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Proposed programme budget for 2021

Programme planning

Proposed programme budget for 2021

Part II

Political affairs

Section 3

Political affairs

Programme 2

Political affairs

Contents

	<i>Page</i>
I. Department of Political and Peacebuilding Affairs	3
Foreword	3
A. Proposed programme plan for 2021 and programme performance for 2019**	4
B. Proposed post and non-post resource requirements for 2021***	49
II. Special political missions	69
III. Office of the United Nations Special Coordinator for the Middle East Peace Process	71
Foreword	71
A. Proposed programme plan for 2021 and programme performance for 2019**	72

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

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

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



B.	Proposed post and non-post resource requirements for 2021***	80
IV.	United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	85
	Foreword	85
A.	Proposed programme plan for 2021 and programme performance for 2019**	86
B.	Proposed post and non-post resource requirements for 2021***	92
V.	United Nations Office to the African Union	97
	Foreword	97
A.	Proposed programme plan for 2021 and programme performance for 2019**	98
B.	Proposed post and non-post resource requirements for 2021***	106
VI.	Office of Counter-Terrorism	111
	Foreword	111
A.	Proposed programme plan for 2021 and programme performance for 2019**	112
B.	Proposed post and non-post resource requirements for 2021***	122
Annexes to the proposed post and non-post resource requirements for 2021		
I.	Organizational structure and post distribution for 2021	126
II.	Summary of follow-up action taken to implement relevant recommendations of the oversight bodies	132
III.	Summary of proposed changes in established and temporary posts, by component	134
IV.	Overview of financial and post resources by entity and funding source	135

I. Department of Political and Peacebuilding Affairs

Foreword

As violent conflict continues to surge around the world, civilians, in particular women and children, continue to pay the highest price. But the destruction of life and of the infrastructure to sustain it is not inevitable. The means to support Member States, societies and communities in preventing and ending violence are available. And we know that the solution to war is not more war. We need to put diplomacy at the centre of coordinated efforts. Only political solutions, promoted through diplomatic means, can ensure lasting peace.

That is what the Department of Political and Peacebuilding Affairs aims to help Member States and regional and subregional organizations to achieve. The Department supports the Secretary-General's exercise of his good offices, including by deploying preventive diplomacy to promote conflict prevention and sustain peace. The Department is central to the Secretary-General's call for a "surge in diplomacy for peace". On the strength of its capacities, extensive expertise and broad partnerships, the Department supports Member States in responding quickly to the risks of an outbreak or escalation of violent conflict.

Essential to the Department's work, special political missions are a flexible and cost-effective tool to promote political solutions. Special political missions play a critical role in brokering agreements or supporting their implementation. Our missions act as advance platforms for conflict prevention and play a fundamental role in supporting countries to sustain hard-won achievements.

Within the framework of the Secretary-General's reform agenda, we are devoting particular attention to supporting mission transitions in settings where the United Nations is undergoing a significant reconfiguration. In this regard, the previous two years have seen significant developments. The Security Council mandated a new special political mission in Haiti, deployed in October 2019, while the special political mission in Guinea-Bissau is set to close at the end of 2020, giving way to a strengthened role for the United Nations Office for West Africa and the Sahel. We also continue to provide support to United Nations presences in the field through a range of capacities, such as electoral assistance and mediation and peacebuilding expertise.

Special political missions are time- and space-bound, but they are one of the Department's main tools to fulfil its global mandate for conflict prevention and sustaining peace. A central part of this mandate is the women, peace and security agenda. I am determined to ensure that a gender perspective and women's participation, protection and rights continue to be reflected in all our work. Equally important is the inclusion of young people and other traditionally marginalized groups, in furtherance of the youth, peace and security agenda.

The primacy of political solutions remains the Department's guiding principle as it helps forge the United Nations response to some of the world's most pressing political and security crises. With the regional and thematic expertise it has developed over the years, its rich network of field presences, and the integration of our political and peacebuilding work under the umbrella of one department, I am certain that the Department can continue to make a significant contribution to the maintenance of international peace and security in the year ahead.

(Signed) Rosemary A. DiCarlo
Under-Secretary-General for Political and Peacebuilding Affairs

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 3.1 The Department of Political and Peacebuilding Affairs is responsible for all Secretariat matters related to the prevention, management and resolution of conflicts at the global level. The Department is the lead entity of the United Nations for good offices, political analysis, mediation, electoral assistance, peacebuilding support and political guidance as they relate to the Organization's efforts towards, inter alia, preventive diplomacy, peacemaking, peacebuilding and sustaining peace. The Department oversees the work of special political missions, including special envoys and regional offices. It also provides support to peacekeeping operations in the areas of mediation, electoral assistance and peacebuilding, as well as to resident coordinators working in complex political situations. It provides substantive support and secretariat services to the Security Council and its subsidiary bodies, as well as to relevant subsidiary organs of the General Assembly, including the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People. The Department also provides strategic, substantive and technical support to the work of the Peacebuilding Commission, manages the Peacebuilding Fund on behalf of the Secretary-General and draws together the expertise of the United Nations system to facilitate coherent system-wide action in support of peacebuilding and sustaining peace.
- 3.2 The mandate derives from the Charter of the United Nations and the priorities established in relevant General Assembly resolutions and decisions, including resolution [46/232](#), in which the Assembly established the Department of Political Affairs, and more recently resolution [72/262 C](#), in which the Assembly established the Department of Political and Peacebuilding Affairs. The proliferation of the number and intensity of conflicts over the past few years and their immense human and material cost confirms the importance of conflict prevention and resolution through inclusive political solutions.

Strategy and external factors for 2021

- 3.3 The Department has global responsibility for political and peacebuilding issues and manages a spectrum of tools and engagements across the conflict continuum to ensure a coherent and effective approach to conflict prevention and resolution, electoral assistance, peacebuilding and sustaining peace. The Department will take into account the evolving nature of conflicts, including the emergence of new threats, in formulating specific strategies, in particular comprehensive regional strategies, to prevent conflict and sustain peace. Given its global mandate for conflict prevention and peacemaking, the Department will play a lead role within the United Nations in formulating and implementing comprehensive regional strategies that address cross-boundary issues, in cooperation with regional and subregional organizations.
- 3.4 In order to achieve these goals, the Department will rely on its expertise at Headquarters as well as its network of field presences, in particular special political missions, including regional offices, and liaison presences with regional and other organizations.
- 3.5 The Department will achieve greater coherence and effectiveness in the formulation of comprehensive regional strategies envisaged as part of the reform of the United Nations peace and security architecture. In particular, for subprogramme 1, Prevention, management and resolution of conflicts, the reform initiative established a single political-operational regional structure, shared by the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, which will further enable better transition planning, for example in the drawdown of peacekeeping operations, by integrating political and operational responsibilities. Furthermore, the integration of the Peacebuilding Support Office into a unified and coherent Department of Political and

Peacebuilding Affairs will continue to strengthen the interaction between the Department and the single political-operational structure on the one hand, and the Peacebuilding Commission and the Peacebuilding Fund on the other. These forms of collaboration are expected to deepen and will be of particular benefit in transition settings.

- 3.6 The Department will continue to provide advice and substantive services to the Security Council, its subsidiary organs and the Military Staff Committee; assist and support the Peacebuilding Commission; provide advice and substantive support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, as well as to other relevant intergovernmental bodies; and continue to provide support to the Committee on the Exercise of the Inalienable Rights of the Palestinian People in its deliberations and the implementation of its annual programmes of work.
- 3.7 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
 - (a) Unity among Member States, in particular the Security Council, including in critical situations in which the United Nations is engaged;
 - (b) Existence of entry points for United Nations engagement to mitigate tensions and prevent conflict;
 - (c) Commitment of the parties to a conflict to engage in a process towards the peaceful settlement of disputes.
- 3.8 The Department of Political and Peacebuilding Affairs integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Department issued its latest policy on women, peace and security in June 2019. The policy builds on good practices across the Department and special political missions and aims to ensure that key priorities are integrated in the daily work of the Department and special political missions. These priorities, in line with the mandates entrusted to the Organization in the area of women, peace and security, encompass gender-sensitive political and conflict analysis, promoting the inclusion of women in all peacemaking, sustaining peace and peacebuilding efforts, and women's participation in electoral and political processes. The policy also addresses such issues as preventing and assessing conflict-related sexual violence and post-conflict planning and financing. For example, for subprogramme 2, Electoral assistance, the result for 2019, related to the increase in the average percentage of women in parliaments in countries receiving United Nations electoral assistance in the past five years, reflects the fact that gender is systematically and effectively mainstreamed in all United Nations electoral assistance activities. All needs assessment mission reports in 2019 included gender analysis and gender-specific recommendations. In addition, under subprogramme 2, specific training events on gender and elections were organized for different regional organizations and their respective member States. These types of gender-specific regional initiatives will also continue to be on the agenda of the Department in 2021.
- 3.9 With regard to cooperation with other entities, under Chapter VIII of the Charter, the Department, through its special political missions and its liaison offices, continues to strengthen partnerships with regional and other organizations in the field of peace and security. Under the United Nations-World Bank Partnership Framework for Crisis-Affected Situations, the Department also works to strengthen partnerships with the World Bank and other international financial institutions to make international engagement in crisis-affected situations more coherent, effective and sustainable. The Department is also expanding its partnerships with other relevant actors, including civil society, in particular in support of women and young people.
- 3.10 With regard to inter-agency coordination and liaison, the Department will continue to participate in the Executive Committee established by the Secretary-General both through the Under-Secretary-General for Political and Peacebuilding Affairs and, in recognition of the role and responsibility of the Peacebuilding Support Office to facilitate cross-pillar coherence, the Assistant Secretary-General for Peacebuilding Support. The Department also chairs a number of inter-agency task forces to

coordinate and increase the coherence of United Nations system engagement in specific countries or regions, in line with entities' respective mandates, as well as various thematic inter-agency mechanisms. The Peacebuilding Fund, by nature a cross-pillar tool of financial support, will continue to work with and through agencies, funds and programmes in-country and at Headquarters.

Legislative mandates

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

Charter of the United Nations

Articles 33 and 99

General Assembly resolutions

46/232	Revitalization of the United Nations Secretariat	72/262 C	Special subjects relating to the programme budget for the biennium 2018–2019 (subsection III)
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Security Council resolutions

2171 (2014)

Deliverables

3.12 Table 3.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 3.1

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)				
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
C. Substantive deliverables				
Good offices: good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with regional and subregional organizations; and support to field operations, including provision of mediation support.				
Consultation, advice and advocacy: consultations with representatives of Member States, regional and subregional organizations and civil society organizations; and strategic coordination meetings with relevant partners.				
Fact-finding, monitoring and investigation missions: strategic review/assessment missions.				
Databases and substantive digital materials: databases on international peace and security issues.				
D. Communication deliverables				
Outreach programmes, special events and information materials: exhibits; publication of manuals, guides and publications about the work of the Department.				
External and media relations: statements by the Secretary-General; notes to correspondents; publications about the work of the Department.				

Evaluation activities

- 3.13 The following evaluations and self-evaluations completed in 2019 have guided the programme plan for 2021:
- (a) Self-evaluations:
 - (i) End-of-cycle evaluation of the 2016–2019 strategic plan of the Department of Political Affairs;
 - (ii) Evaluation of the engagements of the Department of Political and Peacebuilding Affairs in Central and West Africa.
 - (b) Four independent third-party evaluations of country portfolios in the Central African Republic, Côte d'Ivoire, Mali and Somalia commissioned by the Peacebuilding Support Office.
- 3.14 The findings of the evaluations and self-evaluations referenced in paragraph 3.13 (a) above have been taken into account for the programme plan for 2021 of subprogramme 1, Prevention, management and resolution of conflicts. The findings of the evaluations referenced in paragraph 3.13 (b) above have been taken into account for the programme plan for 2021 of subprogramme 6, Peacebuilding Support Office.
- 3.15 At least one self-evaluation, the scope and area of which have yet to be determined, is planned for 2021.

Programme of work

Subprogramme 1

Prevention, management and resolution of conflicts

Objective

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

Strategy

- 3.17 To contribute to the advancement of the prevention, management and resolution of conflicts by peaceful means, the subprogramme will support the pacific settlement of disputes, under Chapter VI of the Charter, through the use of the tools of preventive diplomacy, peacemaking, peacebuilding and sustaining peace. In utilizing those tools, the Department will work in close cooperation with a wide array of actors, in particular regional and subregional organizations, including under Chapter VIII of the Charter. The subprogramme's strategy embodies the recognition that political solutions are a key requirement for durable peace. These actions are expected to result in enhanced capacities of Member States and more effective efforts towards the prevention of armed conflicts. Past results in this area include the provision of support to the signatories of political and/or ceasefire agreements, including in Colombia, Libya and Yemen, and support for the design and implementation of national political processes, such as national dialogues.

Programme performance in 2019 against planned result

- 3.18 A planned result for 2019, which is improved capacity and capability of Member States to identify, prevent and address conflict situations, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the number of good offices efforts to address conflict situations in which the United Nations was asked to assist (54 actual compared with a target of 52 for the biennium). The continued demand by Member States, regional organizations and other

actors for the Department's support in conflict prevention and resolution demonstrates the understanding by those actors that the Organization's support can help to defuse conflict situations.

Programme performance in 2019: peaceful referendum process in Bougainville, Papua New Guinea

- 3.19 In 2019, the Department continued to respond to requests to support conflict prevention efforts, using a combination of early warning, integrated analysis, good offices and mediation assistance in support of efforts by Member States to prevent violent conflicts and consolidate peace. One example was the referendum held in Bougainville, Papua New Guinea. Following the independence of Papua New Guinea in 1975, a ten-year conflict erupted in 1988 in Bougainville. The war resulted in approximately 20,000 deaths, the displacement of 70,000 people and the near destruction of the scarce infrastructure in Bougainville. The conflict continued until 1998, when a ceasefire agreement, the Lincoln Agreement on Peace, Security and Development on Bougainville, was signed. That Agreement led to the adoption, in 2001, of the Bougainville Peace Agreement. The Bougainville Peace Agreement has three main pillars: a referendum on the future status of Bougainville (including an independence option); a special high level of autonomy for Bougainville, including demilitarization through the withdrawal of the security forces of Papua New Guinea; and an agreed weapons disposal plan.
- 3.20 During and after the deployment of the United Nations Political Office in Bougainville and the United Nations Observer Mission in Bougainville, the Department continued to support the implementation of the Bougainville Peace Agreement. In 2019, the Department supported the work of the United Nations presence on the ground, which played a facilitating role to support dialogue between the Government of Papua New Guinea and the Government of the Autonomous Region of Bougainville in preparation for the referendum on the political status of Bougainville, held in November and December 2019, and planning for the post-referendum phase. The United Nations provided direct political and technical assistance to the Bougainville Referendum Commission by, for example, deploying constitutional and technical expertise. In addition, the Department developed political analysis that informed the engagement of the Peacebuilding Fund, which provided support for wider implementation of the Peace Agreement on a number of fronts, including through the facilitation of political dialogue between the two Governments; the provision of expert support to the Second Joint Review of the Autonomy Arrangements of Bougainville; and a project focused on political dialogue (including post-referendum discussions), weapons disposal and referendum awareness.

Progress towards the attainment of the objective, and performance measure

- 3.21 This work contributed to the advancement of the prevention, management and resolution of conflicts by peaceful means, as demonstrated by the referendum process, which took place successfully and peacefully between 23 November and 7 December 2019. The results were announced on 11 December, with 97.7 per cent of voters in favour of independence. The two Governments are embarking on a process of peaceful consultation, prior to an expected final agreement that will be ratified by the National Parliament of Papua New Guinea.

Table 3.2
Performance measure

2015	2016	2017	2018	2019
Dialogue ongoing between the parties on the implementation of the Bougainville Peace Agreement	Dialogue ongoing between the parties on the implementation of	Agreement on a target date for the referendum on the political future of Bougainville	Preparations on track for the peaceful and credible delivery of the referendum on	Referendum takes place peacefully; results are broadly accepted

2015	2016	2017	2018	2019
	the Bougainville Peace Agreement		the political future of Bougainville	

Planned results for 2021

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

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

Table 3.3
Performance measure

2017	2018	2019	2020	2021
N/A	Endorsement of the reform proposal by the General Assembly and transitional steps towards the implementation of new structures	Discussions by external actors, such as regional and subregional organizations, with United Nations entities on comprehensive regional strategies for a number of regions or subregions	Initial implementation of comprehensive regional strategies formulated in 2019, leading to greater harmonization of action by regional and subregional organizations and other stakeholders	Continued and deepened implementation of comprehensive regional strategies formulated in 2019 and 2020, leading to greater harmonization of action by regional and subregional organizations and other stakeholders

Abbreviation: N/A, not applicable.

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

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

Internal challenge and response

- 3.24 The challenge for the subprogramme was to further integrate and deepen the distinct and complementary expertise of the Department of Political Affairs in conflict prevention and

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

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

- 3.25 This work is expected to contribute to the advancement of the prevention, management and resolution of conflicts by peaceful means, which would be demonstrated by the development and implementation of more comprehensive regional strategies that help to harmonize the actions of a wide range of actors operating in the same region, including Member States, regional and subregional organizations, international financial institutions and non-governmental organizations. Greater unity of action among these actors would lead to more effective conflict prevention, peacemaking, peacebuilding and sustaining peace engagements by the international community in the respective regions. Harmonization of action among external actors also presupposes greater coherence among various United Nations actors operating in the same region, including special political missions, peacekeeping operations and agencies, funds and programmes, as well as greater consistency and coherence between political objectives and programming decisions in response to an increasingly diverse and complex range of conflict triggers and situations. Evidence will also include stronger and more comprehensive regional strategies, increased coherence across the conflict prevention, peacemaking, peacebuilding and sustaining peace engagements of multiple actors, and greater integration between political analysis and programmatic decisions by such actors.

Table 3.4
Performance measure

2017	2018	2019	2020	2021
N/A	Endorsement of the reform proposal by the General Assembly and transitional steps towards the implementation of new structures	Discussions by external actors, such as regional and subregional organizations, with United Nations entities on comprehensive regional strategies for a number of regions or subregions	Initial implementation of comprehensive regional strategies formulated in 2019, leading to greater harmonization of action by regional and subregional organizations and other stakeholders	Transitions from one field configuration to another are carried out within the timing indicated by the Security Council in a coordinated and integrated manner

Abbreviation: N/A, not applicable.

Legislative mandates

- 3.26 The list below provides all mandates entrusted to the subprogramme.

Charter of the United Nations

Articles 33 and 99

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters	63/22	Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace
47/120 B	An Agenda for Peace	63/23	Promoting development through the reduction and prevention of armed violence
52/12 A and B	Renewing the United Nations: a programme for reform	63/24	Cooperation between the United Nations and the Inter-Parliamentary Union
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion	63/86	Strengthening of security and cooperation in the Mediterranean region
57/26	Prevention and peaceful settlement of disputes	63/261	Strengthening the Department of Political Affairs
57/157	Cooperation between the United Nations and the Organization of American States	63/267	New Partnership for Africa's Development: progress in implementation and international support
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa	63/281	Climate change and its possible security implications
57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe	63/308	The responsibility to protect
59/310	Cooperation between the United Nations and the Economic Community of Central African States	63/310	Cooperation between the United Nations and the African Union
60/1	2005 World Summit Outcome	64/7	International Commission against Impunity in Guatemala
60/4	Global Agenda for Dialogue among Civilizations	64/10	Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
60/260	Investing in the United Nations: for a stronger Organization worldwide	64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report	64/14	The Alliance of Civilizations
61/51	Cooperation between the United Nations and the Southern African Development Community	64/116	The rule of law at the national and international levels
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa	64/118	Measures to eliminate international terrorism
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa	64/123	Observer status for the International Conference on the Great Lakes Region of Africa in the General Assembly
61/269	High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace	64/124	Observer status for the Parliamentary Assembly of the Mediterranean in the General Assembly
61/293	Prevention of armed conflict	64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
61/294	Zone of peace and cooperation of the South Atlantic	64/137	Intensification of efforts to eliminate all forms of violence against women
63/10	Cooperation between the United Nations and the Asian-African Legal Consultative Organization	64/223	Towards global partnerships
63/15	Cooperation between the United Nations and the Eurasian Economic Community	64/254	Second follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
63/19	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development	65/283	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution
		66/253 A and B	The situation in the Syrian Arab Republic

66/291	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution	69/265	Cooperation between the United Nations and the Caribbean Community
67/19	Status of Palestine in the United Nations	69/270	Cooperation between the United Nations and the International Organization of la Francophonie
67/123	Comprehensive review of special political missions	69/277	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
68/15	Peaceful settlement of the question of Palestine	69/286	Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia
68/16	Jerusalem	69/291	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
68/79	Palestine refugees' properties and their revenues	69/311	Cooperation between the United Nations and the Community of Portuguese-speaking Countries
68/127	A world against violence and violent extremism	69/314	Tackling illicit trafficking in wildlife
68/182	Situation of human rights in the Syrian Arab Republic	69/317	Cooperation between the United Nations and the Organization of Islamic Cooperation
68/303	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution	69/318	Cooperation between the United Nations and the Pacific Islands Forum
69/1	Measures to contain and combat the recent Ebola outbreak in West Africa	69/322	Zone of peace and cooperation of the South Atlantic
69/3	United Nations Mission for Ebola Emergency Response	70/5	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
69/8	Cooperation between the United Nations and the Central European Initiative	70/64	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
69/9	Cooperation between the United Nations and the League of Arab States	70/83	Assistance to Palestine refugees
69/10	Cooperation between the United Nations and the Commonwealth of Independent States	70/84	Persons displaced as a result of the June 1967 and subsequent hostilities
69/11	Cooperation between the United Nations and the Shanghai Cooperation Organization	70/85	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
69/12	Cooperation between the United Nations and the Collective Security Treaty Organization	70/86	Palestine refugees' properties and their revenues
69/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization	70/87	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories
69/14	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons	70/88	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories
69/26	African Nuclear-Weapon-Free Zone Treaty	70/89	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan
69/74	United Nations Regional Centre for Peace and Disarmament in Africa		
69/83	Cooperation between the United Nations and the Council of Europe		
69/110	Cooperation between the United Nations and the Association of Southeast Asian Nations		
69/111	Cooperation between the United Nations and the Economic Cooperation Organization		
69/112	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization		

Section 3 Political affairs

70/90	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem	72/248 72/278	Situation of human rights in Myanmar Interaction between the United Nations, national parliaments and the Inter-Parliamentary Union
70/91	The occupied Syrian Golan	72/280	Status of internally displaced persons and refugees from Abkhazia, Georgia, and the Tskhinvali region/South Ossetia, Georgia
70/92	Comprehensive review of special political missions		
70/98	Question of Western Sahara	72/282	Complete and unconditional withdrawal of foreign military forces from the territory of the Republic of Moldova
70/108	Assistance to the Palestinian people		
70/109	A world against violence and violent extremism	73/10	Cooperation between the United Nations and the Central European Initiative
70/141	The right of the Palestinian people to self-determination	73/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
70/185	Unilateral economic measures as a means of political and economic coercion against developing countries	73/14	Cooperation between the United Nations and the Organization for Democracy and Economic Development – GUAM
70/225	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources	73/15 73/16	Cooperation between the United Nations and the Council of Europe Cooperation between the United Nations and the Commonwealth of Independent States
70/232	Rights of indigenous peoples		
70/233	Situation of human rights in Myanmar	73/88	The situation in Afghanistan
70/252	The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts	73/101 73/135	Comprehensive review of special political missions Cooperation between the United Nations and the Organization of Islamic Cooperation
70/304	Strengthening the role of mediation in the peaceful settlement of disputes, conflict prevention and resolution	73/194	The problem of militarization of the Autonomous Republic of Crimea and the city of Sevastopol (Ukraine), as well as parts of the Black Sea and the Sea of Azov
72/14	Peaceful settlement of the question of Palestine		
72/15	Jerusalem	73/249	South-South Cooperation
72/16	The Syrian Golan	73/259	Cooperation between the United Nations and the Association of Southeast Asian Nations
72/83	Palestine refugees' properties and their revenues		
72/134	Assistance to the Palestinian people	73/263 73/267 ES-10/20 74/246	Situation of human rights in the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine Cooperation between the United Nations and the League of Arab States Protection of the Palestinian civilian population Situation of human rights of Rohingya Muslims and other minorities in Myanmar

Security Council resolutions, statements by the President of the Security Council and letters from the President of the Security Council addressed to the Secretary-General

1196 (1998)	1366 (2001)
1197 (1998)	1559 (2004)
1208 (1998)	1631 (2005)
1209 (1998)	1645 (2005)
1318 (2000)	1646 (2005)
1325 (2000)	1680 (2006)

1699 (2006)	2157 (2014)	
1701(2006)	2158 (2014)	
1810 (2008)	2165 (2014)	
1820 (2008)	2171 (2014)	
1860 (2009)	2186 (2014)	
1882 (2009)	S/PRST/2014/6	
1887 (2009)	S/PRST/2014/8	
1888 (2009)	S/PRST/2014/17	
1889 (2009)	S/PRST/2014/25	
1894 (2009)	2203 (2015)	
1904 (2009)	2214 (2015)	
1907 (2009)	2218 (2015)	
S/PRST/2011/4	2232 (2015)	
S/PRST/2011/15	2238 (2015)	
S/PRST/2011/18	2242 (2015)	
S/PRST/2011/21	2245 (2015)	
2039 (2012)	2246 (2015)	
2046 (2012)	2250 (2015)	
2048 (2012)	2253 (2015)	
2056 (2012)	2254 (2015)	
S/PRST/2012/2	2259 (2015)	
S/PRST/2012/11	S/PRST/2015/4	
S/PRST/2012/18	S/PRST/2015/12	
S/PRST/2012/21	S/PRST/2015/14	
S/PRST/2012/25	S/PRST/2015/22	
S/PRST/2012/28	S/PRST/2015/24	
2092 (2013)	S/2015/555	Mandate of the United Nations Regional Office for Central Africa
2093 (2013)		
2098 (2013)	S/2015/1026	Cameroon-Nigeria Mixed Commission
2103 (2013)	2267 (2016)	
2106 (2013)	2320 (2016)	
2107 (2013)	2334 (2016)	
2118 (2013)	S/PRST/2016/4	
2122 (2013)	S/PRST/2016/8	
S/PRST/2013/4	S/PRST/2016/11	
S/PRST/2013/6	S/PRST/2016/19	
S/PRST/2013/10	2337 (2017)	
S/PRST/2013/12	2379 (2017)	
S/PRST/2013/13	S/PRST/2017/2	
S/PRST/2013/18	S/PRST/2017/10	
S/PRST/2013/19	S/PRST/2017/17	
S/PRST/2013/20	2343 (2018)	
S/PRST/2013/22	2398 (2018)	
S/2013/759	2404 (2018)	
	2405 (2018)	
2139 (2014)	2416 (2018)	
2145 (2014)	2419 (2018)	

Mandate of the United Nations Office for
West Africa

2421 (2018)	S/PRST/2019/1	
2430 (2018)	S/PRST/2019/5	
2444 (2018)	S/PRST/2019/6	
2445 (2018)	S/PRST/2019/7	
2451 (2018)	S/PRST/2019/9	
S/PRST/2018/3	S/PRST/2019/10	
S/PRST/2018/16	S/PRST/2019/12	
2452 (2019)	S/PRST/2019/13	
2453 (2019)	S/PRST/2019/14	
2458 (2019)	S/PRST/2019/15	
2460 (2019)	2504 (2020)	
2461 (2019)	2505 (2020)	
2468 (2019)	2506 (2020)	
2470 (2019)	2509 (2020)	
2472 (2019)	2510 (2020)	
2476 (2019)	2511 (2020)	
2481 (2019)	2512 (2020)	
2483 (2019)	2513 (2020)	
2485 (2019)	2516 (2020)	
2487 (2019)	S/PRST/2020/1	Maintenance of international peace and security
2489 (2019)		
2491 (2019)	S/PRST/2020/2	Peace consolidation in West Africa
2493 (2019)	S/PRST/2020/3	Children and armed conflict

Deliverables

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

Table 3.5

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	47	60	70	68
1. Report of the Secretary-General on cooperation between the United Nations and regional and other organizations for the General Assembly	—	—	1	—
2. Reports of the Secretary-General on matters related to peace and security for the General Assembly	16	16	16	16
3. Report of the Secretary-General pursuant to Security Council resolution 2240 (2015) for the General Assembly	—	—	1	—
4. Reports of the Secretary-General on matters related to peace and security for the Security Council	30	43	50	50
5. Reports of the Secretary-General on regional confidence-building measures for the United Nations Standing Advisory Committee on Security Questions in Central Africa	1	1	2	2

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Substantive services for meetings (number of three-hour meetings)	47	101	104	105
6. Meetings and/or informal consultations of the General Assembly and its subsidiary organs	14	15	16	16
7. Meetings and/or informal consultations of the Security Council and its subsidiary organs	27	76	80	80
8. Meetings of the United Nations Standing Advisory Committee on Security Questions in Central Africa	2	4	4	4
9. High-level side events on issues relating to the prevention and resolution of conflicts during the General Assembly	4	6	4	5
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	140	178	195	195
10. Seminars, training events and academic meetings on advancing preventive diplomacy, peacemaking and peacebuilding	140	178	195	195
C. Substantive deliverables				
Good offices: good offices and preventive diplomacy; high-level diplomatic missions and meetings, including jointly with regional organizations; and support to field operations, including provision of mediation support.				
Consultation, advice and advocacy: consultations with representatives of Member States, international and regional organizations and civil society organizations; and strategic coordination meetings with relevant partners.				
Fact-finding, monitoring and investigation missions: strategic review/assessment missions.				
Databases and substantive digital materials: databases on international peace and security issues.				
D. Communication deliverables				
External and media relations: statements by the Secretary-General; notes to correspondents; and publications about the work of the Department.				

