a crisis coordination mechanism was established to improve information flow and ensure more efficient responses to crises in high-risk countries.

Lessons learned and planned change

- 34.41 The lesson for the subprogramme was the need to increase preparedness to respond to and manage crises in a more structured manner, and across multiple regions, simultaneously. In applying the lesson, the subprogramme will further develop crisis management preparedness for United Nations Designated Security Officials, security professionals and other members of crisis management teams to enable effective leadership and decision-making in times of crisis.
- 34.42 Expected progress towards the objective is presented in the performance measure below (see table 34.8).

Table 34.8
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	–	A crisis coordination mechanism was established to improve information flow and ensure more efficient response to crises in high-risk countries	United Nations Designated Security Officials, security professionals and other members of crisis management teams are aware of and utilize security management processes and procedures to effectively respond to any specific crisis	Timely coordination and response, with a crisis coordination mechanism established, as required, within 72 hours of a specific crisis

Deliverables

34.43 Table 34.9 lists all deliverables of the subprogramme.

Table 34.9
Subprogramme 2: deliverables for 2025, by category and subcategory

Category and subcategory
<p>E. Enabling deliverables</p> <p>Safety and security: approximately 20 security assessment visits annually, as well as security services and surge deployments in response to emerging and newly identified needs; approximately 600 security risk management reviews; approximately 360 records per month entered into the Safety and Security Incident Recording System; approximately 5,500 premises records maintained in the premises database; workshops and training on crisis management/preparedness, analysis, security management, leadership and best practices for key security personnel of United Nations security management systems.</p>

Subprogramme 3 Partnerships and specialized support

Objective

34.44 The objective, to which this subprogramme contributes, is to ensure the safety and security of United Nations operations, premises and personnel and to improve the efficiency and effectiveness of the security operations and security management system of the United Nations.

Strategy

34.45 To contribute to the objective, the subprogramme will:

- (a) Implement an information management strategy to provide the United Nations security management system with the operational backbone required for efficient, data-driven approaches

to security risk management and to build and manage business processes and technology for all aspects of security delivery, including personal protective services, emergency communications, critical incident stress management, physical security and road safety;

- (b) Provide leadership, coordination and oversight for safety and security training, including on topics such as resilience-building, security risk management and operational safeguarding;
- (c) Increase and diversify strategic partnerships with regional and global networks in the field of close protection expertise with the intention of benchmarking and aligning United Nations protective services to international best practices;
- (d) Provide leadership and coordination for a rapid psychosocial support response in the aftermath of critical incidents and collaborate with the United Nations system and external partners to build the psychological resilience of United Nations security management system personnel;
- (e) Lead the development of physical security guidance, standards and technical specifications and undertake physical security assessments of United Nations premises worldwide;
- (f) Coordinate the development of United Nations-system wide security policy and guidance as the secretariat for the Inter-agency Security Management Network.

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

- (a) Effective prevention of and coherent response to security incidents by United Nations security management system actors, through timely decision-making and enhanced access to data;
- (b) Effective management of risks for the movement of senior United Nations officials;
- (c) Mitigation of the short- and long-term psychological impact of exposure to critical incidents on United Nations security management system personnel;
- (d) Reduction of physical security risks to United Nations premises and personnel;
- (e) Reduction of road crash fatalities for United Nations security management system personnel.

Programme performance in 2023

Physical security experts enabled programme delivery in high-risk areas while saving lives

34.47 Physical security experts ensure that personnel are protected from the most lethal threats – bombs and bullets – while on United Nations premises, including headquarters buildings and all field locations. Their work – providing designs, specifications and recommendations for blast and ballistic protection for buildings, vehicles and personnel – supports continued United Nations activities globally. Having this expertise in-house has expedited critical security solutions because of the knowledge of such experts on the United Nations and their ability to rapidly deploy. In 2023, the subprogramme provided direct support for the design and implementation of physical security measures to protect over 220 United Nations premises and 2,200 personnel. This support included 117 instances of technical advice, 34 training sessions, 2 additional information bulletins and 21 physical security and blast vulnerability assessments. These efforts have helped to ensure the safety and security of United Nations personnel and to enable continued programme delivery in high-risk areas.

34.48 Progress towards the objective is presented in the performance measure below (see table 34.10).

Table 34.10
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	<p>Bunkers designed by the subprogramme protected United Nations personnel in Gaza until they were evacuated.</p> <p>Protection designs of the subprogramme enabled United Nations personnel in Mogadishu to live and work in buildings at risk from missiles</p>

Planned results for 2025

Result 1: improved management and strategic use of information and data to inform security services across the United Nations security management system

Programme performance in 2023 and target for 2025

- 34.49 The subprogramme’s work contributed to security professionals having access to relevant data and information for decision-making, including accurate staff presence information through the electronic travel advisory geolocation feature, enhanced situational awareness data and country resource details, all embedded in one integrated platform, which met the planned target.
- 34.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 34.11).

Table 34.11
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Improved data accessibility and enhanced information-sharing across the United Nations security management system through technological solutions	Security professionals have access to relevant data and information for decision-making, including accurate staff presence information, enhanced situational awareness data and country resource details embedded in one integrated platform	Security professionals have access to new information management tools, enabling decision-making informed by up-to-date and tailored data	Security professionals have access to data insights, and can develop tailored analytics for data-based decision-making

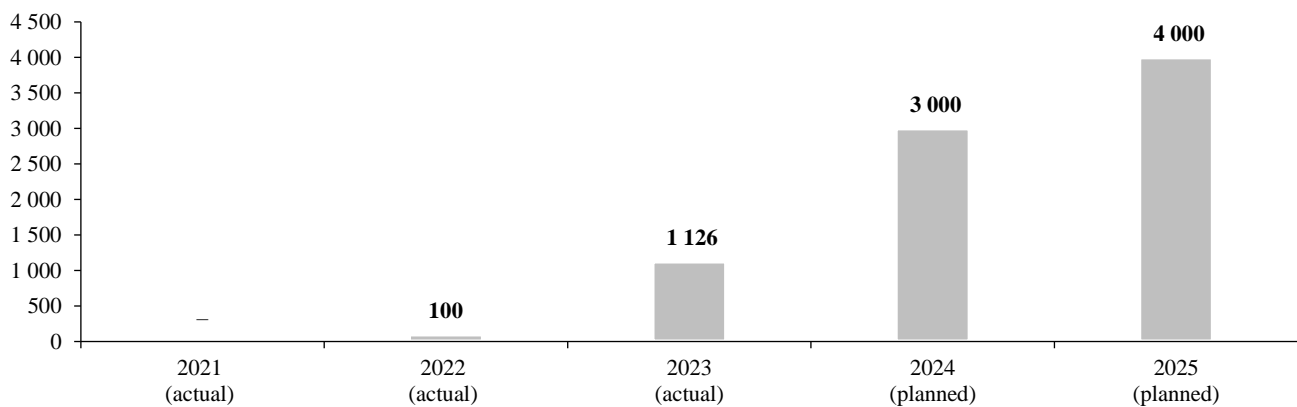
Result 2: security personnel certified to enable programme delivery with an acceptable level of risk

Programme performance in 2023 and target for 2025

- 34.51 The subprogramme's work contributed to 1,126 security personnel having been certified to provide precise and effective security management advice, enabling programme delivery with an acceptable level of risk, which exceeded the planned target of 300 certified security personnel.
- 34.52 Progress towards the objective and the target for 2025 are presented in the performance measure below (see figure 34.III).

Figure 34.III

Performance measure: number of security personnel certified to provide precise and effective security management advice, enabling programme delivery with an acceptable level of risk (cumulative)



Result 3: consistent and coherent operations across the United Nations security management system

Proposed programme plan for 2025

- 34.53 The environment in which the United Nations and its partners operate has become more complex, and the threats that personnel face have increased in scope and severity. The subprogramme is responsible for developing and updating system-wide security policies and guidelines, and for facilitating awareness of evolving United Nations security management system guidance among approximately 4,000 security professionals and decision-makers, enabling them to effectively fulfil their functions.

Lessons learned and planned change

- 34.54 The lesson for the subprogramme was the persistent gap between policy and practice, necessitating continual updating of existing United Nations security management system policies and procedures to better reflect and address the operational complexities faced by approximately 180,000 security management system personnel in more than 125 countries. In applying the lesson, the subprogramme will continue to collaborate closely with members of the Inter-Agency Security Management Network, security professionals and other experts to identify further gaps in policy and guidance and will facilitate the systematic review of and substantive and technical updates to existing security management system guidance.
- 34.55 Expected progress towards the objective is presented in the performance measure below (see table 34.12).

Table 34.12
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
	United Nations security management system security focal points and security decision makers receive regular briefings on emerging safety and security trends and timely assistance	United Nations security management system security focal points and security decision makers have expanded access to and are informed of changes to system policies and guidelines	United Nations security management system security focal points and security decision makers identify emerging gaps in existing guidance	All United Nations security management system security focal points and security decision makers are aware of and apply updated system policies and guidelines that take into account their operational realities

Deliverables

34.56 Table 34.13 lists all deliverables of the subprogramme.

Table 34.13
Subprogramme 3: deliverables for 2025, by category and subcategory

Category and subcategory

E. Enabling deliverables

Safety and security: emotional first aid and critical incident psychosocial support for United Nations security management system personnel; stress management training for personnel in field duty stations; technical supervision sessions for United Nations field counsellors; dedicated assessments of the physical security of United Nations premises globally; topical guidance, physical security training and analysis of data provided by the physical security assessment application; security training throughout the United Nations security management system; travel tracking and coordination of protective operations related to the movement of senior United Nations officials; planning and coordination of personal protection services with respective Missions; mandatory certification training for close protection officers; training on digital tools, dashboard and site development and deployment services; technical secretariat services for the Inter-Agency Security Management Network and its steering group.

B. Proposed post and non-post resource requirements for 2025

Overview

- 34.57 Given the dual responsibility of the Department of Safety and Security to provide for both the safety and security of staff, delegates and visitors at the main locations of the United Nations, as well as at their premises, and the safety and security of the United Nations system field operations, the activities of the Department are financed both from the regular budget and on a cost-sharing basis with other organizations covered by the security management system in the field.
- 34.58 The functions and activities of the Department that are jointly financed with other organizations of the security management system are those under:
- Security and safety services (subprogramme 1);
 - Field operations (subprogramme 2);
 - Partnerships and specialized support (subprogramme 3);
 - Programme support.
- 34.59 With regard to the jointly financed activities of the United Nations security management system, the financial responsibility of each participating organization is based on its proportional share of the personnel operating in the field. The principles of the cost-sharing arrangement were adopted by the General Assembly in its resolution [56/255](#). Following the recommendation of the Assembly, in its resolution [61/263](#), on achieving a workable cost-sharing arrangement, the High-level Committee on Management of CEB agreed that field-related security costs would be apportioned on the basis of actual percentages of staff according to data provided by CEB. Subsequently, the Secretary-General outlined revised cost-sharing arrangements for the cost of the United Nations security management system (see [A/62/641](#)). In October 2021, the High-level Committee on Management endorsed a revision of the cost-sharing arrangement (see CEB/2021/HLCM/FB/5), effective from 2023, which, while preserving the principles adopted by the Assembly in its resolution [56/255](#), updated the membership fee, which had not been changed since its establishment; addressed the principle of equitability by having all organizations pay a membership fee and reinforced the notion of shared ownership for the system; and ensured that organizations in countries of the Organisation for Economic Co-operation and Development pay their fair share of the security costs.
- 34.60 Based on the cost-sharing arrangement, the Secretariat share for security and safety services is 15.6 per cent for 2025, which is based on the CEB field staff census as at 31 December 2023, compared with 17.0 per cent for 2024, which was based on the census as at 31 December 2022. The level of resources proposed for 2025 for the jointly financed activities of the United Nations security management system presented in this budget fascicle was reviewed by the Finance and Budget Network of the High-level Committee on Management in March 2024. The Network took note of the budget proposal, and the proposed resources for 2025 for jointly funded activities in the present budget fascicle are as proposed by the Department.
- 34.61 In addition to the jointly financed field activities described above, separate local cost-sharing arrangements govern the provision of security and safety services at the United Nations Office at Vienna, as well as other duty stations. The cost-sharing arrangements in Vienna are based on a formula agreed upon by the four organizations located at the Vienna International Centre; similarly, the cost-sharing arrangements at the other duty stations are agreed upon locally by the participating organizations. The Secretariat share for security and safety services at the United Nations Office at Vienna is 23.7 per cent for 2025, compared with 27.3 per cent provisioned for 2024. Those security and safety services relate to subprogramme 1.
- 34.62 The Department strives for the most effective ways of delivering its mandates and has been carrying out reviews of the activities and processes required to produce deliverables.

- 34.63 Pursuant to paragraph 20 of General Assembly resolution [77/262](#), the Department carried out a spending review as part of its proposed programme budget exercise. With the engagement of all programme managers, this review was carried out for each subprogramme and component of the Department, and included in-depth analysis of post complement and functional profiles, as well as non-post resources, with a view to determining the optimal level and types of resources required to implement the Department's mandates and to achieve results.
- 34.64 Previously, in 2023, the Department completed a review of its internal structures with a focus on service delivery and the grouping of complementary roles and functions. Findings of the review revealed that in order to increase coherence between a range of services and the policies that underpin them and to leverage partnerships that can make such services more effective, the partnerships and policy functions should be consolidated in the Department. The result of this review informed the proposed programme budget for 2024, which resulted in the Division of Specialized Operational Support being renamed the Division of Partnerships and Specialized Support, and the proposed redeployment of four posts (1 P-5, 1 P-3, 1 P-2 and 1 General Service (Other level)) from executive direction and management to subprogramme 3. The review also considered continuing, critical and essential functions that were carried out by temporary positions in support of the 24/7 security and safety operations and the pass and ID offices in several duty stations, including in Bangkok, New York and Santiago, and recommended the conversion of 12 temporary positions (5 General Service (Other level) and 7 Local level) to posts, to provide long-term stability in the execution of those functions. This proposal was included in the proposed programme budget for 2024.
- 34.65 In addition, a further review conducted by the Department later in 2023, amid recent crises, identified vulnerabilities and gaps in the Department's response to crises and recommended the immediate strengthening of the Department's strategic resilience functions, inclusive of emergency response, to enable the United Nations to continue to deliver on its programmes, mandates and activities, including humanitarian programmes. The related resources, including 19 new posts (2 P-5, 7 P-4, 5 P-3, 2 P-2 and 3 General Service (Other level)) and non-post resources were included in the revised estimates relating to the proposed programme budget for 2024 under section 34, Safety and security ([A/78/530](#)) and then approved by the General Assembly in its resolution [78/253](#).
- 34.66 In the context of the proposed programme budget for 2025, the spending review carried out by the Department identified further gaps with regard to evaluation in terms of enabling and supporting the dissemination and implementation of a results-based focus across the Department. As a result, the Department proposes the redeployment of one Programme Management Officer (P-3) from subprogramme 3 to executive direction and management.
- 34.67 Further, and in parallel to the spending review, a comprehensive workforce planning exercise was carried out throughout the Department, including retirement projections. The Department used the workforce planning methodology issued by the Office of Human Resources to identify skills gaps and is seeking ways to address these issues through additional training. As such, the workforce planning exercise highlighted the need for the continual review of the workforce and work processes to keep pace with the evolving demand for innovative tools to support data-driven policy solutions, and to maintain a vibrant work environment.
- 34.68 In addition, the spending review identified areas in which resources could be optimally used to support the implementation of the Department's mandate. For example, under subprogramme 1, owing to the recent replacement of office equipment and the completion of the revamp of the armoury room in Beirut, the spending review highlighted related resources under furniture and equipment and contractual services that are being proposed for redeployment to supplies and materials and general operating expenses to provide for the acquisition of ballistic helmets and the rental of a shooting range for firearms training in 2025.
- 34.69 Furthermore, the Finance and Budget Network, in its document CEB/2023/HLCM/FB/1, requested the Department of Safety and Security to work with United Nations entities to conduct a holistic review of the United Nations security management system footprint and security budgets, local cost-shared security budget and jointly financed activities budget, setting out system security

requirements, entity roles and responsibilities, sources of funding and related trends over the past five years, inclusive of all member organizations of the system, as well as the location and profile of posts.

- 34.70 The United Nations security management system resources review was conducted by an independent expert, with the aim of documenting through a data-driven approach how the system is resourced to provide security services to United Nations personnel, premises, assets and operations at the country, regional and global levels. The initial results of data analysis and the five-year trend from 2018 to 2022 clearly indicate that resources for jointly financed activities had no real growth despite increased security risks and inflation. The trends and variations in locally cost-shared security budgets and the sources of security funding by system entities have to be examined further from an organizational and risk management perspective. Informed by the findings of this review, the Department will engage with the Finance and Budget Network in 2024 and explore avenues for predictable and sustainable funding for the system that meets the needs for the foreseeable future.
- 34.71 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 34.14 to 34.16. Similarly, the proposed gross budget for jointly financed activities is reflected in tables 34.17 to 34.21. The gross jointly financed budget of the Department is also presented to the General Assembly for its consideration and approval, in accordance with established practice.

Table 34.14

Overall: evolution of financial resources by object of expenditure (regular budget)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Post	86 327.6	99 380.2	1 596.0	–	–	1 596.0	1.6	100 976.2
Other staff costs	8 373.6	4 900.0	–	–	–	–	–	4 900.0
Consultants	55.9	60.9	–	–	–	–	–	60.9
Travel of staff	2 173.3	736.4	–	–	500.0	500.0	67.9	1 236.4
Contractual services	1 399.2	1 967.6	–	–	(5.5)	(5.5)	(0.3)	1 962.1
General operating expenses	1 753.1	1 977.7	–	–	16.6	16.6	0.8	1 994.3
Supplies and materials	1 199.3	985.2	–	–	56.4	56.4	5.7	1 041.6
Furniture and equipment	684.6	701.8	(61.6)	–	(63.4)	(125.0)	(17.8)	576.8
Improvement of premises	6.8	–	–	–	–	–	–	–
Grants and contributions	28 251.0	30 524.3	(3 229.3)	–	(4.1)	(3 233.4)	(10.6)	27 290.9
Other	(31.1)	–	–	–	–	–	–	–
Total	130 193.4	141 234.1	(1 694.9)	–	500.0	(1 194.9)	(0.8)	140 039.2

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Table 34.15

Overall: proposed posts and post changes for 2025 (regular budget)

(Number of posts)

	<i>Number</i>	<i>Details</i>
Approved for 2024	1 075	1 USG, 1 ASG, 2 D-2, 4 D-1, 9 P-5, 25 P-4, 21 P-3, 9 P-2/1, 8 GS (PL), 170 GS (OL), 306 SS, 519 LL
Redeployment	–	1 P-3 from subprogramme 3 to executive direction and management
Proposed for 2025	1 075	1 USG, 1 ASG, 2 D-2, 4 D-1, 9 P-5, 25 P-4, 21 P-3, 9 P-2/1, 8 GS (PL), 170 GS (OL), 306 SS, 519 LL

Table 34.16

Overall: proposed posts by category and grade (regular budget)

(Number of posts)

<i>Category and grade</i>	<i>Changes</i>				<i>Total</i>	<i>2025 proposed</i>
	<i>2024 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
USG	1	–	–	–	–	1
ASG	1	–	–	–	–	1
D-2	2	–	–	–	–	2
D-1	4	–	–	–	–	4
P-5	9	–	–	–	–	9
P-4	25	–	–	–	–	25
P-3	21	–	–	–	–	21
P-2/1	9	–	–	–	–	9
Subtotal	72	–	–	–	–	72
General Service and related						
GS (PL)	8	–	–	–	–	8
GS (OL)	170	–	–	–	–	170
SS	306	–	–	–	–	306
LL	519	–	–	–	–	519
Subtotal	1 003	–	–	–	–	1 003
Total	1 075	–	–	–	–	1 075

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; NPO, National Professional Officer; SS, Security Service; USG, Under-Secretary-General.

Table 34.17

Overall: evolution of financial resources by object of expenditure (jointly financed activities)

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate
			Technical adjustments	New/expanded mandates	Other			
Post	118 281.2	131 442.2	142.0	–	–	142.0	0.1	131 584.2
Other staff costs	7 897.9	7 591.7	–	–	–	–	–	7 591.7
Consultants	144.4	71.7	–	–	–	–	–	71.7
Travel of staff	6 013.8	5 437.1	–	–	–	–	–	5 437.1
Contractual services	3 993.5	3 859.3	–	–	–	–	–	3 859.3
General operating expenses	11 354.9	9 363.6	–	–	–	–	–	9 363.6
Supplies and materials	1 420.0	2 340.9	–	–	–	–	–	2 340.9
Furniture and equipment	4 186.9	1 219.8	–	–	–	–	–	1 219.8
Improvement of premises	27.9	–	–	–	–	–	–	–
Grants and contributions	3 929.5	3 900.0	–	–	–	–	–	3 900.0
Other	(7.4)	–	–	–	–	–	–	–
Total	157 242.7	165 226.3	142.0	–	–	142.0	0.1	165 368.3

Table 34.18

Overall: evolution of financial resources by component and subprogramme (jointly financed activities)

(Thousands of United States dollars)

Component/subprogramme	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate
			Technical adjustments	New/expanded mandates	Other			
A. Programme of work								
1. Security and safety services	18 062.2	16 299.0	–	–	–	–	–	16 299.0
2. Field operations	129 489.3	138 722.5	142.0	–	–	142.0	0.1	138 864.5
3. Partnerships and specialized support	9 691.1	8 812.2	–	–	–	–	–	8 812.2
Subtotal, A	157 242.7	163 833.7	142.0	–	–	142.0	0.1	163 975.7
B. Programme support	–	1 392.6	–	–	–	–	–	1 392.6
Total	157 242.7	165 226.3	142.0	–	–	142.0	0.1	165 368.3

Table 34.19

Overall: proposed posts and post changes for 2025 (jointly financed activities)

(Number of posts)

	Number	Details
Approved for 2024	958	1 D-2, 9 D-1, 28 P-5, 197 P-4, 116 P-3, 14 P-2/1, 4 GS (PL), 26 GS (OL), 153 SS, 405 LL, 5 NPO
Proposed for 2025	958	1 D-2, 9 D-1, 28 P-5, 197 P-4, 116 P-3, 14 P-2/1, 4 GS (PL), 26 GS (OL), 153 SS, 405 LL, 5 NPO

Table 34.20

Overall: proposed posts by category and grade (jointly financed activities)

(Number of posts)

Category and grade	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	1	–	–	–	–	1
D-1	9	–	–	–	–	9
P-5	28	–	–	–	–	28
P-4	197	–	–	–	–	197
P-3	116	–	–	–	–	116
P-2/1	14	–	–	–	–	14
Subtotal	365	–	–	–	–	365
General Service and related						
GS (PL)	4	–	–	–	–	4
GS (OL)	26	–	–	–	–	26
SS	153	–	–	–	–	153
LL	405	–	–	–	–	405
NPO	5	–	–	–	–	5
Subtotal	593	–	–	–	–	593
Total	958	–	–	–	–	958

Table 34.21

Overall: proposed posts for 2025 by component and subprogramme (jointly financed activities)

(Number of posts)

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Programme of work						
1. Security and safety services	160	–	–	–	–	160
2. Field operations	764	–	–	–	–	764
3. Partnerships and specialized support	34	–	–	–	–	34
Total	958	–	–	–	–	958

Resource requirements for regular budget activities

34.72 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 34.22 to 34.24 and figure 34.IV.

34.73 As reflected in tables 34.22 (1) and 34.23 (1), the overall resources proposed for 2025 amount to \$140,039,200 before recosting, reflecting a net decrease of \$1,194,900 (or 0.8 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 34.22

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
A. Executive direction and management	3 098.3	5 651.8	1 534.4	–	188.4	1 722.8	30.5	7 374.6
B. Programme of work								
1. Security and safety services	97 760.5	103 910.5	(1 000.2)	–	500.0	(500.2)	(0.5)	103 410.3
2. Field operations	22 180.5	23 572.5	(2 083.5)	–	–	(2 083.5)	(8.8)	21 489.0
3. Partnerships and specialized support	3 842.7	4 429.8	(125.7)	–	(188.4)	(314.1)	(7.1)	4 115.7
Subtotal, B	123 783.7	131 912.8	(3 209.4)	–	311.6	(2 897.8)	(2.2)	129 015.0
C. Programme support	3 311.4	3 669.5	(19.9)	–	–	(19.9)	(0.5)	3 649.6
Subtotal, 1	130 193.4	141 234.1	(1 694.9)	–	500.0	(1 194.9)	(0.8)	140 039.2

(2) *Other assessed*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate	
B. Programme of work						
2. Field operations	3 965.1	3 805.3		29.2	0.8	3 834.5
Subtotal, 2	3 965.1	3 805.3		29.2	0.8	3 834.5

(3) *Extrabudgetary*

Component/subprogramme	2023 expenditure	2024 estimate	Change	Percentage	2025 estimate	
B. Programme of work						
1. Security and safety services	14 160.5	15 680.2		4 313.4	27.5	19 993.6
2. Field operations	6 686.3	7 145.0		(3 089.9)	(43.2)	4 055.1
3. Partnerships and specialized support	360.2	4 061.6		(3 124.8)	(76.9)	936.8
Subtotal, 3	21 207.0	26 886.8		(1 901.3)	(7.1)	24 985.5
Total	155 365.5	171 926.2		(3 067.0)	(2.0)	168 859.2

Table 34.23

Overall: proposed posts for 2025 by source of funding, component and subprogramme

(Number of posts)

(1) *Regular budget*

Component/subprogramme	Changes				Total	2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other		
A. Executive direction and management	33	–	–	1	1	34
B. Programme of work						
1. Security and safety services	1 012	–	–	–	–	1 012
2. Field operations	–	–	–	–	–	–
3. Partnerships and specialized support	15	–	–	(1)	(1)	14
Subtotal, B	1 027	–	–	–	–	1 026
C. Programme support	15	–	–	–	–	15
Subtotal, 1	1 075	–	–	–	–	1 075

(2) *Other assessed*

Component/subprogramme	2024 estimate	Change	2025 estimate
B. Programme of work			
2. Field operations	16	–	16
Subtotal, 2	16	–	16

(3) *Extrabudgetary*

Component/subprogramme	2024 estimate	Change	2025 estimate
B. Programme of work			
1. Security and safety services	62	3	65
Subtotal, 3	62	3	65
Total	1 153	3	1 156

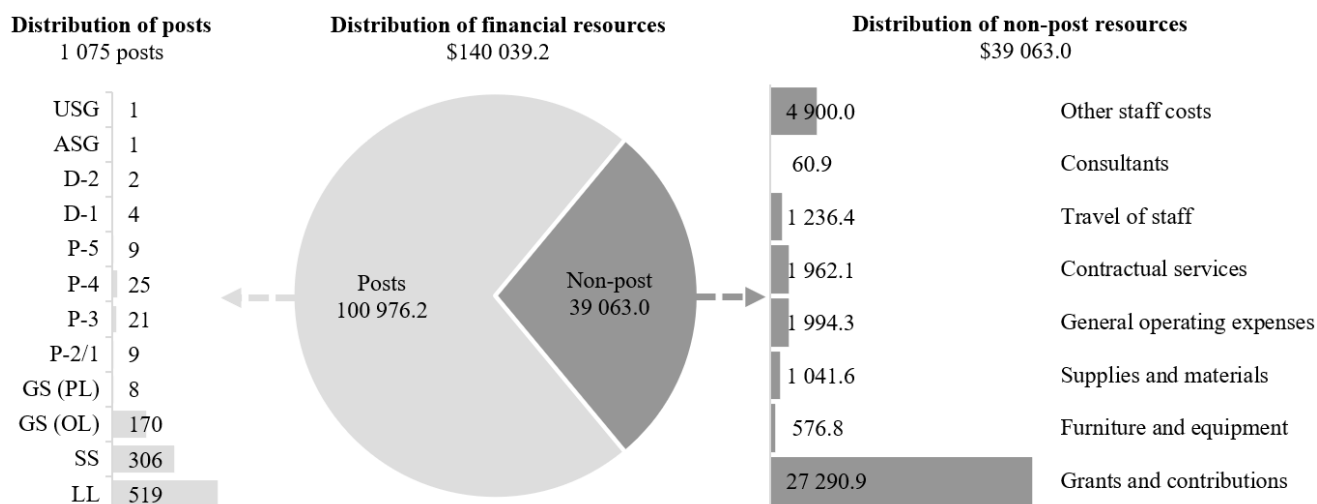
Table 34.24
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	86 327.6	99 380.2	1 596.0	–	–	1 596.0	1.6	100 976.2
Non-post	43 865.8	41 853.9	(3 290.9)	–	500.0	(2 790.9)	(7.9)	39 063.0
Total	130 193.4	141 234.1	(1 694.9)	–	500.0	(1 194.9)	(0.8)	140 039.2
Post resources by category								
Professional and higher		72	–	–	–	–	–	72
General Service and related		1 003	–	–	–	–	–	1 003
Total		1 075	–	–	–	–	–	1 075

Figure 34.IV
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes (regular budget)

Technical adjustments

34.74 As reflected in table 34.22 (1), resource changes reflect a net decrease of \$1,694,900, as follows:

(a) **Executive direction and management.** The increase of \$1,534,400 is the net effect of:

- (i) An increase of \$1,596,000 under posts, which reflects the higher provision for 19 posts (2 P-5, 7 P-4, 5 P-3, 2 P-2 and 3 General Service (Other level)) established in 2024 pursuant to General Assembly resolution [78/253](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts;

- (ii) A decrease of \$61,600 under furniture and equipment, reflecting the removal of non-recurrent provisions for office automation, laptops and communication equipment related to the 19 posts mentioned in paragraph 34.74 (a) (i) above;
- (b) **Subprogramme 1, Security and safety services.** A decrease of \$1,000,200 under grants and contributions, consisting of:
 - (i) A decrease of \$415,900 relating to the removal of non-recurrent security personnel requirements for the renovation of the Africa Hall at the Economic Commission for Africa in Addis Ababa (\$250,900) and the replacement of blocks A to J at the United Nations Office at Nairobi (\$165,000), pursuant to Assembly resolution [78/253](#) (parts XIV and XVI);
 - (ii) A decrease of \$584,300, which reflects the Secretariat share (23.7 per cent for 2025, compared with 27.3 per cent provisioned for 2024) of the costs of the jointly financed activities at the United Nations Office at Vienna (\$581,700), and a reduction in the United Nations percentage share (15.6 per cent for 2025, compared with 17.0 per cent for 2024) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2023 (\$2,600);
- (c) **Subprogramme 2, Field operations.** A decrease of \$2,083,500 under grants and contributions, consisting of:
 - (i) A decrease of \$1,903,100, reflecting a lower Secretariat percentage share (15.6 per cent for 2025, compared with 17.0 per cent for 2024) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2023;
 - (ii) A decrease of \$180,400, which reflects a reduction in the United Nations percentage share (10.3 per cent for 2025, compared with 15.1 per cent provisioned for 2024) in the malicious acts insurance policy, on the basis of a census of participating entities, including new entities that joined the programme;
- (d) **Subprogramme 3, Partnerships and specialized support.** A decrease of \$125,700 under grants and contributions, which reflects a lower Secretariat percentage share (15.6 per cent for 2025, compared with 17.0 per cent for 2024) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2023;
- (e) **Programme support.** A decrease of \$19,900 under grants and contributions, which reflects a lower Secretariat percentage share (15.6 per cent for 2025, compared with 17.0 per cent for 2024) in the cost of jointly financed field security operations, based on the CEB field staff census as at 31 December 2023.

Other changes

34.75 As reflected in table 34.22 (1), resource changes reflect a net increase of \$500,000 as follows:

- (a) **Executive direction and management.** The increase of \$188,400 is attributable to the cost-neutral inward redeployment of 1 P-3 post from the Strategic Partnerships and Policy Section under subprogramme 3 to the Strategic Planning Service, as explained in annex II. The proposed redeployment reflects the outcome of the spending review carried out by the Department, which identified gaps with regard to evaluation in terms of enabling and supporting the dissemination and implementation of a results-based focus across the Department;
- (b) **Subprogramme 1, Security and safety services.** An increase of \$500,000 under travel of staff is proposed for the travel of Security Officers who accompany senior United Nations officials during their travel, taking into account recent experience. One of the main functions of the Department in New York is to ensure the protection of the Secretary-General, the Deputy Secretary-General and the President of the General Assembly, especially in relation to close protection during their travels;

- (c) **Subprogramme 3, Partnerships and specialized support.** The decrease of \$188,400 is attributable to the cost-neutral outward redeployment of one P-3 post to executive direction and management, as explained in paragraph 34.75 (a) above.

Overall resource changes (jointly financed activities)

Technical adjustments

- 34.76 As reflected in table 34.17, resource changes reflect an increase of \$142,000 under subprogramme 2, Field operations. The increase reflects the higher provision for five National Professional Officer posts established in 2024 pursuant to General Assembly resolution 78/252, which were subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts.

Other assessed

- 34.77 As reflected in tables 34.22 (2) and 34.23 (2), other assessed resources under the support account for peacekeeping operations amount to \$3,834,500. The resources would complement regular budget resources and provide for the requirements indicated in the report of the Secretary-General (A/78/746).

Extrabudgetary resources

- 34.78 As reflected in tables 34.22 (3) and 34.23 (3), extrabudgetary resources amount to \$24,985,500. The resources would complement regular budget resources and would be used mainly to provide security services to other agencies and organizations in various locations, special events within and surrounding the premises, and humanitarian operations amid unstable conditions in various locations, including in field offices, and for reimbursable services provided for the close protection officer certification programme, Safe and Secure Approaches in Field Environments training and other related activities.
- 34.79 The extrabudgetary resources under the present section are subject to the oversight of the Department, which has delegated authority from the Secretary-General.

Executive direction and management

- 34.80 The Under-Secretary-General for Safety and Security is responsible for the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work. The Under-Secretary-General is the Chair of the United Nations security management system and is assisted in the internal functioning and day-to-day management of the Department by the Assistant Secretary-General.
- 34.81 In managing the Department, the Under-Secretary-General is supported by the Strategic Planning Service, which is responsible for strategic planning and risk management, operational resilience and emergency response, strategic communications, gender and inclusivity, corporate governance, evaluation, compliance monitoring, lessons learned, best practices and innovation. Together, these areas enable the dissemination and implementation of a results-based focus across the Department, in line with United Nations mandates, objectives and values at the global and country levels.
- 34.82 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations, including in the requisition of goods and services that contribute to and support environmental stability, resilience and sustainability.
- 34.83 Information on the timely submission of documentation and advance booking for air travel is reflected in table 34.25.

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34.84 The Department will continue to make efforts to implement advance travel planning and the early nomination of travellers. In the event of rapid security surge redeployment and close protection-related travel, the Department will work more closely with the travel unit and the agent to reserve tickets in advance on the basis of a preliminary itinerary. Despite an improvement in compliance in 2023 compared with 2021 and 2022, the low compliance rate in 2023 was attributable primarily to rapid security surges in volatile security environments, which made advance planning challenging. Compliance with documentation deadlines remained at 100 per cent.

Table 34.25
Compliance rate

(Percentage)

	2021 actual	2022 actual	2023 actual	2024 planned	2025 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	31	44	50	100	100

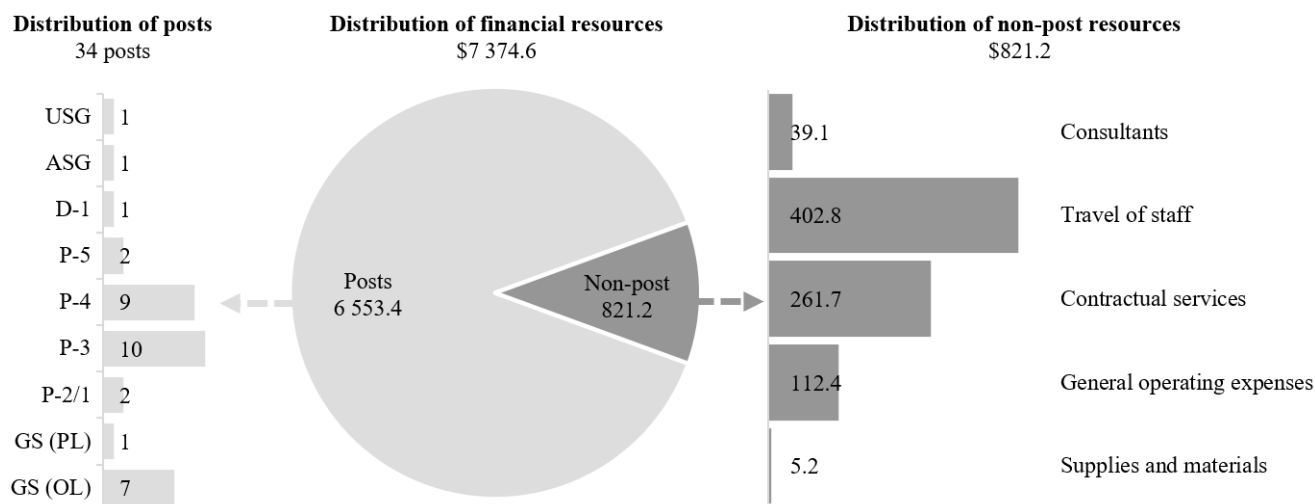
34.85 The proposed regular budget resources for 2025 amount to \$7,374,600 and reflect a net increase of \$1,722,800 compared with the approved budget for 2024. The proposed increase is explained in paragraphs 34.74 (a) and 34.75 (a). Additional details on the distribution of the proposed resources for 2024 are reflected in table 34.26 and figure 34.V.

Table 34.26
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	2 844.8	4 769.0	1 596.0	–	188.4	1 784.4	37.4	6 553.4	
Non-post	253.4	882.8	(61.6)	–	–	(61.6)	(7.0)	821.2	
Total	3 098.3	5 651.8	1 534.4	–	188.4	1 722.8	30.5	7 374.6	
Post resources by category									
Professional and higher		25	–	–	1	1	4.0	26	
General Service and related		8	–	–	–	–	–	8	
Total		33	–	–	1	1	3.0	34	

Figure 34.V
Executive direction and management: distribution of proposed resources for 2025 (before recosting)
 (Number of posts/thousands of United States dollars)



Programme of work

**Subprogramme 1
 Security and safety services**

Regular budget resource requirements

34.86 The proposed regular budget resources for 2025 amount to \$103,410,300 and reflect a decrease of \$500,200 compared with the approved budget for 2024. The proposed change is explained in paragraph 34.74 (b) and 34.75 (b). Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.27 and figure 34.VI.