Subprogramme 2 Electoral assistance

Objective

- 3.28 The objective, to which this subprogramme contributes, is to strengthen the existing capacity of requesting Member States to organize and conduct inclusive, transparent and peaceful elections that enjoy overall public confidence and that contribute to stability and security, especially in transitional and post-conflict situations.

Strategy

- 3.29 To contribute to strengthened existing capacity of requesting Member States to organize and conduct inclusive, transparent and peaceful elections, the subprogramme will continue to provide timely responses to requests from Member States for United Nations electoral assistance. The assistance is provided upon request from Member States or pursuant to a mandate from the General Assembly or the Security Council and is mostly of a technical nature. The provision of assistance involves deploying technical experts and various types of electoral missions to assist the requesting Member States in various phases of their electoral process. It also includes strengthening electoral partnerships with regional organizations, including the African Union, the Association of Southeast Asian Nations, the Caribbean Community secretariat, the Economic Community of West African States (ECOWAS), the European Union, the International Conference on the Great Lakes Region (ICGLR), the Southern African Development Community, the Organization of Islamic Cooperation, the Organization for Security and Cooperation in Europe and the Pacific Islands Forum, and

co-organizing with regional partner organizations training events on key electoral matters, such as gender and elections, lessons learned with regard to electoral processes, and the prevention of electoral violence in various parts of the world. The subprogramme will also develop new internal United Nations electoral policies for strengthening consistency, coordination and coherence within the United Nations system on electoral assistance activities. These actions are expected to result in increased support to the entire electoral cycle in requesting Member States, including through strengthened election management bodies, more effective electoral frameworks and systems, enhanced voter education and voter registration activities, and increased participation of women, young people and persons with disabilities in the electoral and political process, which will contribute to more conducive environments for peaceful and inclusive elections and ultimately a more credible electoral process. Past results in this area include the provision by the United Nations of technical support over the last two years that has led to enhanced electoral capacity in around 60 Member States in various parts of the world.

Programme performance in 2019 against planned result

- 3.30 A planned result for 2019, which is enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase in the percentage of cases (from 94 per cent to 95 per cent) where electoral needs assessments and other electoral missions were undertaken in response to requests from Member States within four weeks of approval by the United Nations Focal Point for Electoral Assistance Activities, against a biennial target of 94 per cent. These electoral missions enhanced the capacity of Member States' institutions to conduct peaceful and credible elections.

Programme performance in 2019: increased support to national efforts in conducting timely and inclusive elections

- 3.31 In 2019, the subprogramme coordinated the provision of United Nations electoral assistance to around 60 Member States. This included around 70 electoral missions to the field involving the deployment of 90 electoral experts and staff to various countries in a timely manner, to provide advice to electoral officials and institutions in the Member States requesting assistance. For instance, in the Gambia, at the request of the Independent Electoral Commission, the subprogramme deployed an electoral needs assessment mission in September 2019. The mission provided recommendations on how best the United Nations could support the ongoing electoral reform initiatives in the country, including on issues related to the electoral system and electoral framework, as well as promoting the participation of women, persons with disabilities and marginalized groups. In Honduras, in response to a request from the National Civil Registry for assistance in creating a digital voter registry ahead of the 2021 general elections, the subprogramme deployed an electoral mission to Tegucigalpa. The mission provided recommendations and technical advice on how best the United Nations could support the electoral process. In Liberia, in response to a request from the National Elections Commission for technical electoral support in the run-up to the 2020 special senatorial elections and the 2023 general elections, a mission was deployed in July 2019. The mission made key recommendations, including on the continued institutional development of the National Elections Commission, the further development of the national voter registry, assistance with future electoral legislation, and promoting the inclusion of underrepresented groups, including women, persons with disabilities and young people, in the electoral process. In Uzbekistan, following a request for United Nations electoral assistance from the Central Election Commission, the subprogramme deployed a mission to the country in July 2019. The mission recommended targeted and phased United Nations technical electoral assistance, with the first phase covering the December 2019 elections and a second phase of support lasting until the end of 2021, which would include a recalibration based on progress made in implementing reforms and lessons learned from the 2019 elections.

- 3.32 The subprogramme also provided capacity development support to regional organizations and co-held electoral training events for Member States in the various regions. In July 2019, in Nairobi, the subprogramme, in partnership with ICGLR, co-held for the first time a workshop on election observation and a round-table discussion on gender, media and elections. There were 39 participants, half of them women, from 11 States members of ICGLR, as well as representatives of the ICGLR secretariat, the African Union, ECOWAS, the Electoral Institute for Sustainable Democracy in Africa, the East African Community, the Southern African Development Community and the European Union. Similarly, in September 2019, the subprogramme, in partnership with the ECOWAS Commission, held a workshop in Accra to share experiences and good practices on the prevention and mitigation of election-related violence. The workshop provided a forum for the exchange of experiences and good practices and an opportunity to improve regional capacities on the prevention and mitigation of election-related violence. Some 60 individuals, including 22 women, drawn from election management bodies and civil society organizations in 14 States members of ECOWAS, as well as regional organizations such as the African Union, ICGLR, the Electoral Institute for Sustainable Democracy in Africa and the ECOWAS Network of Electoral Commissions, participated in the workshop. The above training events contributed to a better understanding among participants of the requirements and existing good practices on such key issues as enhancing the inclusivity, peacefulness and integrity of the electoral process. The training events also provided opportunities for networking among participants and the promotion of South-South and triangular partnerships.
- 3.33 In addition, the subprogramme, in consultation with other United Nations entities, including the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Human Rights, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Office for Project Services and the Department of Peace Operations, developed five internal policy-related documents on United Nations electoral assistance, including guidance on voting arrangements for internally displaced peoples and advice on election-related dispute resolution.

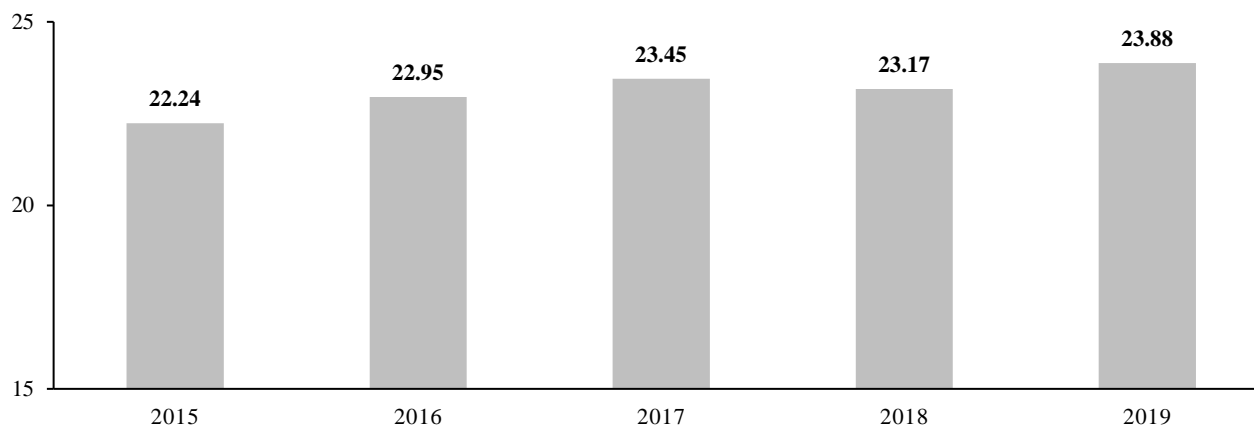
Progress towards the attainment of the objective, and performance measure

- 3.34 This work contributed to strengthening the existing capacity of requesting Member States to organize and conduct inclusive, transparent and peaceful elections, as demonstrated by the provision of technical assistance, including in electoral crisis situations, and capacity development to over 60 recipient Member States. This work also contributed to improvements in Member States' electoral processes and institutions and to capacity development for at least six regional organizations. United Nations electoral assistance has also contributed to a steady increase in women's participation and representation over the past several years, which is one of the key guiding principles for United Nations electoral assistance activities. Evidence of the results of United Nations electoral assistance includes the conduct of 19 elections in 2019 in various parts of the world with technical assistance from the United Nations, with the elections assessed by national and international observers as having been conducted in a peaceful and an overall orderly manner. Other evidence includes feedback from Member States and regional organizations on the usefulness of United Nations electoral assistance in enhancing the electoral capacities of Member States and regional organizations. For instance, the Electoral Office of Saint Vincent and the Grenadines expressed gratitude to the Organization for the "timely, unwavering technical and moral support" provided to electoral officials, while ICGLR secretariat officials expressed their appreciation for the successful conduct of the workshop on election observation and the round-table discussion on gender, media and elections, noting that participants from ICGLR member States had said that the training events were extremely useful and had "exceeded their expectations".

Figure 3.I

Performance measure: overall increase in the average percentage of women in parliaments in countries receiving United Nations electoral assistance in the past five years

(Percentage)



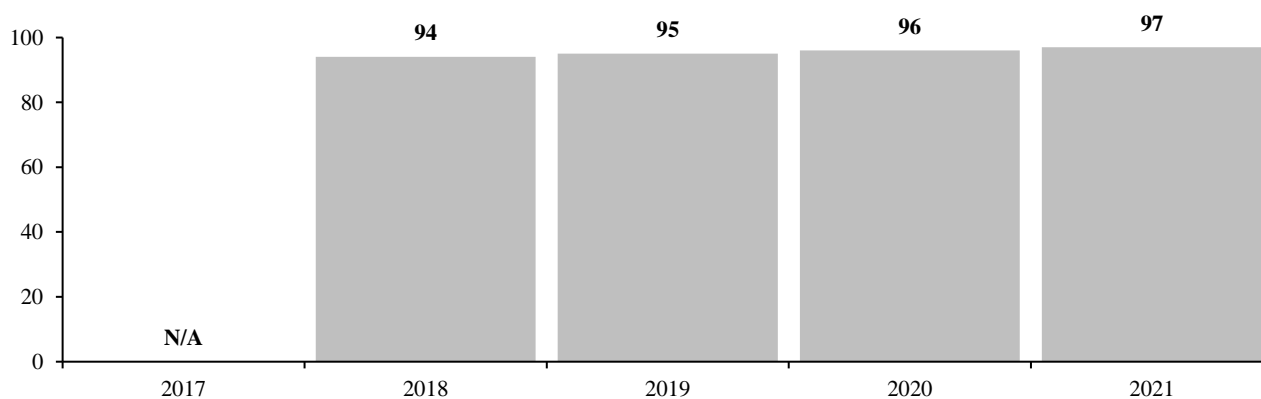
Planned results for 2021

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

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

Figure 3.II

Performance measure: percentage of cases in which Member States receive an electoral assistance mission within four weeks of approval by the United Nations Focal Point for Electoral Assistance Activities



Abbreviation: N/A, not applicable.

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

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

Internal challenge and response

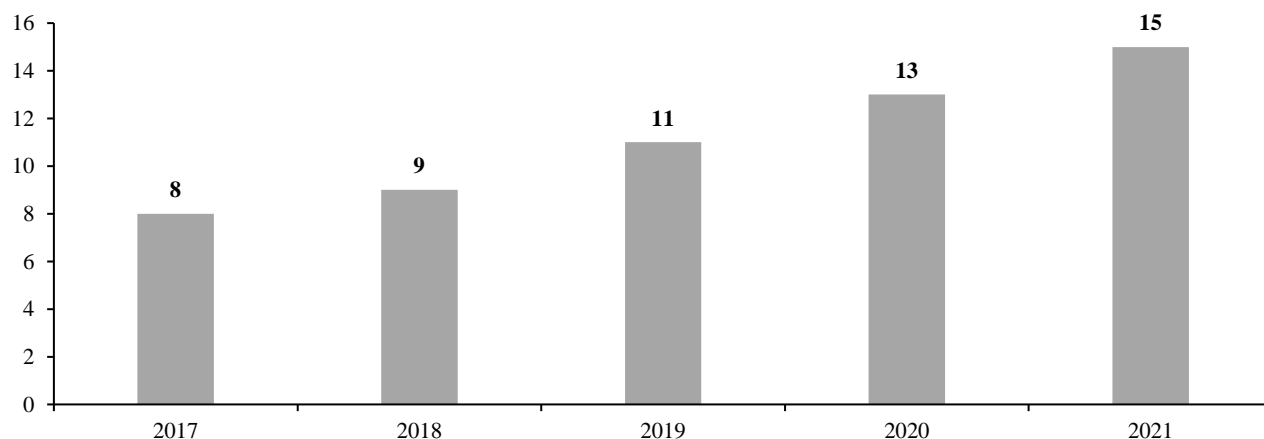
- 3.37 The challenge for the subprogramme was the continued need for ongoing comprehensive coordination among United Nations entities and other regional and intergovernmental organizations involved in providing electoral assistance to Member States to ensure coherence and consistency in the delivery of electoral support. In response, the subprogramme will enhance efforts for internal coordination, including through a comprehensive review of the internal electoral policies and guidelines developed so far to ensure that they are up-to-date and in line with current needs, including the need for strengthened coordination and coherence in the provision of United Nations electoral assistance to Member States. The subprogramme will use the Inter-Agency Coordination Mechanism for United Nations Electoral Assistance as a platform for information exchange, coordination and the development of internal policies among the entities of the United Nations system involved in electoral matters. The subprogramme will also use regional training events for partner organizations and other global electoral initiatives to further promote coordination and cooperation on key electoral matters.

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

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

Figure 3.III

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



Legislative mandates

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

General Assembly resolutions

74/158 Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization

Deliverables

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

Table 3.6

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	–	1
1. Report of the Secretary-General on strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	1	1	–	1
2. Substantive servicing of the plenary of the General Assembly	1	1	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	16	18	26	26
3. Coordination of and support for the deployment of international election observers at the request of Member States and other organizations	1	1	1	1
4. Projects on electoral assistance to Member States	15	17	25	25
Seminars, workshops and training events (number of days)	19	19	19	19
5. Training events and workshops for electoral administrators and staff at the regional and national levels on key electoral matters including gender and elections, elections and violence and election observation	19	19	19	19
Technical materials (number of materials)	5	5	5	5
6. Technical guidelines and reference materials on electoral processes, the electoral legal framework and the organization and administration of elections	5	5	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: technical support for the design of electoral projects aimed at developing or enhancing the capacity of national electoral authorities, in particular in the areas of electoral systems and frameworks, gender mainstreaming, voter registration and electoral operations.				
Fact-finding, monitoring and investigation missions: needs assessment missions to formulate system-wide responses to Member States requesting assistance in the conduct of their elections; and technical, advisory, review and other types of missions to provide support to electoral processes in Member States at their request.				
Databases and other substantive digital materials: migration to a new platform and regular updating and maintenance of the United Nations single electoral roster, which is a database of electoral experts; updating and maintenance of the United Nations institutional memory in the provision of electoral assistance; and assisting regional organizations with the establishment and enhancement of their electoral databases.				

Subprogramme 3

Security Council affairs

Objective

- 3.41 The objective, to which this subprogramme contributes, is to ensure the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security.

Strategy

- 3.42 To contribute to the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security, the subprogramme will continue to ensure the full, complete and timely execution of the Council's programme of work, as well as the timely and accurate issuance of official documentation for and by the Council. To that end, the subprogramme will assist the monthly presidency of the Council in carrying out the official functions of the office; provide procedural and substantive advice to the President of the Council, Council members and other Member States regarding the conduct of meetings and Council activities; ensure the timely and accurate publication and transmittal of the Council's outcomes and other documents, as well as the correspondence it receives from the Secretariat, Member States and entities; and continue to coordinate the scheduling and administering of formal and informal meetings. This is accomplished through applying the established procedural guidelines and practices, expeditious circulation and coordination of the editing, translation and issuance of those documents, where applicable. The subprogramme will also provide substantive and other advice to address specific queries from Council members. These activities are expected to result in the Council being fully supported by the Secretariat to fulfil its responsibilities under the Charter of the United Nations. Past results in this area in 2019 include the holding of 258 meetings and the undertaking of 5 missions to the field with the support of the subprogramme, in addition to the Council's adoption of 52 resolutions and issuance of 15 presidential statements during the same period.
- 3.43 To contribute to the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security, the subprogramme will also support the Council's subsidiary bodies, including sanctions committees and working groups. This includes support to the Council and its subsidiary bodies in the design and implementation of sanctions regimes and the provision of substantive and administrative support to the sanctions monitoring groups, teams and panels established by the Council. The subprogramme will also engage with the broader United Nations system and Member States to enhance the effective functioning of sanctions committees; to promote deeper understanding and implementation of Council sanctions; and to support the monitoring groups, teams and panels to carry out in-depth and credible monitoring of sanctions implementation and violations. In this regard, the subprogramme will continue to organize annual induction training sessions for incoming Chairs and members of sanctions committees; immediately disseminate the Consolidated United Nations Security Council Sanctions List to Member States, the United Nations system, other regional and international organizations and the private sector following the adoption of Council and sanctions committee listing and de-listing decisions; and support the timely establishment of expert panels. These activities are expected to result in enabling the Council and its sanctions committees to implement targeted sanctions. Past results in this area in 2019 include the proposal of 86 per cent of expert panel members to sanctions committees within two weeks of the renewal of the mandates of panels. Also in 2019, the subprogramme submitted seven reports of the Secretary-General to the Council: five reports providing recommendations on various aspects of sanctions regimes and measures and two reports on the implementation of resolution [2231 \(2015\)](#) on the Iranian nuclear issue.
- 3.44 To contribute to the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security, the subprogramme will also provide to Member States specialized research and analysis regarding the practice and procedure of the Council. These will be provided through publications such as the *Repertoire of the Practice of the Security Council*,

the *Highlights of Security Council Practice* and other information and data resources on specific areas of practice of the Council such as peacekeeping. All research and analysis products will be made available online to Member States through the Council website. The subprogramme will also continue to support the Council's Informal Working Group on Documentation and Other Procedural Questions, including by providing procedural and substantive advice to the Chair and other Council members. The subprogramme will also respond to specific requests for research and advice from Member States and will convene dedicated information sessions upon request. These activities are expected to result in Member States having better access to resources and information concerning the Council, in order to be more informed about its proceedings and best equipped to participate as Council members and contribute to the implementation of its decisions. Past results in this area include the introduction in 2019 of a one-year publication cycle for the *Repertoire*, which gave incoming Council members access to the most recent information on the practice and procedure of the Council.

Programme performance in 2019 against planned result

- 3.45 A planned result for 2019, which is improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the favourable survey feedback received from the monthly presidencies of the Council for the services provided by the subprogramme (100 per cent of respondents rated the services provided as satisfactory or higher, compared with a target of 100 per cent). Council members also expressed their satisfaction with the support extended by the subprogramme in open meetings of the Council, typically held at the end of the month for monthly presidencies, and also during briefings held following the conclusion of missions to the field. At such briefings, Council members that had led Council missions to the field often expressed their appreciation to the subprogramme for the support provided.

Programme performance in 2019: Member States receive enhanced support in response to an increase in the number and complexity of requests

- 3.46 In 2018, the subprogramme had explored the possibility of publishing the *Repertoire of the Practice of the Security Council* on a one-year instead of a two-year cycle. It was determined that a one-year cycle would provide users of the *Repertoire* with significant benefits, including giving Council members, for the first time since the first edition of the *Repertoire* in 1952, access to the most recent information on the practice and procedure of the Council. Subsequently, the subprogramme adjusted its workplan for 2019 and introduced a one-year publication cycle for the *Repertoire*. The advance version of the twenty-first supplement, covering 2018, was made available online in October 2019. Furthermore, increased efficiencies in the editing process enabled a more expedited publication schedule for the print version of the *Repertoire*, from an average of 36 months after the end of the period covered in 2016 to 22 months in 2019.
- 3.47 The subprogramme also continued to respond to queries and research requests from Member States. In 2019, the subprogramme received and responded to approximately six queries or research requests per month, a nearly threefold increase compared with 2016. Increased collaboration with academic and research institutions contributed to enhancing the quality of the analysis. For example, in 2019, the subprogramme collaborated with the United Nations University Centre for Policy Research to prepare a research paper on transitions in field missions mandated by the Council.
- 3.48 The subprogramme also enhanced the user experience of its knowledge products through the incorporation of innovative technologies. For example, enhanced data, texts and visualization were introduced for two key online products, the *Highlights of Security Council Practice* and the Field Missions Dashboard. Both products now allow Council members and other Member States to access

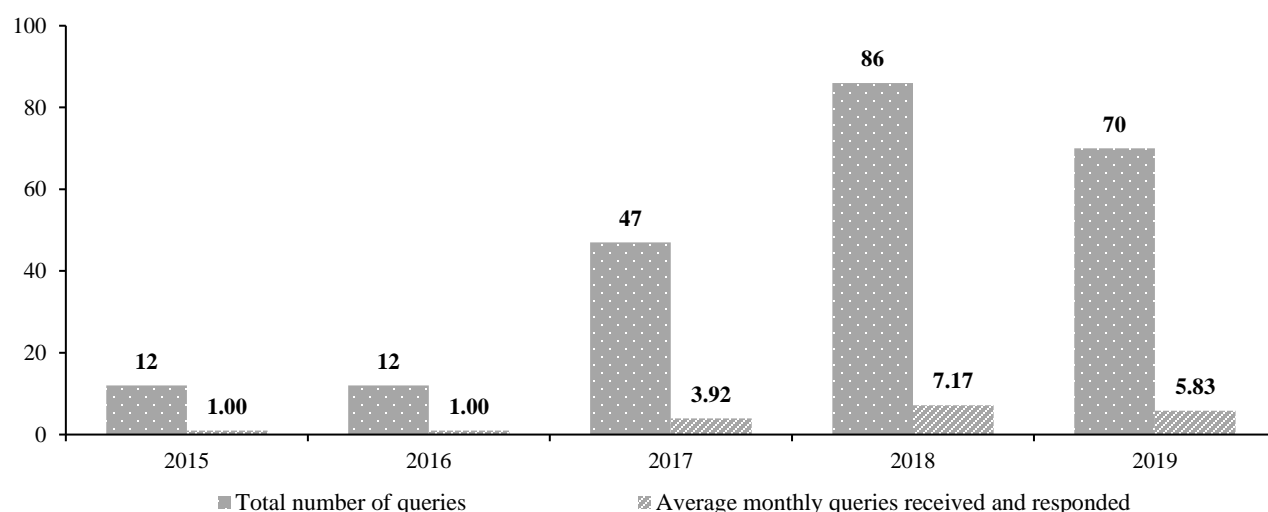
a wide variety of Council-related information, ranging from the latest statistics on Council meetings to the details of the mandates of peacekeeping missions and special political missions.

Progress towards the attainment of the objective, and performance measure

- 3.49 This work contributed to ensuring the effective discharge by the Security Council of its responsibility for the maintenance of international peace and security, as demonstrated by an upward trend in the number and complexity of queries received from Member States, as well as other Secretariat departments. While the total number of queries received in 2019 fell compared with the previous year, from 86 to 70, the queries were markedly more complex in nature, requiring research into historic Council practice in the context of contemporary open debates and Council outcomes.

Figure 3.IV

Performance measure: number of queries or research requests



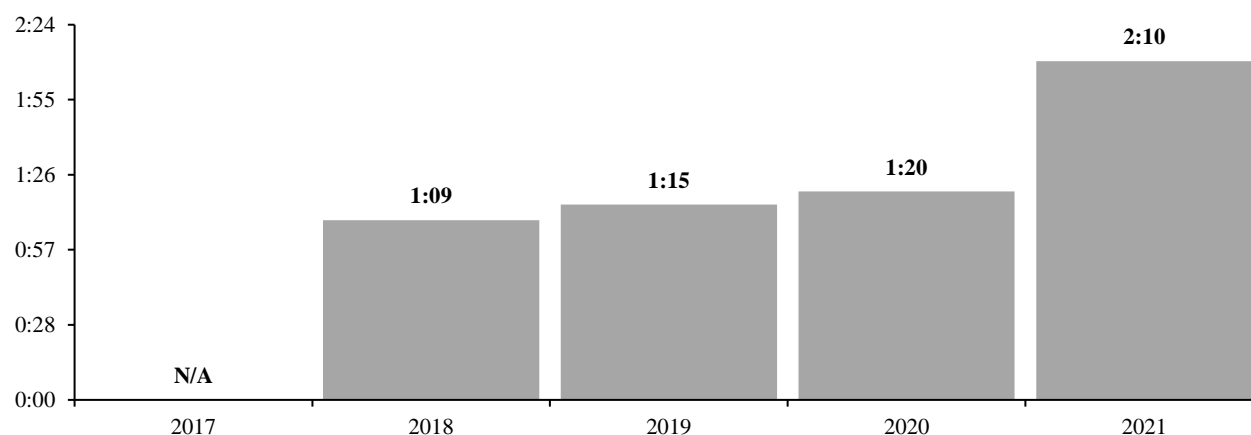
Planned results for 2021

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

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

Figure 3.V
Performance measure: engagement time on the Security Council website

(Minutes)



Abbreviation: N/A, not applicable.

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

- 3.51 The subprogramme is mandated to establish expert panels in a timely manner to assist the Security Council and its sanctions committees. To facilitate this, the subprogramme must propose the candidates for an expert panel to the relevant sanctions committee within two weeks of the renewal of the mandate of a panel, or within six weeks of the establishment of a new panel by the Council. Furthermore, by resolution [2467 \(2019\)](#), the Council encouraged the Secretary-General to ensure that expert panels include members with dedicated sexual violence and gender expertise, where mandated. The subprogramme undertakes broad outreach to Member States for the recruitment of specific expert panels and also maintains a list of pre-screened, qualified individuals who have expressed interest in joining an expert panel through the maintenance of a roster of experts.

Internal challenge and response

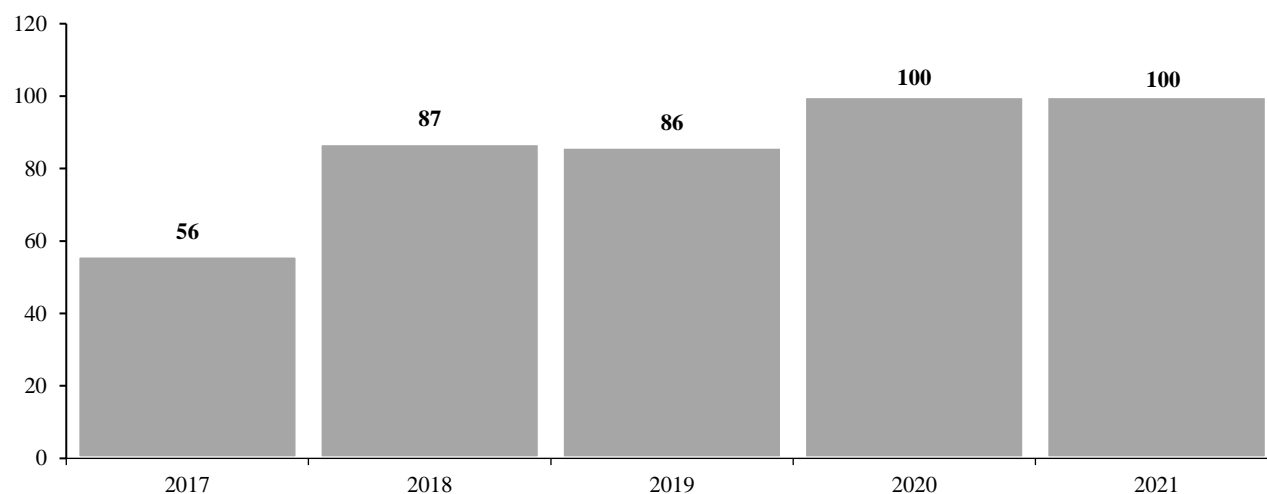
- 3.52 The challenge for the subprogramme was the identification of candidates for proposal to sanctions committees within the two-week time frame, with 86 per cent of experts being proposed to sanctions committees on time. In response, the subprogramme will begin its recruitment processes earlier, continue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

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

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

Figure 3.VI

Performance measure: percentage of expert panel proposals received by sanctions committees within two weeks of the renewal of a mandate or within six weeks of the establishment of a new mandate



Legislative mandates

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

Charter of the United Nations

Articles 1, 7, 12 (2), 15, 24, 28, 29, 30, 41, 45, 46, 47 and 50

Provisional rules of procedure of the Security Council

General Assembly resolutions

686 (VII)	Ways and means for making the evidence of customary international law more readily available	74/252	Pattern of conferences
		74/190	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
55/222	Pattern of conferences		

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

Resolutions pertaining to the establishment and mandates of subsidiary organs created by the Council under the terms of Article 29 of the Charter of the United Nations, including:

751 (1992)	1970 (2011)	
1267 (1999)	1988 (2011)	
1373 (2001)	1989 (2011)	
1518 (2003)	2048 (2012)	
1533 (2004)	2127 (2013)	
1540 (2004)	2140 (2014)	
1591 (2005)	2206 (2015)	
1636 (2005)	2253 (2015)	
1718 (2006)	2374 (2017)	
1904 (2009)	S/2017/507	Note by the President of the Security Council of 30 August 2017

Deliverables

3.55 Table 3.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.7

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	55	55	55	55
1. Notifications by the Secretary-General under Article 12 (2) of the Charter of the United Nations	1	1	1	1
2. Reports of the Security Council for the General Assembly	1	1	1	1
3. Lists of communications from private individuals and non-governmental bodies pursuant to paragraph A of the appendix to the provisional rules of procedure of the Security Council	1	1	1	1
4. Summary statement by the Secretary-General on matters of which the Security Council is seized and of the stage reached in their consideration (weekly addenda)	52	52	52	52
Substantive services for meetings (number of three-hour meetings)	510	393	510	400
5. Meetings of the Security Council and its subsidiary bodies and related deliberations, including support to the issuance of resolutions, presidential statements, press statements and other outcomes/decisions of the Council and its subsidiary bodies	510	393	510	400
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	6	4	6	4
6. Orientation of new Security Council members with respect to the evolving practices, procedures and working methods of the Council and its subsidiary organs	6	4	6	4
Publications (number of publications)	1	2	2	2
7. <i>Repertoire of the Practice of the Security Council</i>	1	1	1	1
8. Volume of <i>Resolutions and Decisions of the Security Council</i>	–	1	1	1
Technical materials (number of materials)	5	98	104	109
9. Tailored research for Member States on Security Council practice and procedure, current and historic	–	70	75	80
10. Compendium of mandates relating to active peacekeeping and special political missions authorized by the Security Council	1	1	1	1
11. Compendium of Security Council mandates and reports to the Council	–	11	12	12
12. Compendium of mandates relating to cross-cutting issues; women, peace and security; children in armed conflict; and protection of civilians in armed conflict	3	3	3	3
13. <i>Highlights of Security Council Practice</i>	1	1	1	1
14. Monthly statistics of Security Council deliberations	–	12	12	12
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions: missions of the Security Council and the Chairs of its subsidiary organs to countries or regions in connection with matters of which the Council is seized.				
Databases and substantive digital materials: updating and maintenance of the Security Council Affairs Division database of Council procedures, practices and working methods; and updating and maintenance of the roster of experts for Security Council subsidiary bodies and the Consolidated United Nations Security Council Sanctions List in all official languages.				
D. Communication deliverables				
Digital platforms and multimedia content: updating and maintenance of the website of the Security Council and its subsidiary bodies in all official languages.				