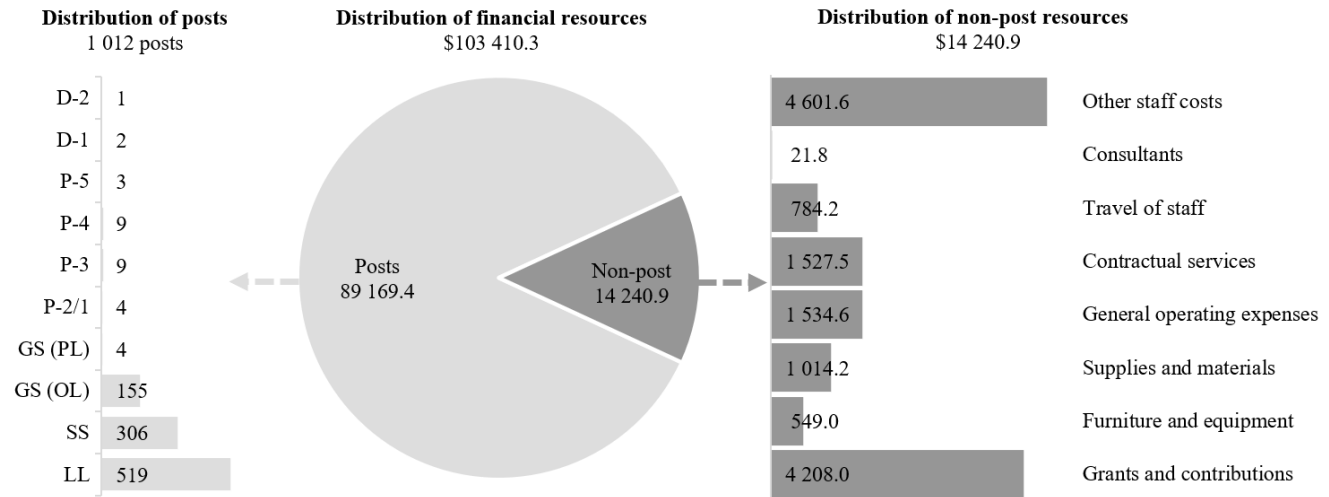
Table 34.27
Subprogramme 1: evolution of financial and post resources (regular budget)
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	78 493.3	89 169.4	–	–	–	–	–	89 169.4
Non-post	19 267.2	14 741.1	(1 000.2)	–	500.0	(500.2)	(3.4)	14 240.9
Total	97 760.5	103 910.5	(1 000.2)	–	500.0	(500.2)	(0.5)	103 410.3
Post resources by category								
Professional and higher		28	–	–	–	–	–	28
General Service and related		984	–	–	–	–	–	984
Total		1 012	–	–	–	–	–	1 012

Note: Resources include the Secretariat share for 2025 of the jointly financed Security and Safety Service in Vienna, amounting to \$3,815,200, and the jointly financed activities relating to regional field security operations, amounting to \$28,700.

Figure 34.VI
Subprogramme 1: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Resource requirements for jointly financed activities

34.87 The proposed jointly financed resources for 2025 amount to \$16,299,000 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.28 and figure 34.VII.

Table 34.28

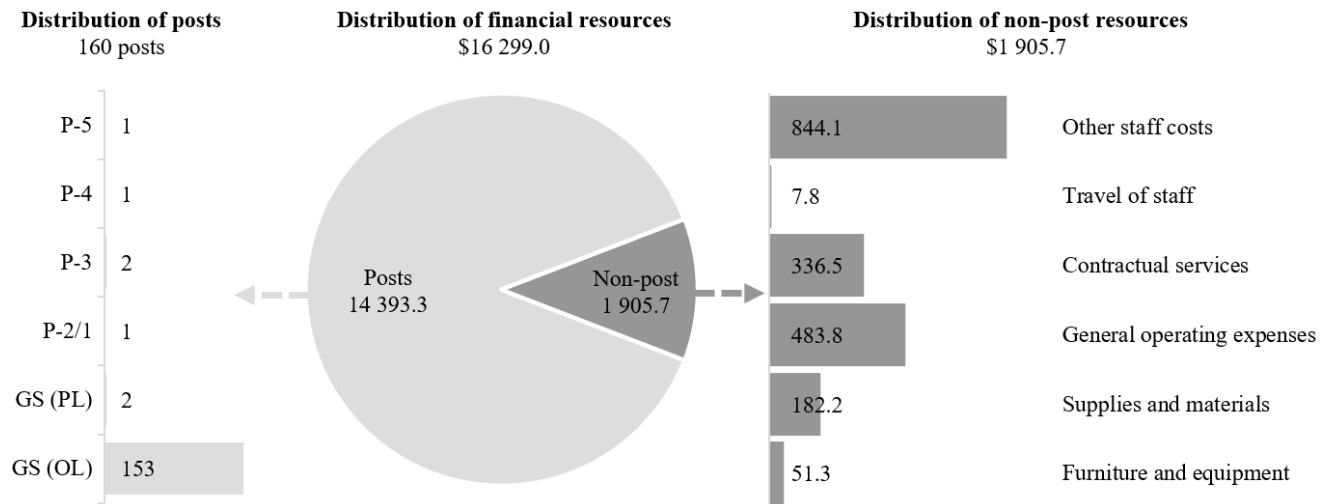
Subprogramme 1: evolution of financial and post resources (jointly financed activities)

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	15 990.1	14 393.3	–	–	–	–	–	14 393.3	
Non-post	2 072.1	1 905.7	–	–	–	–	–	1 905.7	
Total	18 062.2	16 299.0	–	–	–	–	–	16 299.0	
Post resources by category									
Professional and higher		5	–	–	–	–	–	5	
General Service and related		155	–	–	–	–	–	155	
Total		160	–	–	–	–	–	160	

Note: Resources include the Secretariat share for 2025 of the jointly financed Security and Safety Service in Vienna, amounting to \$3,815,200, and the jointly financed activities relating to regional field security operations, amounting to \$28,700.

Figure 34.VII
Subprogramme 1: distribution of proposed resources for 2025 (jointly financed activities)
 (Number of posts/thousands of United States dollars)



**Subprogramme 2
 Field operations**

Regular budget resource requirements

34.88 The proposed regular budget resources for 2025 amount to \$21,489,000 and reflect a decrease of \$2,083,500 compared with the approved budget for 2024. The proposed change is explained in paragraph 34.74 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.29.

Table 34.29
Subprogramme 2: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Non-post	22 180.5	23 572.5	(2 083.5)	–	–	(2 083.5)	(8.8)	21 489.0
Total	22 180.5	23 572.5	(2 083.5)	–	–	(2 083.5)	(8.8)	21 489.0

Note: Resources include the Secretariat share for 2025 of jointly financed activities relating to regional field security operations, amounting to \$21,096,900, and the United Nations share of the malicious acts insurance policy, amounting to \$392,100.

Resource requirements for jointly financed activities

34.89 The proposed jointly financed resources for 2025 amount to \$138,864,500 and reflect an increase of \$142,000 compared with the approved budget for 2024. The proposed change is explained in paragraph 34.76. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.30 and figure 34.VIII.

Table 34.30
Subprogramme 2: evolution of financial and post resources (jointly financed activities)

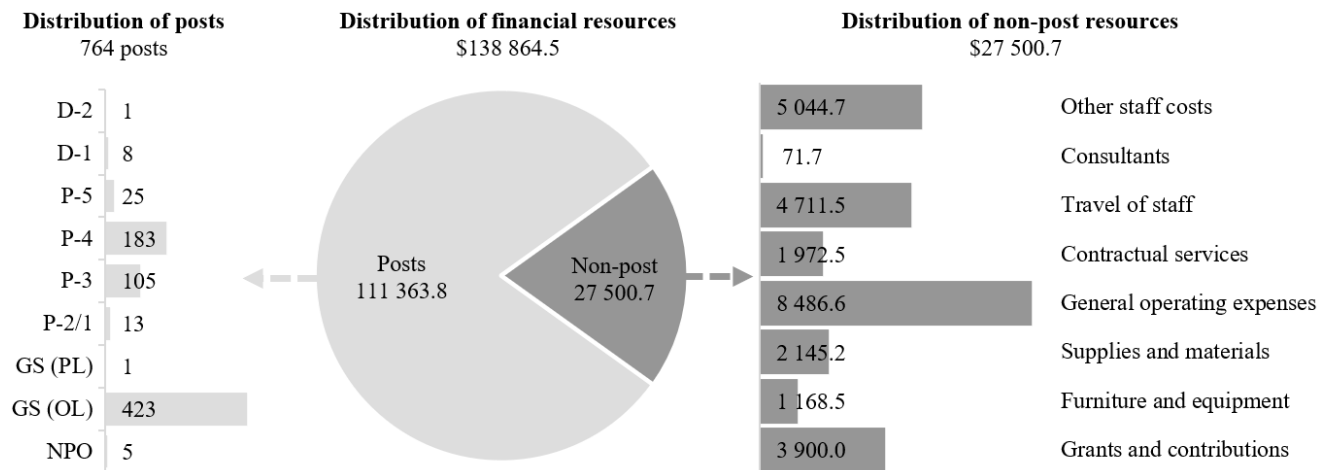
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Posts	96 051.8	111 221.8	142.0	–	–	142.0	0.1	111 363.8
Non-post	33 437.5	27 500.7	–	–	–	–	–	27 500.7
Total	129 489.3	138 722.5	142.0	–	–	142.0	0.1	138 864.5
Post resources by category								
Professional and higher		335	–	–	–	–	–	335
General Service and related		429	–	–	–	–	–	429
Total		764	–	–	–	–	–	764

Note: Non-post resources include a provision for the malicious acts insurance policy in the amount of \$3,795,400 for 2025. The Secretariat share of jointly financed activities and the malicious acts insurance policy amounts to \$21,489,000 for 2025.

Figure 34.VIII
Subprogramme 2: distribution of proposed resources for 2025 (jointly financed activities)

(Number of posts/thousands of United States dollars)



Subprogramme 3 Partnerships and specialized support

Regular budget resource requirements

34.90 The proposed regular budget resources for 2025 amount to \$4,115,700 and reflect a decrease of \$314,100 compared with the approved budget for 2024. The proposed change is explained in paragraphs 34.74 (d) and 34.75 (c). Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.31 and figure 34.IX.

Table 34.31
Subprogramme 3: evolution of financial and post resources

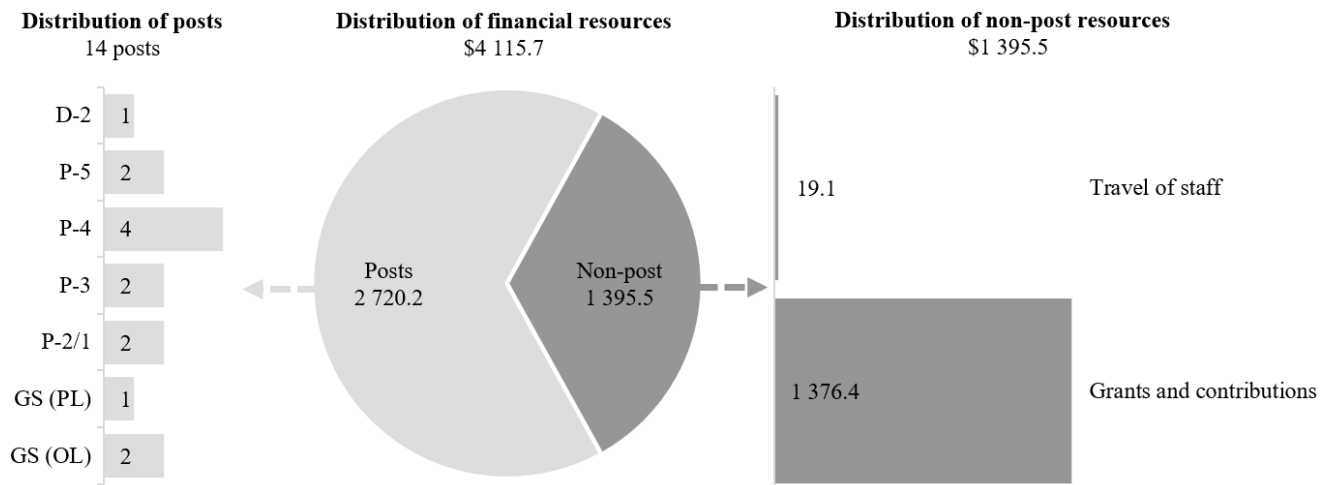
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	2 383.2	2 908.6	–	–	(188.4)	(188.4)	(6.5)	2 720.2
Non-post	1 459.5	1 521.2	(125.7)	–	–	(125.7)	(8.3)	1 395.5
Total	3 842.7	4 429.8	(125.7)	–	(188.4)	(314.1)	(7.1)	4 115.7
Post resources by category								
Professional and higher		12	–	–	(1)	(1)	8.3	11
General Service and related		3	–	–	–	–	–	3
Total		15	–	–	(1)	(1)	6.7	14

Note: Resources include the Secretariat share for 2025 of jointly financed activities under the established cost-sharing arrangements in the estimated amount of \$1,376,400.

Figure 34.IX
Subprogramme 3: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Resource requirements for jointly financed activities

34.91 The proposed jointly financed resources for 2025 amount to \$8,812,200 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.32 and figure 34.X.

Table 34.32

Subprogramme 3: evolution of financial and post resources (jointly financed activities)

(Thousands of United States dollars/number of posts)

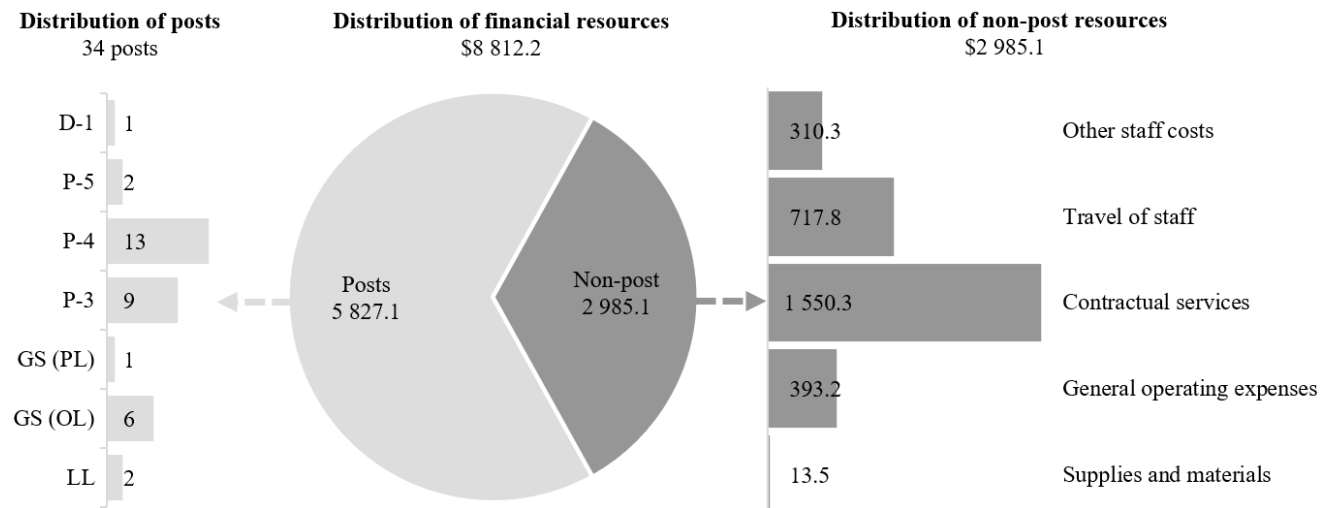
	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Posts	6 239.3	5 827.1	–	–	–	–	–	5 827.1
Non-post	3 451.9	2 985.1	–	–	–	–	–	2 985.1
Total	9 691.1	8 812.2	–	–	–	–	–	8 812.2
Post resources by category								
Professional and higher		25	–	–	–	–	–	25
General Service and related		9	–	–	–	–	–	9
Total		34	–	–	–	–	–	34

Note: The Secretariat share for 2025 of jointly financed activities amounts to \$1,376,400.

Figure 34.X

Subprogramme 3: distribution of proposed resources for 2025 (jointly financed activities)

(Number of posts/thousands of United States dollars)



Programme support

Regular budget resource requirements

34.92 The proposed regular budget resources for 2025 amount to \$3,649,600 and reflect a decrease of \$19,900 compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.33 and figure 34.XI.

Table 34.33
Programme support: evolution of financial and post resources

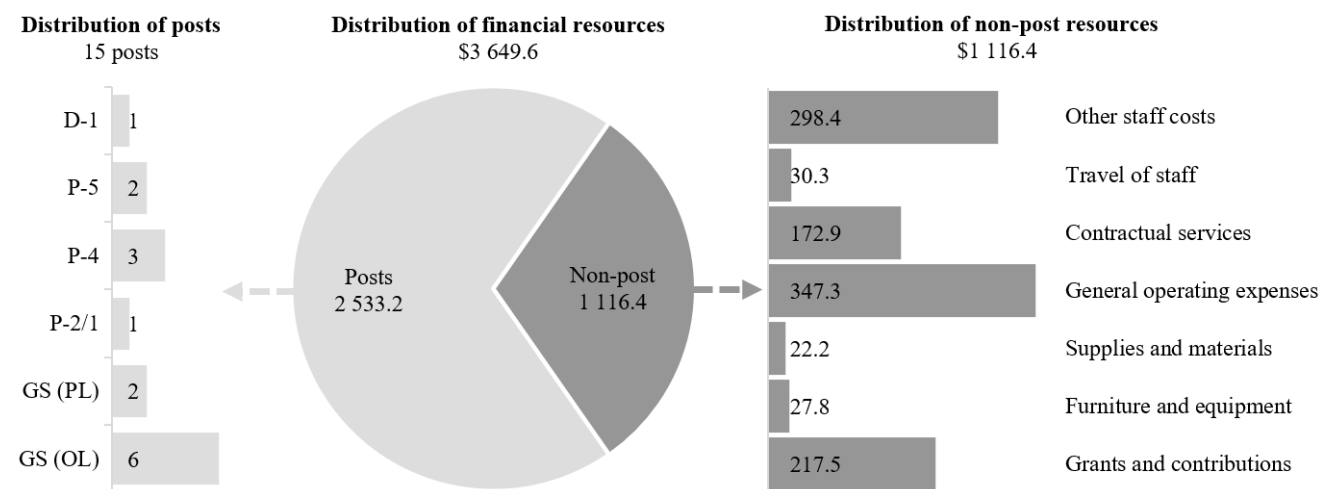
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	
Financial resources by main category of expenditure							
Posts	2 606.3	2 533.2	–	–	–	–	2 533.2
Non-post	705.1	1 136.3	(19.9)	–	–	(19.9)	1 116.4
Total	3 311.4	3 669.5	(19.9)	–	–	(19.9)	(0.5)
Post resources by category							
Professional and higher		7	–	–	–	–	7
General Service and related		8	–	–	–	–	8
Total		15	–	–	–	–	15

Note: Resources include the Secretariat share for 2025 of jointly financed activities under the established cost-sharing arrangements in the estimated amount of \$217,500.

Figure 34.XI
Programme support: distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



Resource requirements for jointly financed activities

34.93 The proposed jointly financed resources for 2025 amount to \$1,392,600 and reflect no change compared with the approved budget for 2024. Additional details on the distribution of the proposed resources for 2025 are reflected in table 34.34.

Table 34.34

Programme support: evolution of financial and post resources (jointly financed activities)

(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes			Total	Percentage	2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by main category of expenditure								
Non-post	–	1 392.6	–	–	–	–	–	1 392.6
Other staff costs	–	1 392.6	–	–	–	–	–	1 392.6
Total	–	1 392.6	–	–	–	–	–	1 392.6

Note: The Secretariat share for 2025 of jointly financed activities amounts to \$217,500.

Annex II

Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Regular budget				
Executive direction and management	1	P-3	Redeployment of 1 Programme Management Officer	The proposed inward redeployment of 1 P-3 post of Programme Management Officer, as highlighted by the spending review, would provide support and strategic advice to management on the design, implementation and coordination of the Department's plans and initiatives to enable forward planning with a particular focus on performance measurement and results-based management, as well as the dissemination and implementation of a results-based strategy across the Department.
Subprogramme 3 Partnerships and specialized support	(1)	P-3	Redeployment of 1 Programme Management Officer	



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Proposed programme budget for 2025

Proposed programme budget for 2025

Part XIII Development Account

Section 35 Development Account

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* [A/79/50](#).

** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.



A. Overall orientation

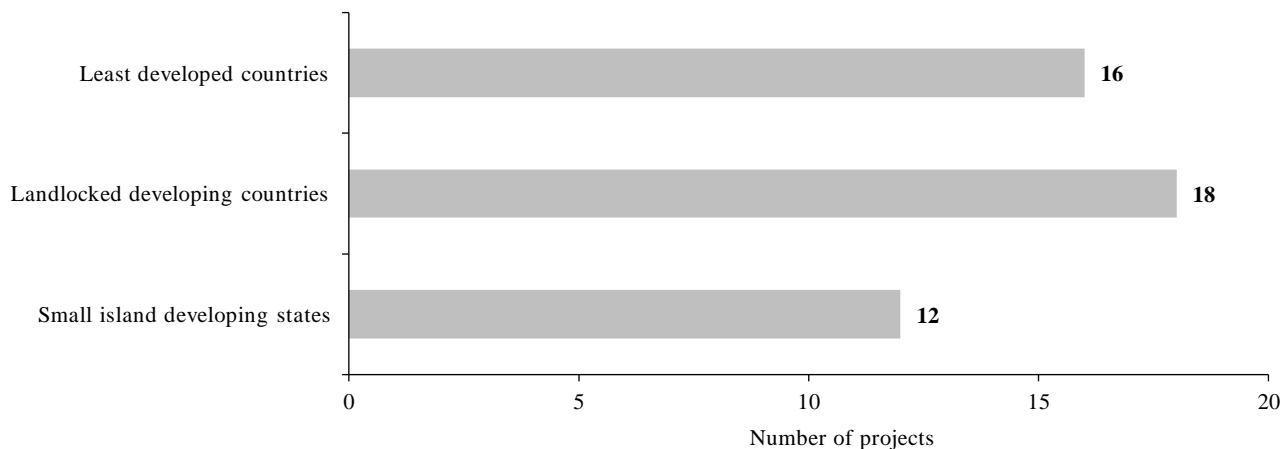
Mandates and background

- 35.1 The Development Account was established in 1997 by the General Assembly in its resolution [52/12 B](#) as a mechanism to fund capacity development projects of the economic and social entities of the United Nations, namely, the Department of Economic and Social Affairs of the Secretariat, the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office on Drugs and Crime (UNODC). All projects funded through the Account build on the mandates and the comparative advantages of the 10 implementing entities.
- 35.2 The Development Account supports developing countries in their implementation of the 2030 Agenda for Sustainable Development in response to expressed needs and demands from Member States, and supports the recommendations and decisions made during intergovernmental processes and by the relevant governing bodies of the implementing entities.

Strategy

- 35.3 The Development Account provides its 10 non-resident implementing entities of the United Nations Secretariat with predictable funds to assist developing countries in the economic and social priority areas of the United Nations development agenda for which capacity development assistance is needed, the Secretariat has a clear comparative advantage and there is demand from Member States. Projects build on the normative and analytical capacities of the entities. They are carried out over a four-year period, with an average budget of \$700,000, and involve work with multiple countries, encouraging South-South learning and experience-sharing and later feeding findings into intergovernmental processes and analytics. Under the overarching theme of the seventeenth tranche, “Supporting Member States in accelerating actions to adapt to and mitigate climate change with a focus on social and economic resilience in pursuit of the 2030 Agenda”, 26 proposed projects (see annex I) are spread across all regions (see figure 35.II), supporting all Sustainable Development Goals (see figure 35.III) and often supporting countries with special needs (see figure 35.I). Five of the projects are aimed at enhancing the statistical capacity of countries, in order to address issues related to climate change (see para. 35.6 for additional details). In total, the seventeenth tranche includes nine projects that will be jointly executed by Development Account entities. Furthermore, partnerships continue to be essential to all projects, including collaboration within and outside of the United Nations system.
- 35.4 Over 90 per cent of the proposed projects of the seventeenth tranche support countries with special needs, namely, least developed countries, landlocked developing countries and small island developing States. Figure 35.I shows the number of projects supporting countries with special needs. These numbers are likely to increase as implementing entities finalize the target countries of their projects. Some projects are focused exclusively on these groups of countries, such as the following projects: using science, technology and innovation to advance climate resilience in small island developing States (project B); accelerating urban resilience and pro-poor climate action in landlocked developing countries and small island developing States in the Caribbean and Africa (project J); and climate action and food system transformation in Arab least developed countries (project Q).

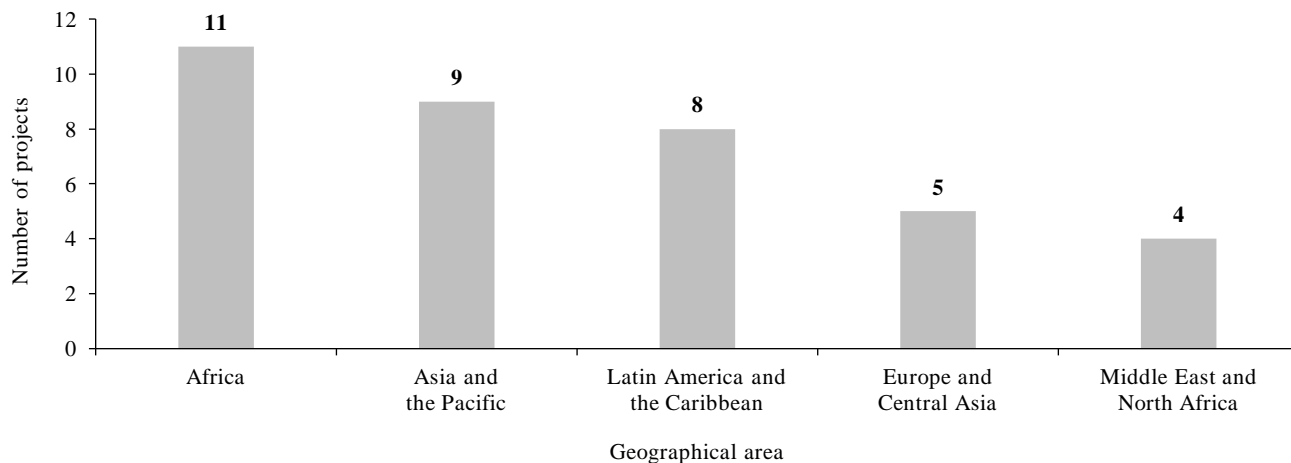
Figure 35.I
Projects supporting countries with special needs^a



^a Projects can have beneficiary countries from multiple groups, and some countries with special needs can belong to two groups.

35.5 Figure 35.II illustrates how the proposed projects of the seventeenth tranche are spread across different regions. While projects are proposed for all regions of the world, Africa continues to have the highest number of proposed projects, as in previous tranches.

Figure 35.II
Number of projects by geographical area^a



^a One project can contribute to more than one region.

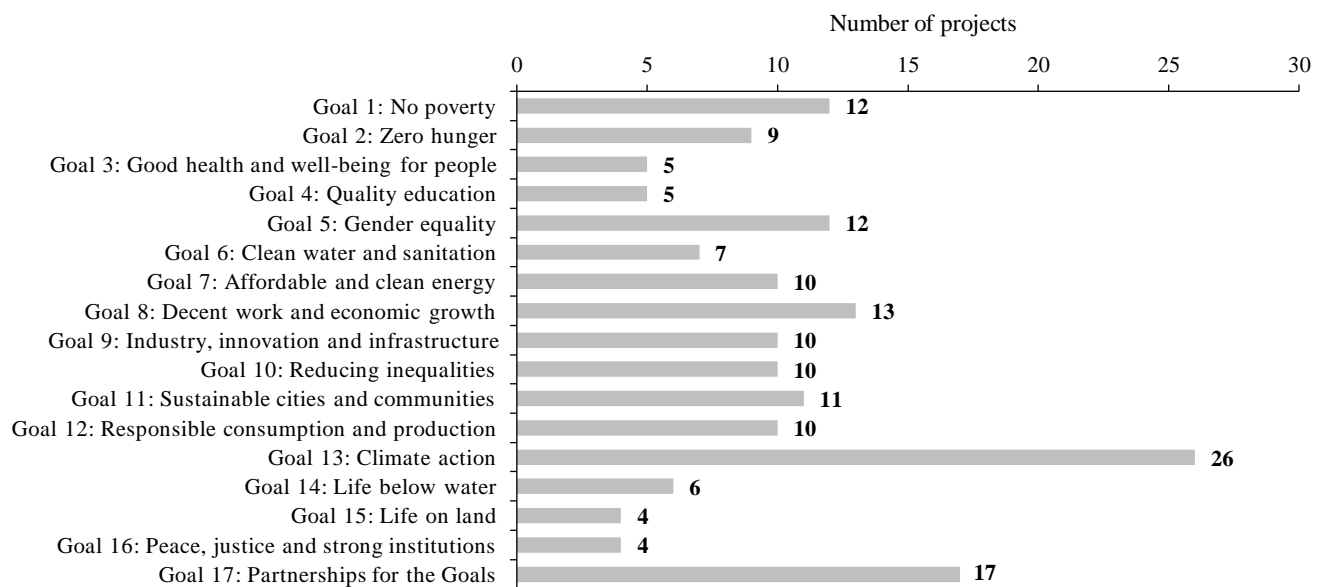
35.6 Under the overall theme of the tranche, several topics have emerged as areas in which multiple projects will be providing support. As mentioned above, five of the proposed projects focus on climate change-related statistics, including by building the capacity of selected countries to: (a) monitor maritime transport, tourism, trade, fisheries and ecosystem services in the Caribbean to inform evidence-based climate change and trade policies (project A); (b) produce climate change and disaster-related statistics with a gender perspective (project G); (c) produce policy-relevant, internationally comparable and accessible statistics and data for climate change mitigation and adaptation in Europe and Central Asia (project M); (d) produce nationally relevant and multidimensional sets of climate change-related statistics in Asia and the Pacific (project R); and (e) generate statistics and indicators to monitor climate change and the impact of economic activities on climate change in Latin America and the Caribbean (project U). In addition, there are also projects focused on using data to reduce illegal deforestation

(project K) and to map and monitor solar energy access (project O). Food systems, which are one of the six transitions regarded as transformative entry points with catalytic and multiplier effects across the Sustainable Development Goals,¹ are the focus of project Q, on food system transformation for Arab least developed countries, and project Y, on accelerating food system transformation in Africa, while projects C and W focus more specifically on enhancing the resilience of smallholder farmers to climate change in sub-Saharan Africa and in Latin America and the Caribbean, respectively.

35.7 The proposed projects also contribute to all of the Sustainable Development Goals, as outlined in figure 35.III, with all projects contributing to Goal 13 on climate action, in line with the theme of the tranche, and a notable number of projects contributing to Goal 1 on poverty; Goal 5 on gender equality; Goal 8 on decent work and economic growth; and Goal 17 on partnerships for the Goals.

Figure 35.III

Contribution of projects of the seventeenth tranche to the Sustainable Development Goals^a



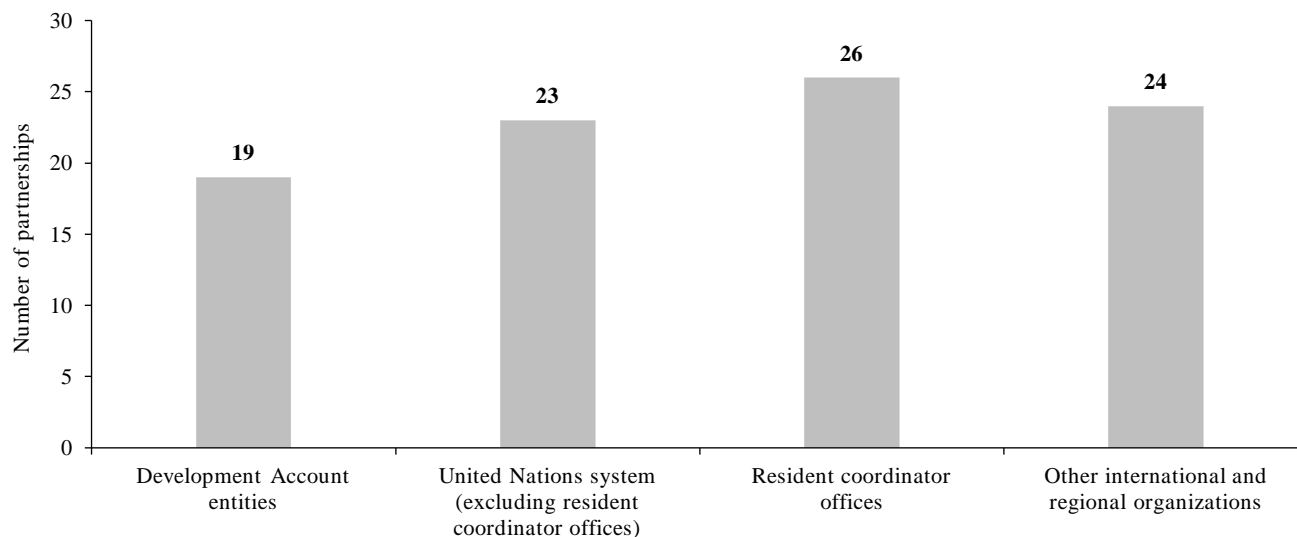
^a One project can contribute to more than one goal.

35.8 Partnerships are essential to the implementation of Development Account projects. The proposed projects will be implemented with partners from the United Nations Secretariat and the wider United Nations system, including United Nations country teams as relevant, as well as governments and national, regional and international organizations. Resident coordinators will also be informed about the national project activities and engaged to support the projects at various levels. This helps to ensure that Development Account projects leverage the comparative strengths of both national and international partners to better achieve transformational change, respond to identified national needs while avoiding duplication of work, and work alongside national and local governments and organizations to strengthen their capacity throughout project implementation, which also strengthens the sustainability of project results.

35.9 As illustrated in figure 35.IV, all proposed projects will be implemented in partnership with other entities within the United Nations system, including the resident coordinator offices. The number of partnerships is likely to further increase as projects are finalized following the General Assembly's consideration and approval of the present budget fascicle and the projects proposed therein.

¹ <https://unsdg.un.org/resources/six-transitions-investment-pathways-deliver-sdgs>.

Figure 35.IV
Partnerships in Development Account projects^a



^a One project can partner with multiple partners.

- 35.10 The involvement of resident coordinator offices in Development Account projects takes different forms. Since one of the responsibilities of resident coordinator offices is to coordinate United Nations operational activities for development within a country, it is expected that such offices will be informed about all projects and related national activities. Beyond this, resident coordinator offices might provide support for a particular project by identifying and/or inviting meeting and workshop participants, identifying partners and government counterparts, disseminating project outputs, fine-tuning the modalities and activities of projects to national contexts, identifying synergies with other projects or initiatives in the subject area, identifying a stakeholder engagement strategy and mobilizing supplementary resources. In addition, depending on the project, there might be more in-depth engagement with the United Nations country team. Development Account entities are in some cases members of the country team and participate in the common country analysis and United Nations Sustainable Development Cooperation Framework, and other members of the country team are sometimes also partners in the implementation of projects.
- 35.11 In addition to the partnership arrangements described above, nine of the proposed projects of the seventeenth tranche will be led jointly by multiple Development Account entities. Joint projects build on natural areas of synergy and cooperation between Development Account entities and involve a more extensive partnership between entities, whereby each of the jointly implementing entities is responsible for the delivery of specific deliverables and receives a part of the total project budget. Entities work jointly throughout the project cycle, from the design of the project to its implementation, as well as throughout the reporting, monitoring and evaluation phases. These projects also include the formation of a steering committee, comprising representatives from all entities, that meets throughout the project's life cycle to facilitate dialogue and cooperation, resolve any issues that arise, facilitate monitoring of the project's performance and ensure that the projects are efficient and effective in achieving results at the country level. Since joint projects require a more work-intensive governance structure and coordination, they are only undertaken in areas where there is a clear advantage to doing so. The table in annex I provides further details on which projects will be jointly implemented.
- 35.12 The Development Account and the regular programme of technical cooperation continue to complement each other. Each implementing entity has mechanisms in place at the programme and subprogramme levels to ensure consistency and synergy between the regular programme and the Development Account. While the Development Account funds medium-term interventions that are

executed over a period of up to four years in primarily subregional, but also regional and global settings, building national capacities, the regular programme funds short-term, small-scale interventions, responding in a flexible manner to often urgent and not easily predictable national development needs. Consequently, the programming, implementation, monitoring and evaluation approaches of the regular programme and the Development Account are distinctly different. A decentralized approach is used for managing the regular programme, so instead of direct coordination between the two programmes, the implementing entities maintain a good overview of the planned activities financed from the regular programme, the Development Account and extrabudgetary resources while ensuring that these activities build on and do not duplicate one another.

Evaluation activities

- 35.13 Evaluation has been cemented as an essential component of the Development Account programme management function. The processes and procedures to support the planning, implementation, monitoring and evaluation of projects, including joint projects with a larger budget, have been strengthened based on the findings and lessons learned from the evaluations of the tenth tranche Programme on Statistics and Data, short-term coronavirus disease (COVID-19) joint projects and the eleventh tranche projects. This includes, among other things: (a) the enhancement of guidance on project planning, implementation and monitoring, in particular with regard to project logic (theory of change), target country selection, partnerships and joint projects; (b) the introduction of additional support and quality assurance tools and mechanisms to aid in the development of project documents; and (c) the issuance of a guidance note on terminal evaluation of joint projects.
- 35.14 At the project level, the evaluations of 11 out of 22 twelfth tranche projects are currently under way, guided by the Development Account project evaluation guidelines and a supplementary guidance note and updated report template. A guidance note has also been issued to support the thirteenth tranche project evaluations to be conducted in 2025, while roughly half of the fourteenth tranche projects have been selected for evaluation on the basis of their strategic importance and relevance to entity mandates, pressing knowledge gaps or potential for replication or scaling up. The Development Account evaluation focal points network, consisting of the evaluation units of the 10 implementing entities, has maintained regular communication through virtual meetings and email, discussing critical issues pertaining to the evaluation function and exchanging lessons learned and good practices. The planning of the next programme-level evaluation will be initiated in the second half of 2024, in consultation with the evaluation focal points network and other relevant stakeholders.

B. Proposed resource requirements for 2025

- 35.15 As reflected in table 35.1, the overall resources proposed for 2025 amount to \$18,473,900 before recosting, reflecting a net decrease of \$29,000. The proposed level of resources provides for the full, efficient and effective implementation of mandates. Four (1 P-5, 2 P-4 and 1 P-2) Development Account-related management posts are funded under section 9, Economic and social affairs.

Table 35.1
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Regular budget

Object of expenditure	2023 expenditure	2024 appropriation	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Grants and contributions	16 491.3	18 502.9	(1 029.0)	–	1 000	(29.0)	(0.2)	18 473.9

Explanation of variances by factor

Technical adjustments

- 35.16 As shown in table 35.1, resource changes reflect a decrease of \$1,029,000 under grants and contributions, which relates to the removal of a non-recurrent provision approved for 2024 by the Assembly in its resolution [78/252](#).

Other changes

- 35.17 As reflected in table 35.1, an increase of \$1,000,000 under grants and contributions is proposed to allow the proposed projects to provide broader and more in-depth capacity development support to developing countries. This would include delivering targeted, country-level capacity development support for additional target countries, including additional activities to provide more in-depth country-level assistance and to broaden the dissemination of project results, such as knowledge products, lessons learned and the sharing of countries' experiences, to a larger number of countries.

Multi-year account

- 35.18 The General Assembly, in its resolution [54/15](#), decided to establish a multi-year account for the Development Account. The resources proposed for the Account for 2025 are for the implementation of the projects over a four-year period (2025–2028). Within the multi-year account, the breakdown of resource requirements by object of expenditure for the seventeenth tranche of projects is presented in table 35.2.