Subprogramme 4 Decolonization

Objective

- 3.56 The objective, to which this subprogramme contributes, is to advance the decolonization process of the 17 Non-Self-Governing Territories so as to bring about the complete eradication of colonialism.

Strategy

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

Programme performance in 2019, against planned result

- 3.58 A planned result for 2019, which is that the Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 17 Non-Self-Governing Territories, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the timely submission of 100 per cent (target 100 per cent) of parliamentary documents.

Programme performance in 2019: increased participation by representatives of Non-Self-Governing Territories and Member States at the regional seminar

- 3.59 The subprogramme supported the activities of the Special Committee, specifically the regional seminars and the visiting missions, which allow the Special Committee to remain apprised of the views and aspirations of the peoples of the Non-Self-Governing Territories and to enhance its understanding of their conditions, including the nature and scope of the existing political and constitutional arrangements with the administering Powers. By maintaining contact with the

representatives of and relevant stakeholders in the Non-Self-Governing Territories, the subprogramme encouraged the Territories to actively engage with the Special Committee and participate in its activities.

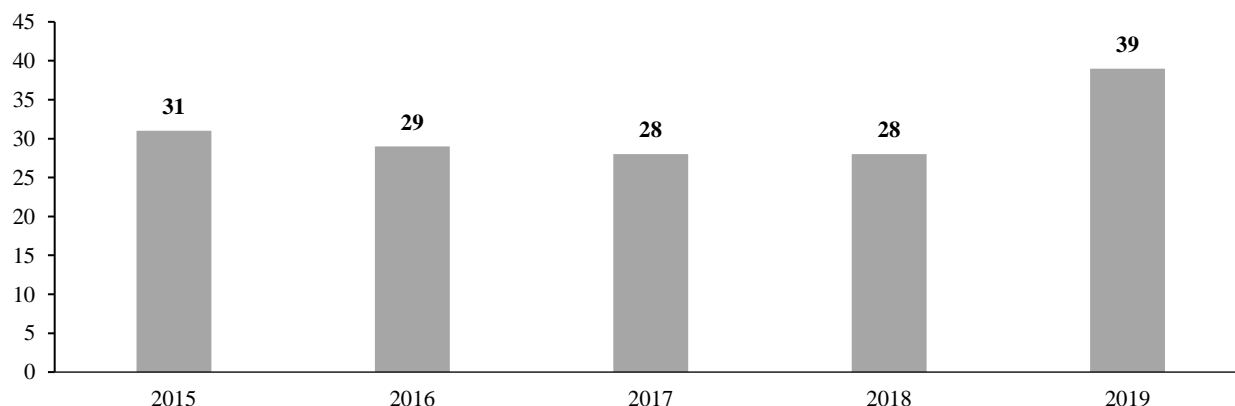
- 3.60 By supporting communication among different stakeholders on the decolonization issue, the subprogramme reiterated the neutrality of the United Nations and rekindled interest among Territories. For example, Anguilla, the British Virgin Islands and the United States Virgin Islands re-engaged with the Special Committee in 2019 after a period of disengagement. In addition, a visiting mission to Montserrat took place in December 2019, with a view to gathering first-hand information on the political, economic, social and environmental situation in the Territory. The holding of regional seminars in the Caribbean and Pacific regions facilitated the active participation of representatives of and relevant stakeholders in the Non-Self-Governing Territories. The regional seminars provide an essential means for the Special Committee to fulfil its mandate, as they serve as a platform for exchange among representatives of the Territories and allow the Committee to obtain up-to-date information on the situation in the Territories. The participation of representatives of and relevant stakeholders in the Territories is an essential element in the successful organization of the regional seminars and the work of the Special Committee. The conclusions and recommendations outlining the findings of the seminars are annexed to the report of the Special Committee and are taken into account during the Committee's deliberations of its resolutions, including, in particular, the way forward for the decolonization process within the context of the proclamation by the General Assembly of the period 2011–2020 as the Third International Decade for the Eradication of Colonialism. In 2019, the subprogramme assisted the members of the Special Committee with the drafting of the conclusions and recommendations of the regional seminar, which contributed to the Committee's deliberations. Ultimately, this language provided the basis for updates made to a number of the Committee's draft resolutions, which were adopted and recommended to the General Assembly plenary.

Progress towards the attainment of the objective, and performance measure

- 3.61 This work contributed to the advancement of the decolonization process of the 17 Non-Self-Governing Territories so as to bring about the complete eradication of colonialism, as demonstrated by the increased engagement of all stakeholders, including the Special Committee, Non-Self-Governing Territories, administering Powers and Member States, in particular the 39.3 per cent increase in the number of participants at the 2019 regional seminar, making the seminar the largest in recent history, which allowed for better-informed discussions and the inclusion of more comprehensive updates in the conclusions and recommendations of the seminar and in the resolutions.

Figure 3.VII

Performance measure: annual number of stakeholders participating in the regional seminars of the Special Committee



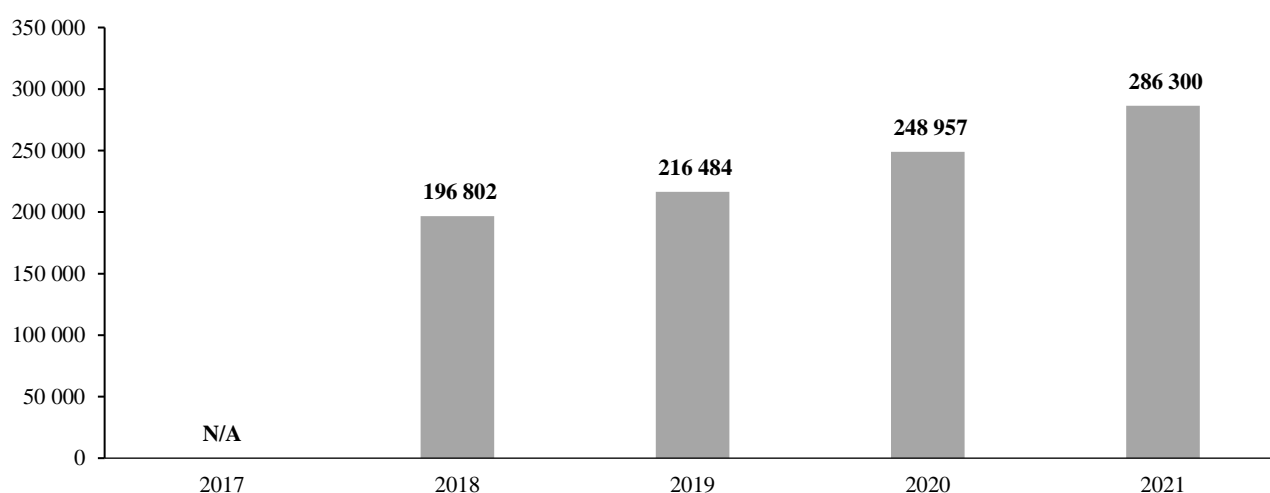
Planned results for 2021

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

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

Figure 3.VIII

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



Abbreviation: N/A, not applicable.

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

- 3.63 In its annual resolution on the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations, the General Assembly requests the specialized agencies and other organizations of the United Nations system to intensify their engagement with the work of the Special Committee as an important element for the implementation of the Declaration and to provide information on the actions taken in support of the Territories. The Assembly also notes the need to keep under continuous review the activities of the specialized agencies and other organizations of the United Nations system in the implementation of relevant resolutions relating to decolonization. The information provided on such activities allows the Special Committee to be apprised of the economic and social situation in the Territories, which informs its deliberations and decisions.
- 3.64 The subprogramme delivered on decolonization issues as one United Nations, working with the Department for General Assembly and Conference Management and the Department of Global Communications, as well as specialized agencies, international institutions and regional organizations associated with the United Nations. The subprogramme supported regional seminars and visiting missions, providing substantive support to the Special Committee, and intensified efforts to collaborate with specialized agencies, international institutions and regional organizations to

develop synergies and improve its capacity to gather information about the economic, social and environmental conditions in the Territories, including on the assistance provided to the peoples in the Territories by specialized agencies and other relevant organizations.

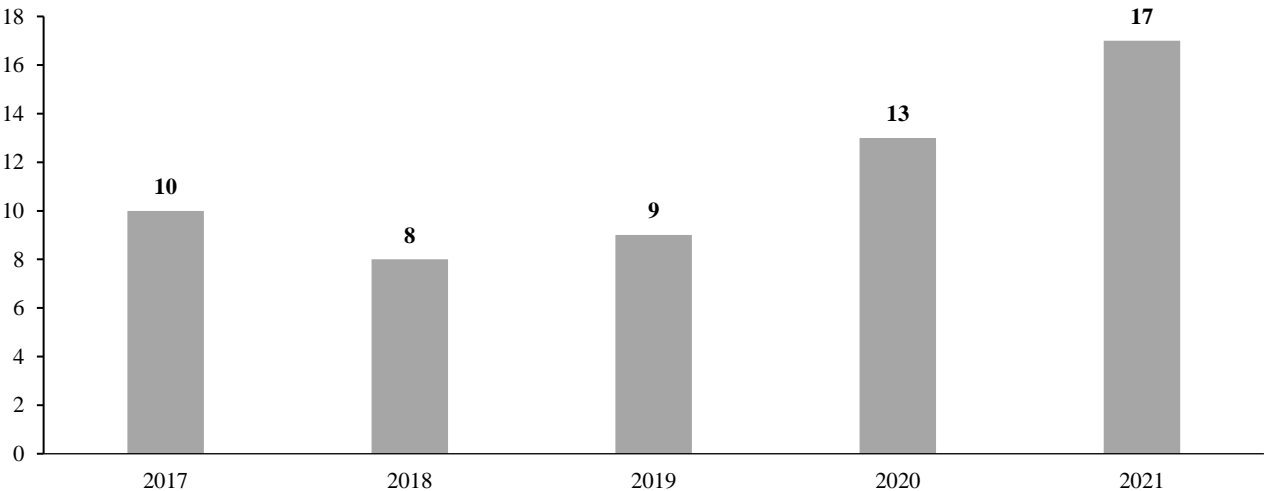
Internal challenge and response

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

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

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

Figure 3.IX
Performance measure: annual number of United Nations entities and international organizations that provide information on the Non-Self-Governing Territories



Legislative mandates

- 3.67 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

1514 (XV)	Declaration on the granting of independence to colonial countries and peoples	exists to transmit the information called for under Article 73 <i>e</i> of the Charter
1541 (XV)	Principles which should guide Members in determining whether or not an obligation	Information from Non-Self-Governing Territories transmitted under Article 73 <i>e</i> of the Charter of the United Nations

Part II	Political affairs		
74/94	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories	74/102	Question of the Cayman Islands
		74/103	Question of French Polynesia
74/95	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	74/104	Question of Guam
		74/105	Question of Montserrat
		74/106	Question of New Caledonia
		74/107	Question of Pitcairn
74/96	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories	74/108	Question of Saint Helena
		74/109	Question of Tokelau
74/97	Question of Western Sahara	74/110	Question of the Turks and Caicos Islands
74/98	Question of American Samoa	74/111	Question of the United States Virgin Islands
74/99	Question of Anguilla	74/112	Dissemination of information on decolonization
74/100	Question of Bermuda	74/113	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
74/101	Question of the British Virgin Islands		

Economic and Social Council resolutions

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

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

Table 3.8

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	22	22	22	21
1. Reports of the Secretary-General on information from Non-Self-Governing Territories transmitted under Article 73 <i>e</i> of the Charter of the United Nations	1	1	1	1
2. Reports of the Secretary-General on offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories	1	1	1	1
3. Reports of the Secretary-General on the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	1	1	1	1
4. Report prepared by the Rapporteur of the Special Committee on Puerto Rico	1	1	–	–
5. Report of the Secretary-General on the Third International Decade for the Eradication of Colonialism pursuant to General Assembly resolution 65/119	–	–	1	–
6. Working papers on the Non-Self-Governing Territories, namely, American Samoa, Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Falkland Islands (Malvinas), ^a French Polynesia, Gibraltar, Guam, Montserrat, New Caledonia, Pitcairn, Saint Helena, Tokelau, Turks and Caicos Islands, United States Virgin Islands and Western Sahara	17	17	17	17

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
7. Report of the President of the Economic and Social Council on information submitted by the specialized agencies and other organizations of the United Nations system on their activities with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	63	46	63	63
8. Plenary meeting of the General Assembly	1	1	1	1
9. Formal meetings of the Fourth Committee	8	8	8	8
10. Plenary meetings of the Special Committee	20	12	20	20
11. Regional seminars for the Caribbean and Pacific regions	6	5	6	6
12. Meetings of the Bureau of the Special Committee	20	10	20	20
13. Meetings of the Bureau of the Special Committee with the Secretary-General	1	1	1	1
14. Informal consultations of the Special Committee	5	8	5	5
15. Meetings of the Economic and Social Council	2	1	2	2
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions: visiting missions to the Non-Self-Governing Territories pursuant to General Assembly resolution 74/113 .				
D. Communication deliverables				
Digital platforms and multimedia content: maintenance of the United Nations decolonization website.				

^a A dispute exists between the Governments of Argentina and the United Kingdom of Great Britain and Northern Ireland concerning sovereignty over the Falkland Islands (Malvinas).

Subprogramme 5 Question of Palestine

Objective

- 3.69 The objective, to which this subprogramme contributes, is to ensure the effective and efficient implementation of the programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People to promote the realization of the inalienable rights of the Palestinian people.

Strategy

- 3.70 To contribute to the effective and efficient implementation of the programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People to promote the realization of the inalienable rights of the Palestinian people, the subprogramme will organize Committee and Bureau meetings, events in observance of the International Day of Solidarity with the Palestinian People, and other activities, events and international meetings, which are expected to result in the mobilization of the diplomatic community in support of the realization of the two-State solution and a just, comprehensive and lasting solution to the question of Palestine in all its aspects. Furthermore, the subprogramme will liaise and cooperate with civil society and parliamentarians, which is expected to result in the mobilization of international solidarity and support for the Palestinian people. The subprogramme will also develop and expand the website on the question of Palestine and the documents collection of the United Nations Information System on the Question of Palestine, which is expected to result in Member States, the media and the public being better informed about the work of the Committee to promote the realization of the inalienable rights of the Palestinian people. Lastly, the subprogramme will, in its implementation of the Committee's capacity-building activities, prioritize training in strategic communications and

diplomatic protocol, which is expected to result in stronger institutional capacity of the Government of the State of Palestine in these strategic areas to contribute to the realization of the legitimate rights of the Palestinian people. Past results in these areas include Committee visits to specific Member States; participation in international conferences of Israeli and Palestinian representatives who would otherwise not meet, including diverse debates featuring a broad range of views; and new formats for the Committee's reporting and communications, such as a restructured and refocused annual report to the General Assembly and a quarterly newsletter on the Committee's activities.

Programme performance in 2019 against planned result

- 3.71 A planned result for 2019, which is heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine through the work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the sustained level of dialogue, engagement and support on the part of the international community for the programme's objectives, demonstrated through the holding of four international meetings and conferences in 2019 (against a biennial target of eight).

Programme performance in 2019: capacity-building programme diversified in line with training needs

- 3.72 In line with the provisions of its mandate from the General Assembly, the subprogramme provides effective and efficient support to the Committee's capacity-building activities for officials from the State of Palestine, in order to support and assist the Palestinian people in building the institutions of a State. The subprogramme also actively mobilizes external funds and resources to support the capacity-building activities. Over the years, the subprogramme has provided support for fellowships for Palestinian officials to enable them to familiarize themselves with the work of the United Nations in New York and the United Nations Conference on Trade and Development in Geneva as it relates to the question of Palestine.
- 3.73 The subprogramme continued to make efforts to diversify its training programmes and make them more relevant to the needs of the Government of the State of Palestine, broaden the pool of candidates, promote a competitive selection process, promote gender balance and inclusivity, minimize travel costs, and continuously assess the impact of the training programmes. More emphasis was placed on holding online training events to maximize the number of participants and minimize costs, in collaboration with the United Nations Institute for Training and Research and the United Nations System Staff College. These efforts were based on the core principles of consultation with the Government of the State of Palestine to identify national needs; cooperation with all United Nations agencies to ensure a common approach and avoid duplication of efforts; and assistance to the State of Palestine in establishing partnerships that boost South-South and triangular cooperation and support the implementation of the 2030 Agenda for Sustainable Development.
- 3.74 The subprogramme's assessment missions in 2018 and 2019 identified an urgent need for communications training to garner support for the question of Palestine from specific sectors of the international community.
- 3.75 Since early 2019, the subprogramme has also been working with the UNDP Programme of Assistance to the Palestinian People and the UNESCO National Office for Palestine on a series of communications training activities for officials from the State of Palestine, to be held in 2019 and 2020 in Ramallah. The activities consist of technical skills training for the media departments of various ministries and customized one-on-one training sessions for cabinet ministers. The subprogramme will support the development of a unified communications strategy on the question of Palestine, which will benefit the advocacy function of the Committee, the United Nations agencies involved in the question of Palestine and the Government of the State of Palestine.

Progress towards the attainment of the objective, and performance measure

- 3.76 This work contributed to the effective and efficient implementation of the programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People to promote the realization of the inalienable rights of the Palestinian people, as demonstrated by the number of civil servants from the State of Palestine trained in the area of strategic communications.

Table 3.9
Performance measure

2015	2016	2017	2018	2019
Absence of training on strategic communications	9 officials trained during 2 capacity-building training sessions, one online and one in Ramallah, both facilitated in collaboration with United Nations agencies	Absence of training on strategic communications	Absence of training on strategic communications	80 officials trained during a series of capacity-building training sessions in Ramallah, in collaboration with UNESCO and UNDP

Planned results for 2021

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

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

Table 3.10
Performance measure

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

Abbreviation: N/A, not applicable.

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

- 3.78 Since 2010, the subprogramme has managed the Committee's social media accounts, including Twitter, Facebook and YouTube. The accounts have since garnered a steady following: the Committee's Twitter account currently has over 16,700 followers, while its Facebook page has over 8,000 followers.
- 3.79 Pursuant to the mandate of the Committee, the purpose of the social media channels is to raise public awareness of issues related to the question of Palestine and of the work carried out in this regard by the United Nations system and the Committee in particular. There are no comparable United Nations channels solely dedicated to this purpose. The Bureau of the Committee has requested the subprogramme to reinvigorate its social media outreach.

Internal challenge and response

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

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

- 3.81 This work is expected to contribute to the effective and efficient implementation of the programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People to promote the realization of the inalienable rights of the Palestinian people, which would be demonstrated by an increase in the social media following of the Committee's social media accounts.

Table 3.11

Performance measure

2017	2018	2019	2020	2021
The Committee's social media accounts are active and well publicized, and the Committee's major activities are posted online	Measures to ensure a more robust coverage of the Committee's activities on its social media accounts are implemented, e.g. daily posts on accounts	Improvement in engagement and the reach of the Committee's social media posts by beginning to implement best practices	Social media campaign launched and implemented to enhance the impact of the Committee's presence online and refresh its messaging and narrative; implementation of new guidelines from 2019	Enhanced impact is achieved through the implementation of a reinvigorated communications strategy and the resulting strengthened engagement of the Committee with the general public

Legislative mandates

- 3.82 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

3376 (XXX)

Question of Palestine

32/40 B

Question of Palestine

Section 3	Political affairs		
34/65 D	Question of Palestine	74/10	Committee on the Exercise of the Inalienable Rights of the Palestinian People
38/58 B	Question of Palestine		
46/74 B	Question of Palestine	74/11	Peaceful settlement of the question of Palestine
64/16	Committee on the Exercise of the Inalienable Rights of the Palestinian People	74/12	Division for Palestinian Rights of the Secretariat
64/17	Division for Palestinian Rights of the Secretariat		

Deliverables

3.83 Table 3.12 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.12

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly	1	1	1	1
2. Programme of work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	32	35	32	31
3. Meetings of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	7	8	7	6
4. Meetings of the Bureau of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	8	8	8	8
5. Consultations of the Committee with civil society organizations on the question of Palestine	1	1	1	1
6. International meetings, conferences and other activities of the Committee	16	18	16	16
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	45	35	45	35
7. Training events at United Nations Headquarters for officials from the Palestinian Government on international diplomacy	30	30	30	30
8. Training events at the United Nations Office at Geneva for officials from the Palestinian Government on international trade and development and human rights	15	5	15	5
Publications (number of publications)	4	5	4	4
9. Final reports or summaries of international meetings, conferences and other activities convened under the auspices of the Committee	4	5	4	4
Technical materials (number of materials)	66	59	59	59
10. “NGO Action News” newsletter on recent and upcoming activities of civil society organizations affiliated with the Committee	52	45	45	45
11. Bulletin on action by the United Nations system and intergovernmental organizations relevant to the question of Palestine	12	12	12	12
12. Studies and information notes on the Committee and the Division for Palestinian Rights, and selected aspects of the question of Palestine	2	2	2	2
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions: fact-finding mission(s) to the State of Palestine.				

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
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Databases and substantive digital materials: updating and maintenance of the Division's databases of experts and non-governmental organizations working on the question of Palestine and migration of both databases to a new platform.

D. Communication deliverables

Outreach programmes, special events and information materials: International Day of Solidarity with the Palestinian People and other special events at the discretion of the Committee; annual Palestinian exhibit or cultural event in connection with the International Day of Solidarity at United Nations Headquarters; briefings for United Nations officials, visitors, non-governmental organizations and others; and information-sharing, outreach efforts and participation in meetings of civil society.

External and media relations: communiqués, press statements, press conferences and other communication materials for the media and other external entities before, during and after the Committee's activities.

Digital platforms and multimedia content: updating and maintenance of the website of the Division and the Committee and its social media accounts.

Library services: updating and maintenance of the United Nations Information System on the Question of Palestine.

Subprogramme 6 Peacebuilding Support Office

Objective

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

Strategy

- 3.85 To contribute to ensuring the effective discharge by the Peacebuilding Commission of its responsibilities to bring attention to peacebuilding needs, convene key actors and propose peacebuilding strategies, the subprogramme will organize visits of the Chair of the Commission, provide technical and substantive advice for the organization of meetings of the Commission and advance partnerships between the Commission and international financial institutions and regional and subregional organizations, including through dedicated discussions and visits. This work is expected to result in deeper commitment, enhanced partnerships and greater coherence among the United Nations system, Member States and regional and international partners, including international financial institutions, in support of sustaining peace. Past results in this area include annual meetings of the Commission and the Peace and Security Council of the African Union, which helped to build a common understanding of a number of countries and regions under the consideration of the Commission. Past results also include briefings of the World Bank and the African Development Bank to the Commission and visits of the Commission to the World Bank and the African Development Bank, which led to closer coordination and resulted in inputs from the Commission to the World Bank strategy for fragility, conflict and violence.
- 3.86 To contribute to peacebuilding efforts owned and led by countries and regions and United Nations system-wide coherence on the ground, the subprogramme will provide, through the Peacebuilding Fund, an important financing instrument, which is expected to result in timely, catalytic and results-based peacebuilding programmes prioritizing transition contexts, subregional and cross-border contexts and the empowerment of women and young people. Past results in this area include the approval by the Peacebuilding Fund of investments worth \$191 million for activities in 34 countries in 2019, up from \$183 million in 2018, continuing along a trajectory of modest growth. In 2019,

30 per cent of the Fund's investments were in transition settings, totalling \$57.8 million. New cross-border investments, amounting to \$7.8 million, were also approved. The Fund approved a record amount of \$40.1 million to United Nations entities and civil society organizations through its annual competitive call on the inclusion of women and young people, up from \$37.1 million in 2018.

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

Programme performance in 2019 against planned result

- 3.88 A planned result for 2019, which is effective and efficient functioning of the Peacebuilding Commission in support of countries at risk of lapsing or relapsing into conflict, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by the increased number of policy reforms and processes at the country level that result from the engagement with and support of the Peacebuilding Commission, with 13 policy reforms and processes undertaken in 2019, against a biennial target of 25.

Programme performance in 2019: Burkina Faso – an integrated approach to reduce conflict risk

- 3.89 Burkina Faso is facing critical security challenges owing to internal and external threats. The country has been profoundly affected by spillover effects from neighbouring conflicts, which in turn have led to local tensions, including inter- and intracommunity conflicts. Violence has intensified as a result of a multifaceted rural crisis. In 2019, Burkina Faso suffered more jihadist attacks than any other Sahelian country. More than 800 persons were killed as a result of attacks by armed groups. Burkina Faso thus emerged as a test case for how fast the United Nations system is able to deliver a comprehensive package of operational support for prevention in a non-mission setting.
- 3.90 By leading and providing resources for an assessment conducted by the European Union, the United Nations, the African Development Bank and the World Bank, the subprogramme galvanized a joint international response to help the Government of Burkina Faso to identify national priorities and plans for prevention and peacebuilding, established five integrated platforms in the middle and northern parts of the country affected by the crisis and aligned partners on the basis of their comparative advantages.
- 3.91 The subprogramme also advanced the Peacebuilding Commission's engagement in support of Burkina Faso to guide the peace process and provide a high-level forum for the Government to engage partners across political and development issues, leading to enhanced coherence among partners in their response efforts.
- 3.92 In addition, the subprogramme supported the prioritization of the Peacebuilding Fund's investments in Burkina Faso in areas such as security sector reform, national reconciliation and cross-border projects, including community-based conflict prevention and resolution projects in the northern and Sahel regions of the country, with a strong focus on the empowerment of women and young people.

Progress towards the attainment of the objective, and performance measure

- 3.93 This work contributed to the enhancement of policy coordination across the United Nations system and the building of partnerships with international financial institutions in support of efforts to build and sustain peace, as demonstrated by a joint prevention and peacebuilding assessment by the European Union, the United Nations, the World Bank and the African Development Bank to support conflict prevention and peacebuilding in Burkina Faso.

Table 3.13
Performance measure

2015	2016	2017	2018	2019
N/A	N/A	N/A	Sustained international attention to the peacebuilding priorities of Burkina Faso against the backdrop of the deteriorating security situation in the broader Sahel region	Completion of the joint prevention and peacebuilding assessment conducted by the African Development Bank, the European Union, the United Nations and the World Bank under the leadership of the Government of Burkina Faso

Abbreviation: N/A, not applicable.

Planned results for 2021

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

- 3.94 The subprogramme will continue the work related to peacebuilding and sustaining peace, in line with its mandate, and will promote enhanced coordination and coherence of responses to sustain peace in complex settings with challenging humanitarian, peace, security and development situations and a large number of operational actors, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the General Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 3.14
Performance measure

2017	2018	2019	2020	2021
N/A	Wide array of international actors supporting peacebuilding and sustaining peace efforts, with limited joint analysis,	Widening constituency of international actors supporting peacebuilding and sustaining peace efforts, increasingly	Comprehensive constituency of international actors supporting peacebuilding and sustaining peace efforts, encompassing	Comprehensive constituency of international actors supporting peacebuilding and sustaining peace efforts, including in

2017	2018	2019	2020	2021
	strategy and coherence of engagement; use of political analysis and strategy for programming and Commission meetings that require collaboration but remain distinct	encompassing civil society organizations and increasingly undertaking joint analysis and coherent action; use of political analysis and strategy for programming and Commission meetings that are produced within the single regional political-operational structure	civil society organizations and other partners with the capacity to access remote areas, informed by joint analysis, strategy and coherent engagement; use of political analysis and strategy for programming and Commission meetings that are produced within the single regional political-operational structure and help to enhance United Nations system and international coherence and leverage the entire spectrum of United Nations interventions in support of Member States seeking to build or sustain peace	the context of the response to the coronavirus disease (COVID-19), encompassing regional organizations, international financial institutions and civil society organizations with the capacity to access remote areas, informed by joint analysis, strategy and coherent engagement; use of political analysis and strategy for programming and Commission meetings that are produced within the single regional political-operational structure and help to enhance United Nations system and international coherence and leverage the entire spectrum of United Nations interventions in support of Member States seeking to build or sustain peace

Abbreviation: N/A, not applicable.

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

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

community to meet the country's peacebuilding needs. These meetings informed the written advice adopted and sent by the Commission to the Security Council ahead of the renewal of the mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic with the aim of ensuring continued focus on the country's peacebuilding needs.

Internal challenge and response

- 3.96 The challenge for the subprogramme was to deliver on its commitment to bring attention to and advocate the provision of resources for the presidential, legislative and local elections planned for 2020 and 2021, while serious security and humanitarian challenges, such as access issues, violence against peacekeepers and humanitarian workers, limitations on State authority and renewed fighting in certain areas captured international attention. The subsequent outbreak of the coronavirus disease (COVID-19) pandemic added to the risk of reduced electoral support from the international community, which could lead to delays in the electoral calendar and create a political power vacuum, damaging prospects for the successful implementation of the Political Agreement for Peace and Reconciliation, threatening security gains throughout the country and empowering spoilers of peace.
- 3.97 In response, the Peacebuilding Support Office focused on exploring how the Peacebuilding Commission could be used to support the timely preparation and organization of the 2020–2021 elections and to raise awareness of challenges, including mobilizing resources and understanding developments with respect to the implementation of the Political Agreement for Peace and Reconciliation. As a first step, the Office supported and accompanied the Chair of the Central African Republic configuration of the Peacebuilding Commission on a visit to Bangui from 11 to 13 February 2020. The Electoral Affairs Division also accompanied the Chair during the visit. The Chair met with the President, the Prime Minister, the President of the Electoral Commission, the Minister of Territorial Administration, the President of the Constitutional Court, the Minister of Planning and representatives of the African Union, the World Bank, the European Union and the International Monetary Fund, as well as the high-level leadership of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic and the United Nations country team and several members of the diplomatic corps. Upon his return to New York, the Chair gave a briefing to the Security Council and the Peacebuilding Commission on his findings, generating momentum for international support for the elections. Following the COVID-19 outbreak, the Chair continued to advocate free, fair and successful elections in the Central African Republic, moving his advocacy efforts to virtual platforms. Building on these efforts, the subprogramme will continue to bring to the attention of the Peacebuilding Commission opportunities to support the timely preparation and organization of the elections in 2020 and 2021.

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

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

Table 3.15
Performance measure

2017	2018	2019	2020	2021
Enhanced international attention to and resources in support of the	Implementation of the National Peacebuilding and	Enhanced international attention to and resources in support	Enhanced international attention to and resources in support	Enhanced international attention to and resources in support

Section 3 Political affairs

2017	2018	2019	2020	2021
National Recovery and Peacebuilding Plan 2017–2021 of the Central African Republic	Recovery Plan 2017–2021 begins	of the peacebuilding priorities of the Central African Republic after the signing of the Political Agreement for Peace and Reconciliation on 6 February 2019	of the peacebuilding priorities of the Central African Republic and a timely 2020–2021 electoral process	of the successful conclusion by the Central African Republic of the 2020–2021 electoral process

Legislative mandates

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

General Assembly resolutions

60/180	The Peacebuilding Commission	72/199	Restructuring of the United Nations peace and security pillar
60/287; 63/282	The Peacebuilding Fund	72/262 C	Special subjects relating to the programme budget for the biennium 2018–2019
70/262	Review of the United Nations peacebuilding architecture		
72/276	Follow-up to the report of the Secretary-General on peacebuilding and sustaining peace		

Security Council resolutions

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

Deliverables

3.100 Table 3.16 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.16

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	3	3	2
1. Report of the Peacebuilding Commission for the General Assembly and the Security Council	1	1	1	1
2. Report of the Secretary-General on the Peacebuilding Fund for the General Assembly	1	1	1	1
3. Report of the Secretary-General on peacebuilding and sustaining peace	–	1	1	–
Substantive services for meetings (number of three-hour meetings)	53	56	55	54
4. Meetings of the Peacebuilding Commission	50	50	50	50

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
5. Meetings of the Peacebuilding Commission on the preparations for the 2020 review of the peacebuilding architecture	–	2	2	–
6. Joint meetings of the Peacebuilding Commission with the General Assembly, the Security Council and the Economic and Social Council	3	4	3	4
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	1	4	3
7. Induction training of new members of the Peacebuilding Commission	–	1	–	1
8. Regional training of prospective recipients, including ministries and other United Nations stakeholders, on the Peacebuilding Fund as a tool for peacebuilding	–	–	4	2
C. Substantive deliverables				
Consultation, advice and advocacy: guidance and advice for country-level and regional recipients of funding from the Peacebuilding Fund on priority setting and programming; promotion of partnerships in the form of regular dialogue, operational and strategic cooperation between the United Nations and the World Bank, the International Monetary Fund and other international financial institutions; promotion of partnerships and exploration of avenues of cooperation with regional and subregional organizations, civil society organizations, think tanks, academia and the private sector on peacebuilding issues; strategic guidance and advice in support of the delivery of the mandate of the Peacebuilding Commission and the formulation and delivery of the priorities and the workplan of the Peacebuilding Commission; information-sharing, guidance and strategic advice for Member States, the United Nations system and key stakeholders on policy issues related to the implementation of the sustaining peace framework; policy support and advice for members of the Peacebuilding Commission and Peacebuilding Fund donors and recipient Governments on peacebuilding and sustaining peace, gender-responsive peacebuilding and youth and peacebuilding; allocation of over \$200 million annually to peacebuilding projects from the Peacebuilding Fund; and policy support, advice and technical guidance on youth and peace and security to Member States, the United Nations system and other key stakeholders.				
Fact-finding, monitoring and investigation missions: evaluations and evaluability assessments.				
D. Communication deliverables				
External and media relations: press statement of the Peacebuilding Commission; and 6 partner newsletters.				
Digital platforms and multimedia content: management of the websites and social media platforms of the Peacebuilding Commission and the Peacebuilding Fund.				

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

Objective

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

Strategy

- 3.102 To contribute to strengthened cooperation between the United Nations and the League of Arab States, the subprogramme will continue to identify areas of work of joint interest and strengthen relationships with the League of Arab States through the pursuit of the common goals and objectives of the two organizations. This work is expected to result in enhanced partnership and improved interaction between the United Nations and the League of Arab States in the area of international peace and security, including conflict prevention, peacemaking and peacebuilding, as well as the development of a better understanding of the partnership opportunities and capacity-building needs of the League of Arab States and related plans for United Nations support. Past results in this area

include the opening of the first United Nations liaison office to the League of Arab States, in Cairo in June 2019.

Programme performance in 2019 against planned result

- 3.103 A planned result for 2019, which is improved consultations and information-sharing between the United Nations and the League of Arab States, as referred to in the statement of programme budget implications of draft resolution [A/73/L.23 \(A/C.5/73/16\)](#), was partly achieved, as evidenced by the effective functioning of the Cairo office, with the office becoming fully functional in June 2019, compared with the target of the office being opened and functional by the first quarter of 2019.

Programme performance in 2019: improved exchanges between the United Nations and the League of Arab States

- 3.104 Following the signature of the protocol of amendment of the text of the cooperation agreement between the United Nations and the League of Arab States in September 2016 by the Secretaries-General of both institutions, in 2018, the United Nations continued its efforts to open a liaison office to the League of Arab States. In its resolution [73/267](#), the General Assembly welcomed the progress made in this regard and requested the Secretariat to expedite the opening of the office and, in cooperation with the secretariat of the League of Arab States, to finish preparing and adopt the terms of reference defining the functions and mandate of the United Nations office. The office was opened in June 2019, and its opening was announced at the meeting of the Security Council on cooperation between the Council and the League of Arab States of 13 June 2019 (see [S/PRST/2019/5](#)).
- 3.105 The office was established in Cairo. Since June 2019, consultations have intensified at different levels in order to exchange information and to review and strengthen coordination and follow-up mechanisms, particularly in the political and security fields, and staff exchanges have increased between the United Nations and the League of Arab States and its member States.

Progress towards the attainment of the objective, and performance measure

- 3.106 This work contributed to strengthened cooperation between the United Nations and the League of Arab States, as demonstrated by periodic consultations, at all levels, in order to exchange information and to review and strengthen coordination and follow-up mechanisms, particularly in the political and security fields and on issues of mutual concern, including peace, security and stability aspects in contexts such as Iraq, Lebanon, Libya, the State of Palestine, the Syrian Arab Republic and Yemen.

Table 3.17

Performance measure

2015	2016	2017	2018	2019
N/A	N/A	N/A	<ul style="list-style-type: none"> • Adoption of General Assembly resolution 73/267 • General cooperation meeting held 	<ul style="list-style-type: none"> • The United Nations liaison office to the League of Arab States is established • Exchanges of information between the United Nations and the League of

2015	2016	2017	2018	2019
				Arab States and its member States through the office

Abbreviation: N/A, not applicable.

Planned results for 2021

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

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

Table 3.18
Performance measure

2017	2018	2019	2020	2021
N/A	The United Nations and the League of Arab States agree to establish a liaison office	The liaison office is established and there are improved consultations and information-sharing between the United Nations and the League of Arab States	Reaching of an agreement with the League of Arab States to deepen strategic dialogue; conduct of joint analysis; building of capacity towards the objectives of early action on preventing violent conflict; support for national and regional capacities for facilitation and dialogue; and easy and rapid deployability of United Nations good offices	Implementation of first initiatives in the areas of: deepening of strategic dialogue; conduct of joint analysis; building of capacity towards the objectives of early action on preventing violent conflict; support for national and regional capacities for facilitation and dialogue; and easy and rapid deployability of United Nations good offices

Abbreviation: N/A, not applicable.

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

- 3.108 Enhanced peace and security cooperation between the United Nations and the League of Arab States is in line with the efforts of the United Nations to strengthen collaboration with regional and

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

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

Internal challenge and response

- 3.110 The challenge for the subprogramme was to quickly identify and establish contacts, understand internal structures to lay the groundwork for the formalization of coordination mechanisms, which is a prerequisite for launching substantive analytical and cooperative work. In response, the subprogramme will invest in the mapping of key offices and ongoing cooperation to ensure consistency and avoid repetition.

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

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

Table 3.19
Performance measure

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

Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolution

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

Deliverables

3.113 Table 3.20 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.20

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

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

B. Proposed post and non-post resource requirements for 2021

Overview

3.114 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 3.21 to 3.23.

Table 3.21

Financial resources

(Thousands of United States dollars)

	2019 expenditure ^a	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	40 734.5	43 187.6	—	—	—	—	—	43 187.6	1 280.5	44 468.1
Other staff costs	1 360.6	446.7	—	—	—	—	—	446.7	10.3	457.0
Hospitality	35.6	17.2	—	—	—	—	—	17.2	0.3	17.5
Consultants	775.3	33.0	—	—	—	—	—	33.0	0.6	33.6
Experts	12.9	—	—	—	—	—	—	—	—	—
Travel of representatives	527.7	660.5	—	—	—	—	—	660.5	12.6	673.1
Travel of staff	1 396.2	721.1	—	—	—	—	—	721.1	13.6	734.7
Contractual services	539.5	657.7	—	—	—	—	—	657.7	12.4	670.1
General operating expenses	598.1	488.6	—	—	—	—	—	488.6	9.4	498.0
Supplies and materials	41.3	17.8	—	—	—	—	—	17.8	0.2	18.0
Furniture and equipment	73.7	36.5	—	—	—	—	—	36.5	0.7	37.2
Fellowships, grants and contributions	3.9	—	—	—	—	—	—	—	—	—
Improvements to premises	0.7	—	—	—	—	—	—	—	—	—
Total	46 099.8	46 266.7	—	—	—	—	—	46 266.7	1 340.6	47 607.3

^a Includes expenditures in an amount of \$2,021,400, funded under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 72/264 relating to commitments for unforeseen and extraordinary expenses that were subsequently appropriated by the Assembly in its resolution 74/250 A.

Table 3.22

Post changes^a

	Number	Level
Approved for 2020	277	1 USG, 3 ASG, 9 D-2, 16 D-1, 41 P-5, 53 P-4, 40 P-3, 21 P-2/1, 5 GS (PL), 86 GS (OL), 2 LL
Proposed for 2021	277	1 USG, 3 ASG, 9 D-2, 16 D-1, 41 P-5, 53 P-4, 40 P-3, 21 P-2/1, 5 GS (PL), 86 GS (OL), 2 LL

^a No post changes are proposed for 2021.

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; N/A, not applicable; USG, Under-Secretary-General.

Table 3.23
Post resources

Category	2020 approved ^a	Changes				2021 proposed ^a
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	3	—	—	—	—	3
D-2	9	—	—	—	—	9
D-1	16	—	—	—	—	16
P-5	41	—	—	—	—	41
P-4	53	—	—	—	—	53
P-3	40	—	—	—	—	40
P-2/1	21	—	—	—	—	21
Subtotal	184	—	—	—	—	184
General Service						
Principal level	5	—	—	—	—	5
Other level	86	—	—	—	—	86
Subtotal	91	—	—	—	—	91
Other						
Local level	2	—	—	—	—	2
Subtotal	2	—	—	—	—	2
Total	277	—	—	—	—	277

^a Includes four temporary posts (1 P-5 and 3 GS (OL)).

3.115 Additional details on the distribution of the proposed resources for 2021 are reflected in tables 3.24 to 3.26 and figure 3.X.

3.116 As reflected in table 3.24 (1), the overall resources proposed for 2021 amount to \$46,266,700 before recosting, reflecting no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Extrabudgetary resources

3.117 As reflected in tables 3.24 (2) and 3.25 (2), the Office receives cash contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$38,143,400, including 76 posts, are expected to be received, which will be used to deliver core mandated activities, including electoral assistance missions, mediation support activities and political analysis in support of the Secretary-General's good offices. Extrabudgetary resources represent 44.5 per cent of the total resources for the Department.

Table 3.24
Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
A. Policymaking organs	78.1	112.3	—	—	—	—	—	112.3	2.1	114.4
B. Executive direction and management	2 939.0	1 575.0	—	—	—	—	—	1 575.0	44.6	1 619.6
C. Programme of work										
1. Prevention, management and resolution of conflicts	23 115.4	23 928.6	—	—	—	—	—	23 928.6	723.2	24 651.8
2. Electoral assistance	3 595.8	3 805.8	—	—	—	—	—	3 805.8	113.1	3 918.9
3. Security Council affairs	7 069.3	6 926.0	—	—	—	—	—	6 926.0	197.6	7 123.6
4. Decolonization	868.5	821.0	—	—	—	—	—	821.0	24.1	845.1
5. Question of Palestine	2 581.8	2 688.5	—	—	—	—	—	2 688.5	71.5	2 760.0
6. Peacebuilding Support Office	3 267.2	3 544.4	—	—	—	—	—	3 544.4	104.7	3 649.1
7. Cooperation between the United Nations and the League of Arab States	148.6	295.5	—	—	—	—	—	295.5	3.3	298.8
Subtotal, C	40 646.6	42 009.8	—	—	—	—	—	42 009.8	1 237.5	43 247.3
D. Programme support	2 436.2	2 569.6	—	—	—	—	—	2 569.6	56.4	2 626.0
Subtotal, 1	46 099.8	46 266.7	—	—	—	—	—	46 266.7	1 340.6	47 607.3

(2) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
A. Policymaking organs	263.9	275.0	275.0
B. Executive direction and management	5 027.5	5 567.0	5 567.0
C. Programme of work	25 456.0	29 756.6	29 756.6
D. Programme support	1 251.3	2 544.8	2 544.8
Subtotal, 2	31 998.7	38 143.4	38 143.4
Total	78 098.5	84 410.1	85 750.7

Table 3.25
Evolution of post resources by component and subprogramme

(1) Regular budget

	2020 approved	Post changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	—	—	—	—	—	—
B. Executive direction and management	9	—	—	—	—	9
C. Programme of work						
1. Prevention, management and resolution of conflicts	147	—	—	—	—	147
2. Electoral assistance	22	—	—	—	—	22
3. Security Council affairs	48	—	—	—	—	48
4. Decolonization	5	—	—	—	—	5
5. Question of Palestine	15	—	—	—	—	15
6. Peacebuilding Support Office	17	—	—	—	—	17
7. Cooperation between the United Nations and the League of Arab States	2	—	—	—	—	2
Subtotal, C	256	—	—	—	—	256
D. Programme support	12	—	—	—	—	12
Subtotal, 1	277	—	—	—	—	277

(2) Extrabudgetary

	2020 estimate	2021 estimate
A. Policymaking organs	—	—
B. Executive direction and management	8	8
C. Programme of work	53	53
D. Programme support	15	15
Subtotal, 2	76	76
Total	353	353

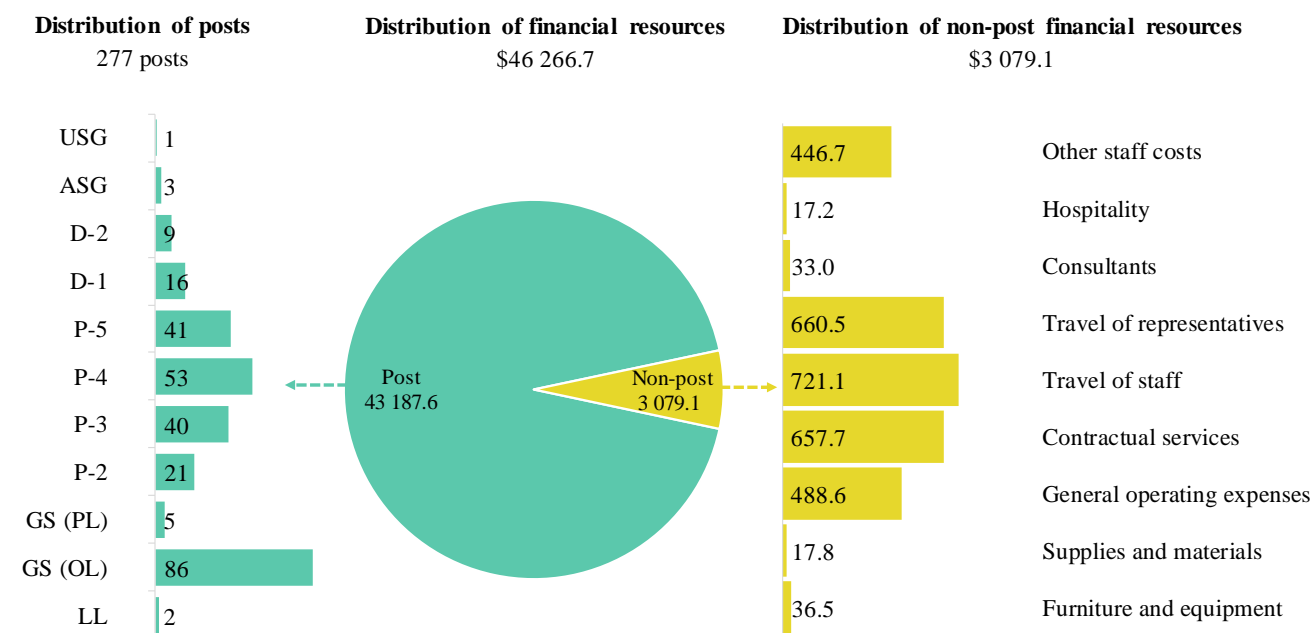
Table 3.26
Evolution of financial and post resources by main category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	40 734.5	43 187.6	—	—	—	—	—	43 187.6	
Non-post	5 365.3	3 079.1	—	—	—	—	—	3 079.1	
Total	46 099.8	46 266.7	—	—	—	—	—	46 266.7	
Post resources by category									
Professional and higher		184	—	—	—	—	—	184	
General Service and related		93	—	—	—	—	—	93	
Total		277	—	—	—	—	—	277	

Figure 3.X
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Polymaking organs

- 3.118 The resources proposed under this component provide for requirements relating to standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes, the servicing of which is the responsibility of the Department of Political and Peacebuilding Affairs. Table 3.27 provides information on the standing intergovernmental organs and related resource requirements under the regular budget.

Table 3.27
Policymaking organs

(Thousands of United States dollars)

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
Security Council	The Security Council, one of the principal organs of the United Nations under Article 7 of the Charter of the United Nations, is charged with primary responsibility for the maintenance of international peace and security. As specified in Article 28 of the Charter, the Council is to be so organized as to be able to function continuously. In addition to regular meetings, the President of the Security Council can call meetings of the Council any time he or she deems it necessary, as well as at the request of any member of the Council and in the context of Articles 11, 35 and 99 of the Charter. The Security Council is authorized, under Article 29 of the Charter, to establish such subsidiary organs as it deems necessary for the performance of its functions.	Mandate: Article 7 of the Charter of the United Nations Membership: 15 government officials Number of sessions in 2021: Continuous	82.9	82.9
Committee on the Exercise of the Inalienable Rights of the Palestinian People	The Committee on the Exercise of the Inalienable Rights of the Palestinian People was established pursuant to General Assembly resolution 3376 (XXX) . The Committee meets throughout the year as required and submits an annual report to the General Assembly. In discharging its mandate to exert all efforts to promote the realization of the inalienable rights of the Palestinian people (subprogramme 5), the Committee participates in meetings, sends delegations on missions and invites, as necessary, prominent personalities or experts. Its mandate, which has been expanded over the years, was most recently reaffirmed by the Assembly in its resolution 74/12 .	Mandate: General Assembly resolution 3376 (XXX) Membership: 26 government members and 21 observers Number of sessions in 2021: 7	29.4	29.4
Military Staff Committee		Mandate: Article 47 of the Charter Membership: 5 Number of sessions in 2021: continuous	—	—
Informal Working Group on Documentation and Other Procedural Questions		Mandate: June 1993 (no formal decision taken) Membership: 15 government officials Number of sessions in 2021: continuous	—	—
Working Group on Peacekeeping Operations		Mandate: statement by the President of the Security Council dated 31 January 2001 (S/PRST/2001/3) Membership: N/A Number of sessions in 2021: N/A	—	—

Section 3 Political affairs

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
Ad Hoc Working Group on Conflict Prevention and Resolution in Africa		Mandate: note by the President of the Security Council dated 1 March 2002 (S/2002/207) Membership: 15 government officials Number of sessions in 2021: continuous	—	—
Working Group on Children and Armed Conflict		Mandate: Security Council resolution 1612 (2005) Membership: 15 Number of sessions in 2021: continuous	—	—
Working Group established pursuant to resolution 1566 (2004)		Mandate: Security Council resolution 1566 (2004) Membership: 15 Number of sessions in 2021: continuous	—	—
Informal Working Group on International Tribunals		Mandate: 4161st meeting of the Security Council, held on 20 June 2000 (no formal decision taken) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee pursuant to resolution 751 (1992) concerning Somalia		Mandate: Security Council resolution 751 (1992) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee pursuant to resolutions 1267 (1999) , 1989 (2011) and 2253 (2015) concerning Islamic State in Iraq and the Levant (Da'esh), Al-Qaida and associated individuals, groups, undertakings and entities		Mandate: Security Council resolutions 1267 (1999) , 1989 (2011) and 2253 (2015) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee established pursuant to resolution 1518 (2003)		Mandate: Security Council resolution 1518 (2003) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee established pursuant to resolution 1636 (2005)		Mandate: Security Council resolution 1636 (2005) Membership: 15 Number of sessions in 2021: continuous	—	—

Part II Political affairs

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
Security Council Committee established pursuant to resolution 1718 (2006)		Mandate: Security Council resolution 1718 (2006) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee established pursuant to resolution 1970 (2011) concerning Libya		Mandate: Security Council resolution 1970 (2011) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee established pursuant to resolution 1988 (2011)		Mandate: Security Council resolution 1988 (2011) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee established pursuant to resolution 2127 (2013) concerning the Central African Republic		Mandate: Security Council resolution 2127 (2013) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee established pursuant to resolution 2048 (2012) concerning Guinea-Bissau		Mandate: Security Council resolution 2048 (2012) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee established pursuant to resolution 2140 (2014)		Mandate: Security Council resolution 2140 (2014) Membership: 5 Number of sessions in 2021: continuous	—	—
Security Council Committee established pursuant to resolution 2206 (2015) concerning South Sudan		Mandate: Security Council resolution 2206 (2015) Membership: 15 Number of sessions in 2021: continuous	—	—
Security Council Committee established pursuant to resolution 1591 (2005) concerning the Sudan		Mandate: Security Council resolution 1591 (2005) Membership: 15 Number of sessions in 2021: continuous	—	—
Implementation of resolution 2231 (2015)		Mandate: Security Council resolution 2231 (2015) Membership: 15 Number of sessions in 2021: continuous	—	—

Section 3 Political affairs

<i>Policymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>
Security Council Committee established pursuant to resolution 2374 (2017) concerning Mali		Mandate: Security Council resolution 2374 (2017) Membership: 15 Number of sessions in 2021: continuous	—	—
Peacebuilding Commission	The Peacebuilding Commission is a subsidiary organ of the General Assembly and the Security Council and an intergovernmental advisory body that supports peace efforts in conflict-affected countries. It enhances the capacity of the international community to support countries in the endeavor to build and sustain peace. The Commission is composed of 31 Member States, elected from the General Assembly, the Security Council and the Economic and Social Council. The top financial contributing countries and the top troop-contributing countries to the United Nations system are also members.	Mandate: General Assembly resolution 60/180 Membership: 31 government members and 55 experts Number of sessions in 2021: continuous	—	—
Total			112.3	112.3

3.119 The proposed regular budget resources for 2021 amount to \$112,300 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 3.28 and figure 3.XI.

Table 3.28

Policymaking organs: evolution of financial resources

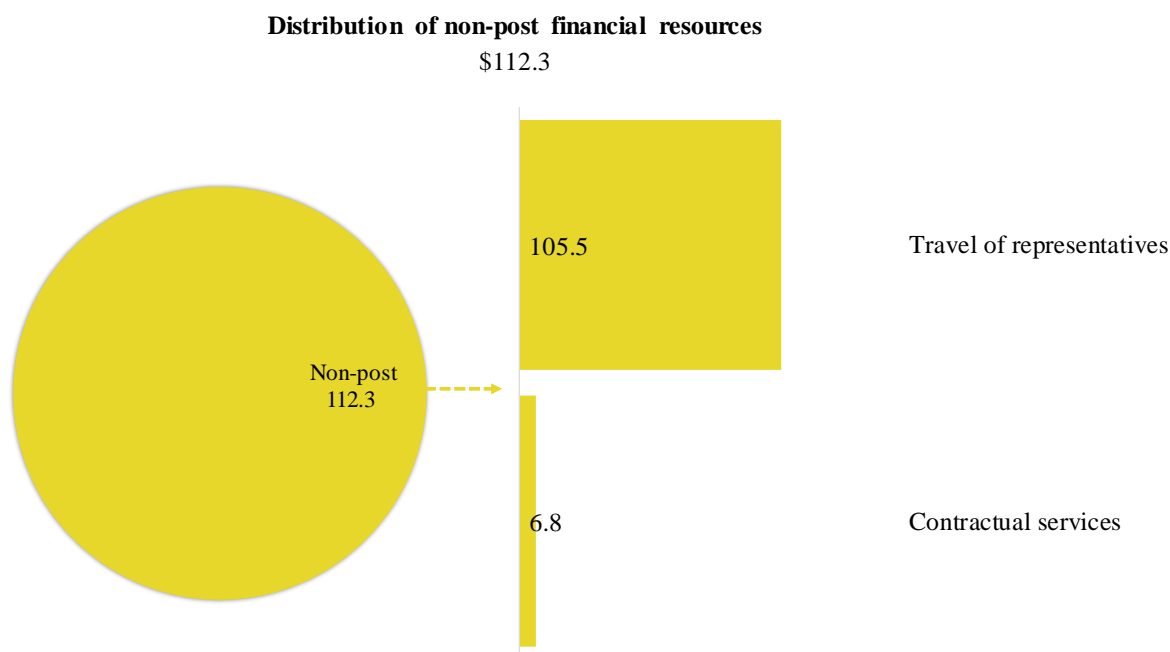
(Thousands of United States dollars)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>					<i>2021 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Non-post	78.1	112.3	—	—	—	—	—	112.3
Total	78.1	112.3	—	—	—	—	—	112.3

Figure 3.XI

Policymaking organs: distribution of proposed resources for 2020 (before recosting)

(Thousands of United States dollars)

**Executive direction and management**

- 3.120 The Office of the Under-Secretary-General for Political and Peacebuilding Affairs is responsible for the overall direction, supervision and management of the Department in the implementation of its mandates and its approved programme of work. In addition to performing the functions of department head, following the reform of the United Nations peace and security architecture in January 2019, the Under-Secretary-General provides the Secretary-General with advice and support on all political matters in coordination with the Under-Secretary-General for Peace Operations, as necessary; oversees and provides political guidance and instructions to special political missions under the Department's purview, including special and personal envoys and representatives of the Secretary-General; directs and manages, on behalf of the Secretary-General, diplomatic activities relating to the prevention, control and resolution of conflicts and disputes, including preventive diplomacy, political mediation, peacemaking, peacebuilding and sustaining peace; acts as the United Nations focal point for all matters related to electoral assistance; and directs the provision of substantive support and secretariat services to the Security Council (including on special political missions in thematic cluster II, which includes sanctions monitoring teams, groups and panels, and other entities and mechanisms), the General Assembly and relevant subsidiary organs. In close consultation with the Under-Secretary-General for Peace Operations, the Under-Secretary-General for Political and Peacebuilding Affairs provides direction and strategic guidance to the Assistant Secretaries-General with regional responsibilities on matters under the purview of the Department.
- 3.121 To support the Under-Secretary-General in her oversight and management responsibilities, the Office of the Under-Secretary-General includes the Chief of Office and focal points for regional and thematic divisions, the coordination and oversight of planning and budgets for special political missions, the coordination of briefing materials for the leadership of the Organization, and monitoring and evaluation. The Office also includes small teams that handle strategic communications and donor relations. In line with requests from the United Nations system, the Office of the Under-Secretary-General provides direction to ensure close cooperation and coordination with Secretariat entities, agencies, funds and programmes in the area of peace and security.