Table 35.2
Summary of resource requirements by object of expenditure (before recosting)

(Thousands of United States dollars)

Object of expenditure	Amount
Other staff costs	740.5
Consultants	6 670.2
Travel of staff	2 462.7
Contractual services	2 798.5

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<i>Object of expenditure</i>	<i>Amount</i>
General operating expenses	1 392.9
Grants and contributions	4 409.1
Total	18 473.9

- 35.19 Development Account projects are designed to provide the efficient and effective use of resources. The resource requirements are based on concept notes, which provide project descriptions and initial plans for project implementation. After the General Assembly’s review of the proposed budget by the end of 2024, the implementing entities will launch projects based on project documents that include detailed analyses, deliverables, timelines and budgets, and will complete the identification of target countries.
- 35.20 Other staff costs (general temporary assistance) represent 4 per cent of the total budget and are used for short-term needs to carry out the activities of the projects, such as organizing workshops and data collection.
- 35.21 Given that the implementing entities are mostly non-resident in project target countries and that all projects have country-level activities, travel of staff is required for projects, representing an average of 13 per cent of the total resources, a 1 per cent reduction compared with the sixteenth tranche. While projects typically include an e-learning component, and incorporating such elements is useful for maximizing efficiencies and broadening outreach, these tools cannot replace all face to-face delivery modalities in their effectiveness.
- 35.22 The projects typically utilize national consultants to support project implementation at the national level, as well as for collating and exchanging national and regional best practices. International consultants, including regional consultants, are often required for projects involved in new subject areas, which require expertise that may not be available within the country or the implementing entity. International and regional consultants are also used for external programme and project evaluations and related activities representing 4 per cent of the total tranche budget. International consultants comprise approximately 17 per cent of the total number of consultants and work-months, while 83 per cent of the consultants for the seventeenth tranche projects are national or regional. In terms of cost, international consultants represent 27 per cent of the total.

Table 35.3
Summary of consultancy requirements^a

<i>Type of consultant</i>	<i>Number of consultants</i>	<i>Number of work-months</i>	<i>Cost (thousands of United States dollars)</i>
International ^b	114	613	3 276.6
National	166	664	2 807.6
Total	280	1 277	6 084.2

^a This table does not include the cost of consultant travel.

^b The requirements under international consultants include 67 regional consultants (405 work-months) at a total cost of \$1,636,200.

- 35.23 Contractual services are used to engage national and local institutions or organizations to assist with the implementation of national components of the projects, including studies, local pilots, consultations and workshops. They also often include elements of capacity development for the institutions and organizations themselves. Venue rentals, conference service costs and communications costs associated with workshops, training events, seminars or expert group meetings typically fall under the general operating expenses category. More specifically, projects may have the following costs in this category: interpretation and translation services; editing and printing of documents for workshops; web development; reserving venues for workshops;

development of online courses; customization of an online platform that uses artificial intelligence; and other technical areas of work.

- 35.24 The costs of workshop participants (travel and allowances), under grants and contributions, represent on average 24 per cent of the project budgets. Projects typically use national workshops for training, coordination and consensus-building. Most projects also include a smaller number of regional workshops, which are typically used for South-South cooperation and the sharing of lessons learned between the target countries. Regional and interregional workshops are often used to share the findings with larger audiences and are often organized in connection with other intergovernmental meetings or events to reduce costs.
- 35.25 Project deliverables fall under four general categories, as detailed in table 35.4. These deliverables are expected to have a strong focus on the national level, to help to ensure national ownership and prioritization of national processes and institutions. They are also expected to focus on different capacity development aspects (e.g. skills, institutions and an enabling environment) for increased and sustainable impact.

Table 35.4
Summary of deliverables (2025–2028 plan)

<i>Quantified deliverables: B. Generation and transfer of knowledge</i>		<i>Non-quantified deliverables: C. Substantive deliverables</i>	
<i>Seminars, workshops and training events (number of days for all projects)</i>	<i>Technical materials (number of materials for all projects)</i>	<i>Consultation, advice and advocacy (number of projects including these deliverables)</i>	<i>Databases and substantive digital materials (number of projects including these deliverables)</i>
881	241	26	23

Annex I

Projects proposed for funding from the Development Account (for the period 2025–2028)

Proposed projects and objectives

Implementing entities, partnerships and budgets

- A. Evidence-based climate action through artificial intelligence and data innovation in Caribbean small island developing States

Objective: To enhance the statistical and analytical capacities of selected Caribbean nations in utilizing data science and artificial intelligence in combination with novel and national sources for the timely monitoring of maritime transport, tourism, trade, fisheries and ecosystem services related to the coastal areas and the analysis of their CO₂ emissions, as well as the associated environmental-economic accounts, to formulate and promote evidence-based national and regional climate change and trade policies

- B. Science, technology and innovation for integrated climate action for small island developing States

Objective: To strengthen the capacity of government officials and stakeholders in targeted small island developing States to utilize science, technology and innovation effectively for advancing climate resilience and nature-based solutions in alignment with the Sustainable Development Goals

- C. Promoting climate-resilient agricultural cooperatives for rural small-holder farmers

Objective: To enhance the capacity of selected countries in sub-Saharan Africa to develop inclusive and sustainable policies and strategies for promoting climate-resilient agricultural cooperatives for rural small-holder farmers

- D. Climate-smart trade facilitation for economic and climate resilience in Africa and Asia-Pacific

Objective: To strengthen the capacity of three countries in Africa and Asia-Pacific, in particular least developed countries, landlocked developing countries and small island developing States, to calculate, measure and implement climate-smart trade facilitation reforms to reduce CO₂ emissions and build resilient and greener trade processes

- E. Stronger and greener productive capacities for just transitions in Caribbean small island developing States

Objective: To strengthen and green productive capacities in selected Caribbean small island developing States, with the goal of boosting just transitions that align with the unique needs of small island developing States and advancing economic transformation

The Department of Economic and Social Affairs, jointly with UNCTAD and in collaboration with ECLAC, UNEP and resident coordinator offices (\$1,004,400)

The Department of Economic and Social Affairs, jointly with ECA and in collaboration with UNEP and resident coordinator offices (\$740,100)

The Department of Economic and Social Affairs in collaboration with resident coordinator offices (\$684,600)

UNCTAD in collaboration with ESCAP, ECA, UNEP and resident coordinator offices (\$824,600)

UNCTAD in collaboration with the Department of Economic and Social Affairs, ECLAC and resident coordinator offices (\$824,600)

<p>F. Sustainable product export strategies and traceability for a green, sustainable and inclusive economy in Asia</p> <p><i>Objective:</i> To improve the ability of public and private stakeholders in selected Asian developing countries to build national productive and export capacity in sustainable products while contributing to their achievement of nationally determined contribution targets and the Sustainable Development Goals</p>	<p>UNCTAD in collaboration with ESCAP and resident coordinator offices (\$824,600)</p>
<p>G. Measuring climate change with a gender dimension for better adaptation and mitigation policies</p> <p><i>Objective:</i> To strengthen the capacity of selected low, lower-middle- and upper-middle-income countries to produce climate change and disaster-related statistics, taking into consideration a gender perspective, and enhance analytical capacities to develop policies to adapt to and mitigate climate change</p>	<p>UNEP, jointly with the Department of Economic and Social Affairs and in collaboration with ECA, ECLAC, ESCAP, ESCWA and resident coordinator offices (\$761,200)</p>
<p>H. Safer, healthier and cleaner transport in Africa</p> <p><i>Objective:</i> To strengthen national capacities of selected developing countries to accelerate action for resilient, low-carbon mobility in Africa that is inclusive, healthy, safe and comfortable for people that walk and cycle</p>	<p>UNEP, jointly with UN-Habitat and in collaboration with ECA and resident coordinator offices (\$761,200)</p>
<p>I. Equitable and climate-resilient sanitation services for low-income urban communities in South and South-East Asia</p> <p><i>Objective:</i> To strengthen capacities of selected countries in South and South-East Asia in providing equitable and climate-resilient sanitation services for low-income communities</p>	<p>UN-Habitat, jointly with ESCAP and in collaboration with resident coordinator offices (\$729,000)</p>
<p>J. Accelerating urban resilience and pro-poor climate action in landlocked developing countries and small island developing States in the Caribbean and Africa</p> <p><i>Objective:</i> To improve capacity to accelerate urban resilience and climate action to reduce climate change vulnerability in selected landlocked developing countries and small island developing States in the Caribbean and Africa</p>	<p>UN-Habitat, jointly with UNEP and in collaboration with ECA, ECLAC and resident coordinator offices (\$793,400)</p>
<p>K. Detection and disruption of illicit financial flows related to illegal logging and trafficking to reduce illegal deforestation</p> <p><i>Objective:</i> To strengthen the capacity of selected Member States to detect and disrupt illicit financial flows related to illegal logging and trafficking, and to reduce illegal deforestation</p>	<p>UNODC in collaboration with resident coordinator offices (\$684,600)</p>
<p>L. Improved climate knowledge and disaster risk governance for mine tailings facilities in Central Asia</p> <p><i>Objective:</i> To enhance capacities of national environmental authorities and industry in Central Asia to adapt to and mitigate the impacts of climate change on mine tailings management facilities for safer and more resilient societies</p>	<p>ECE, jointly with ESCAP and in collaboration with resident coordinator offices (\$565,600)</p>

<p>M. Better statistics and data for effective, inclusive and transparent climate action in Europe and Central Asia</p> <p><i>Objective:</i> To strengthen the capacity of national statistical systems of selected countries for producing policy-relevant, internationally comparable and accessible statistics and data for effective, inclusive and transparent climate change mitigation and adaptation</p>	<p>ECE in collaboration with ESCAP and resident coordinator offices (\$565,600)</p>
<p>N. Leveraging trade for a just transition to a low-carbon and circular economy in the Western Balkans, Southern Caucasus and Central Asia</p> <p><i>Objective:</i> To strengthen national capacities to shape trade policies to address climate change in the Central Asia, Southern Caucasus and Western Balkans subregions</p>	<p>ECE in collaboration with UNCTAD, ESCAP and resident coordinator offices (\$565,600)</p>
<p>O. Improved mapping and monitoring of solar energy access for enhanced climate policy action and socioeconomic resilience in ESCWA member States</p> <p><i>Objective:</i> To enhance the capacities of selected ESCWA member States to map and monitor developments in solar energy access to strengthen data-driven analysis and improve evidence-based policymaking for climate action and socioeconomic resilience</p>	<p>ESCWA in collaboration with resident coordinator offices (\$586,800)</p>
<p>P. Better policies for accelerated transition to a circular economy and enhanced climate action in Arab States</p> <p><i>Objective:</i> To enhance the capacities of selected countries in the Arab region to adopt circular economy practices among small and medium-sized enterprises to facilitate accelerated climate action and foster sustainable socioeconomic development</p>	<p>ESCWA in collaboration with resident coordinator offices (\$544,500)</p>
<p>Q. Bridging the climate-food nexus: coherent climate action and food system transformation for resilient Arab least developed countries</p> <p><i>Objective:</i> To strengthen the capacity of Arab least developed countries to align food system transformation with climate action and integrate climate assessments into policy design for more sustainable and resilient food systems</p>	<p>ESCWA in collaboration with resident coordinator offices (\$565,600)</p>
<p>R. Better production and use of statistics for effective climate action in Asia and the Pacific</p> <p><i>Objective:</i> To strengthen the capacity of selected countries in Asia and the Pacific to produce nationally relevant and multidimensional sets of climate change-related statistics for effective climate action</p>	<p>ESCAP in collaboration with ECE and resident coordinator offices (\$634,300)</p>

S. Low-carbon and resilient transport action plans in Asia and the Pacific

ESCAP, jointly with ECE and in collaboration with resident coordinator offices (\$634,300)

Objective: To strengthen the capacity of selected countries in Asia and the Pacific to implement low-carbon and resilient transport action plans to accelerate climate action through transport

T. Sustainable cooling to address climate change and inequality in small island developing States of the Asia-Pacific region

ESCAP, jointly with UNEP and in collaboration with resident coordinator offices (\$634,300)

Objective: To strengthen the capacity of selected countries in Asia and the Pacific to develop and implement national cooling action plans that integrate passive cooling strategies and increase the efficiency of active cooling to support energy efficiency, climate objectives, and the resilience of populations and energy systems

U. Better climate change statistics and indicators in Latin America and the Caribbean

ECLAC in collaboration with the Department of Economic and Social Affairs and resident coordinator offices (\$634,300)

Objective: To improve technical capacities in Latin American and Caribbean countries for generating statistics and indicators to monitor climate change and the impact of economic activities on climate change

V. Labour inclusion to address climate change and its impacts on the future of work in Latin America and the Caribbean

ECLAC in collaboration with resident coordinator offices (\$634,300)

Objective: To enhance the capacity of selected developing countries in Latin America and the Caribbean to develop policies and strategies for the inclusion of green labour in a just transition, reducing the social impacts of changes

W. Rural agricultural value chains and climate-smart technology policies at the subnational level in Latin America and the Caribbean

ECLAC in collaboration with UNEP and resident coordinator offices (\$634,300)

Objective: To enhance the response of small-scale farmers to climate change by strengthening subnational policies and capacities to scale up climate-smart agricultural technologies and achieve economic and social upgrading along rural value chains

X. Empowering African small and medium-sized enterprises in the agrifood industry for sustainable transition

ECA in collaboration with resident coordinator offices (\$634,300)

Objective: To strengthen the capacity of selected African countries to design and implement policies on small and medium-sized enterprises to support sustainable transition in the agrifood industry

Proposed projects and objectives

Implementing entities, partnerships and budgets

Y. Accelerating food system transformation for resilience to climate change in Africa

ECA in collaboration with resident coordinator offices (\$634,300)

Objective: To strengthen the capacity of selected African countries to improve the resilience of food systems to climate change and variability

Z. Innovative climate action to accelerate green industrialization in the Southern Africa region

ECA in collaboration with UNEP, UNCTAD and resident coordinator offices (\$634,300)

Objective: To strengthen the capacity of selected countries to develop and implement innovative green economy policies and strategies that foster inclusive and sustainable industrialization in Southern Africa

Abbreviations: ECA, Economic Commission for Africa; ECE, Economic Commission for Europe; ECLAC, Economic Commission for Latin America and the Caribbean; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; UNCTAD, United Nations Conference on Trade and Development; UNEP, United Nations Environment Programme; UN-Habitat, United Nations Human Settlements Programme; UNODC, United Nations Office on Drugs and Crime.

Annex II

Mandates of the Development Account

The programme of work will continue to be guided by all mandates entrusted to it as detailed in the list below.

List of mandates

General Assembly resolutions

52/12 B	Renewing the United Nations: a programme for reform	52/235 ; 53/220 A and B; 54/15 ; 56/237	Development Account
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Proposed programme budget for 2025

Proposed programme budget for 2025

Part XIV

Staff assessment

Section 36

Staff assessment

* [A/79/50](#).



Proposed post and non-post resource requirements for 2025

Overview

- 36.1 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in the table below.

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Other (staff assessment)	305 372.6	314 075.0	3 458.8	1 389.7	(407.5)	4 441.0	1.4	318 516.0

- 36.2 In accordance with the established budgetary practice, provisions for staff assessment are made by applying the rates contained in regulation 3.3 of the Staff Regulations and Rules of the United Nations to the assessable emoluments of United Nations staff. The staff assessment amounts resulting from the application of such rates are consolidated under the present section, while the provisions for salaries are presented under other budget sections. The provisions for salaries represent the net amounts, while the gross amounts include the addition of staff assessment to the net salary provisions. The gross and net amounts relating to each budget section are presented in the annex to the present document.
- 36.3 Amounts from staff assessment are credited upfront to Member States to offset assessments for the budget period, with the exception of staff assessment credits withheld and credited to the Tax Equalization Fund for the reimbursement of taxes on emoluments of United Nations staff members, as envisaged in General Assembly resolution [973 \(X\) A](#). The amount proposed under the present section is also reflected under income section 1, Income from staff assessment ([A/79/6 \(Income sect. 1\)](#)).
- 36.4 The overall resources proposed for 2025 amount to \$318,516,000 before recosting, reflecting a net increase of \$4,441,000 (or 1.4 per cent) compared with the approved budget for 2024. Resource changes result from three factors: (a) technical adjustments; (b) new and expanded mandates; and (c) other changes.

Explanation of variances by factor

Technical adjustments

- 36.5 As presented in the table above, resource changes reflect a net increase of \$3,458,800, comprising:
- An increase relating to the additional posts and general temporary assistance positions proposed in support of the various mandates of the Human Rights Council in the context of the resource consolidation proposed for 2025;
 - Additional provisions for 205 new and reassigned posts and positions approved pursuant to General Assembly resolutions [78/252](#) and [78/273](#), which were subject to a 50 per cent vacancy rate in 2024 and are now budgeted at continuing rates in accordance with the established practice for the costing of these posts;
 - A decrease associated with the removal of non-recurrent provisions approved for 2024.

New and expanded mandates

- 36.6 As presented in the table above, resource changes reflect an increase of \$1,389,700, which is attributable mainly to the proposed establishment of 98 additional posts under various sections of the proposed programme budget for 2025.

Other changes

- 36.7 As reflected in the table above, resource changes reflect a net decrease of \$407,500, attributable mainly to the proposed changes in posts and positions in the special political missions, offset in part by a net increase of 17 posts and additional general temporary assistance provisions under various sections of the proposed programme budget for 2025.

Overall: evolution of resources by budget section, showing net and gross amounts (before recosting)

(Thousands of United States dollars)

<i>Budget section</i>	<i>2024 approved</i>			<i>2025 estimates (before recosting)</i>		
	<i>Net of staff assessment</i>	<i>Staff assessment</i>	<i>Gross amount</i>	<i>Net of staff assessment</i>	<i>Staff assessment</i>	<i>Gross amount</i>
1. Overall policymaking, direction and coordination	92 383.7	7 801.3	100 185.0	96 184.2	8 146.1	104 330.3
2. General Assembly and Economic and Social Council affairs and conference management	371 756.7	45 736.2	417 492.9	370 661.6	45 477.7	416 139.3
3. Political affairs						
Special political missions	742 016.9	55 811.3	797 828.2	711 280.6	54 399.6	765 680.2
Other	81 083.5	10 368.3	91 451.8	131 893.2	10 480.8	142 374.0
4. Disarmament	16 694.6	1 676.8	18 371.4	19 202.0	1 836.6	21 038.6
5. Peacekeeping operations	57 100.4	5 129.2	62 229.6	57 891.4	5 132.4	63 023.8
6. Peaceful uses of outer space	4 783.8	593.9	5 377.7	4 783.8	593.9	5 377.7
7. International Court of Justice	32 614.8	2 829.8	35 444.6	33 729.2	3 060.9	36 790.1
8. Legal affairs	69 127.8	7 043.6	76 171.4	68 750.8	7 113.8	75 864.6
9. Economic and social affairs	96 655.7	12 290.7	108 946.4	96 603.8	12 295.3	108 899.1
10. Least developed countries, landlocked developing countries and small island developing States	8 923.9	933.7	9 857.6	9 558.5	1 005.4	10 563.9
11. United Nations system support for the African Union's Agenda 2063: The Africa We Want	9 612.5	1 045.7	10 658.2	10 235.7	1 063.5	11 299.2
12. Trade and development	83 589.4	11 986.5	95 575.9	83 506.5	11 955.0	95 461.5
13. International Trade Centre	21 723.5	–	21 723.5	21 723.5	–	21 723.5
14. Environment	21 990.2	2 850.0	24 840.2	22 094.3	2 865.0	24 959.3
15. Human settlements	13 018.4	1 707.3	14 725.7	13 081.2	1 707.3	14 788.5
16. International drug control, crime and terrorism prevention and criminal justice	24 332.3	3 272.5	27 604.8	23 868.1	3 192.0	27 060.1
17. UN-Women	10 788.0	1 326.3	12 114.3	10 976.1	1 326.3	12 302.4
18. Economic and social development in Africa	95 478.6	8 502.9	103 981.5	94 351.0	8 490.9	102 841.9
19. Economic and social development in Asia and the Pacific	56 817.1	7 988.9	64 806.0	56 563.5	7 978.5	64 542.0

<i>Budget section</i>	<i>2024 approved</i>			<i>2025 estimates (before recosting)</i>		
	<i>Net of staff assessment</i>	<i>Staff assessment</i>	<i>Gross amount</i>	<i>Net of staff assessment</i>	<i>Staff assessment</i>	<i>Gross amount</i>
20. Economic development in Europe	39 870.4	5 761.9	45 632.3	40 039.1	5 791.0	45 830.1
21. Economic and social development in Latin America and the Caribbean	64 364.2	8 869.5	73 233.7	63 870.9	8 866.6	72 737.5
22. Economic and social development in Western Asia	50 146.3	5 820.6	55 966.9	50 146.3	5 844.7	55 991.0
23. Regular programme of technical cooperation	46 241.7	3 030.4	49 272.1	48 241.7	2 912.1	51 153.8
24. Human rights	196 146.0	19 136.9	215 282.9	241 071.4	24 629.8	265 701.2
25. International protection, durable solutions and assistance to refugees	47 175.7	115.1	47 290.8	47 175.7	115.1	47 290.8
26. Palestine refugees	71 543.0	5 102.9	76 645.9	73 928.8	5 125.7	79 054.5
27. Humanitarian assistance	28 741.0	2 865.1	31 606.1	19 410.2	2 146.0	21 556.2
28. Global communications	117 916.7	15 431.2	133 347.9	118 031.1	15 428.9	133 460.0
29A. Department of Management Strategy, Policy and Compliance	66 795.8	6 988.3	73 784.1	67 034.9	7 019.5	74 054.4
29B. Department of Operational Support	96 246.0	8 446.8	104 692.8	96 003.7	8 453.7	104 457.4
29C. Office of Information and Communications Technology	53 855.4	4 128.3	57 983.7	53 789.0	4 128.3	57 917.3
29D. Administration, Nairobi	18 354.0	1 485.2	19 839.2	15 492.6	1 485.2	16 977.8
29E. Administration, Geneva	89 386.4	11 757.7	101 144.1	89 387.1	11 742.9	101 130.0
29F. Administration, Vienna	20 366.0	2 232.4	22 598.4	20 366.0	2 230.5	22 596.5
30. Internal oversight	24 837.3	3 116.3	27 953.6	26 337.3	3 305.8	29 643.1
31. Jointly financed administrative activities	8 611.8	–	8 611.8	8 701.0	–	8 701.0
32. Special expenses	89 326.8	–	89 326.8	89 326.8	–	89 326.8
33. Construction, alteration, improvement and major maintenance	101 476.1	–	101 476.1	45 030.4	–	45 030.4
34. Safety and security	141 234.1	20 891.5	162 125.6	140 039.2	21 169.2	161 208.4
35. Development account	18 502.9	–	18 502.9	18 473.9	–	18 473.9
Total	3 301 629.4	314 075.0	3 615 704.4	3 308 836.1	318 516.0	3 627 352.1



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Income section 1

Income from staff assessment

* A/79/50.



Income from staff assessment

(Thousands of United States dollars)

	<i>2023 actual</i>	<i>2024 approved</i>	<i>2025 estimate (before recosting)</i>	<i>Increase/ (decrease)</i>
Staff assessment requirements provisioned under:				
Section 36, Staff assessment	305 372.6	314 075.0	318 516.0	4 441.0
Income section 3, Services to the public	2 056.4	2 064.7	2 064.7	–
Total, income from staff assessment	307 429.0	316 139.7	320 580.7	4 441.0

IS1.1 The estimates under income section 1 comprise the total provision proposed under section 36, Staff assessment (\$318,516,000), and the staff assessment portion of the proposed post expenditure under income section 3, Services to the public (\$2,064,700).

IS1.2 The revenue from staff assessment is credited to the Tax Equalization Fund established by the General Assembly in its resolution [973 \(X\) A](#). The estimated staff assessment revenue approved by the Assembly is used to offset assessments on Member States in line with the established practice.



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Income section 2 General income

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G. Television and similar services	4
H. Miscellaneous income	5

* A/79/50.



Table IS2.1
Summary by source of income

(Thousands of United States dollars)

<i>Source</i>	<i>2024 approved estimates</i>	<i>2025 proposed estimates</i>	<i>Increase (decrease)</i>
A. Income from rental of premises	10 835.6	12 342.5	1 506.9
B. Reimbursement for services provided to specialized agencies and others	239.8	209.7	(30.1)
C. Interest income	12 000.0	12 000.0	–
D. Sale of used equipment	124.1	133.7	9.6
E. Refund of previous years' expenditures	1 252.5	1 252.5	–
F. Contributions of non-member States	172.3	172.3	–
G. Television and similar services	80.0	90.0	10.0
H. Miscellaneous income	5 970.9	7 689.6	1 718.7
Total	30 675.2	33 890.3	3 215.1

A. Income from rental of premises

IS2.1 The expected income under this heading, in the amount of \$12,342,500, the details of which are shown in table IS2.2, relate to the payment of rent by a number of specialized agencies and other entities connected with the activities of the Organization for the occupancy of United Nations premises in New York, Geneva, Nairobi, Addis Ababa, Bangkok and Santiago. Under the terms of the agreement with the Government of Austria, the United Nations does not charge rent for the space provided for other tenants on its premises in Vienna, and rental income generated in Vienna would devolve to the Government of Austria.

IS2.2 The estimated increase of \$1,506,900 in rental income is due mainly to:

- (a) The planned move of the Office of the United Nations High Commissioner for Human Rights from the Giuseppe Motta building into the Palais des Nations compound in Geneva (the rental charges only apply to the Office's extrabudgetary activities), and the final phase of the implementation of recommendations made by the working group on global rental practices at United Nations premises, whereby extrabudgetary funded operations of United Nations offices and departments accommodated at the Palais des Nations (i.e., the Office for the Coordination of Humanitarian Affairs, the United Nations Conference on Trade and Development, the Economic Commission for Europe and the Office of Internal Oversight Services) have been asked to pay the full rental rate instead of operating expenses (i.e. spendable) only. This change has been implemented in a phased manner over a period of four years starting in 2021 and ending in 2025 (\$1,244,000);
- (b) The adjustment of rate of rental charges, and new space arrangements for the existing and new occupants in the Economic Commission for Africa (\$186,100);
- (c) The return to full occupancy in the Economic and Social Commission for Asia and the Pacific following the completion of the seismic mitigation project as well as an increase in the rental rate in 2025 (\$75,000).

Table IS2.2
Income from rental of premises

(Thousands of United States dollars)

<i>Source</i>	<i>2024 approved estimates</i>	<i>2025 proposed estimates</i>	<i>Increase (decrease)</i>
Headquarters, New York	1 047.3	1 047.3	–
United Nations Office at Geneva	2 465.0	3 709.0	1 244.0
United Nations Office at Nairobi	3 430.0	3 430.0	–
Economic Commission for Africa, Addis Ababa	2 941.2	3 127.3	186.1
Economic Commission for Latin America and the Caribbean, Santiago	79.1	80.9	1.8
Economic and Social Commission for Asia and the Pacific, Bangkok	873.0	948.0	75.0
Total	10 835.6	12 342.5	1 506.9

B. Reimbursement for services provided to specialized agencies and others

IS2.3 The expected income under this heading is set out in table IS2.3. The total estimated income of \$209,700 reflects a decrease of \$30,100, which is attributable mainly to a reduction of mail and pouch services requested by clients at the United Nations Office at Vienna.

Table IS2.3
Reimbursement for services provided to specialized agencies and others

(Thousands of United States dollars)

<i>Source</i>	<i>2024 approved estimates</i>	<i>2025 proposed estimates</i>	<i>Increase (decrease)</i>
United Nations Office at Vienna	147.4	118.6	(28.8)
Economic Commission for Africa	92.4	91.1	(1.3)
Total	239.8	209.7	(30.1)

C. Interest income

IS2.4 It is projected that interest income in the amount of \$12 million, reflecting no change compared with the estimates for 2024, would be earned on general fund balances held in the cash pool during 2025 on the basis of an estimated average positive cash balance of \$400 million and expectations of a 3 per cent average interest rate environment in 2025. This is in line with the 2024 estimate based on the same balance and interest rate assumptions, and is in line with the market outlook for interest rates in the United States of America.

D. Sale of used equipment

IS2.5 The expected income under this heading is set out in table IS2.4. Sale of used equipment is estimated at \$133,700 for 2025, reflecting a net increase of \$9,600 compared with the estimates approved for 2024. The estimates under this heading vary from year to year on the basis of the equipment that has been identified for sale at the time of preparation of the report. The net increase of \$9,600 in 2025

reflects mainly higher estimated proceeds from the planned sale of equipment and furniture at the Economic Commission for Africa (\$15,700), partially offset by lower estimated proceeds from the planned sale of used vehicles and equipment and furniture at Headquarters (\$6,100).

Table IS2.4

Sale of used equipment

(Thousands of United States dollars)

<i>Source</i>	<i>2024 approved estimates</i>	<i>2025 proposed estimates</i>	<i>Increase (decrease)</i>
Headquarters, New York	42.5	36.4	(6.1)
Economic Commission for Africa, Addis Ababa	69.6	85.3	15.7
Economic and Social Commission for Asia and the Pacific, Bangkok	12.0	12.0	–
Total	124.1	133.7	9.6

E. Refund of previous years' expenditures

- IS2.6 An estimated amount of \$1,252,500 in 2025, reflecting no change compared with the estimate for 2024, is anticipated to be refunded from prior years' expenditures. The level of refunds is influenced by external factors and is therefore difficult to predict with accuracy. Accordingly, for 2025, the estimate is being maintained at the same level as 2024.

F. Contributions of non-member States

- IS2.7 Under the terms of rule 160 of the rules of procedure of the General Assembly and regulation 3.9 of the Financial Regulations and Rules of the United Nations, States that are not members of the United Nations but participate in certain activities of the Organization contribute towards the expenses of such activities at rates to be determined by the Assembly. By its resolution [44/197 B](#), the Assembly endorsed the revised assessment procedures for non-member States contained in paragraphs 50 to 52 of the report of the Committee on Contributions ([A/44/11](#), [A/44/11/Add.1](#) and [A/44/11/Add.1/Corr.1](#)). These procedures provide for assessment of contributions on the basis of a flat annual fee at the beginning of each year. That fee was calculated for each non-member State on the basis of a varying proportion of the applicable rate of assessment, which was applied to the applicable assessment base. The assessment base equals the total net assessment for the United Nations regular budget for the year, adjusted for tax refunds. By its resolution [58/1 B](#), the Assembly endorsed the recommendation of the Committee that the flat annual fee percentage of the Holy See should be fixed at 50 per cent of the notional rate of assessment and that further periodic review of the percentage should be suspended. By its decision [68/548](#), the Assembly decided that the State of Palestine was to be called upon to contribute towards the expenses of the Organization on the basis of the same procedure. The total contribution from these two non-member States is projected to be \$172,300 for 2025, reflecting no change compared with the estimates for 2024.

G. Television and similar services

- IS2.8 Income from television and similar services, such as publication fees charged when the images within the United Nations Photo Library are used in commercially published print monographs and service fees and royalty fees charged for the research, screening and duplication of the United Nations video and film collection, is estimated at \$90,000 for 2025, reflecting an increase of \$10,000 compared with the estimate for 2024. The increase is primarily due to an increase in the number of paying clients relying on archival footage to produce or repurpose audiovisual content.

H. Miscellaneous income

IS2.9 Various receipts that cannot properly be classified under any of the preceding subheadings, such as contributions from agencies, funds and programmes for their prorated share of the costs of the administration of justice, are included under this heading. The expected income under this heading is set out in table IS2.5. Given its nature, miscellaneous income is, for the most part, difficult to predict with accuracy. The estimate of \$7,689,600 for 2025 reflects a net increase of \$1,718,700 compared with the estimate approved for 2024. The net increase of \$1,718,700 in 2025 reflects a higher anticipated share of agencies, funds and programmes for the costs of the administration of justice based on the average amounts realized in 2021, 2022 and 2023 (\$2,026,300), partially offset by the lower share of peacekeeping operations for the costs of the administration of justice to be funded from the support account (\$307,600).

Table IS2.5

Miscellaneous income

(Thousands of United States dollars)

<i>Source</i>	<i>2024 approved estimates</i>	<i>2025 estimates</i>	<i>Increase (decrease)</i>
Headquarters, New York (contributions for the costs of the administration of justice)			
Billing for agencies/funds/programmes	5 518.2	7 544.5	2 026.3
Net share of peacekeeping operations to be funded from the support account	452.7	145.1	(307.6)
Total	5 970.9	7 689.6	1 718.7



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Proposed programme budget for 2025

Proposed programme budget for 2025

Income section 3 Services to the public

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* A/79/50.



Overview

Table IS3.1
Estimates of income and expenditure

(Thousands of United States dollars)

2025 proposal submitted by the Secretary-General	
Gross revenue	18 207.5
Gross expenditure (before recosting)	20 931.2
Net revenue (deficit)	(2 723.7)
2024 approved estimates	
Gross revenue	20 831.1
Gross expenditure (including recosting)	20 831.1
Net revenue	–

Table IS3.2
Overall: proposed posts and post changes for 2025

	Number	Details
Approved for 2024	64	2 P-5, 4 P-4, 4 P-3, 3 P-2/1, 7 GS (PL), 42 GS (OL), 2 SS
Proposed for 2025	64	2 P-5, 4 P-4, 4 P-3, 3 P-2/1, 7 GS (PL), 42 GS (OL), 2 SS

- IS3.1 The activities and operations under this section, which are carried out at Headquarters, Geneva, Vienna, Nairobi, Addis Ababa and Bangkok, are coordinated and managed by the following organizational units: (a) the Department of Global Communications; (b) the Department of Economic and Social Affairs; (c) the Department of Management Strategy, Policy and Compliance; (d) the Department of Operational Support; (e) the United Nations Office at Geneva; (f) the United Nations Office at Vienna; (g) the United Nations Office at Nairobi; (h) the Economic Commission for Africa (ECA); and (i) the Economic and Social Commission for Asia and the Pacific (ESCAP).
- IS3.2 The revenue projection for 2024 included in the report of the Secretary-General ([A/78/6 \(Income sect. 3\)](#)) reflected a net deficit of \$807,200. In its resolution [78/252](#), the General Assembly decided to increase the income expected under income section 3 by \$1.2 million, resulting in an estimated net revenue of nil (covering the recosting adjustment) for 2024, as approved by the Assembly in its resolution [78/254 B](#).
- IS3.3 The projected aggregate net deficit in respect of all services to the public for 2025 (\$2,723,700) reflects a decrease in the net revenue by \$2,623,600, compared with the estimated net revenue of nil approved by the Assembly for 2024, as shown in table IS3.4. The decrease in the net revenue for 2025 is based on best estimates of realistic income to be achieved in 2025 and it is affected mainly by United Nations Postal Administration operations, the sale of United Nations publications and catering operations at United Nations Headquarters in New York.
- IS3.4 The percentage distribution of the total gross revenue and expenditure for services to the public for 2025 is shown in table IS3.3.

Note: The following abbreviations are used in the tables: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); SS, Security Service.

Table IS3.3
Distribution of resources by component

(Percentage)

	<i>Gross revenue</i>	<i>Expenditure</i>
A. Programme of work		
1. United Nations Postal Administration operations	16.4	20.3
2. Sale of United Nations publications	26.5	27.8
3. Services to visitors	36.0	28.3
4. Revenue services of the Department of Economic and Social Affairs	8.8	4.1
5. Sale of gift items	3.3	–
6. Garage operations	6.5	6.0
7. Catering operations	0.4	9.8
8. Other commercial operations	2.1	1.3
B. Programme support		
Revenue Accounts Unit	–	2.4
Total	100.0	100.0

Table IS3.4
Summary by individual activity: estimates of gross and net revenue (before recosting)

(Thousands of United States dollars)

	<i>2024 approved estimate</i>	<i>2025 estimate (before recosting)</i>	<i>2025 increase (decrease)</i>
A. Programme of work			
1. United Nations Postal Administration operations			
Gross revenue	4 106.5	2 975.7	(1 130.8)
Less expenses against revenue	4 252.3	4 252.3	–
Net revenue	(145.8)	(1 276.6)	(1 130.8)
2. Sale of United Nations publications			
Gross revenue	6 095.0	4 830.0	(1 265.0)
Less expenses against revenue	5 821.7	5 821.7	–
Net revenue	273.3	(991.7)	(1 265.0)
3. Services to visitors			
Gross revenue	6 266.6	6 556.6	290.0
Less expenses against revenue	5 930.0	5 930.0	–
Net revenue	336.6	626.6	290.0
4. Revenue services of the Department of Economic and Social Affairs			
Gross revenue	1 267.0	1 597.1	330.1
Less expenses against revenue	755.5	855.6	100.1
Net revenue	511.5	741.5	230.0
5. Sale of gift items			
Gross revenue	400.0	600.0	200.0
Less expenses against revenue	–	–	–
Net revenue	400.0	600.0	200.0

	2024 approved estimate	2025 estimate (before recosting)	2025 increase (decrease)
6. Garage operations			
Gross revenue	1 193.5	1 185.9	(7.6)
Less expenses against revenue	1 242.3	1 242.3	–
Net revenue	(48.8)	(56.4)	(7.6)
7. Catering operations			
Gross revenue	1 116.5	73.1	(1 043.4)
Less expenses against revenue	2 049.8	2 049.8	–
Net revenue	(933.3)	(1 976.7)	(1 043.4)
8. Other commercial operations			
Gross revenue	386.0	389.1	3.1
Less expenses against revenue	275.8	275.8	–
Net revenue	110.2	113.3	3.1
B. Programme support			
Revenue Accounts Unit (expenses against revenue)	503.7	503.7	–
Total gross revenue	20 831.1	18 207.5	(2 623.6)
Less total expenses against revenue	20 831.1	20 931.2	100.1
Total net revenue	–	(2 723.7)	(2 723.7)

Table IS3.5
Resource requirements by component

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
1. United Nations Postal Administration operations	3 797.6	4 252.3	–	–	4 252.3
2. Sale of United Nations publications	5 559.7	5 821.7	–	–	5 821.7
3. Services to visitors	5 309.5	5 930.0	–	–	5 930.0
4. Revenue services of the Department of Economic and Social Affairs	787.5	755.5	100.1	13.2	855.6
5. Garage operations	1 222.1	1 242.3	–	–	1 242.3
6. Catering operations	2 722.6	2 049.8	–	–	2 049.8
7. Other commercial operations	295.5	275.8	–	–	275.8
8. Revenue Accounts Unit	326.9	503.7	–	–	503.7
Total	20 021.4	20 831.1	100.1	0.5	20 931.2

Table IS3.6
Summary of requirements by category of expenditure
 (Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
Posts	9 065.3	9 559.4	–	–	9 559.4
Non-post	10 956.1	11 271.7	100.1	0.9	11 371.8
Total	20 021.4	20 831.1	100.1	0.5	20 931.2

Table IS3.7
Overall: proposed posts by category and grade

Category and grade	Established, income section 3		Temporary				Total	
			Income section 3		Extrabudgetary			
	2024	2025	2024	2025	2024	2025	2024	2025
Professional and higher								
P-5	2	2	–	–	–	–	2	2
P-4	4	4	–	–	–	–	4	4
P-3	4	4	–	–	–	–	4	4
P-2	3	3	–	–	–	–	3	3
Subtotal	13	13	–	–	–	–	13	13
General Service and related								
GS (PL)	7	7	–	–	–	–	7	7
GS (OL)	42	42	–	–	–	–	42	42
SS	2	2	–	–	–	–	2	2
Subtotal	51	51	–	–	–	–	51	51
Total	64	64	–	–	–	–	64	64

A. Programme of work

1. United Nations Postal Administration operations

Table IS3.8

Estimates of gross and net revenue (before recosting)

(Thousands of United States dollars)