- 3.122 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department is integrating environmental management practices into its operations. In 2019, the Department continued to reduce its carbon footprint by delivering capacity-building activities for field staff in their immediate region rather than having staff from missions travel to Headquarters, relying more systematically on electronic records and communications to reduce printing and photocopy paper and more frequently on videoconferences as a possible replacement for travel. In 2021, the Department will continue to build on initiatives in those areas.
- 3.123 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 3.29. After analysing the existing travel processes and identifying ways to eliminate bottlenecks, the Department standardized and streamlined the processes for requesting and approving official travel, so that air tickets can be purchased through a less time-consuming process, while maintaining the appropriate levels of authorization and certification. With respect to executive direction and management, owing to the nature of senior leadership travel, which is closely linked to conflict prevention, good offices and crisis response, the plans for such travel are often finalized at short notice. In a number of instances, the plans are finalized at the last minute or need to be amended close to the date of travel, including last-minute changes of itinerary or destination and, on some occasions, bookings or cancellations at very short notice.

Table 3.29
Compliance rate
(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	94	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	33	100	100

- 3.124 The proposed regular budget resources for 2021 amount to \$1,575,000 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 3.30 and figure 3.XII.

Table 3.30
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2019 expenditure ^a	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 341.6	1 509.0	—	—	—	—	—	1 509.0
Non-post	1 597.4	66.0	—	—	—	—	—	66.0
Total	2 939.0	1 575.0	—	—	—	—	—	1 575.0

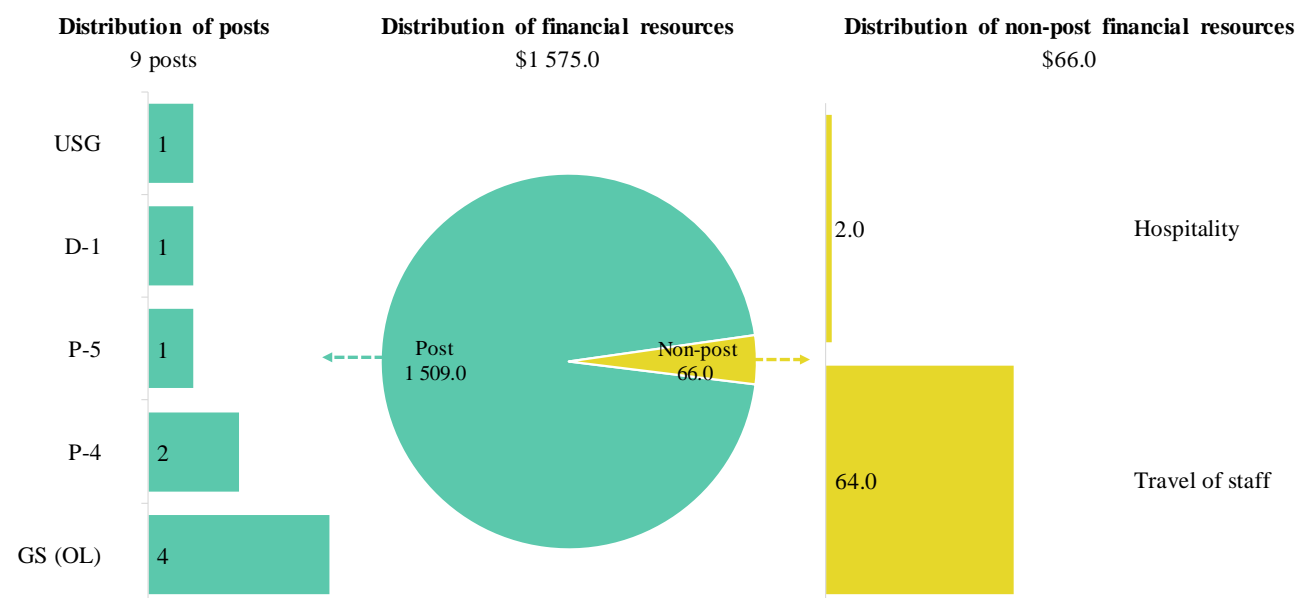
	2019 expenditure ^a	2020 appropriation	Changes				2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total Percentage	
Post resources by category							
Professional and higher		5	—	—	—	—	5
General Service and related		4	—	—	—	—	4
Total		9	—	—	—	—	9

^a The 2019 expenditure includes \$1,504,300 funded under the authority granted to the Secretary-General relating to unforeseen and extraordinary expenses.

Figure 3.XII

Executive direction and management: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

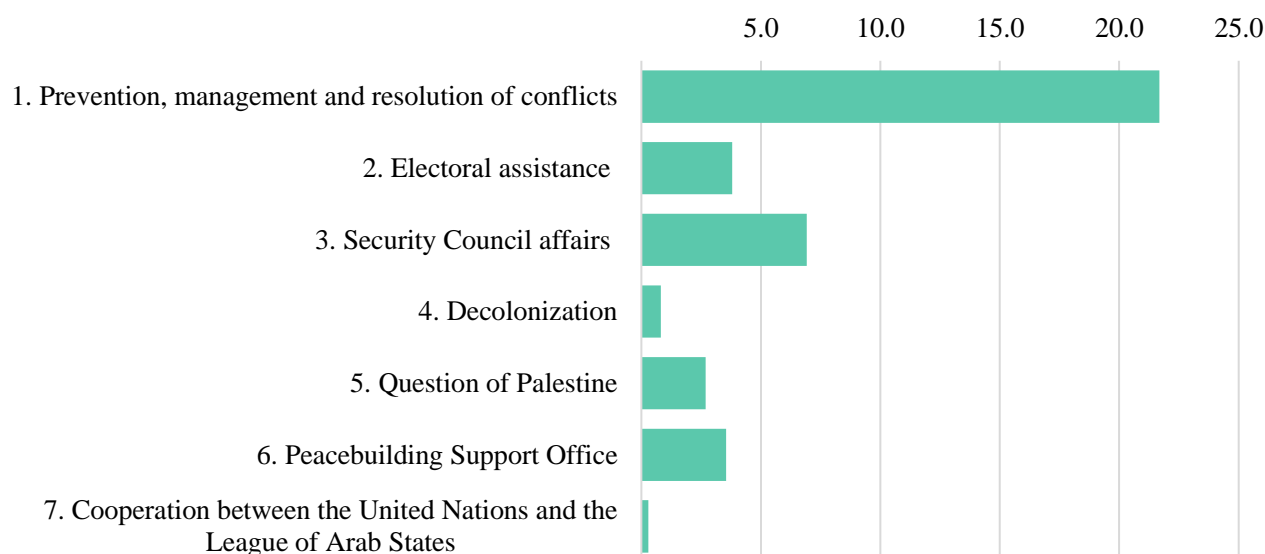


Programme of work

- 3.125 The proposed regular budget resources for 2021 amount to \$42,009,800 and reflect no change in the resource level compared with the appropriation for 2020. The distribution of resources by subprogramme is reflected in figure 3.XIII.

Figure 3.XIII
Distribution of proposed resources for 2021 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Prevention, management and resolution of conflicts

- 3.126 The proposed regular budget resources for 2021 amount to \$23,928,600 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 3.31 and figure 3.XIV.

Table 3.31
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

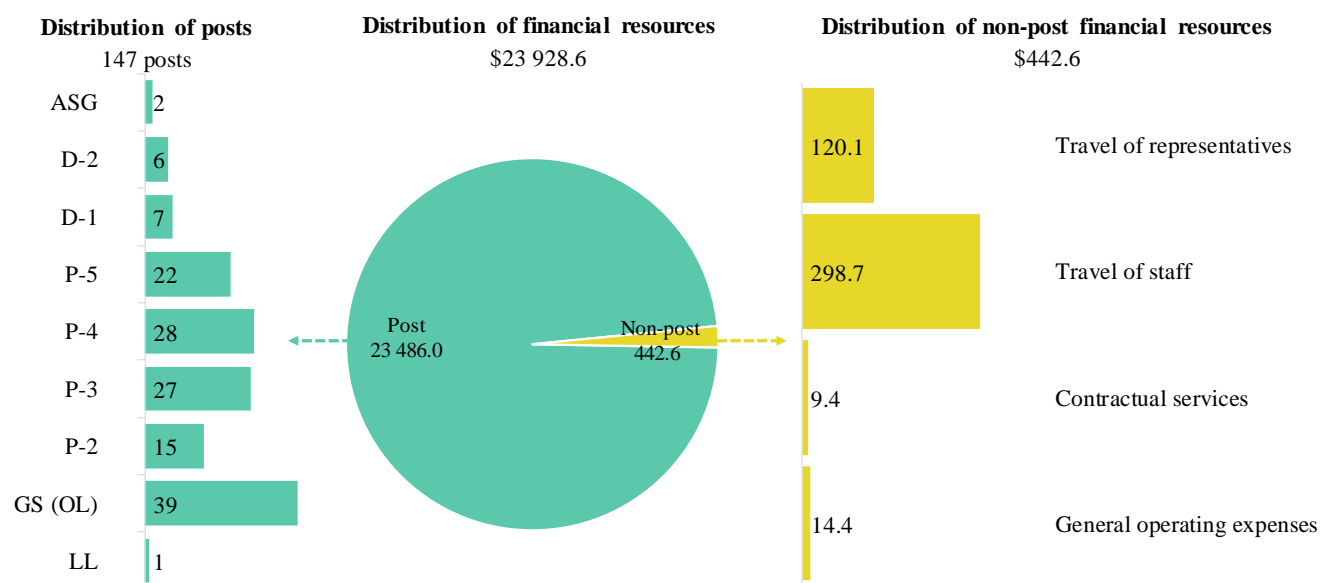
	2019 expenditure ^a	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	21 979.5	23 486.0	—	—	—	—	—	23 486.0
Non-post	1 135.9	442.6	—	—	—	—	—	442.6
Total	23 115.4	23 928.6	—	—	—	—	—	23 928.6
Post resources by category								
Professional and higher		107	—	—	—	—	—	107
General Service and related		40	—	—	—	—	—	40
Total		147	—	—	—	—	—	147

^a The 2019 expenditure includes \$517,100 funded under the authority granted to the Secretary-General relating to unforeseen and extraordinary expenses.

Figure 3.XIV

Subprogramme 1: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)


**Subprogramme 2
Electoral assistance**

3.127 The proposed regular budget resources for 2021 amount to \$3,805,800 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 3.32 and figure 3.XV.

Table 3.32

Subprogramme 2: evolution of financial and post resources

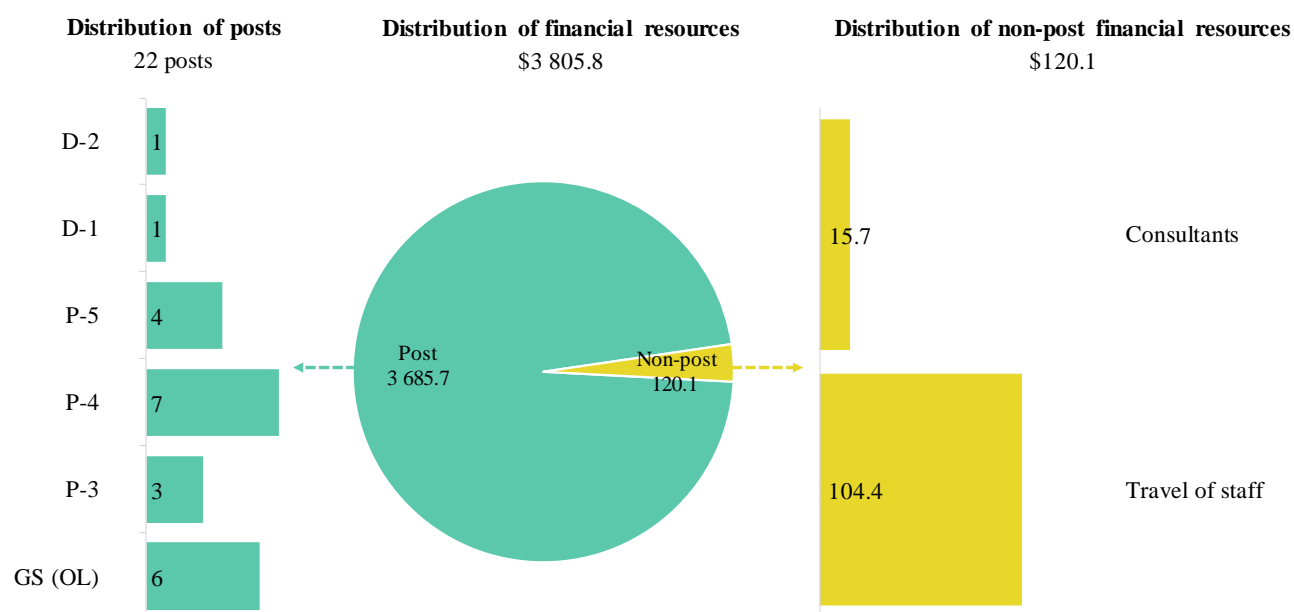
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	3 412.0	3 685.7	—	—	—	—	—	3 685.7
Non-post	183.8	120.1	—	—	—	—	—	120.1
Total	3 595.8	3 805.8	—	—	—	—	—	3 805.8
Post resources by category								
Professional and higher		16	—	—	—	—	—	16
General Service and related		6	—	—	—	—	—	6
Total		22	—	—	—	—	—	22

Figure 3.XV

Subprogramme 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3

Security Council affairs

3.128 The proposed regular budget resources for 2021 amount to \$6,926,000 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 3.33 and figure 3.XVI.

Table 3.33

Subprogramme 3: evolution of financial and post resources

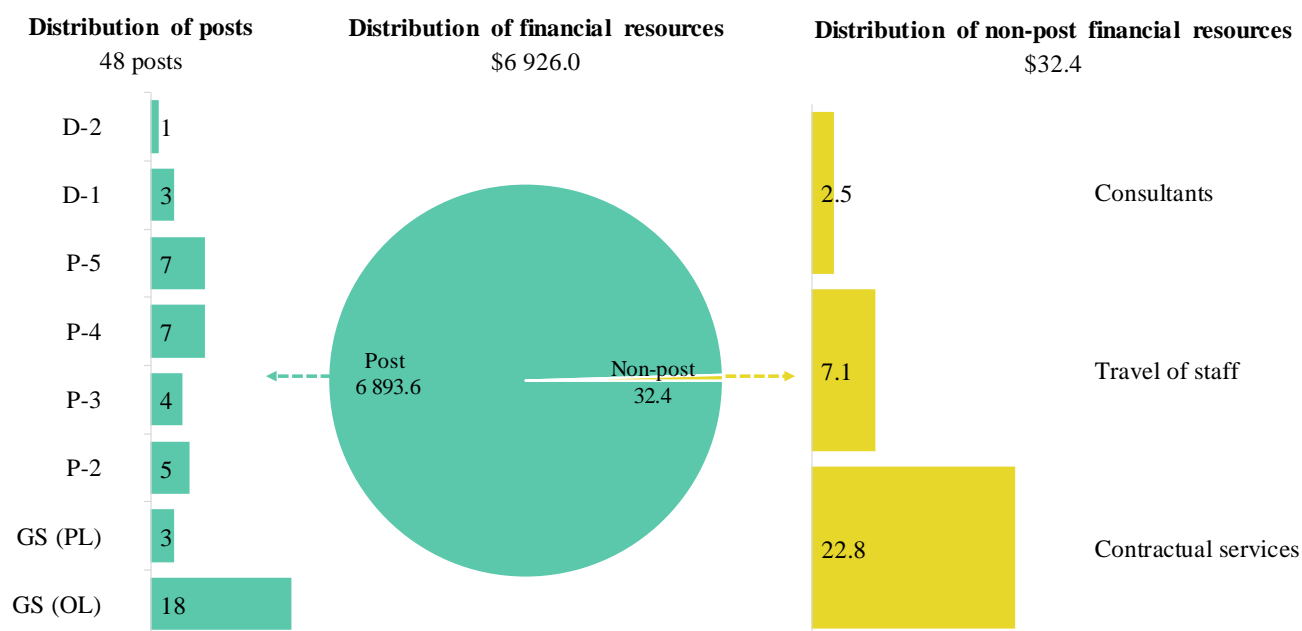
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 936.9	6 893.6	—	—	—	—	—	6 893.6
Non-post	132.4	32.4	—	—	—	—	—	32.4
Total	7 069.3	6 926.0	—	—	—	—	—	6 926.0
Post resources by category								
Professional and higher		27	—	—	—	—	—	27
General Service and related		21	—	—	—	—	—	21
Total		48	—	—	—	—	—	48

Figure 3.XVI

Subprogramme 3: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)


**Subprogramme 4
Decolonization**

- 3.129 The proposed regular budget resources for 2021 amount to \$821,000 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 3.34 and figure 3.XVII.

Table 3.34

Subprogramme 4: evolution of financial and post resources

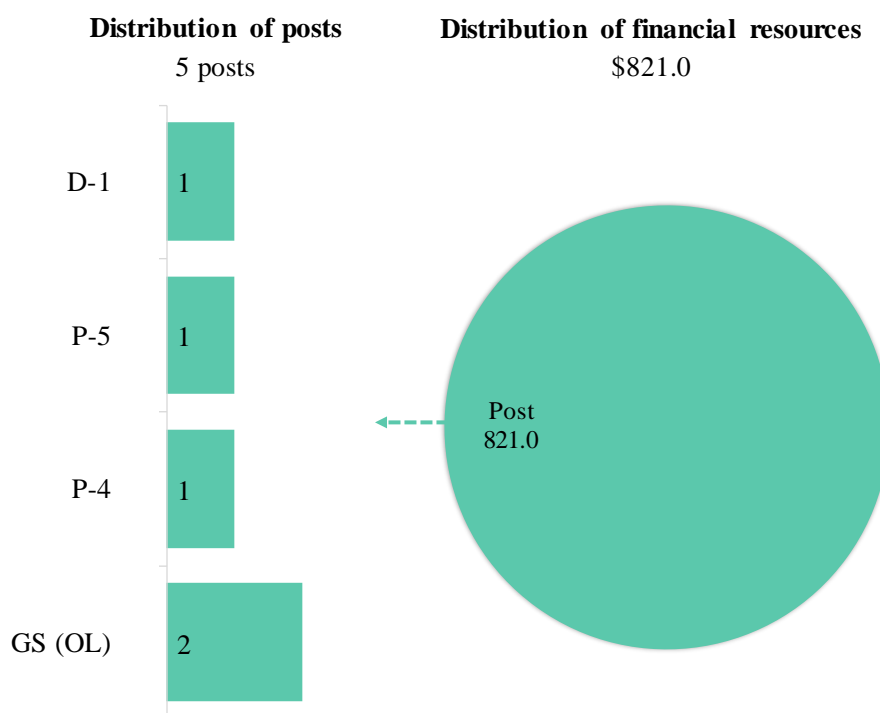
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	868.5	821.0	—	—	—	—	—	821.0
Total	868.5	821.0	—	—	—	—	—	821.0
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		2	—	—	—	—	—	2
Total		5	—	—	—	—	—	5

Figure 3.XVII

Subprogramme 4: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

**Subprogramme 5
Question of Palestine**

3.130 The proposed regular budget resources for 2021 amount to \$2,688,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 3.35 and figure 3.XVIII.

Table 3.35

Subprogramme 5: evolution of financial and post resources

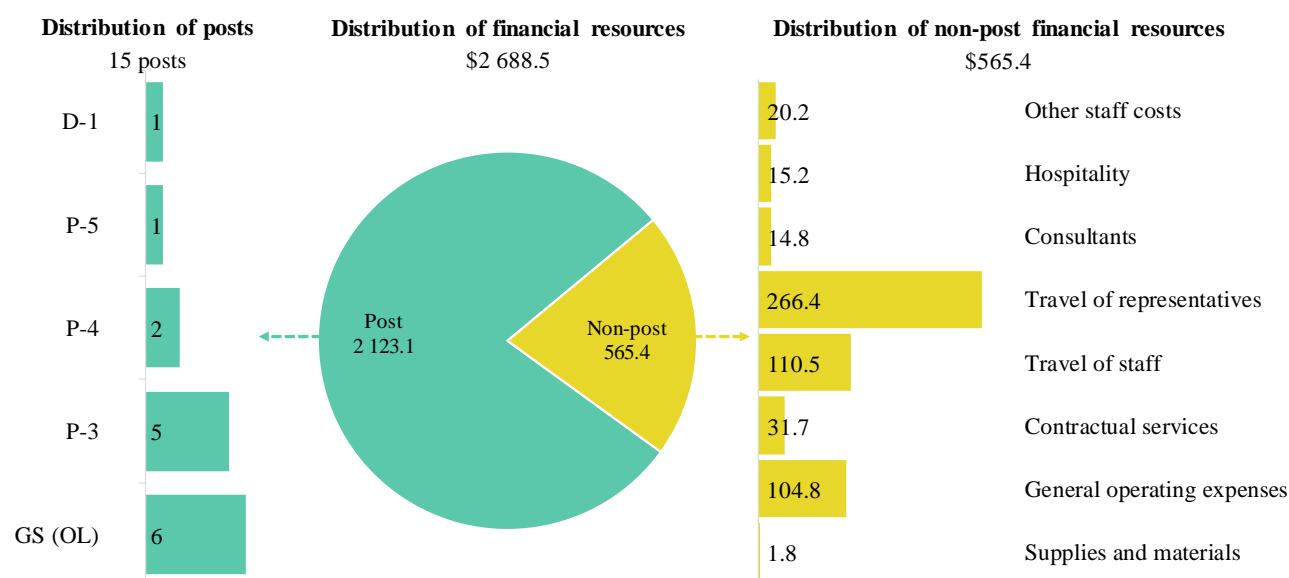
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 986.1	2 123.1	—	—	—	—	—	2 123.1
Non-post	595.7	565.4	—	—	—	—	—	565.4
Total	2 581.8	2 688.5	—	—	—	—	—	2 688.5
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		6	—	—	—	—	—	6
Total		15	—	—	—	—	—	15

Figure 3.XVIII

Subprogramme 5: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)


**Subprogramme 6
Peacebuilding Support Office**

- 3.131 The proposed regular budget resources for 2021 amount to \$3,544,400 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 3.36 and figure 3.XIX.

Table 3.36

Subprogramme 6: evolution of financial and post resources

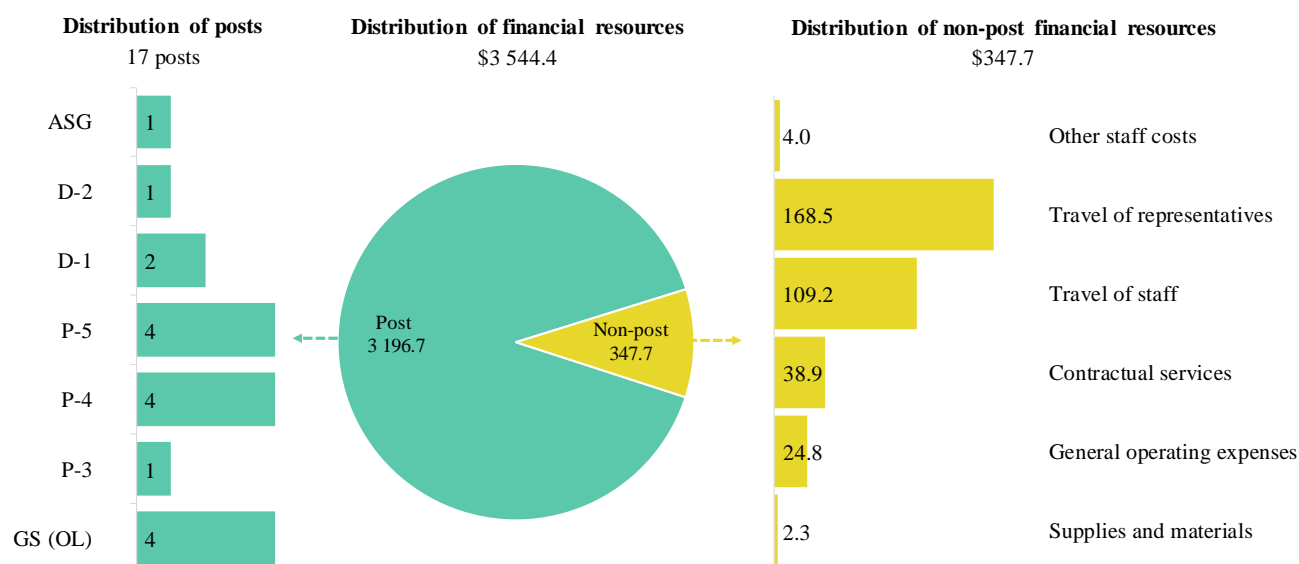
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 981.2	3 196.7	—	—	—	—	—	3 196.7
Non-post	286.0	347.7	—	—	—	—	—	347.7
Total	3 267.2	3 544.4	—	—	—	—	—	3 544.4
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		4	—	—	—	—	—	4
Total		17	—	—	—	—	—	17

Figure 3.XIX

Subprogramme 6: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

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

- 3.132 The proposed regular budget resources for 2021 amount to \$295,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 3.37 and figure 3.XX.

Table 3.37

Subprogramme 7: evolution of financial and post resources

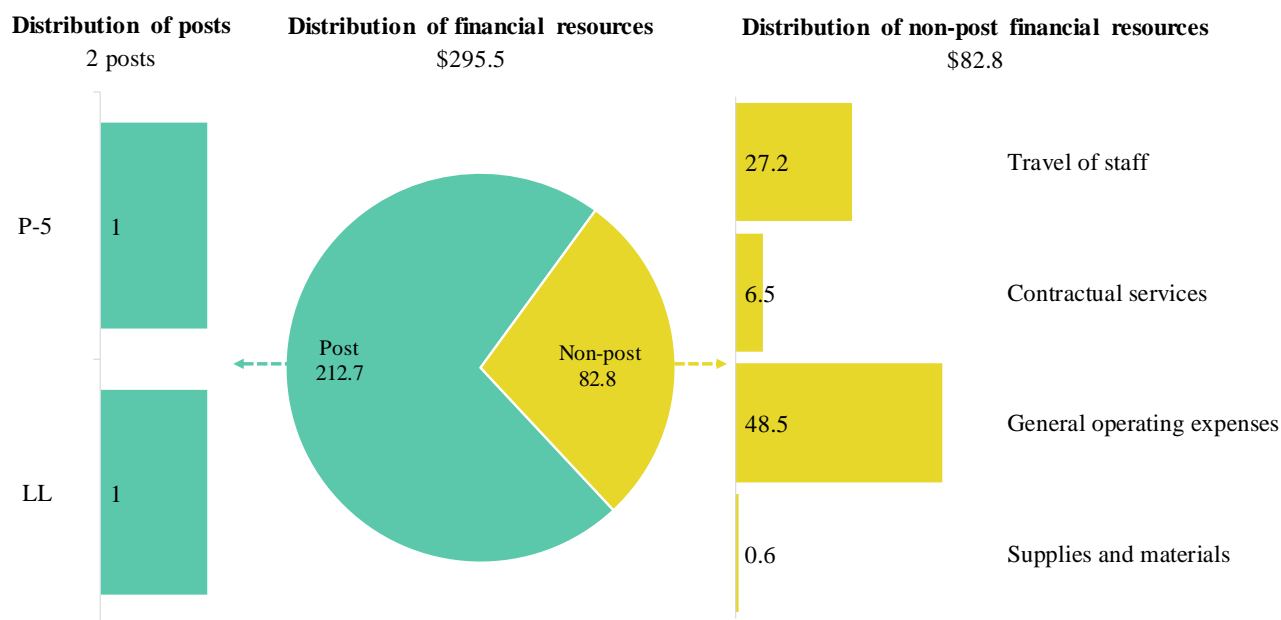
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	103.6	212.7	—	—	—	—	—	212.7
Non-post	45.0	82.8	—	—	—	—	—	82.8
Total	148.6	295.5	—	—	—	—	—	295.5
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		1	—	—	—	—	—	1
Total		2	—	—	—	—	—	2

Figure 3.XX

Subprogramme 7: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)

**Programme support**

- 3.133 The programme support component comprises the Executive Office of the Department. The Executive Office provides central administrative, managerial and programme support necessary for the implementation of the mandated activities of the Department. It assists the Under-Secretary-General in the preparation of the proposed annual programme plans, the preparation and monitoring of the implementation of the programme budget, the management of trust funds and extrabudgetary resources, relevant support services for the efficient utilization of human resources and the planning, control and coordination of requirements related to general office administration. In addition, it provides administrative and logistical support to a number of special representatives and envoys of the Secretary-General, including some special political missions of clusters I and II. The Executive Office also handles the Department's information technology needs, including the maintenance and upgrading of computer equipment and user applications.
- 3.134 The proposed regular budget resources for 2021 amount to \$2,569,600 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 3.38 and figure 3.XXI.