	2024 approved estimate	2025 estimate	2025 increase (decrease)
Gross sales	4 335.2	3 270.6	(1 094.9)
<i>Less</i>			
(a) Payments for mail carrying and cancellation charges	102.0	109.0	7.0
(b) Refunds, adjustments and commissions	157.0	185.9	28.9
Gross revenue	4 106.5	2 975.7	(1 130.8)
<i>Less expenses against revenue</i>	4 252.3	4 252.3	–
Net revenue	(145.8)	(1 276.6)	(1 130.8)

Table IS3.9

Summary of requirements by category of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
Posts	2 517.8	2 637.1	–	–	2 637.1
Non-post	1 279.8	1 615.2	–	–	1 615.2
Total	3 797.6	4 252.3	–	–	4 252.3

Table IS3.10

Post requirements

Category and grade	Established, income section 3		Temporary				Total	
			Income section 3		Extrabudgetary			
	2024	2025	2024	2025	2024	2025	2024	2025
Professional and higher								
P-5	1	1	–	–	–	–	1	1
Subtotal	1	1	–	–	–	–	1	1
General Service and related								
GS (PL)	4	4	–	–	–	–	4	4
GS (OL)	13	13	–	–	–	–	13	13
Subtotal	17	17	–	–	–	–	17	17
Total	18	18	–	–	–	–	18	18

- IS3.5 The Facilities and Commercial Activities Service of the Division of Administration in the Department of Operational Support provides the management and coordination of the activities of the United Nations Postal Administration, which will continue to publicize the work and achievements of the United Nations and its specialized agencies through philatelic sales.
- IS3.6 Operations are consolidated into two entities: (a) the United Nations Postal Administration, New York office; and (b) the United Nations Postal Administration, European office, in Vienna. Each entity reports to the Chief of the United Nations Postal Administration and the Chief of the Facilities and Commercial Activities Service in New York. In addition, the United Nations Postal Administration maintains a retail counter at the Palais des Nations in Geneva and a sales office in Beijing.
- IS3.7 The United Nations Postal Administration continues to face challenges as a result of declining philatelic markets and ageing of its core customer group. The downward trend in the European and North American markets was compounded by significantly lower sales than expected in China. The new 2023 United Nations stamps did not generate sufficient interest in the Chinese market and the China National Philatelic Agency, which has been the largest single buyer of United Nations stamps over the past few years.
- IS3.8 In an effort to respond to changing market conditions, the United Nations Postal Administration engaged a consulting company with specialized expertise to assess its revenue-generating potential. One recommendation from the consultant was to position the United Nations Postal Administration as a unique and valuable communications asset for the Organization. The United Nations stamps have been chronicling the Organization's commitment to address critical world issues and build a better world for the past 73 years. They can help to tie the past initiatives of the United Nations to its current activities and continue to tell the Organization's story in a unique way.
- IS3.9 The recommendations also included: (a) modernizing the marketing and e-commerce operations of the United Nations Postal Administration, with deeper integration with other United Nations communications and public information initiatives, where appropriate; (b) expansion of United Nations Postal Administration products and their sale to include United Nations stamps-themed merchandise, with the aim of introducing United Nations stamps to a younger customer base; and (c) leveraging external service providers for on-demand order fulfilment and avoiding the risk of holding merchandising inventory.
- IS3.10 The United Nations Postal Administration plans to go live with the new sales system and e-commerce website in 2025. The implementation of the system has been delayed as a result of operational issues with the implementing partner and additional requirements that need to be incorporated into the system on the basis of the recommendations of the consultant. The United Nations Postal Administration will continue to offer a multilingual website to attract customers from around the world and increase its social media presence by linking the new United Nations stamps and stamp-themed products to the current activities, initiatives and communication goals at the United Nations.
- IS3.11 The United Nations Postal Administration will continue to innovate and improve upon the new types of postage stamps introduced in recent years, including United Nations cryptostamps, stamps linked to multimedia content and specialized "made to order" stamp sheets. In addition, the popular "Lunar New Year", "Sport for Peace", "Endangered Species" and "World Heritage" stamp series will continue to be featured in the annual programme of issuances.
- IS3.12 The United Nations Postal Administration works closely with other postal administrations, dealers and philatelic agents to promote and distribute United Nations stamps around the world. It regularly works with governmental organizations and permanent missions to the United Nations to issue stamps to commemorate world events, prominent people and international days and anniversaries. It also proposes and jointly issues stamps with other postal administrations yearly and will continue to do so in 2025.
- IS3.13 The United Nations Postal Administration has and will continue to represent the Organization at international stamp shows throughout the world to increase public awareness of United Nations

philatelic products and contribute to the outreach objectives of the Organization. It is an active member of the Universal Postal Union and participates in its conferences and meetings.

- IS3.14 The overall revenue for 2025 is projected to be \$2,975,700. The downward projection compared with 2024 is attributable mainly to the declining sales of postage stamps in all major philatelic markets, as indicated in paragraph IS3.7 above. The United Nations Postal Administration plans to build income from the sale of United Nations stamp-themed merchandise to supplement its traditional income from postage stamps, with the objective of bringing its operations back to profitability.
- IS3.15 Table IS3.11 lists all deliverables, by category and subcategory, for 2025.

Table IS3.11

Deliverables for 2025, by category and subcategory

Category and subcategory

D. Communication deliverables

Outreach programmes, special events and information materials: philatelic bulletins and materials in English, French, German and Italian; United Nations postage stamps and postal stationery, including the subject, design and quantity, for an average of 7 stamp issues per year, and United Nations stamp-themed merchandise.

Resource requirements (before recosting)

- IS3.16 The amount of \$4,252,300 would provide for the financing of 18 posts, as shown in table IS3.10, of which 11 posts (1 P-5, 3 General Service (Principal level) and 7 General Service (Other level)) would be located in New York and 7 posts (1 General Service (Principal level) and 6 General Service (Other level)) would be located in Vienna, as well as non-post requirements. United Nations Postal Administration operations retain a core of General Service staff to fulfil key operational functions, such as graphic design, marketing, sales, order processing, invoicing, customer service, inventory control and accounting, and rely on a team of contracted personnel to meet the Postal Administration's production and order fulfilment workloads.
- IS3.17 Non-post resources in the amount of \$1,615,200 would provide for other staff costs, hospitality, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

2. Sale of United Nations publications

Table IS3.12

Estimates of gross and net revenue (before recosting)

(Thousands of United States dollars)

	<i>2024 approved estimate</i>	<i>2025 estimate</i>	<i>2025 increase (decrease)</i>
Headquarters			
Gross revenue	3 895.0	2 580.0	(1 315.0)
<i>Less expenses against revenue</i>	4 163.8	4 163.8	–
Net revenue	(268.8)	(1 538.8)	(1 315.0)
Bookshop, Headquarters			
Gross revenue	2 200.0	2 250.0	50.0
<i>Less expenses against revenue</i>	1 657.9	1 657.9	–
Net revenue	542.1	592.1	50.0

	2024 approved estimate	2025 estimate	2025 increase (decrease)
Total gross revenue	6 095.0	4 830.0	(1 265.0)
Less total expenses against revenue	5 821.7	5 821.7	–
Total net revenue	273.3	(991.7)	(1 265.0)

Table IS3.13
Summary of requirements by category of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
Posts	3 014.7	3 027.2	–	–	3 027.2
Non-post	2 545.0	2 794.5	–	–	2 794.5
Total	5 559.7	5 821.7	–	–	5 821.7

Table IS3.14
Post requirements

Category and grade	Established, income section 3		Temporary				Total	
	2024	2025	Income section 3		Extrabudgetary		2024	2025
			2024	2025	2024	2025		
Professional and higher								
P-5	1	1	–	–	–	–	1	1
P-4	2	2	–	–	–	–	2	2
P-3	1	1	–	–	–	–	1	1
P-2	1	1	–	–	–	–	1	1
Subtotal	5	5	–	–	–	–	5	5
General Service and related								
GS (PL)	2	2	–	–	–	–	2	2
GS (OL)	14	14	–	–	–	–	14	14
Subtotal	16	16	–	–	–	–	16	16
Total	21	21	–	–	–	–	21	21

IS3.18 The activities programmed for 2025 are aimed at enhancing understanding of the role, work and concerns of the United Nations and to encourage the exchange of ideas, information and knowledge in support of the goals of the Organization. The objective is to improve the visibility of United Nations publications and increase their readership in all formats through the targeted acquisition, marketing, sale, distribution, licensing and publishing of reports, books, periodicals, selected documents, databases, e-books, mobile applications and other electronic products. These activities, including the operation of the United Nations Bookshop at Headquarters, are carried out by the Sales and Marketing Section in the Outreach Division of the Department of Global Communications at Headquarters. A related aim is to generate revenues for the Organization while supporting the widest possible dissemination of United Nations information to the public. The Publications Board, under the chairmanship of the Director of the Outreach Division, has overall oversight of the publications programme.

- IS3.19 The proposed plan for 2025 continues to emphasize the consolidation of the electronic publishing programme accompanied by the creation and sale of a wider selection of publications for the general public, as follows:
- (a) The electronic publishing programme is based on adding value to publications through aggregation and services. Two main platforms constitute the foundation of the programme:
 - (i) The United Nations iLibrary continues to increase in scope. This subscription-based platform provides access to over 10,000 United Nations publications and other substantial digital content such as data and working papers, allowing the publication of more multilingual content and searches by Sustainable Development Goal;
 - (ii) The e-commerce website (<https://shop.un.org>) promotes the work of the Organization and provides direct access to United Nations publications in print and digital formats for purchase by the general public around the world. The launch of additional functionalities and an updated interface as well as the ability to sell merchandise online, anticipated in 2025, is expected to increase usage and sales;
 - (b) A wider distribution of electronic products, such as e-books and data products through new channels, will continue to be a priority;
 - (c) A larger, geographically diverse network of print-on-demand capability will support the print programme and e-commerce sales, reducing the time needed for production in an environmentally sustainable manner;
 - (d) The development of attractive print publications for the general public, focusing on the youth and younger children markets, is a key component of the programme;
 - (e) In addition, the plan includes the strengthening of the rights and licensing activities relating to the commercial use of the Sustainable Development Goals logo and icons as well as digital content for institutional customers worldwide, including data aggregators, for further redistribution.
- IS3.20 The publishing industry continues to change significantly, with electronic publications and aggregated platforms progressively becoming mainstream reading and research choices. At the same time, global book sales across all publishers are stagnating. United Nations publications are no exception to this global trend. In the light of the scaling back of physical book acquisitions by academic libraries and other principal institutional customers, electronic publishing continues to play an increasing role, not only as a way to deliver multilingual content to the customer but also, most importantly, to reach audiences and stimulate thought-provoking discussions and debate on the most critical issues of world affairs. The faster, mobile-responsive United Nations iLibrary platform improves usability and discoverability, which are necessary for the future success of United Nations publications in the current market environment.
- IS3.21 In this context, electronic publishing becomes essential, not only as a way to deliver content, but also to enhance the visibility of United Nations knowledge. The Sales and Marketing Section will continue to leverage existing and new opportunities. These include: (a) business and revenue opportunities primarily related to new distribution channels in print and digital content, including licensing digital and other content to third parties and aggregators for further redistribution, which the Section will diligently pursue; and (b) visibility opportunities that require continued development of back-office systems, specifically with regard to the way in which the Section assigns metadata, bibliographic information, keywords and other tags to the content published by the Organization so that it can be found on the web more easily by researchers, scholars and students.
- IS3.22 The Sales and Marketing Section will continue to focus on important supporting and auxiliary activities such as title management for cataloguing of bibliographic and marketing metadata and on the continuing management of the e-commerce website for the execution of orders for publications and merchandise. Other activities include the optimization and expanded use of third-party digital asset management and distribution systems and management of file processing for print, web and

accessible e-book products and its integration into print-on-demand facilities at various geographic locations. In the promotional sphere, the Section will continue to effectively deploy new technologies, including social media tools, to execute cutting-edge marketing campaigns to expand the reach of United Nations publications.

IS3.23 Table IS3.15 lists all deliverables, by category and subcategory, for 2025.

Table IS3.15

Deliverables for 2025, by category and subcategory

Category and subcategory

D. Communication deliverables

Outreach programmes, special events and information materials: United Nations publications, periodicals, data and subscription products, and other print and digital published materials in all official languages, for sale and dissemination; United Nations Bookshops in New York and Geneva; and organization of “meet the author” events.

External and media relations: advertising, publicity, social media campaigns, newsletters and participation in the principal international publishing industry events, directly or through authorized representatives; and collaboration with the publishing industry on the promotion of the Sustainable Development Goals and other United Nations priorities.

Digital platforms and multimedia content: management of the United Nations iLibrary and the e-commerce platform (<https://shop.un.org>) to efficiently aggregate and disseminate United Nations publications in all six official languages.

Resource requirements (before recosting)

IS3.24 The amount of \$5,821,700 would provide for the financing of 21 posts, as shown in table IS3.14, as well as non-post requirements.

IS3.25 Non-post resources in the amount of \$2,794,500 would provide for other staff costs, hospitality, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

3. Services to visitors

Table IS3.16

Estimates of gross and net revenue (before recosting)

(Thousands of United States dollars)

	<i>2024 approved estimate</i>	<i>2025 estimate</i>	<i>2025 increase (decrease)</i>
Headquarters			
Gross revenue	4 337.7	4 568.5	230.8
<i>Less expenses against revenue</i>	3 756.2	3 756.2	–
Net revenue	581.5	812.3	230.8
Geneva			
Gross revenue	1 264.6	1 320.0	55.4
<i>Less expenses against revenue</i>	1 312.5	1 312.5	–
Net revenue	(47.9)	7.5	55.4
Vienna			
Gross revenue	608.6	611.5	2.9
<i>Less expenses against revenue</i>	610.5	610.5	–
Net revenue	(1.9)	1.0	2.9

	2024 approved estimate	2025 estimate	2025 increase (decrease)
Nairobi			
Gross revenue	55.7	56.6	0.9
Less expenses against revenue	250.8	250.8	–
Net revenue	(195.1)	(194.2)	0.9
Total gross revenue	6 266.6	6 556.6	290.0
Less total expenses against revenue	5 930.0	5 930.0	–
Total net revenue	336.6	626.6	290.0

Table IS3.17
Summary of requirements by category of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
Posts	2 152.8	2 220.3	–	–	2 220.3
Non-post	3 156.7	3 709.7	–	–	3 709.7
Total	5 309.5	5 930.0	–	–	5 930.0

Table IS3.18
Post requirements

Category and grade	Established, income section 3		Temporary				Total	
			Income section 3		Extrabudgetary			
	2024	2025	2024	2025	2024	2025	2024	2025
Professional and higher								
P-3	3	3	–	–	–	–	3	3
P-2	2	2	–	–	–	–	2	2
Subtotal	5	5	–	–	–	–	5	5
General Service and related								
GS (PL)	1	1	–	–	–	–	1	1
GS (OL)	9	9	–	–	–	–	9	9
Subtotal	10	10	–	–	–	–	10	10
Total	15	15	–	–	–	–	15	15

IS3.26 The activities related to services for visitors, including guided tour operations and briefing programmes, are the responsibility of the Department of Global Communications, which oversees the Visitors Section at Headquarters and the Visitors Services at the United Nations Offices at Geneva, Vienna and Nairobi. The objective is to promote an informed understanding of the purpose, role and work of the United Nations to the widest possible audience and to promote United Nations premises as an attraction for the general public and for specialized groups, including school groups and university students from all Member States. In line with the Department's global communications strategy, there is a strong emphasis on inspiring visitors' actions and engagement in pursuing and promoting the Organization's aims, in particular the achievement of the Sustainable Development Goals.

IS3.27 In all four Visitors Section/Services (New York, Geneva, Vienna and Nairobi), in-person and online activities continue to generate revenue while fulfilling their outreach mandates. All four duty stations are prioritizing proactive marketing campaigns, updates and improvements to the tour route and further expansion of partnerships with civil society, academia, municipalities and the tourism industry. The Department plans to continue offering both in-person and online tours and briefings to the general public and other groups in all four duty stations and in several languages, upon request.

Table IS3.19
Actual and estimated number of tour participants

	<i>Headquarters</i>	<i>Geneva</i>	<i>Vienna</i>	<i>Nairobi</i>
1993	415 641	122 633	61 735	–
1994	389 610	114 594	59 334	–
1995	415 247	149 784	51 125	–
1996	420 370	111 979	50 371	–
1997	415 681	119 101	49 089	–
1998	431 241	120 394	47 816	–
1999	437 062	91 375	45 646	–
2000	388 421	82 217	40 231	–
2001	344 971	82 798	39 764	–
2002	284 508	80 943	45 311	–
2003	323 188	74 120	48 435	–
2004	360 175	78 405	50 136	–
2005	412 042	80 703	47 303	–
2006	436 755	92 987	49 090	–
2007	444 566	93 676	48 052	–
2008	306 561	100 000	50 941	–
2009	236 479	95 000	51 000	–
2010	257 660	95 000	48 106	–
2011	255 178	97 069	51 000	–
2012	266 835	100 703	48 052	–
2013	160 501	103 868	50 640	2 602
2014	112 090	108 000	55 568	4 002
2015	198 450	114 753	58 304	4 962
2016	229 893	111 072	57 272	6 357
2017	242 899	115 895	56 569	6 551
2018	249 627	109 148	55 715	7 124
2019	257 004	118 141	54 186	7 604
2020	41 354	13 532	9 079	1 895
2021 (actual) ^a	16 675	8 215	5 586	–
2022 (actual) ^a	101 719	23 655	26 722	1 628
2023 (actual) ^a	188 377	37 683	44 050	4 996
2024 (estimate)	205 603	55 000	56 000	6 000
2025 (estimate)	215 883	66 000	56 000	6 290

^a In-person and online visitors.

Headquarters

- IS3.28 The Visitors Section at Headquarters organizes guided tours, as well as briefing programmes and outside speaking engagements, in which United Nations officials address groups of students, representatives of non-governmental organizations (NGOs) and other audiences on a range of issues related to the work of the United Nations. Since the reopening of operations at Headquarters in April 2022, all activities continue to be offered both online and in person, with the aim of reaching a wider global audience.
- IS3.29 In addition, the Section plans to continue offering a range of in-person and online thematic tours that were introduced in previous years, including the Black history tour, the focus on women tour, the art tour, the architecture tour, the children's tour and the garden tour. A diverse and multi-age audience participate in these tours, including high-level government officials, very important persons (VIPs), educators and students, and concierges from leading New York City hotels, as well as United Nations staff and delegates.
- IS3.30 The Section also plans to continue working with a service provider for the digital travel marketing campaign to attract a larger number of visitors coming to, or already in, New York, both locally and abroad. The vendor partners with cruise ship, airline and car rental companies to identify potential customers through algorithms. As tourists plan their activities in New York (tours, museums, historical sites, shows, etc.), an advertisement of the United Nations tour pops up on their mobile phone or computer screen, allowing them to purchase tour tickets.
- IS3.31 As part of ongoing efforts to innovate, generate additional income and enhance the visitor experience, the Section plans to offer a virtual reality experience as an add-on service to the guided tour. Through the power of virtual reality technology, the Section aims to transport visitors directly to the front lines of United Nations humanitarian efforts and peacekeeping operations to highlight efforts to sustain peace, climate action initiatives, and the empowerment of women and youth. The Section purchased 12 virtual reality sets to this effect and intends to hire individual contractors to provide staff for the added service.
- IS3.32 The Section relies on a core staff of fixed-term, full-time tour guides who conduct tours in person and online in more than a dozen languages, as well as specialized tours on a range of subjects relevant to the work of the United Nations. To maintain a flexible operation, the Section will continue to rely on additional temporary staff hired as individual contractors for peak seasons.