Table 3.38

Programme support: evolution of financial and post resources

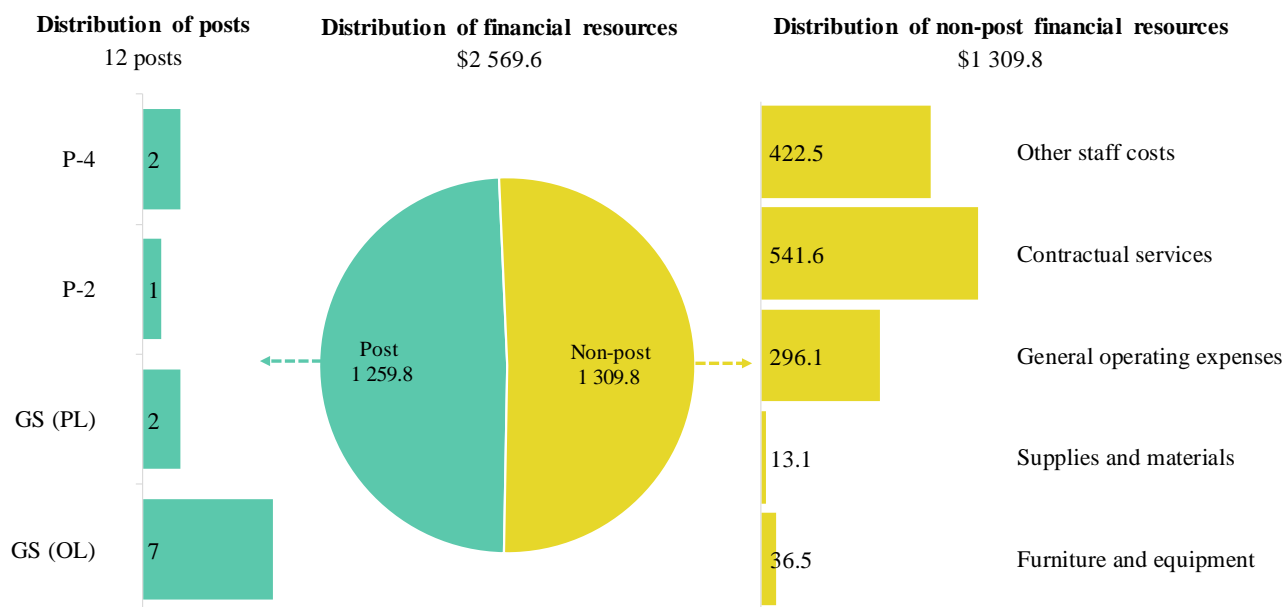
(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 125.2	1 259.8	—	—	—	—	—	1 259.8
Non—post	1 311.0	1 309.8	—	—	—	—	—	1 309.8
Total	2 436.2	2 569.6	—	—	—	—	—	2 569.6
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		9	—	—	—	—	—	9
Total		12	—	—	—	—	—	12

Figure 3.XXI

Programme support: distribution of proposed resources for 2021 (before recosting)

(Thousands of United States dollars)

**II. Special political missions***Resource requirements: \$706,772,600*

- 3.135 The proposed resource requirements for the 39 special political missions for 2021 amount to \$706,772,600, which would be supplemented by extrabudgetary resources, estimated at \$11,344,800. These resources would allow for the full, efficient and effective implementation of the mandates of the special political missions. Further details on the proposed resources for 2021 are contained in the relevant reports of the Secretary-General on the special political missions (A/75/6 (Sect. 3)/Add.1–6).

III. Office of the United Nations Special Coordinator for the Middle East Peace Process

Foreword

The Office of the United Nations Special Coordinator for the Middle East Peace Process is mandated to support negotiations aimed at ending the Israeli-Palestinian conflict on the basis of a two-State solution and to coordinate the work of the United Nations system to address the needs of the Palestinian people. The overall goal remains the return by the parties to meaningful negotiations on the basis of relevant United Nations resolutions, international law and bilateral agreements.

However, more than 25 years after the signing of the Oslo Accords, the absence of political will to resolve the conflict, continued settlement expansion and the threat of unilateral annexation of parts of the occupied West Bank, intra-Palestinian division and the continuing risk of conflict in Gaza increase volatility on the ground. Amid increased donor fatigue and widespread regional turmoil, the viability of the two-State solution is increasingly being undermined.

Without losing sight of its political goal, the Office is therefore also focused on the more immediate tasks of preventing another armed conflict in Gaza; supporting intra-Palestinian reconciliation, including the holding of long-overdue Palestinian elections; and coordinating the humanitarian and development work of the United Nations country team to respond to the needs of the most vulnerable Palestinian people.

The years 2018 and 2019 witnessed many rounds of violent escalation in Gaza, which resulted in the destruction of property and human suffering of civilian Palestinians, including children, whose lives have been shaped by crippling closures and over a decade of Hamas control. Israeli communities in the vicinity continue to live in fear of rocket and other violent attacks from Gaza-based militants. Meanwhile, in the occupied West Bank, including East Jerusalem, the Office has observed the continuation of illegal Israeli settlement activity, the demolition and seizure of Palestinian-owned structures, limitations on Palestinian development and daily violence.

The Office has engaged in preventive diplomacy and mediation efforts to de-escalate tensions and foster understanding with a view to restoring calm in Gaza. The Office has also led efforts to raise donor funds to implement urgent humanitarian and economic projects in order to keep crucial services functioning and improve people's lives.

Our shared goal remains to alleviate suffering, restore hope and trust, overcome the current political impasse and continue to focus on returning the parties to meaningful negotiations with the goal of a just, lasting and comprehensive resolution to the Israeli-Palestinian conflict.

(Signed) Nickolay E. **Mladenov**
United Nations Special Coordinator for the Middle East Peace Process

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 3.136 The Office of the United Nations Special Coordinator for the Middle East Peace Process is responsible for serving as the Organization's focal point for the Middle East peace process, for ensuring the coordinated work of the United Nations system for an adequate response to the needs of the Palestinian people and for mobilizing financial, technical and economic assistance. The mandate continues to be guided by relevant General Assembly and Security Council resolutions relating to the Middle East peace process, including Assembly resolutions [48/213](#) and [49/88](#) and Council resolutions [1860 \(2009\)](#) and [2334 \(2016\)](#). The unresolved Israeli-Palestinian conflict adds to the turmoil in the Middle East and continues to threaten international peace and security. As violence and tensions continue to simmer in Gaza and the rest of the Occupied Palestinian Territory, the Office continues to engage diplomatically to mitigate tangible security threats and prevent armed conflict, address the profound humanitarian consequences and engage the parties and the international community with a view to making political progress towards a two-State solution.

Programme of work

Office of the United Nations Special Coordinator for the Middle East Peace Process

Objective

- 3.137 The objective, to which the Office contributes is to achieve a comprehensive, just and lasting resolution to the Israeli-Palestinian conflict based on the two-State solution and to improve the socioeconomic conditions of the Palestinian people.

Strategy

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

economic relations between Israel and the Palestinian Authority; preventive diplomacy efforts aimed at averting another military escalation in Gaza; good offices to obtain Intra-Palestinian agreement to hold legislative and presidential elections across the Occupied Palestinian Territory and the use of technical electoral support by the Palestinian Central Elections Commission; and regular engagement by regional interlocutors, including Egypt and Jordan, in support of peace efforts.

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

External factors for 2021

- 3.140 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) The two-State solution remains the only viable option, in line with relevant United Nations resolutions and bilateral agreements;
 - (b) All parties retain the political will to maintain a ceasefire in Gaza and support de-escalation efforts led by the Office;
 - (c) Israeli and Palestinian interlocutors and regional and international stakeholders continue to engage in meaningful dialogue and cooperation with the Office and the United Nations country team in the performance of their functions;
 - (d) There is adequate political support from Member States and financial support from donors;
 - (e) The security situation in the area is favourable;
 - (f) The political and security environment in Gaza allows for the implementation of humanitarian and development programmes;
 - (g) There is positive progress towards Palestinian reconciliation and national unity;
 - (h) The parties begin to take tangible steps to improve the situation on the ground, as outlined in the recommendations of the Quartet report of 1 July 2016 ([S/2016/595](#), annex).
- 3.141 The Office integrates a gender perspective in its political and operational activities, deliverables and results, as appropriate. For example, in the absence of a formal peace process, the Office will strive to engage more systemically with women's and youth groups in its outreach efforts to civil society, in order to support the integration of a gender perspective in peacebuilding efforts at the grassroots level and in support of the implementation of Security Council resolution [1325 \(2000\)](#).
- 3.142 With regard to cooperation with other entities, as the only Quartet envoy on the ground, the Special Coordinator represents the Secretary-General in the Quartet, promoting greater information-sharing and coordination within the international community. The Office will continue to promote Quartet engagement with the goal of re-establishing meaningful negotiations on final status issues, in line with relevant United Nations resolutions and bilateral agreements. In addition, the Office will remain

an active participant in the Ad Hoc Liaison Committee for the Coordination of International Assistance to Palestinians and will continue to report to the Committee twice a year. Furthermore, the Office will continue to coordinate with other Committee members, including the International Monetary Fund, the World Bank and the Office of the Quartet, to ensure the efficacy of the Ad Hoc Liaison Committee forum in recommending tangible actions to both parties to bring about policy changes in line with the objectives of the programme.

- 3.143 With regard to inter-agency coordination and liaison, the Office leads the coordination of the more than 20 United Nations resident and non-resident agencies, funds and programmes in responding to the development and humanitarian needs of the Palestinian people. This leading role encompasses facilitating inter-agency collaboration to maximize impact through meetings of the United Nations country team, identifying opportunities for joint programming and actively promoting and participating in sectoral and thematic working groups. The Office coordinates with regional United Nations entities, for example, the Development Coordination Office and the Economic and Social Commission for Western Asia, to leverage available expertise and identify opportunities for collaboration to respond to evolving development and humanitarian needs.

Programme performance in 2019 against planned result

- 3.144 A planned result for 2019, which is a coordinated response to the humanitarian and development needs of the Palestinian people and institutions, as referred to in the proposed programme budget for the biennium 2018–2019, was only partially achieved, as only 65 per cent (against a target of 70 per cent) of the \$351 million of resources requested in the consolidated appeals process were funded. One of the reasons for this shortcoming is that, in recent years, competing humanitarian priorities within the region have diverted funding away from the protracted Palestinian crisis.

Programme performance in 2019: prevent a full-scale escalation of conflict in Gaza

- 3.145 In 2019, the Special Coordinator engaged in an intense diplomatic initiative to prevent a full-scale escalation of conflict between Israel and Hamas in Gaza, alleviate the suffering of the population in Gaza and create the conditions for intra-Palestinian reconciliation.
- 3.146 During this period, the Office worked closely with the Palestinian Authority, Israel, Egypt, Qatar and other key international partners to respond to a request made by members of the Security Council in May 2018 to implement a package of urgent humanitarian and economic interventions in Gaza. This package of interventions, which was endorsed by the Ad hoc Liaison Committee in September 2018, includes a number of projects to alleviate the energy crisis, provide emergency health care, support water and sanitation facilities and improve the economic situation in Gaza. Specific projects implemented within this package in 2019 included the import of diesel fuel for the Gaza power plant, the provision of life-saving trauma management and emergency health care, improvements to the provision of water and wastewater treatment, and the creation of temporary jobs.

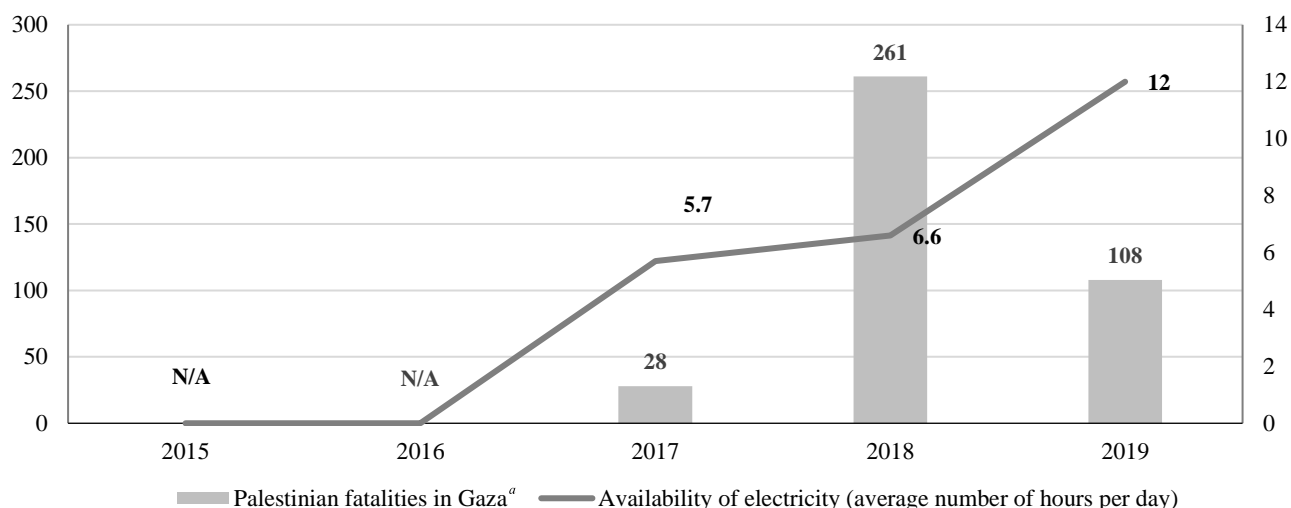
Progress towards the attainment of the objective and performance measure

- 3.147 This work contributed to the achievement of a comprehensive, just and lasting resolution to the Israeli-Palestinian conflict based on the two-State solution and the improvement of the socioeconomic conditions of the Palestinian people, as demonstrated by: (a) successful de-escalation negotiations to restore calm and avoid a full-scale escalation of conflict in Gaza on more than three occasions in 2019; (b) the reduction in the number of Palestinian fatalities caused by Israeli forces in confrontations along the fence and in air strikes and shelling elsewhere inside Gaza in 2019 compared with 2018 (108 Palestinian fatalities in 2019 compared with 261 in 2018); (c) the increase in the average daily availability of electricity from 6.6 hours per day in 2018 to nearly 12 in 2019; (d) the positive effects of this increased power supply on many sectors in Gaza, including increased water and wastewater treatment, a reduced need to procure expensive fuel to run hospital generators

and reduced costs for private businesses and families; (e) the provision of life-saving trauma management and emergency health care through emergency interventions to some 660,000 people in Gaza and the delivery of drugs and medical supplies to some 580,000 people; and (f) the creation of some 37,000 temporary job opportunities, including for doctors, teachers, nurses, engineers and a variety of other professions. The cash-for-work programmes specifically target women and young people, as these demographics are disproportionately underrepresented in the labour force and require specialized assistance to gain access to employment opportunities.

Figure 3.XXII

Performance measure: Palestinian fatalities and average daily availability of electricity in Gaza



Source: United Nations, Office for the Coordination of Humanitarian Affairs, website of the country office in the Occupied Palestinian Territory (www.ochaopt.org).

^a Number of Palestinian fatalities caused by Israeli forces in confrontations along the fence and in air strikes and shelling elsewhere inside Gaza.

Planned results for 2021

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

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

Table 3.39
Performance measure

2017	2018	2019	2020	2021
N/A	Availability of electricity in Gaza for 7.3 hours per day on average; and no formal understanding reached on improving the situation in Gaza and preventing an escalation between Israel and Gaza	Increase in the availability of electricity in Gaza; and advancement of discussions with all concerned parties to return to the 2014 ceasefire arrangements between Israel and Gaza	Increase in the availability of electricity in Gaza; and return to the 2014 ceasefire arrangements between Israel and Gaza	Consistent power supply for more than 8 hours per day; and maintenance of the 2014 ceasefire arrangements between Israel and Gaza

Abbreviation: N/A, not applicable.

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

- 3.149 The Office has been working to respond to the humanitarian, economic and political crisis in the Gaza Strip, while ensuring the stability of the Palestinian Authority and the continuation of service delivery across the Occupied Palestinian Territory.
- 3.150 The Office will continue to carry out good offices on behalf of the Secretary-General, including through regular mediation efforts, to ease tensions between Israel and Gaza, prevent a broad escalation of conflict and return to the 2014 ceasefire arrangements. The Office will engage with the Palestinian Authority, Israel and key international partners to implement the package of urgent humanitarian and economic interventions for Gaza endorsed by the Ad Hoc Liaison Committee in September 2018, which includes a number of projects to alleviate the energy crisis and improve the economic situation in Gaza. Through its regular outreach and consultations with key interlocutors and its monthly briefings to the Security Council, the Office will continue its advocacy in support of reviving meaningful Palestinian-Israeli negotiations and preserving the international consensus on the need to resolve the conflict on the basis of the two-State solution, relevant United Nations resolutions, international law and bilateral agreements. The Office will also work to support intra-Palestinian reconciliation. The Office will continue working to deliver its programmes throughout the Occupied Palestinian Territory, including the provision of technical assistance in the form of electoral expertise to the Palestinian Central Elections Commission. In addition, the Special Coordinator will continue to advocate, in his monthly briefings to the Security Council and other forums, that the continuing policy of settlement construction and expansion, the demolition and seizure of Palestinian-owned structures, continued violence, incitement and militant activity only impede efforts to achieve a negotiated solution to the conflict.
- 3.151 The Office will continue its de-escalation and mediation efforts in Gaza, including implementing the humanitarian and economic interventions endorsed by the Ad Hoc Liaison Committee, which are critical to alleviating the ongoing crisis and, ideally, progressing towards the goal of the full lifting of the Israeli closures on Gaza. In this context, the Office is uniquely positioned to engage with all key stakeholders (including the Palestinian Authority, Palestinian factions, Israel and Egypt) in order to advance these efforts. At its core, the crisis in Gaza is political in nature, and addressing the challenges there requires sustainable political solutions in conjunction with humanitarian and development interventions. The Special Coordinator will continue to advocate for all Palestinian factions to engage with Egypt on reconciliation and for Israel to significantly improve the movement and access of goods and people to and from Gaza as a step towards the full lifting of the closures in line with Security Council resolution [1860 \(2009\)](#). In the absence of a political process to end the

occupation and resolve the Israeli-Palestinian conflict, the Office will also work, as outlined in the 2016 report of the Middle East Quartet, to create the conditions for the resumption of meaningful negotiations to resolve all final status issues. The Office's preventive diplomacy in Gaza, in addition to its advocacy and programme delivery throughout the Occupied Palestinian Territory, has been critical to maintaining overall security and stability in the Occupied Palestinian Territory while preserving the viability of the two-State solution.

Internal challenge and response

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

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

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

Table 3.40
Performance measure

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

Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

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

Security Council resolutions

1860 (2009)	2334 (2016)
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Deliverables

3.155 Table 3.41 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.41

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	2	1	2
1. Report of the Secretary-General on the implementation of Security Council resolution 2334 (2016)	–	2	1	2
Substantive services for meetings (number of three-hour meetings)	15	15	15	15
2. Monthly Security Council briefings on the situation in the Middle East, including quarterly reporting on Security Council resolution 2334 (2016)	12	12	12	12
3. Meetings of the Fifth Committee	1	1	1	1
4. Meetings of the Committee for Programme and Coordination	1	1	1	1
5. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Technical materials (number of materials)	7	7	7	7
6. Reports to the Ad Hoc Liaison Committee on recommended actions to bring about positive changes on the ground	2	2	2	2
7. Socioeconomic reports on the Palestinian economy	4	4	4	4
8. Monitoring and evaluation report of the implementation of the United Nations Development Assistance Framework 2018–2022	1	1	1	1

C. Substantive deliverables

Good offices: visits to countries in the region to seek support for political initiatives.

Consultation, advice and advocacy: meetings and consultations with Governments and their accredited representatives, relevant parties, non-governmental and civil society organizations, academia and think tanks on the political, socioeconomic and humanitarian situation; meetings of the Special Coordinator and the Deputy Special Coordinator with the parties and other relevant actors on actions and measures to de-escalate tensions and mobilize resources; participation in the Middle East Quartet and its efforts to advance the negotiations and the two-State solution; advisory services to Israeli and Palestinian interlocutors on the implementation of the Gaza Reconstruction Mechanism and on the implementation of the package of humanitarian and

Section 3 Political affairs

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
economic interventions for Gaza approved by the Ad Hoc Liaison Committee; briefings to the international community and regional parties on the political, socioeconomic and humanitarian situation; and technical support to the Palestinian Central Elections Commission.				
D. Communication deliverables				
Outreach programmes, special events and information materials: facilitating the exchange of information and developing partnerships with civil society organizations, academic institutions and non-governmental organizations and reaching out to civil society organizations in Israel and the Occupied Palestinian Territory to enhance their interaction with and understanding of the Office's vision and activities.				
External and media relations: press conferences; press releases and statements and regular and ad hoc contacts with the media.				
Digital platforms and multimedia content: social media coverage; and maintenance of the Office's website as a key platform for internal/external stakeholders to receive and disseminate information, serving both the interested public as well as the partners themselves.				

B. Proposed post and non-post resource requirements for 2021

Overview

3.156 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 3.42 to 3.44.

Table 3.42

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	7 563.6	8 397.1	–	–	(37.0)	(37.0)	(0.4)	8 360.1	114.7	8 474.8
Other staff costs	23.5	44.7	–	–	4.7	4.7	10.5	49.4	0.8	50.2
Hospitality	2.0	8.4	–	–	(1.4)	(1.4)	(16.7)	7.0	–	7.0
Travel of staff	133.9	192.7	–	–	6.5	6.5	3.4	199.2	3.9	203.1
Contractual services	170.3	225.9	–	–	(18.1)	(18.1)	(8.0)	207.8	3.7	211.5
General operating expenses	505.8	532.7	–	–	3.4	3.4	0.6	536.1	10.0	546.1
Supplies and materials	62.4	86.9	–	–	(23.7)	(23.7)	(27.3)	63.2	1.1	64.3
Furniture and equipment	180.8	92.5	–	–	18.4	18.4	19.9	110.9	2.0	112.9
Improvements to premises	9.8	–	–	–	–	–	–	–	–	–
Total	8 652.1	9 580.9	–	–	(47.2)	(47.2)	(0.5)	9 533.7	136.2	9 669.9

Table 3.43

Post changes^a

	Number	Level
Approved for 2020	65	1 USG, 1 D-2, 4 P-5, 4 P-4, 8 P-3, 12 FS, 30 LL, 5 NPO
Establishment	1	FS
Reclassification	–	1 D-2 to 1 ASG
Proposed for 2021	66	1 USG, 1 ASG, 4 P-5, 4 P-4, 8 P-3, 13 FS, 30 LL, 5 NPO

^a Details on justifications for post changes are reflected in annex III.

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary - General; FS, Field Service; LL, Local level; NPO, National Professional Officer; USG, Under-Secretary-General.

Table 3.44
Post resources

Category	Changes					2021 proposed ^a
	2020 approved ^a	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	—	—	—	1	1	1
D-2	1	—	—	(1)	(1)	—
P-5	4	—	—	—	—	4
P-4	4	—	—	—	—	4
P-3	8	—	—	—	—	8
Subtotal	18	—	—	—	—	18
Other						
Local level	30	—	—	—	—	30
Field Service	12	—	—	1	1	13
National Professional Officer	5	—	—	—	—	5
Subtotal	47	—	—	1	1	48
Total	65	—	—	1	1	66

^a All posts of the Office are temporary posts.

- 3.157 Additional details on the distribution of proposed resources for 2021 are reflected in tables 3.45 to 3.47 and figure 3.XXIII.
- 3.158 As reflected in tables 3.45 and 3.46, the overall resources proposed for 2021 amount to \$9,533,700 before recosting, reflecting a net decrease of \$47,200 (or 0.5 per cent) compared with the appropriation for 2020. Resource changes fall under the category “other resource changes”. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 3.159 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office of the Special Coordinator is integrating environmental management practices into its operations. In 2019, a highlight was the reduction in the use of photocopy paper as a result of changes in printing habits and the reduction in carbon footprint and fossil fuel usage through the use of lower capacity generators and the installation of light-emitting diode lights. In 2021, the Office will further reduce its use of photocopy paper, fuel consumption and plastic generation through the installation of an in-line drinking water dispenser system at the office.

Table 3.45
Evolution of financial resources by component

(Thousands of United States dollars)

Regular budget

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Programme of work	8 652.1	9 580.9	–	–	(47.2)	(47.2)	(0.5)	9 533.7	136.2	9 669.9
Total	8 652.1	9 580.9	–	–	(47.2)	(47.2)	(0.5)	9 533.7	136.2	9 669.9

Table 3.46
Evolution of post resources by component

Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	65	–	–	1	1	66
Total	65	–	–	1	1	66

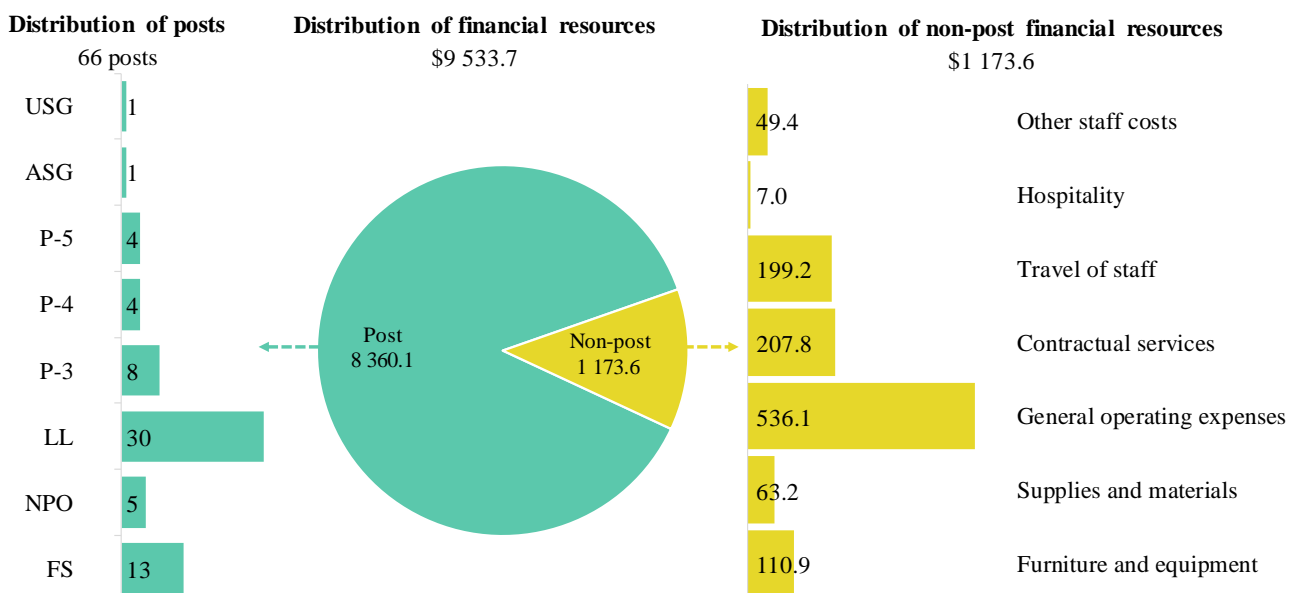
Table 3.47
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	7 563.6	8 397.1	—	—	(37.0)	(37.0)	(0.4)	8 360.1
Non-post	1 088.4	1 183.8	—	—	(10.2)	(10.2)	(0.9)	1 173.6
Total	8 652.1	9 580.9	—	—	(47.2)	(47.2)	(0.5)	9 533.7
Post resources by category								
Professional and higher		18	—	—	—	—	—	18
General Service and related		47	—	—	1	1	2.1	48
Total		65	—	—	1	1	1.5	66

Figure 3.XXIII
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Variance analysis

Overall resource changes

Other changes

3.160 As reflected in tables 3.45 and 3.46, resource changes reflect a net decrease of \$47,200, as follows:

- (a) Net reduced requirements of \$37,000 under posts as a result of the proposed regularization of the presentation of the Deputy Special Coordinator/Humanitarian Coordinator/Resident Coordinator post at the Assistant-Secretary-General level, which was previously reflected at the D-2 level in the Office's staffing table, which is offset in part by the proposed establishment of one temporary post of Close Protection Officer (Field Service), as follows:
 - (i) The proposed regularization of the presentation of the Deputy Special Coordinator/Humanitarian Coordinator/Resident Coordinator post at the Assistant-Secretary-General level, which was previously reflected at the D-2 level in the Office's staffing table and costed at 100 per cent. The post is cost shared with the Development Coordination Office at 50 per cent. In the context of the proposed programme budget for 2020, the Advisory Committee on Administrative and Budgetary Questions recommended that more information be provided on the funding arrangements regarding the Deputy Special Coordinator/Humanitarian Coordinator/Resident Coordinator (A/74/7, para. II.12). Following a review, it is proposed that the presentation of the post in the Office's staffing table at the Assistant-Secretary-General level be regularized and that the costing be concurrently revised to 50 per cent, resulting in a reduction of \$123,300;
 - (ii) The Close Protection Unit comprises seven armed Close Protection Officers, who provide personal protection to two principals, namely, the Special Coordinator and the Deputy Special Coordinator/Humanitarian Coordinator/Resident Coordinator. The year 2019 witnessed many instances of violent escalation in Gaza. This led to increased mediation and negotiations, such as missions to Gaza by the Special Coordinator and the Deputy

Special Coordinator/Humanitarian Coordinator/Resident Coordinator to prevent a full escalation of conflict and a humanitarian catastrophe. This resulted in a significant increase in operations, whereby the Close Protection Unit conducted 229 protection operations, representing an increase of 26.5 per cent compared with 2018. This resulted in the accumulation of more than 2,000 hours of overtime. Such excessive overtime is not in the interest of the health of the staff or the safety and security of the two principals and is not in line with United Nations security management policies, particularly in relation to a volatile and high-risk area such as Gaza. It is envisaged that such trends will continue in the coming years, with the Office enhancing its operations in Gaza to contain the political and humanitarian situation. Given the above, the establishment of an additional temporary post of Close Protection Officer (Field Service) is proposed to address the significant increase in security operational requirements, resulting in an increase of \$86,300. The United Nations Manual of Guidance on Protective Services stipulates that in medium-risk environments, such as Israel, Close Protection Units should consist of at least 12 armed Close Protection Officers. This situation has been confirmed by external audits and has resulted in increased overtime expenditures;

- (b) Increased requirements under other staff costs (\$4,700), which reflect the requirements for overtime and night differential;
- (c) Reduced requirements under hospitality (\$1,400), which reflect expenditure experience in respect of the cancellation of events in the light of the political situation;
- (d) Increased requirements under travel of staff (\$6,500), which reflect the need for more advocacy meetings and activities by principals of the Office to reverse negative trends on the ground that threaten the viability of the two-State solution and obstruct a return to meaningful negotiations and improvement of the situation on the ground. The Office will also continue to utilize videoconferences and organize back-to-back meetings to the extent possible;
- (e) Net reduced requirements under contractual services (\$18,100), which reflect mainly the reduction in the cleaning and portage services in Gaza, the decrease in the cost of subscriptions through digitalization and the decrease in the cost of Internet and Internet protocol virtual private network (IP VPN) connections between the three locations under existing contracts;
- (f) A net increase under general operating expenses (\$3,400), which reflect mainly the additional requirement for security enhancements at the Gaza office and the increase in the facilities management services at the Jerusalem office;
- (g) Reduced requirements under supplies and materials (\$23,700), which relate mainly to the decrease in the consumption of fuel by generators in Gaza as a result of using newer and lower capacity generators, the decrease in the requirement for medical supplies and the planned reduction in information technology, communications and other operational supplies due to the prioritization of mission needs to allow the replacement of the obsolete office automation equipment;
- (h) Net increased requirements under furniture and equipment (\$18,400), which reflect mainly the requirement to replace obsolete office automation equipment that does not comply with the information security standards.

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

Foreword

I am pleased to state that the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory has made significant progress in the implementation of its mandate. This was possible owing to the constructive cooperation by both the Palestinian and the Israeli sides, which proves that positive developments are possible even in protracted conflicts such as the Israeli-Palestinian one.

The main focus of the work of the Office of the Register of Damage in 2021 will be on the processing and review of the previously collected claims. A small presence of the Register of Damage in the Occupied Palestinian Territory will also continue to collect so-called community claims and residual claims presented by natural persons.

In addition to the main purpose of the Register of Damage, which is to record the material damage caused by the construction of the wall, the huge volume of meticulously collected and verified information may also be used as a catalyst in support of the Israeli-Palestinian peace process. The information contained in the Register may be useful in the search for solutions to the most contentious problems, such as land and the border.

(Signed) Vladimir **Goryayev**
Executive Director, Office of the United Nations Register of Damage
Caused by the Construction of the Wall in the Occupied Palestinian Territory

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 3.161 The United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory is responsible for recording, in documentary form, the damage caused to all natural and legal persons concerned as a result of the construction of the wall by Israel in the Occupied Palestinian Territory, including in and around East Jerusalem. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [ES-10/17](#).
- 3.162 Since 2008, when the Office of the Register of Damage became operational and commenced outreach and claim intake in the Occupied Palestinian Territory, work has been completed in 267 of 269 communities, touching the lives of over 1.5 million Palestinians in the West Bank, and work is in progress in the remaining two communities. Over two terabytes of impartial and verified information documents the material losses sustained by Palestinian people. Once completed, the Register of Damage may serve as a catalyst in support of the Israeli-Palestinian peace process.

Programme of work

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

Objective

- 3.163 The objective, to which the Office of the Register of Damage contributes, is to establish and maintain a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory, thus contributing to the protection of the legal rights of the Palestinian people affected by the construction of the wall.

Strategy

- 3.164 To contribute to the establishment and maintenance of a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory, thus contributing to the protection of the legal rights of the Palestinian people affected by the construction of the wall, the Office will focus on the processing and review of the previously collected but not processed claims, of which there are almost 34,000. This backlog is expected to be gradually reduced. Past results in this area include the consistent achievement of the review of 4,000 claims annually despite the increasing complexity and volume of claims.

External factors for 2021

- 3.165 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) There is political will and cooperation on the part of all parties concerned;
 - (b) Extrabudgetary resources are available for maintaining a needed presence on the ground;

- (c) The overall security situation in the West Bank and the region does not adversely affect stability, thus rendering it impossible to carry out the mandate of the Register of Damage in the Occupied Palestinian Territory.
- 3.166 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, in the course of the outreach campaign, all female mayors and Chairs of local councils are invited to training events organized by the Office. In addition, consultations will be conducted with local women's committees in all communities in which outreach and claim intake activities are planned.
- 3.167 With regard to inter-agency coordination and liaison, the Office of the Register of Damage cooperates closely with the United Nations Office for Project Services, which is the key provider of logistical, human and financial resources services in the implementation of outreach and claims collection activities funded by extrabudgetary resources. In addition, the Office of the Register of Damage benefits from close cooperation with the Department of Political and Peacebuilding Affairs and the Office for the Coordination of Humanitarian Affairs.

Programme performance in 2019 against planned result

- 3.168 A planned result for 2019, which is the progressive collection and registration of damage claim forms, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved and surpassed, as evidenced by the number of claim forms collected (2,730 claims compared with an estimate of 500) and the number of claim forms processed and reviewed (4,009 compared with an estimate of 4,000, which was originally estimated in 2017 and was revised to 3,700 in 2019).

Programme performance in 2019: working towards the completion of claim intake activities in the Occupied Palestinian Territory

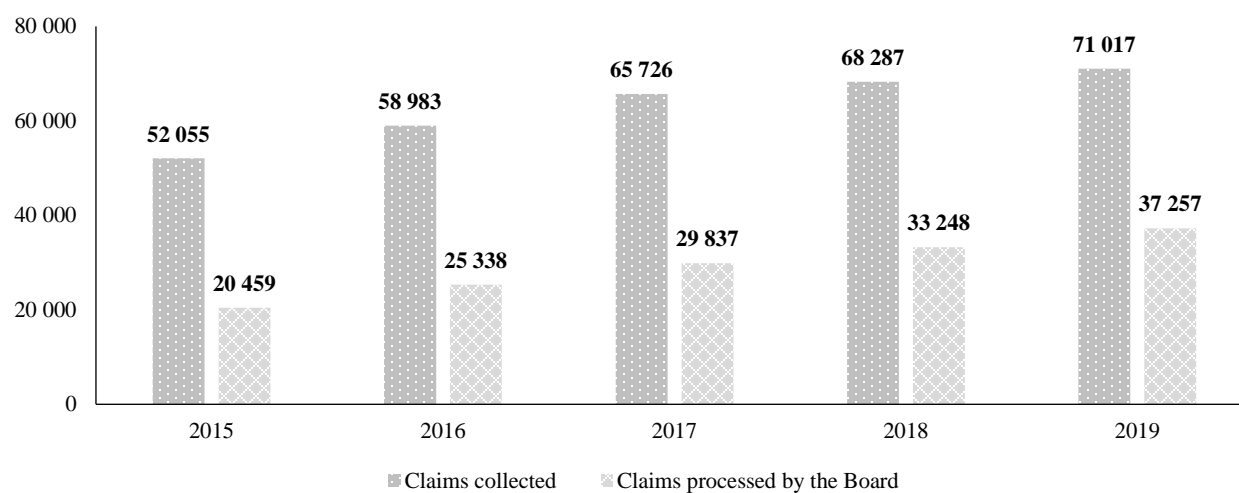
- 3.169 The Office of the Register of Damage continued to make significant progress towards the completion of the claim intake activities on the ground. By December 2019, 71,017 claims had been collected in 267 of 269 communities. In 2019 alone, 2,730 claims were collected. At the Office's headquarters in Vienna, 4,009 claims were processed and presented to the Board of the Register of Damage for its decision. In relation to community outreach, the Office has made progress and steadily increased the number of affected Palestinians who have been informed about the possibility of and the requirements for filing damage claims with the Office.

Progress towards the attainment of the objective, and performance measure

- 3.170 This work contributed to the establishment and maintenance of a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory, as demonstrated by the number of claims collected and processed by the Board of the Register of Damage since the inception of the Office.

Figure 3.XXIV

Performance measure: cumulative number of claims collected and processed since 2009



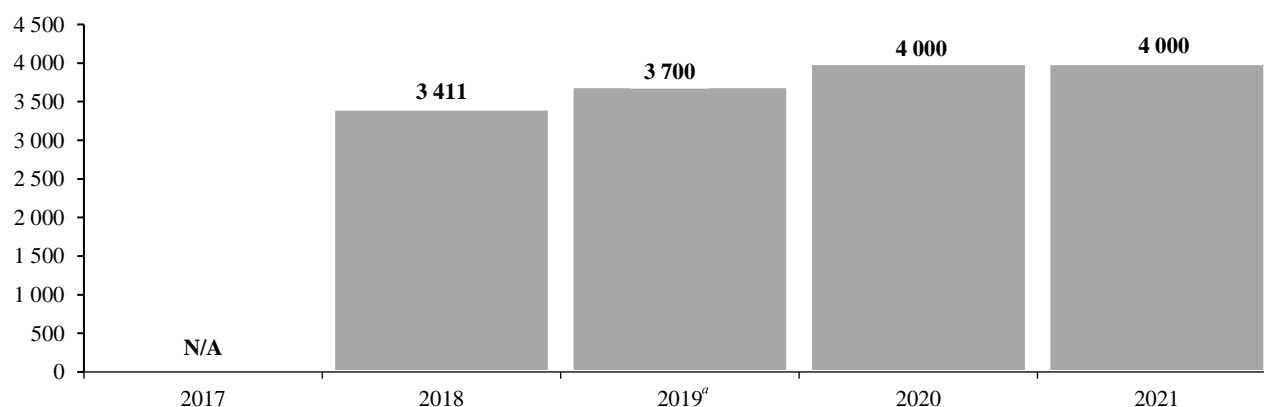
Planned results for 2021

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

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

Figure 3.XXV

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



Abbreviation: N/A, not applicable.

^a The figure for 2019 reflects the estimated number of claims to be reviewed by the Board of Register as reflected in the proposed programme budget for 2020. See also paragraph 3.169.

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

- 3.172 The Office has been working to reduce the backlog of collected but not reviewed claims. The year 2018 marked an important turning point in the work of the Office as, for the first time since its inception, more claims were processed at its headquarters than were collected in the Occupied Palestinian Territory. Since the outreach and claim intake activities in the Occupied Palestinian Territory are coming to their conclusion, the Office will focus on reducing the backlog of the almost 34,000 claims that have built up since its inception. It is expected that this trend will continue and that the backlog will be continuously reduced.
- 3.173 In line with General Assembly resolution [ES-10/17](#), the establishment of the Register of Damage is a continuous process and, given the continued construction of the wall, which may result in new damages, the Register will remain open for registration for the duration of the existence of the wall. In addition, the Office will continue with the collection of residual claims of individual claimants, as well as community and national claims. In order to maintain conditions conducive to the implementation of its mandate, the Office of the Register of Damage will continue to interact closely with the two main parties and solicit their support and cooperation. As in the past, the Office will act transparently while maintaining a low profile.

Internal challenge and response

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

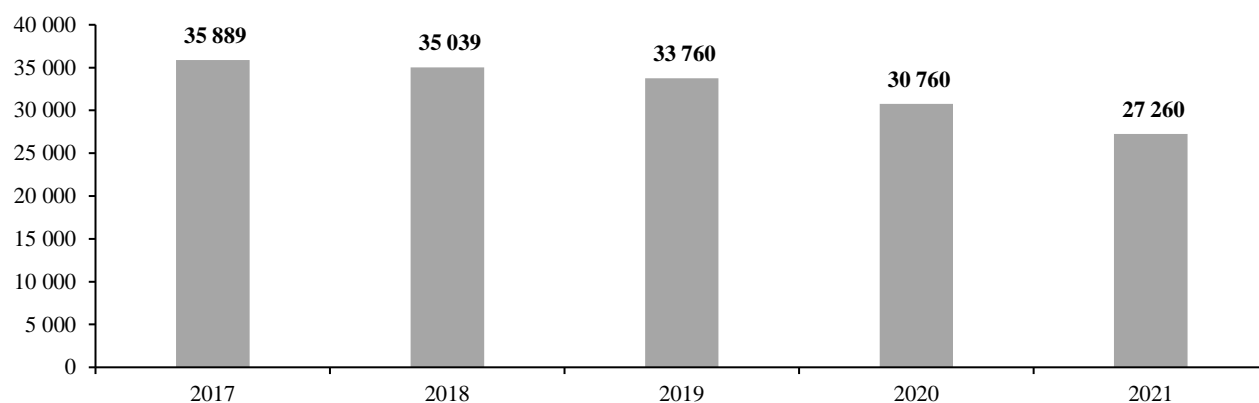
Expected progress towards the attainment of the objective, and performance measure

- 3.175 This work is expected to contribute to the establishment and maintenance of a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory, thus contributing to the protection of the legal rights of the Palestinian people affected by the construction of the wall, which would be demonstrated by the gradual reduction of the backlog of collected and unprocessed claims.

Figure 3.XXVI

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

(Number of unprocessed claims)


Legislative mandates

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

General Assembly resolutions

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

Deliverables

3.177 Table 3.48 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.48

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Progress report of the Board of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory for the General Assembly	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	3	3	3	3
2. Meetings of the Fifth Committee	1	1	1	1
3. Meetings of the Committee for Programme and Coordination	1	1	1	1
4. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1

Section 3 Political affairs

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	8	4	4
5. Training of mayors, community leaders and other Palestinian officials on the purpose, organizational details and requirements of claim intake activities, with a particular focus on public claims	–	8	4	4
C. Substantive deliverables				
Databases and substantive digital materials: maintenance of a database and physical records of over 37,000 damage claims approved by the Board.				
D. Communication deliverables				
Outreach programmes, special events and information materials: public awareness programme to inform the affected Palestinian natural and legal persons of the possibility of and the requirement for filing damage claims for registration, including the production of posters and leaflets for distribution to affected Palestinians.				

B. Proposed post and non-post resource requirements for 2021

Overview

3.178 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 3.49 to 3.51.

Table 3.49

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	2 708.6	2 541.5	—	—	—	—	—	2 541.5	51.2	2 592.7
Other staff costs	56.2	61.2	—	—	—	—	—	61.2	1.1	62.3
Consultants	—	6.6	—	—	—	—	—	6.6	0.1	6.7
Travel of staff	110.4	108.2	—	—	—	—	—	108.2	2.1	110.3
Contractual services	214.2	160.5	—	—	(16.4)	(16.4)	(10.2)	144.1	2.6	146.7
General operating expenses	9.3	11.4	—	—	—	—	—	11.4	0.2	11.6
Supplies and materials	0.9	6.2	—	—	—	—	—	6.2	0.1	6.3
Furniture and equipment	3.8	19.0	—	—	16.4	16.4	86.3	35.4	0.6	36.0
Fellowships, grants and contributions	1.3	—	—	—	—	—	—	—	—	—
Total	3 104.8	2 914.6	—	—	—	—	—	2 914.6	58.0	2 972.6

Table 3.50

Post changes^a

	Number	Level
Approved for 2020	19	1 D-2, 1 P-5, 5 P-4, 2 P-3, 1 P-2/1, 9 GS (OL)
Proposed for 2021	19	1 D-2, 1 P-5, 5 P-4, 2 P-3, 1 P-2/1, 9 GS (OL)

^a No post changes are proposed for 2021.

Note: The following abbreviation is used in tables and figures: GS (OL), General Service (Other level).

Table 3.51
Post resources

Category	Changes					2021 proposed ^a
	2020 approved ^a	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	5	—	—	—	—	5
P-3	2	—	—	—	—	2
P-2/1	1	—	—	—	—	1
Subtotal	10	—	—	—	—	10
General Service						
Other level	9	—	—	—	—	9
Subtotal	9	—	—	—	—	9
Total	19	—	—	—	—	19

^a All posts of the Office are temporary posts.

- 3.179 Additional details on the distribution of the proposed resources for 2021 are reflected in tables 3.52 to 3.54 and figure 3.XXVII.
- 3.180 As reflected in table 3.52 (1), the overall resources proposed for 2021 amount to \$2,914,600 before recosting, reflecting no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.
- 3.181 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office of the Register of Damage is integrating environmental management practices into its operations. In 2019, a highlight was the purchase and distribution of environmentally friendly office supplies. The Office was also looking into adopting safe and secure electronic signature solutions, which would further reduce the need to print documents. In 2019, staff of the Office were further sensitized in relation to individual environmental responsibilities. In 2021, the Office will strive to move closer to becoming a paperless environment while ensuring that any solution would meet the strict confidentiality standards of the information and data available in the Register of Damage.

Extrabudgetary resources

- 3.182 As reflected in table 3.52 (2), the Office receives cash contributions, which complement regular budget resources. In 2021, projected extrabudgetary resources (cash contributions) of \$200,000 will be focused on claim intake and outreach activities of the Office in the field. Extrabudgetary resources represent 6.3 per cent of the total resources for the Office. The claim intake and outreach activities of the Office in the field are supported entirely by extrabudgetary resources. These resources allow for the employment of locally contracted personnel in the Occupied Palestinian Territory as well as associated logistical requirements.

Table 3.52
Evolution of financial resources by component

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Programme of work	3 104.8	2 914.6	—	—	—	—	—	2 914.6	58.0	2 972.6
Subtotal, 1	3 104.8	2 914.6	—	—	—	—	—	2 914.6	58.0	2 972.6

(2) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	330.5	200.0	200.0
Subtotal, 2	330.5	200.0	200.0
Total	3 435.3	3 114.6	3 172.6

Table 3.53
Evolution of post resources by component

Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	19	—	—	—	—	19
Total	19	—	—	—	—	19

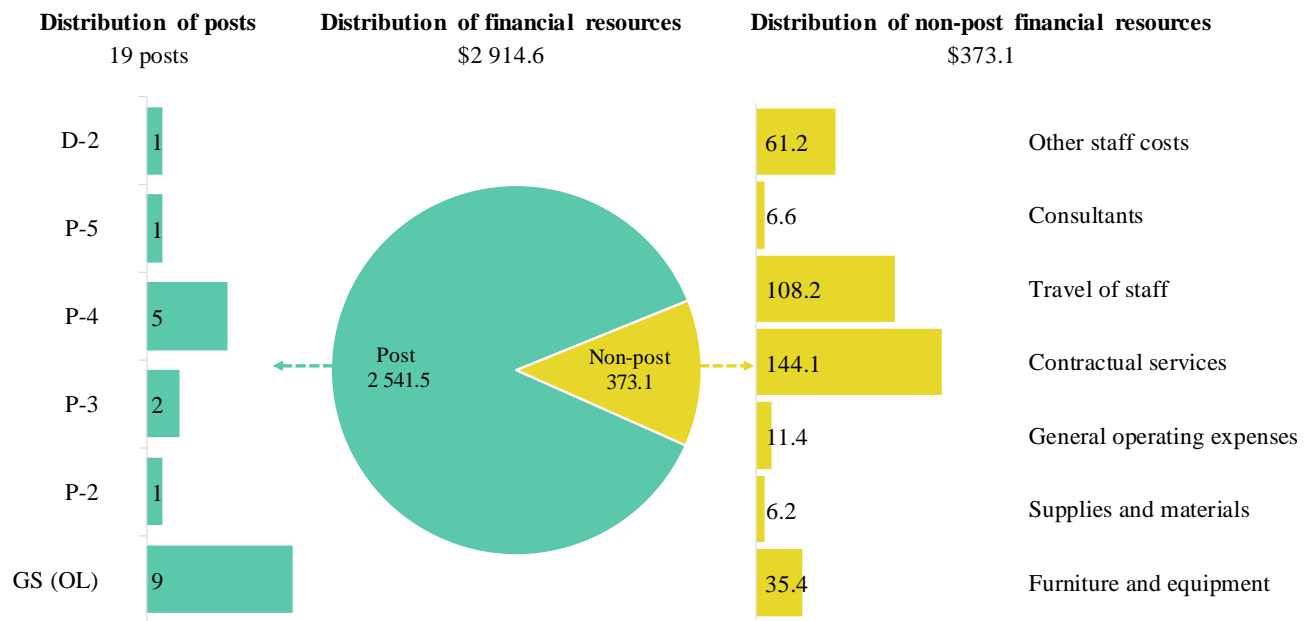
Table 3.54
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 708.6	2 541.5	—	—	—	—	—	2 541.5
Non-post	396.2	373.1	—	—	—	—	—	373.1
Total	3 104.8	2 914.6	—	—	—	—	—	2 914.6
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		9	—	—	—	—	—	9
Total		19	—	—	—	—	—	19

Figure 3.XXVII
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



V. United Nations Office to the African Union

Foreword

A strong partnership between the United Nations and the African Union is essential to seeking effective solutions to the increasingly complex peace and security challenges in Africa. The two organizations are leveraging their respective comparative advantages towards achieving the common objectives of enhancing peace and security, promoting human rights and good governance and implementing Agenda 2063: The Africa We Want and the 2030 Agenda for Sustainable Development. The United Nations Office to the African Union has continued to enhance the partnership in peace and security between the two organizations. The partnership has grown in depth and scope over the last few years, especially since the signing of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, in April 2017, and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda, in January 2018. Both organizations have prioritized the development of a systematic, predictable and strategic partnership that recognizes their respective comparative advantages in addressing peace and security challenges in Africa.

It is clear that threats to peace and security in Africa are evolving and becoming more complex. Our task is to ensure that we adapt in pace with the evolving challenges – for example, through an integrated approach to peace and security, development and related climate change issues, as well as holistic regional strategies – and build strategic relationships to address outstanding challenges in a systematic and coherent manner. The strategic partnership with the African Union is therefore a necessity, not an option. It is also essential that our collaboration extend to the regional economic communities and regional mechanisms. The Office contributed to key milestones in implementing and operationalizing components of the African Peace and Security Architecture through activities carried out primarily with the African Union Commission, including assessment and support to African Union authorized operations such as the initiative of the Group of Five for the Sahel (G5 Sahel) and the Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army. With the support of United Nations Headquarters, the Office continues to strengthen the capacities of African Union personnel in critical areas of expertise, such as operational and logistical planning, thus enhancing their ability to plan and manage ongoing and future African Union peace operations.

The Office's efforts have included the issuance of joint statements and messages by the Chairperson of the African Union Commission and the Secretary-General, and statements by the special envoys on emerging and ongoing crises; joint undertakings to promote women's participation in peace, security and development initiatives; greater engagement with the African Union to develop an international human rights/humanitarian law compliance framework for peace support operations; extensive United Nations-African Union collaboration in the context of Security Council resolutions [2320 \(2016\)](#) and [2378 \(2017\)](#); continued support to the African Union in strengthening its management of ongoing African Union peace support operations and long-term strengthening of the African Standby Force; support to ongoing operations with particular focus on the African Union Mission in Somalia (AMISOM), the Multinational Joint Task Force against Boko Haram, and the Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army; and further strengthening of the African Standby Force aligned to the African Union five-year workplan for the African Standby Force, the Maputo strategic workplan (2016–2020).

The scope of the work of the United Nations Office to the African Union includes collaboration with the African Union in preventing and mediating conflict and sustaining peace; responding to conflict through enhancing African Union capacities for operational planning, response, monitoring and reporting in its peace support operations; and addressing root causes of conflict. In implementing our mandate, we engage daily with the African Union Commission, as well as other organs of the African Union, notably the Peace and Security Council and the Permanent Representatives Committee.

(Signed) Hanna Tetteh
Special Representative of the Secretary-General to the African Union and
Head of the United Nations Office to the African Union

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 3.183 The United Nations Office to the African Union was established on 1 July 2010 pursuant to General Assembly resolution [64/288](#). The Office integrated the former United Nations Liaison Office at Addis Ababa, the African Union Peacekeeping Support Team, the United Nations planning team for AMISOM, as well as the support elements of the Joint Support and Coordination Mechanism of the African Union-United Nations Hybrid Operation in Darfur.
- 3.184 The mandate of the Office is to enhance the partnership between the United Nations and the African Union in the area of peace and security; provide coordinated and consistent United Nations advice to the African Union on long-term capacity-building and short-term operational support matters; and streamline the United Nations presence in Addis Ababa to enhance coherence and efficiency in delivering United Nations assistance to the African Union. In its resolutions [2033 \(2012\)](#), [2167 \(2014\)](#) and [2320 \(2016\)](#), the Security Council called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation, capacity-building and, in particular, the operationalization of the African Peace and Security Architecture.
- 3.185 The Office seeks to take effective collective measures for the prevention and removal of threats to peace and the suppression of acts of aggression or other breaches of the peace, and to achieve by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace, as stipulated in Article 1 of the Charter of the United Nations. In that connection, the Office works to strengthen collaboration with the African Union in addressing threats to peace and security, consistent with Chapter VIII of the Charter.
- 3.186 The Office's main areas of work are to: (a) further develop and implement the strategic partnership between the United Nations and the African Union in the area of peace and security; and (b) partner with the African Union in efforts to enhance capacities to jointly address challenges to peace and security in Africa. The Office provides an improved mechanism for cooperation at the regional level, primarily with the African Union and subregional organizations throughout Africa. The Office seeks to build a common United Nations-African Union understanding of the causes and drivers of conflicts and potential conflicts, from which collaborative initiatives to prevent, manage and resolve conflicts can be developed. The Office works closely with United Nations peacekeeping operations and special political missions on the continent and, in so doing, enhances United Nations peace and security relations with the African Union. Furthermore, the Office provides support to United Nations good offices initiatives in southern and eastern Africa, in coordination with the African Union and the respective subregional organizations. The Office works with the African Union to develop and implement joint approaches to preventing and addressing conflicts in Africa, and to ensure greater collaboration between the African Union and the various United Nations field missions throughout the continent.
- 3.187 The Office seeks to consolidate the partnership with the African Union in the planning and management of peace operations and the development of institutional capacities to strengthen the partnership in initiatives geared towards preventing, managing and resolving conflicts. Through the partnership with the African Union in the area of peace and security, the Office coordinates its work with other United Nations actors, in particular through the Peace and Security Cluster of the Regional Coordination Mechanism for Africa, and liaises and coordinates with other clusters of the Mechanism. The Office also participates in the mechanisms in Addis Ababa that coordinate donors and other partners.

Programme of work

Objective

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

Strategy

- 3.189 To contribute to strengthening the United Nations-African Union partnership for peace and security in Africa, the Office will support the implementation of the five priorities of the African Peace and Security Architecture Roadmap 2016–2020, namely: conflict prevention; crisis/conflict management; post-conflict reconstruction and peacebuilding; strategic security issues; and coordination and partnership. As part of its strategic and operational plans, the Office will engage with the African Union at senior and operational levels through the United Nations-African Union annual conference, the United Nations-African Union Joint Task Force on Peace and Security and desk-to-desk meetings, in order to ensure coordination and coherence between the two organizations. In addition, the Office will support and facilitate engagements at the Member States level, including the annual joint consultative meeting of the Security Council and the African Union Peace and Security Council, and meetings of the Committees of Experts of the Security Council and the African Union Peace and Security Council. The Office will regularly engage the policy organs of the African Union, including the Peace and Security Council and the Permanent Representatives Council, through both formal and informal interactions. The Office will also maintain regular interactions on thematic and country-specific situations and seek to develop a common understanding and, where possible, a common position, so as to build on mutual interests. The Office will work to strengthen coordination mechanisms among United Nations entities and other key partners, such as the regional economic communities and regional mechanisms and the European Union, which is expected to result in the capacity of the African Union being enhanced and synergized collaboration. Past results in this area include the strengthened capacity of the African Union in providing operational support, through the undertaking of various initiatives to build institutional capacities to prevent, manage and respond to conflicts affecting the continent, as well as to address root causes perpetuating conflicts.
- 3.190 The areas of focus for the Office are to strengthen strategic coherence throughout the conflict cycle in tandem with the African Union, regional economic communities and regional mechanisms; strengthen strategic coordination and partnership throughout the conflict cycle; increase operational synergies; and provide support in addressing ongoing conflicts in Africa. In the process, the Office will work closely with various other partners and United Nations entities, while participating in relevant coordination mechanisms to enhance cohesion in efforts to support and collaborate with the African Union. The Office will continue to strengthen the United Nations-African Union partnership by implementing the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, as agreed by the Secretary-General and the Chairperson of the African Union Commission. The action plans for the Office are focused on support for the following strategic priorities, as set out in the Joint Framework: preventing and mediating conflict and sustaining peace; responding to conflict, including through peace support operations; addressing root causes of conflict; and enhancing the partnership between the United Nations, the African Union, regional economic communities and regional mechanisms. These areas of focus are all implemented within the context of, and with a special focus on, international human rights law.
- 3.191 In addition, the Office will establish coordination mechanisms with United Nations entities and other key partners to ensure synergy and coherence in delivering assistance to the African Union. With regard to inter-agency coordination and liaison, the Office will engage with various clusters of the Regional Coordination Mechanism for Africa, and will co-chair the Peace and Security Cluster with the African Union Commission. Other clusters and subclusters include the Advocacy and Communications Cluster (chaired by the Office of the Special Adviser on Africa); the Governance Cluster (chaired by the United Nations Development Programme); the Democracy and Elections

subcluster (co-chaired by the Office and the African Union Commission); and the Human Resources Development, Employment and HIV/AIDS Cluster (chaired by the United Nations Children's Fund). This work is expected to contribute to enhancing peace and security, and addressing root causes of conflicts on the continent.

- 3.192 The Office has established relationships with a variety of partners, including external partners and stakeholders, while providing technical and expert advice and support in the area of peace and security on the continent. Collaboration with all African entities takes into consideration the context of Agenda 2063 of the African Union and other African guidance documents. The Office established and maintains effective relationships, interaction and coordination with the African Union Commission and the African Union Peace and Security Council, as well as all other structures within the African Peace and Security Architecture. Furthermore, as part of efforts to support African unity, integration and goals, the Office collaborates with the regional economic communities and regional mechanisms on a continual basis, while providing technical and expert advice.
- 3.193 Furthermore, the Office will undertake various initiatives to build the institutional capacities of the African Union Commission to prevent, manage and respond to conflicts affecting the African continent, as well as to address root causes perpetuating conflicts. To that end, the Office will provide technical expertise and strategic advice and support to address threats to peace and security. Collaboration with all African Union entities will take into consideration the terms of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, Agenda 2063: The Africa We Want, and other policy documents. This work is expected to strengthen specific institutional capacities of the African Union Commission to prevent, manage and respond to conflicts.