Geneva

- IS3.33 At the United Nations Office at Geneva, the Visitors Service continues to deliver tours in 12 languages for groups, individual visitors and dignitaries. Youth groups continue to represent about 80 per cent of planned groups. The guided tour operation in Geneva is currently experiencing quantitative limitations to its operation owing to the closing down of about half of the Geneva compound since mid-2022 because of the work to refurbish the Palais des Nations under the strategic heritage plan. Owing to safety considerations vis-à-vis the construction site and to spatial restrictions linked to the closure of some buildings, several measures were taken, such as: (a) a reduction in the size of the tours to smaller groups, which reduced the ratio of visitors per guide; (b) restrictions imposed by security considerations on the number of groups permitted on the compound at any given time; and (c) the closure of the tours on United Nations holidays and major conferences.
- IS3.34 Despite these challenges, the Geneva Visitors Service continues to offer a high-quality alternative tour route, which has received positive feedback and continues to generate increasing demand. The alternative tour route is offered to groups and individual visitors and for private tours. Despite the severity of the challenges at stake, the number of visitors in Geneva has been growing at a fast rate, with an increase of about 60 per cent between 2022 and 2023. While the refurbishment work at the Palais des Nations will continue in 2025, it is hoped that the growth in the number of visitors will continue, owing to the opening on weekends from April to September after the planned relocation of the Visitors Service to the new centre under construction, which is expected to take place in 2025.

- IS3.35 In addition to on-site tours of the Palais des Nations, online tours developed in 2021 are also expected to be offered in 2025. The Visitors Service will continue to offer tours adapted to the renovation work linked to the strategic heritage plan, modifying routes with new elements and including information products in various formats. Adaptations of public information support material for visitors who are visually and audibly impaired are also proposed. The move of the Visitors Service's sales operation online in 2021 continues to improve customer service.
- IS3.36 Owing to a combined effect of upward cost pressures and restrictions on the number of visitors, such as a smaller volume of visitors on the premises, a lower number of visitors per guide and the additional administrative cost of accrediting visitors, which increase the operating costs, the Geneva Visitors Service proposes to offset these factors by increasing the pricing of guided tours for 2025 for schoolchildren and young people. The price of tickets for these categories will be increased as follows: from SwF 11 to SwF 14 per person for children from 6 to 13 years of age, and from SwF 12 to SwF 15 per person for young people from 14 to 17 years of age. The ticket prices of the other categories will remain at the level of 2024, i.e. at SwF 22 per person for adults, and at SwF 18 per person for university students and senior citizens. A special price level is suggested for non-official tours for permanent missions to the United Nations in Geneva at SwF 15 per person. Online tours will remain at a flat rate of SwF 170 per tour, and private tours for up to five persons will remain at a flat rate of SwF 280 per tour.

Vienna

- IS3.37 At the United Nations Office at Vienna, the Visitors Service continues to deliver guided tours and lectures in more than a dozen languages, with a special focus on children and young people. The Service has succeeded in sustaining demand while vastly increasing revenue per visitor in recent years, thanks to attention to and investment in the quality of the customer experience at the United Nations in Vienna. According to visitor surveys conducted throughout 2023, 94 per cent of visitors gave their visit to the United Nations in Vienna top marks. The Service has also earned a "certificate of excellence" on one of the most popular online review sites. Moreover, visitor surveys continue to demonstrate the powerful impact of Vienna guided tours in delivering on the communications mandate of the Department of Global Communications and inspiring support for the Organization. In 2023, the share of visitors reporting a "very positive" opinion of the United Nations doubled from 23 per cent to 55 per cent after a United Nations Vienna tour, whereas the share reporting a neutral or negative opinion fell from 24 per cent to 6 per cent.
- IS3.38 In Vienna, a flexible, hybrid operating model has succeeded in continuously increasing visitor numbers, income and net revenue since in-person tours were allowed to gradually resume in September 2021. Adequate staff support in recent years has been key to allowing the Service to work with Vienna-based organizations to improve exhibits on the tour route and offer higher-quality service in the United Nations Vienna Visitors' Centre in order to justify very robust pricing by local standards, and to pursue promotional outreach and partnerships to attract revenue-strong visitors, such as tourists and professional groups, in a highly competitive local tourist market.
- IS3.39 Standard ticket prices in 2025 are €15 for adults, €13 for students and retirees and €7 for schoolchildren. As of 2023, the Service had regained more than 80 per cent of its annual visitor volume from before the coronavirus disease (COVID-19) pandemic and increased annual revenue by 25 per cent against 2019 income.

Nairobi

- IS3.40 The Visitors Service in Nairobi plans on promoting partnerships, including with schools and global travel agencies, that are vital for keeping the Service a prominent global attraction for everyone, including international tourists. The Service is expected to continue offering online tours while charging a modest fee where possible to offset operating costs.
- IS3.41 For 2025, the Service will continue to offer physical tours through the United Nations complex and deliver virtual briefings, which can reach an additional audience who are not able to visit physically.

To revive demand, and with a focus on the physical tours through the complex, the Service will invest in marketing and outreach campaigns to known and new target groups.

IS3.42 Table IS3.20 lists all deliverables, by category and subcategory, for 2025.

Table IS3.20

Deliverables for 2025, by category and subcategory

Category and subcategory

D. Communication deliverables

Outreach programmes, special events and information materials: guided tours, including the development of different tour concepts for general audiences, including young people and children, as well as VIP tours for high-level officials and goodwill ambassadors in approximately 20 languages, offered at Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi; design and production of exhibits and interactive tour materials for visitors to all four duty stations in multiple languages; briefing programmes at Headquarters and United Nations Offices, as well as outside speaking engagements, on various United Nations issues presented by Secretariat officials in response to requests from academic institutions, NGOs and other groups; videoconferences linking groups away from Headquarters and United Nations Offices with Secretariat and/or mission officials; and engagement with visitors for promotional purposes and as multipliers of United Nations communications priorities, including on social media and through partnerships with local actors in the educational and tourism sectors in New York, Geneva, Vienna and Nairobi.

Resource requirements (before recosting)

IS3.43 The amount of \$5,930,000 would provide for the financing of 15 posts, as shown in table IS3.18, for the public services of the Department of Global Communications (Headquarters: 2 P-3, 1 General Service (Principal level) and 7 General Service (Other level); Geneva: 1 P-3 and 2 General Service (Other level); Vienna: 1 P-2; and Nairobi: 1 P-2), as well as non-post requirements.

IS3.44 Non-post resources in the amount of \$3,709,700 would provide for other staff costs, hospitality, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

4. Revenue services of the Department of Economic and Social Affairs

Table IS3.21

Estimates of gross and net revenue (before recosting)

(Thousands of United States dollars)

	<i>2024 approved estimate</i>	<i>2025 estimate</i>	<i>2025 increase (decrease)</i>
Statistics			
Gross revenue	1 267.0	1 597.1	330.1
<i>Less expenses against revenue</i>	755.5	855.6	100.1
Total net revenue	511.5	741.5	230.0

Table IS3.22
Summary of requirements by category of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
Non-post	787.5	755.5	100.1	13.2	855.6
Total	787.5	755.5	100.1	13.2	855.6

IS3.45 In 2025, the sales activities of the Department of Economic and Social Affairs under the present section will complement the work of the Statistics Division. The general objective of the activities is to ensure a high-level quality of the databases of the Division, including their metadata. These databases cover the international trade in goods and services statistics (UN Comtrade database), the database on business statistics, the database on national accounts statistics, the classifications registry, the global enterprise group registers and other databases of the Division. The activities also include the facilitation of data exchange between international agencies and countries and the training on and use of the Statistical Data and Metadata Exchange. Within this general objective, the activities are also intended to assist developing countries to improve the quality, availability and dissemination of their official statistics for inclusion in the databases of the Division, thereby ensuring the continued value of such data for the customer base.

IS3.46 The increase in the gross revenue for 2025 is estimated on the basis of the new average revenue per transaction from October 2022 to December 2023 and on projections of historical monthly transactions. The new UN Comtrade, launched in September 2022, provided new data variables and more powerful data services. As a result of these new data services and more intensive marketing activities, monthly revenues have steadily increased. It is expected that UN Comtrade will continue to attract a wide and growing audience of large data users with added services and products, such as the Trade Data Lake, and access to an extended scope of data items. The increase in the gross revenue for 2025 is based on recent realized revenue trends.

Resource requirements (before recosting)

IS3.47 The amount of \$855,600 for non-post resources, reflecting an increase of \$100,100, would provide for other staff costs, travel of staff, contractual services, general operating expenses, supplies and materials, furniture and equipment, and grants and contributions. The proposed increase is to cover additional contractual services in order to improve and maintain trade data tools for international trade and related economic statistics and to acquire ship tracking data hosted on the United Nations Global Platform, including the cost of hosting and cloud services for UN Comtrade and other relevant databases and tools.

5. Sale of gift items

Table IS3.23
Estimates of gross and net revenue (before recosting)

(Thousands of United States dollars)

	2024 approved estimate	2025 estimate	2025 increase (decrease)
Headquarters gift shop			
Gross revenue	400.0	600.0	200.0
Less expenses against revenue	–	–	–
Total net revenue	400.0	600.0	200.0

- IS3.48 The gift shop at Headquarters provides staff, members of delegations and visitors with United Nations mementos and souvenirs, as well as handicrafts and other souvenirs from around the world. The gift shop at Headquarters is operated by a contractor that is required to provide the United Nations with a percentage of gross sales and a utilities fee.
- IS3.49 The gift shop reopened on 1 June 2022 after being closed since March 2020 owing to the COVID-19 pandemic. Since its reopening, sales have remained significantly lower than 2019 levels, but it is expected that the commissions will gradually increase as the numbers of visitors and events at United Nations Headquarters stabilize in 2025.

6. Garage operations

Table IS3.24

Estimates of gross and net revenue (before recosting)

(Thousands of United States dollars)

	2024 approved estimate	2025 estimate	2025 increase (decrease)
Headquarters			
Gross revenue	788.6	780.0	(8.6)
Less expenses against revenue	778.5	778.5	–
Net revenue	10.1	1.5	(8.6)
Geneva			
Gross revenue	323.9	324.9	1.0
Less expenses against revenue	391.5	391.5	–
Net revenue	(67.6)	(66.6)	1.0
Bangkok			
Gross revenue	81.0	81.0	–
Less expenses against revenue	72.3	72.3	–
Net revenue	8.7	8.7	–
Total gross revenue	1 193.5	1 185.9	(7.6)
Less total expenses against revenue	1 242.3	1 242.3	–
Total net revenue	(48.8)	(56.4)	(7.6)

Table IS3.25

Summary of requirements by category of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
Posts	808.9	888.0	–	–	888.0
Non-post	413.2	354.3	–	–	354.3
Total	1 222.1	1 242.3	–	–	1 242.3

Table IS3.26
Post requirements

Category and grade	Established, income section 3		Temporary				Total	
	2024	2025	Income section 3		Extrabudgetary		2024	2025
			2024	2025	2024	2025		
General Service and related								
GS (OL)	4	4	–	–	–	–	4	4
SS	2	2	–	–	–	–	2	2
Total	6	6	–	–	–	–	6	6

IS3.50 The garage operations at Headquarters, Geneva and Bangkok provide parking facilities for delegates and staff under conditions and at rates established by the United Nations.

IS3.51 At Headquarters, the revenue projections for 2025 are informed by actual revenues in 2023, which were affected by the increased use of flexible working arrangements by staff compared with the levels prior to the pandemic. It is assumed that this trend will continue and that external market conditions, including fuel prices, will lead to reduced utilization of the garage despite the issuance of additional permits. It is expected that the New York City congestion pricing programme will be in effect in 2025 and is likely to have an impact on the demand for parking and utilization of the garage, leading to additional variance.

IS3.52 The garage rates were last revised effective September 2022 and, pursuant to paragraph 63 of General Assembly resolution [77/262](#), as well as paragraph 76 of Assembly resolution [78/252](#), no adjustment in garage rates will be made in 2024.

IS3.53 However, as inflationary pressures are expected to further increase the costs, and revenues are expected to be affected by the New York City congestion pricing programme, the General Assembly may wish to consider adjusting the garage fees applicable to staff to ensure the self-sufficiency of the garage administration office at Headquarters. It should also be noted that the fees applicable to delegates have not been adjusted since 1984. In order to realign the revenue potential of the garage operation and ensure that it remains self-supporting, the Assembly may also wish to consider adjusting the fees applicable to delegates in line with the cost-of-living index.

IS3.54 The Administration is required to issue guidance and make operational policy changes from time to time to ensure the safe and effective management of parking facilities for delegates and staff at United Nations garages in Headquarters, Geneva and Bangkok. These changes may involve, for example, adjusting permit types, volume and application criteria as well as procedures for payments and recovery of fees.

Resource requirements (before recosting)

IS3.55 The amount of \$1,242,300 would provide for the financing of six posts, as shown in table IS3.26 (Headquarters: 2 General Service (Other level) and 2 Security Service; and Geneva: 2 General Service (Other level)), as well as non-post requirements.

IS3.56 Non-post resources in the amount of \$354,300 would provide for other staff costs, contractual services, general operating expenses, and supplies and materials.

7. Catering operations

Table IS3.27

Estimates of gross and net revenue (before recosting)

(Thousands of United States dollars)

	2024 approved estimate	2025 estimate	2025 increase (decrease)
Catering, Headquarters			
Gross revenue	1 043.4	–	(1 043.4)
Less expenses against revenue	1 993.3	1 993.3	–
Net revenue	(949.9)	(1 993.3)	(1 043.4)
ESCAP cafeteria			
Gross revenue	73.1	73.1	–
Less expenses against revenue	56.5	56.5	–
Net revenue	16.6	16.6	–
Total gross revenue	1 116.5	73.1	(1 043.4)
Less total expenses against revenue	2 049.8	2 049.8	–
Total net revenue	(933.3)	(1 976.7)	(1 043.4)

Table IS3.28

Summary of requirements by category of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
Posts	243.0	283.1	–	–	283.1
Non-post	2 479.6	1 766.7	–	–	1 766.7
Total	2 722.6	2 049.8	–	–	2 049.8

Table IS3.29

Post requirements

Category and grade	Established, income section 3		Temporary				Total	
	2024	2025	Income section 3		Extrabudgetary		2024	2025
			2024	2025	2024	2025		
Professional and higher								
P-4	1	1	–	–	–	–	1	1
Total	1	1	–	–	–	–	1	1

IS3.57 The United Nations catering contract at Headquarters, signed on 31 December 2015, was due to expire on 31 December 2022. The new solicitation exercise was postponed to early 2023 to ensure that the proposed new contracting modality would be consistent with General Assembly resolution [39/67](#) and that any necessary approvals would be satisfied prior to the issuance of the proposed request for proposals for the services. The current contract, which was amended to a subsidy model

during the pandemic to mitigate the vendor's losses, was extended to allow sufficient time to complete the new solicitation. Six of the seven dining locations were operating as at 15 January 2024 to meet current demand and manage the subsidies, which remain necessary, within approved levels. Historically, food operations at Headquarters have relied on external catering events for profitability, because the cafeterias have typically generated losses owing to narrow margins. To mitigate losses, the availability of the various dining facilities will continue to be evaluated on an ongoing basis and adjusted as required.

- IS3.58 The solicitation for the new catering contract, which was open to all vendors, was initially launched in February 2023 and was unsuccessful. The solicitation was then relaunched in February 2024, in full compliance with United Nations regulations, taking into account the recommendations resulting from the independent assessment conducted in 2021, as well as improvements in market conditions. It is offering bidders the option to propose a "profit and loss" model, whereby they would be responsible for the financial result of the operation at the onset of the contract, or start with a "subsidy" model first and transition to a "profit and loss" model once specific targets are met. The procurement exercise is expected to conclude by the end of 2024 and arrangements to extend the contract with the existing provider will be made as necessary to ensure continuity of services.
- IS3.59 Pending the new contract terms, 2025 estimates are projected using the current situation whereby a subsidy would continue to be required. Based on the assumption that catering revenue would increase but be partly offset by higher costs for the gradual opening of the cafes and from inflationary impact, continued losses are expected. No gross revenue is projected as any profit generated by the vendor over the course of the year would serve to reduce the subsidy paid.
- IS3.60 The catering service at ESCAP is provided for the benefit of staff, delegates and participants in meetings of non-United Nations entities and conferences held on the premises. The catering operation in Bangkok generates incidental revenue, estimated at \$73,100 for 2025.

Resource requirements (before recosting)

- IS3.61 The amount of \$2,049,800 would provide for the financing of one post (P-4) in the Division of Administration at Headquarters, as well as non-post requirements for Headquarters and Bangkok.
- IS3.62 Non-post resources in the amount of \$1,766,700 would provide for other staff costs, contractual services, general operating expenses, and furniture and equipment.

8. Other commercial operations

Table IS3.30

Estimates of gross and net revenue (before recosting)

(Thousands of United States dollars)

	2024 approved estimate	2025 estimate	2025 increase (decrease)
Vienna commercial activities			
Gross revenue	–	–	–
Less expenses against revenue	–	–	–
Net revenue	–	–	–
ESCAP Conference Centre			
Gross revenue	350.0	350.0	–
Less expenses against revenue	275.8	275.8	–
Net revenue	74.2	74.2	–

	2024 approved estimate	2025 estimate	2025 increase (decrease)
ECA Conference Centre			
Gross revenue	36.0	39.1	3.1
Less expenses against revenue	–	–	–
Net revenue	36.0	39.1	–
Total gross revenue	386.0	389.1	3.1
Less total expenses against revenue	275.8	275.8	–
Total net revenue	110.2	113.3	3.1

Table IS3.31
Summary of requirements by category of expenditure
(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
Posts	–	–	–	–	–
Non-post	295.5	275.8	–	–	275.8
Total	295.5	275.8	–	–	275.8

- IS3.63 The main entrance to the Visitors' Centre of the Vienna International Centre is expected to undergo refurbishment commencing in 2025, subject to the availability of co-financing from other Vienna-based organizations, such as the International Atomic Energy Agency, the Comprehensive Nuclear-Test-Ban Treaty Organization and the United Nations Industrial Development Organization. During this period, commercial activities will be suspended, resulting in no anticipated income or expenditure for 2025.
- IS3.64 The total gross revenue of the United Nations Conference Centre at ESCAP is estimated at \$350,000 for 2025, the same level as estimated for 2024.
- IS3.65 The United Nations Conference Centre at ECA provides conference halls and exhibition facilities to other United Nations agencies, NGOs, intergovernmental organizations, government offices and others, for a fee. However, owing to the COVID-19 pandemic, face-to-face meetings were curtailed drastically, and more meetings took place via a hybrid format. In addition, local conditions also resulted in a slow market and consequently the income from the rental of the Conference Centre dropped significantly. The Africa Hall conference room and two meeting rooms will be fully operational by 2025 and, on the basis of this assumption, the rental of the Conference Centre is estimated at \$39,100 for 2025. The ongoing maintenance costs of the Conference Centre are budgeted under section 18, Economic and social development in Africa.

Resource requirements (before recosting)

- IS3.66 The amount of \$275,800 for non-post resources would provide for other staff costs, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

B. Programme support

Revenue Accounts Unit

Table IS3.32

Summary of requirements by category of expenditure

(Thousands of United States dollars)

	2023 expenditure	2024 approved	Changes		2025 estimate (before recosting)
			Amount	Percentage	
Posts	326.9	503.7	–	–	503.7
Non-post	–	–	–	–	–
Total	326.9	503.7	–	–	503.7

Table IS3.33

Post requirements

Category and grade	Established, income section 3		Temporary				Total	
			Income section 3		Extrabudgetary			
	2024	2025	2024	2025	2024	2025	2024	2025
Professional and higher								
P-4	1	1	–	–	–	–	1	1
General Service and related								
GS (OL)	2	2	–	–	–	–	2	2
Total	3	3	–	–	–	–	3	3

Resource requirements (before recosting)

IS3.67 The amount of \$503,700 would be required to provide for the continuation of three posts (1 P-4 and 2 General Service (Other level)) in the Finance Division of the Office of Programme Planning, Finance and Budget that are responsible for revenue accounting and reporting.