External factors for 2021

- 3.194 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) There is continued political will and commitment among the United Nations and the African Union in promoting cooperation with regional and subregional organizations in the area of peace and security;
 - (b) Extrabudgetary funding is available;
 - (c) The African Union has the necessary human and financial capacity to effectively deliver on mandates to address peace and security challenges in Africa;
 - (d) The continued impact of the coronavirus disease (COVID-19) pandemic on the African Union and partners may in turn impact the overall plan.
- 3.195 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office will support the integration of gender in all areas of its work; assist with harmonizing and streamlining United Nations and African Union efforts to institutionalize gender-responsive policymaking and programming; increase the equal participation, representation and full involvement of women in preventive diplomacy, mediation and sustaining peace; enhance mainstreaming of the women and peace and security agenda in joint activities with the African Union Commission and the Intergovernmental Authority on Development in preventing and addressing conflict and peacebuilding, including through conducting capacity-building activities; conduct internal gender and conflict-analysis training; set up a gender focal point system; and develop a standardized gender mainstreaming manual for the African Union.
- 3.196 With regard to cooperation with other entities, in its support to the African Union, the Office will also collaborate with the regional economic communities and regional mechanisms, which is expected to result in greater capacity coordination and coherence between the United Nations, the African Union and regional economic communities in preventing and responding to conflict.

- 3.197 With regard to inter-agency coordination and liaison, the Office will establish and strengthen coordination mechanisms with United Nations entities and other key partners to ensure synergy and coherence in delivering assistance to the African Union. The Office will further undertake inter-agency coordination and liaison, and engage with various clusters of the Regional Coordination Mechanism for Africa.

Evaluation activities

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

Programme performance in 2019 against planned result

- 3.199 A planned result for 2019, which is improved reporting to the Security Council, the General Assembly and other intergovernmental bodies to enable informed decisions on the strategic partnership between the United Nations and the African Union in all stages of the conflict cycle, as referred to in the proposed programme budget for 2018–2019, was achieved as evidenced by the holding of seven coordination meetings in 2019 (against the biennial target of 10) in relation to the sustained interactions between consultative mechanisms of the United Nations and the African Union in peace and security, including the Joint Task Force on Peace and Security and desk-to-desk meetings, in which information was provided to the intergovernmental bodies.

Programme performance in 2019: strengthened collaboration between the African Union and the United Nations in addressing challenges to peace and security in the context of Somalia

- 3.200 The mandate of the United Nations Office to the African Union is built on two pillars, namely, political analysis, advice and engagement, and technical and operational support to the African Union in implementing political decisions. At the political level, and in addition to the day-to-day interactions with the African Union in various forums, including the Commission and the Peace and Security Council, the Office facilitated joint high-level visits to countries facing peace and security challenges on the continent, such as Madagascar, the Central African Republic and South Sudan. In conjunction with the Department of Political and Peacebuilding Affairs, the Office continued to support progress in the work of the Panel of the Wise, the Network of African Women in Conflict Prevention and Mediation (FemWise-Africa), the Pan-African Network of the Wise and the African Union Mediation Support Unit. The Office has supported the induction of 50 African women mediators onto the FemWise-Africa roster, raising the number of registered African women mediators to 152. The Office also lent support to the deployment of African women mediators, including the first deployment to the track-one negotiations in the Central African Republic, in March 2019.
- 3.201 The Office supported the African Union Commission in monitoring, advising and managing the African Union Mission in Somalia (AMISOM), the Multinational Joint Task Force against Boko Haram in the Lake Chad Basin and the Joint Force of the Group of Five of the Sahel, to ensure that the assigned mandate was understood and implemented as expected and supported through available resources. In addition, the Office supported the African Union support mission against Ebola in the Democratic Republic of the Congo to bridge gaps in the security and logistical requirements of the mission. The Office also supported the African Union Commission in the operationalization of the African Union military observer mission in the Central African Republic to monitor the implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic, signed in February 2019.
- 3.202 In particular, the Office has provided support to the African Union in operational planning and coordination in support of AMISOM operations in Somalia. Efforts were made to create an enabling

environment for the electoral process to support the work of AMISOM towards an extension of State authority by the Government, and to build capacity to enable joint operations by AMISOM and the Somali National Security Forces. The Office also provided technical support during the development of the United Nations Transition Plan for Somalia.

Progress towards the attainment of the objective, and performance measure

- 3.203 This work contributed to strengthening the United Nations-African Union partnership for peace and security in Africa, as demonstrated by the implementation of phase I of the Transition Plan and reconfiguration of AMISOM, including drawdown, leading to an enabling environment for the constitutional review and the progress achieved so far in the electoral process.

Table 3.55
Performance measure

2015	2016	2017	2018	2019
African Union operational planning and coordination in support of operations in Somalia created an enabling environment for the 2015 electoral process	AMISOM enabled the Government to extend State authority to newly liberated areas in Somalia	AMISOM helped to build the capacity of the Somali National Security Forces to enable them to conduct joint operations with AMISOM	Ongoing development of the Transition Plan that led to the 2018–2021 concept of operations review	Implementation of phase I of the Transition Plan and reconfiguration of AMISOM, including the drawdown

Planned results for 2021

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

- 3.204 The Office will continue to support the implementation of the rules and regulations for the governance of the Peace Fund, in line with its mandate, and will support the African Union in the establishment of the Secretariat of the Peace Fund, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 3.56
Performance measure

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

Abbreviation: N/A, not applicable.

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

- 3.205 Taking into consideration the engagement of the United Nations Office to the African Union with the African Union Commission during 2019, under the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the Office will continue to support the African Union Commission with enhancing its knowledge, skills and expertise in relevant aspects of peace support operations for current and future missions, through exchange and sharing of knowledge, best practices, experiences and lessons learned, and extending required guidance by formulation, implementation and development of programmes. The provision of relevant support and expertise will continue to be guided through the Office's prospective contributions towards enhancing effective partnership; identifying and formulating efficient guidance and support systems; and providing the most appropriate advice on capacity-building in relation to managing operational planning for peace and security efforts, aimed at productivity and attainment of efficiency.
- 3.206 The Office will continue to support the African Union Commission in monitoring, advising and managing ongoing peace support operations, including AMISOM, the Multinational Joint Task Force in the Lake Chad Basin and the Joint Force of the Group of Five for the Sahel, to ensure that the assigned mandate is understood and implemented as expected, and supported through available resources. In addition, the Office will continue to support the African Union support mission against Ebola in the Democratic Republic of the Congo to bridge gaps in the security and logistical requirements of the mission. The Office will also continue to support the operationalization of the African Union military observer mission in the Central African Republic in the coming years.

Internal challenge and response

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

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

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

Table 3.57

Performance measure

2017	2018	2019	2020	2021
AMISOM helped to build the capacity of the Somali National Security Forces to enable them to conduct joint operations with AMISOM	Ongoing development of the Transition Plan that led to the 2018–2021 concept of operations review	Implementation of phase I of the Transition Plan and reconfiguration of AMISOM, including the drawdown	Finalization of security arrangements for elections, and further reduction of insurgencies in population centres	Effective AMISOM assistance towards successful elections in Somalia, leveraging the new coordination mechanism

Legislative mandates

- 3.209 The list below provides all mandates entrusted to the Office.

General Assembly resolutions

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

Security Council resolutions

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

Deliverables

3.210 Table 3.58 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.58

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

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General to the Security Council on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	15	11	15
2. Annual joint consultative meeting of the Security Council and the African Union Peace and Security Council	1	2	2	2
3. Periodic coordination meetings of the Security Council and the African Union Peace and Security Council	–	10	6	10
4. Meetings of the Fifth Committee	1	1	1	1
5. Meetings of the Committee for Programme and Coordination	1	1	1	1
6. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	9	57	29	58
7. United Nations-African Union training course on conflict analysis and mediation	5	5	5	5
8. Capacity-building event for the African Union Mediation Support Unit on current methods and trends in mediation	2	5	2	5
9. Capacity-building event for the secretariat of the African Union Peace and Security Council on current issues and trends in peace and security	2	5	2	5
10. Media workshop on the Peace and Security Framework for press attaches and local/regional/international media practitioners	–	–	1	1
11. Capacity-building events for African Union peace support operations on military, police and civilian strategic support concepts	–	28	15	28

Section 3 Political affairs

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
12. Seminars and workshops for experts and officials of African Union member States on mediation, post-conflict reconstruction and development, security sector reform, disarmament, demobilization and reintegration, election, and border programmes of the African Union	–	14	4	14
Technical materials (number of materials)	6	6	11	9
13. Joint United Nations-African Union technical review of and assessment reports on African Union peace support operations	–	–	5	3
14. Policies and guidance documents in support of the African-led peace support operations	4	4	4	4
15. Peace and security-related policies and guidelines in support of the implementation of the African Peace and Security Architecture and conflict prevention, management and resolution	2	2	2	2

C. Substantive deliverables

Consultation, advice and advocacy: information and advice, in collaboration with the African Union Commission, to the regional economic communities and regional mechanisms on the development and harmonization of the African Peace and Security Architecture; technical advice, expertise and support, including on human rights, to the African Union and/or regional economic communities and regional mechanisms in areas relating to the planning, management and sustainment of peace support operations; interaction with and advice to the African Union and/or regional economic communities and regional mechanisms on the concepts and guidance documents in relation to the African Standby Force; support to the African Union Commission in the promotion of common training standards for the African Union and the regional economic communities, including advice on best practices and lessons learned; regular meetings of the African Union Partners Group to develop a strategy for multidimensional support by the partners for African Union initiatives; annual meeting of desk officers of the United Nations Secretariat, the African Union Commission and the regional economic communities; biannual meetings of the United Nations-African Union Joint Task Force on Peace and Security; joint United Nations-African Union meeting/conference to review and monitor progress on the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security; participation in two African Union Summits by the Secretary-General/Deputy Secretary-General, as well as the Special Representative of the Secretary-General to the African Union and Head of the United Nations Office to the African Union to engage with African Union member States and articulate United Nations positions in the context of the Joint Framework; participation, including as Co-Chair with the African Union, in the biannual meeting of the Peace and Security Cluster of the Regional Coordination Mechanism for Africa on the renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027; periodic meetings of the United Nations-African Union horizon scanning teams on country and regional early warning contexts; support for African Union civilian and force generation processes to ensure effectiveness in the implementation of the mandate of the peace support operations of the African Union and the regional economic communities and regional mechanisms; and meetings of the Open-ended Group of Friends of the United Nations-African Union partnership, focusing on increased understanding, advocacy and support by the African Union Commission and member States for the partnership.

Fact-finding, monitoring and investigation missions: support for the African Union in terms of mediation, good offices and conflict prevention missions; and regional visits for conflict analysis and early intervention.

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

D. Communication deliverables

Outreach programmes, special events and information materials: International Youth Day, Africa Day, International Day of United Nations Peacekeepers and International Day of Peace; and information materials, including bulletins, flyers, roll-up banners, infographic documents and videos.

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

B. Proposed post and non-post resource requirements for 2021

Overview

3.211 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 3.59 to 3.61.

Table 3.59

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	923.9	1 056.2	—	—	—	—	—	1 056.2	27.0	1 083.2
Other staff costs	—	4.7	—	—	(4.7)	(4.7)	(100.0)	—	—	—
Travel of staff	3.2	7.3	—	—	—	—	—	7.3	0.1	7.4
Contractual services	3.0	—	—	—	4.7	4.7	—	4.7	0.3	5.0
General operating expenses	4.3	5.8	—	—	—	—	—	5.8	0.5	6.3
Supplies and materials	—	4.2	—	—	—	—	—	4.2	0.3	4.5
Total	934.4	1 078.2	—	—	—	—	—	1 078.2	28.2	1 106.4

Table 3.60

Post changes^a

	Number	Level
Approved for 2020	6	1 USG, 1 D-2, 1 P-5, 1 P-4, 2 LL
Proposed for 2021	6	1 USG, 1 D-2, 1 P-5, 1 P-4, 2 LL

^a No post changes are proposed for 2021.

Table 3.61

Post resources

Category	Changes					2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	1	—	—	—	—	1
Subtotal	4	—	—	—	—	4

Note: The following abbreviations are used in tables and figures: LL, Local level; USG, Under-Secretary-General.

Section 3 Political affairs

Category	Changes					2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	
Other						
Local level	2	–	–	–	–	2
Subtotal	2	–	–	–	–	2
Total	6	–	–	–	–	6

3.212 Additional details on the distribution of proposed resources for 2021 are reflected in tables 3.62 to 3.64 and figure 3.XXVIII.

3.213 As reflected in tables 3.62 (1) and 3.63 (1), the overall resources proposed for 2021 amount to \$1,078,200 before recosting, reflecting no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

3.214 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the United Nations Office to the African Union is integrating environmental management practices into its operations. In 2019, a highlight was a 33 per cent reduction of network printers from nine to six. In 2021, the Office will continue to integrate environment-friendly management practices into operations; all deployed printers comprise energy-efficient technological capacity and levels, thus providing a low energy footprint. Procurement of software for monitoring printing levels is under way and will soon be installed on printers. The Office also plans to implement digital copying to further reduce printing by staff members.

Other assessed and extrabudgetary resources

3.215 As reflected in tables 3.62 (2) and 3.63 (2), other assessed resources are estimated at \$8,458,700, including 50 posts. The increase of \$1,171,600 for other assessed resources mainly reflects increased provisions for posts, as a result of the application of lower vacancy rates.

3.216 As reflected in tables 3.62 (3) and 3.63 (3), there are no projected extrabudgetary resources (cash contributions) for 2021, as ongoing extrabudgetary-funded activities are ending on 30 June 2020.

Table 3.62
Evolution of financial resources by component

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Programme of work	934.4	1 078.2	–	–	–	–	–	1 078.2	28.2	1 106.4
Subtotal, 1	934.4	1 078.2	–	–	–	–	–	1 078.2	28.2	1 106.4

Part II Political affairs

(2) *Other assessed*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	8 335.9	7 287.1	8 458.7
Subtotal, 2	8 335.9	7 287.1	8 458.7

(3) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	519.7	648.0	–
Subtotal, 3	519.7	648.0	–
Total	9 790.0	9 013.3	9 565.1

Table 3.63
Evolution of post resources by component

(1) *Regular budget*

	Changes					2021 proposed
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	6	–	–	–	–	6
Subtotal, 1	6	–	–	–	–	6

(2) *Other assessed*

	2020 estimate	2021 estimate
Programme of work	50	50
Subtotal, 2	50	50

(3) *Extrabudgetary*

	2020 estimate	2021 estimate
Programme of work	4	–
Subtotal, 3	4	–
Total	60	56

Table 3.64

Evolution of financial and post resources by category

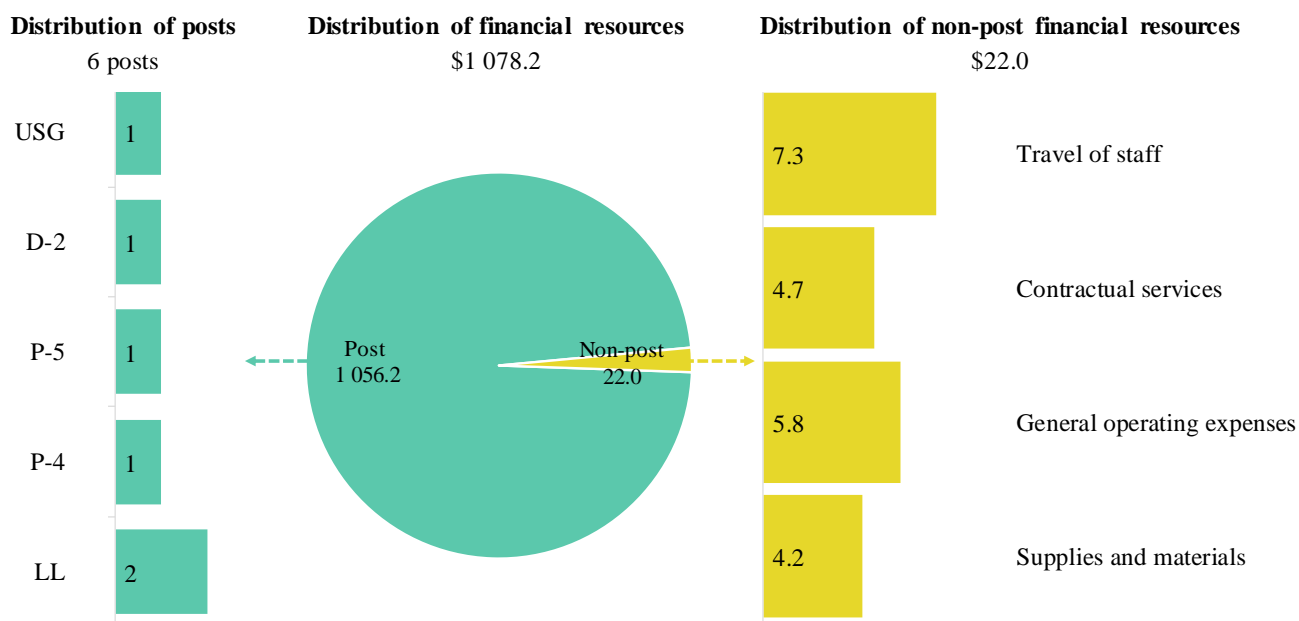
(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	923.9	1 056.2	—	—	—	—	—	1 056.2
Non-post	10.5	22.0	—	—	—	—	—	22.0
Total	934.4	1 078.2	—	—	—	—	—	1 078.2
Post resources by category								
Professional and higher		4	—	—	-	—	—	4
General Service and related		2	—	—	-	—	—	2
Total		6	—	—	-	—	—	6

Figure 3.XXVIII

Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



VI. Office of Counter-Terrorism

Foreword

In the fight against terrorism, the challenges posed by terrorist groups continue to evolve, requiring Member States and the international community to adapt their responses. Following the military defeat of Islamic State in Iraq and the Levant (ISIL) in the Syrian Arab Republic and in Iraq, the group has mutated into a network that still possesses the financial and operational means to plan, carry out and inspire attacks in the region and globally. In the Syrian Arab Republic, foreign terrorist fighters are detained along with third country nationals with suspected links to groups designated as terrorist, who are stranded in overcrowded camps. Living in destitute conditions, women and children represent the largest populations in those camps, where their human rights and security situations are precarious, leaving them vulnerable to radicalization. Member States continue to face complex challenges, which are compounded by the COVID-19 crisis, in bringing foreign terrorist fighters to justice and ensuring the protection, repatriation or prosecution, as appropriate, of women and children associated with terrorist groups, as well as their rehabilitation and reintegration.

The international community now faces an increasingly localized and diversified threat from ISIL and Al-Qaida, with empowered regional affiliates and common online efforts to inspire local mobilization and attacks from afar. In some subregions, such as the Sahel and the Lake Chad Basin, ISIL, Al-Qaida and their affiliates have carried out devastating attacks, which are threatening stability at the national and regional levels. The links to organized crime as well as intercommunal grievances, conflicts and the impact of climate change are posing new and complex challenges to fragile States. The threat of home-grown terrorists and the radicalization of lone individuals, especially through the Internet and in prisons, remain of grave concern, and are exacerbated by an uptick in xenophobia, hate speech and conspiracy theories, spurred by the COVID-19 pandemic. This is compounded by vulnerabilities to low-tech, low-cost attacks against soft targets that are virtually undetectable in advance, including attacks using vehicles, bladed weapons and easily available small arms and explosives. At the same time, terrorists continue to exploit new technologies to achieve their objectives. Politically, ideologically, racially and ethnically motivated right-wing violent extremist and supremacist groups resorting to terrorist tactics have emerged as another pressing challenge. Social media platforms have been facing intense scrutiny and criticism following the live streaming of attacks, which were viewed thousands of times before their removal.

The establishment of the Office of Counter-Terrorism in 2017 was a recognition of both the challenge posed by terrorism and the underlying spread of violent extremism, as well as the important role that the United Nations plays in supporting Member States in the balanced implementation of the United Nations Global Counter-Terrorism Strategy. Through the launch of the United Nations Global Counter-Terrorism Coordination Compact at the end of 2018, the Office has led efforts to build greater coherence and coordination across the United Nations system through its Policy, Knowledge Management and Coordination Branch, including a more systematic response to technical assistance needs identified through the technical assessments of the Counter-Terrorism Committee Executive Directorate to ensure more effective impact. The Office has also strengthened its technical capacity-building support to Member States, especially through the United Nations Counter-Terrorism Centre and the Special Projects and Innovation Branch. Furthermore, the Office has enhanced project design and performance, dedicated monitoring and evaluation resources, and strengthened gender and human rights mainstreaming and cooperation with civil society organizations. It is only through flexible, agile and coordinated international, regional and national efforts, across the public and private sectors, and involving civil society and communities, that the challenges posed by radicalization, violent extremism and terrorism can be addressed with any hope of success.

(Signed) Vladimir Voronkov
Under-Secretary-General, Office of Counter-Terrorism

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 3.217 Pursuant to General Assembly resolution [71/291](#), the Office of Counter-Terrorism is responsible for five main functions: providing leadership for the General Assembly counter-terrorism mandates entrusted to the Secretary-General for action across the United Nations system; enhancing coordination and coherence across the United Nations system to ensure the balanced implementation of the four pillars of the United Nations Global Counter-Terrorism Strategy; strengthening delivery of United Nations counter-terrorism capacity-building assistance to Member States; improving the visibility of, and advocacy and resource mobilization for, United Nations counter-terrorism efforts; and ensuring that due emphasis is placed on counter-terrorism across the United Nations system and that the work on preventing violent extremism is firmly rooted in the Strategy. The General Assembly also recognized the important work of the United Nations Counter-Terrorism Centre within the Office of Counter-Terrorism.
- 3.218 The United Nations Global Counter-Terrorism Strategy (General Assembly resolution [60/288](#)) is composed of four pillars, in the form of measures to: address the conditions conducive to the spread of terrorism; prevent and combat terrorism; build States' capacity to prevent and combat terrorism and to strengthen the role of the United Nations system in that regard; and ensure respect for human rights for all and the rule of law as the fundamental basis of the fight against terrorism. The mandate of the Office derives from the priorities established in the Strategy and subsequent review resolutions adopted by the General Assembly, including resolution [72/284](#), and other relevant General Assembly and Security Council resolutions, including Security Council resolution [2395 \(2017\)](#).
- 3.219 To complete the reform of the United Nations counter-terrorism architecture and further strengthen coherence and coordination in the counter-terrorism work of the Organization, in December 2018, the Secretary-General launched the United Nations Global Counter-Terrorism Coordination Compact, for which the Office acts as secretariat. The Compact has been signed by 40 United Nations entities, as well as the International Criminal Police Organization (INTERPOL), the World Customs Organization and the Inter-Parliamentary Union. With the Office as their secretariat, the Compact entities work jointly through a coordination committee, chaired by the Under-Secretary-General for Counter-Terrorism, and eight inter-agency working groups aligned with the four pillars of the Strategy. The Compact promotes action-oriented collaboration within the United Nations system, and serves as a platform for joint programming, coherent monitoring and evaluation, and facilitation of joint resource mobilization and outreach to donors. This enhanced cooperation and coherence supports the Secretary-General's "all-of-United Nations" approach.

Programme of work

Office of Counter-Terrorism

Objective

- 3.220 The objective, to which the Office contributes, is to prevent and counter terrorism in all its forms and manifestations, as well as violent extremism as and when conducive to terrorism, in compliance with international law.

Strategy

- 3.221 To contribute to preventing and countering terrorism in all its forms and manifestations, as well as violent extremism as and when conducive to terrorism, in compliance with international law, the Office will continue to provide leadership for the General Assembly counter-terrorism mandates entrusted to the Secretary-General for action across the United Nations system, and convene high-level regional conferences to follow up on the outcomes of the High-level conferences of Heads of Counter-Terrorism Agencies of Member States to prepare the first Global Congress of Victims of Terrorism and provide a platform for Member States to exchange information, expertise and resources, develop partnerships and collectively address a range of critical counter-terrorism issues. This work is expected to result in the promotion of multilateral cooperation and building of partnerships with Member States. Past results in these areas include the Office's partnership with Member States in organizing six successful high-level regional conferences on key thematic issues in Tajikistan, Mongolia, Kenya, Belarus, Hungary and the United Arab Emirates, and a leaders' dialogue on countering terrorist narratives, held in the margins of the high-level week of the seventy-fourth session of the General Assembly. The strong participation by Member States, as well as civil society organizations, in the regional conferences provided impetus to the Secretary-General's prevention agenda and contributed to strengthening multilateral cooperation and support to Member States' collective efforts to prevent and counter terrorism. The conclusions from those regional conferences will inform the second United Nations High-level Conference of Heads of Counter-Terrorism Agencies of Member States, with the theme "Building institutional and social resilience to terrorism", to be held as part of the second Counter-Terrorism Week, as well as broader efforts to commemorate the seventy-fifth anniversary of the Organization.
- 3.222 In addition, the Office will continue to enhance coordination and coherence across the United Nations Global Counter-Terrorism Coordination Compact entities to promote the balanced implementation by Member States of the four pillars of the United Nations Global Counter-Terrorism Strategy and other relevant General Assembly and Security Council resolutions, including by strengthening the response to technical assistance needs identified by the Counter-Terrorism Committee Executive Directorate and requested by various Member States. Past results in these areas include the launch of the Compact in December 2018 and its operationalization throughout 2019. By March 2020, 43 entities had signed the Compact as member or observer, from an initial 38, making it one of the largest coordination frameworks across the three pillars of work of the Organization, namely, peace and security, sustainable development, and human rights and humanitarian affairs. The Compact Coordination Committee, chaired by the Under-Secretary-General for Counter-Terrorism, adopted its first joint programme of work and established eight revitalized working groups aligned with the four pillars of the Strategy. In March 2020, the Office launched the online Global Counter-Terrorism Coordination Platform to facilitate collaboration among Compact entities and provide Member States with a digital gateway to United Nations counter-terrorism work. The improved coordination within the United Nations system has increased joint implementation of projects, consistent with the mandate of each entity; enhanced design, development and implementation of capacity-building assistance, which has resulted in improved efficiency and coherence of support provided to Member States and international, regional and subregional organizations; strengthened engagement with civil society organizations, the private sector and other counter-terrorism actors; and enhanced multilateral cooperation in counter-terrorism through the sharing of information, experiences and good practices.
- 3.223 Furthermore, the Office will continue to provide technical assistance to Member States, upon request, including through knowledge transfer and the development and implementation of capacity-building assistance in an integrated manner across the four pillars of the United Nations Global Counter-Terrorism Strategy, through its United Nations Counter-Terrorism Centre and Special Projects and Innovation Branch. The Office will also continue to support parliamentarians in their actions to prevent and counter terrorism and violent extremism with a "whole-of-society" approach. The Office will continue to facilitate the exchange of expertise between countries in the global South, whereby innovative and successful southern-generated policies and initiatives respond to the specific

challenges faced by developing countries in tackling terrorism and the conditions conducive to its spread, which is expected to result in an effective response to requests by Member States for capacity-building assistance in implementing relevant General Assembly and Security Council resolutions. An integrated and inclusive approach will also result in enriched policy discourse and policy leadership, and more effective capacity-building assistance in preventing and countering terrorism and violent extremism. Past results in these areas include continued increase in capacity-building assistance to countries and regions most affected by terrorism. The Office implemented 45 projects across the four pillars of the Strategy, which benefited 71 Member States. The Office also trained more than 2,500 people in 2019, through over 70 capacity-building workshops, which represents a 60 per cent increase in the number of individuals trained, compared to 2018. Through the Counter-Terrorism Centre, the Office continued to implement a global project to promote exchange of expertise between selected countries in Africa, Asia, the Middle East, Latin America and the Caribbean and to enhance capacities for designing and implementing related policies and mechanisms. Furthermore, through the Counter-Terrorism Centre, the Office developed a programme to facilitate the mainstreaming of South-South cooperation in the activities and policies of the Office and Compact entities.

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

External factors for 2021

- 3.225 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) Member States will continue to request support from the United Nations in preventing and countering terrorism and violent extremism;
 - (b) Extrabudgetary resources for capacity-building support for Member States will be available;
 - (c) Member States, supported by the Office of Counter-Terrorism, will grant the necessary official approvals and access to enable implementation and delivery of this support.
- 3.226 The Office integrates a gender perspective in its operational activities, deliverables and results, as appropriate. The Office is developing a gender policy and a gender programme on preventing and countering terrorism and violent extremism, which will result in the development of measures for preventing and countering terrorism and violent extremism that are grounded in sound gender analysis, and will ensure that the policy, programme and operational functions of the Office are gender responsive.
- 3.227 With regard to cooperation with other entities, the Office cooperates with regional organizations such as the African Union, the Collective Security Treaty Organization, the Commonwealth of Independent States Anti-Terrorism Center, the Council of Arab Ministers of the Interior, the European Union, the League of Arab States, the North Atlantic Treaty Organization, the Organization for Security and Cooperation in Europe, the Organization of Islamic Cooperation and the Regional

Anti-Terrorist Structure of the Shanghai Cooperation Organization. The Office has developed partnership frameworks and memorandums of understanding with various regional organizations to support joint approaches and collaboration to promote the implementation of the United Nations Global Counter-Terrorism Strategy and regional counter-terrorism strategies, in recognition of the regional drivers and enablers of terrorism, at the regional level.

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

Evaluation activities

- 3.229 The Office initiated the following evaluations in 2019, which will be completed in 2020:
- (a) Self-evaluation of the project, Prevention of Violent Extremism through Youth Empowerment in Jordan, Libya, Morocco and Tunisia;
 - (b) External evaluation of the United Nations Counter-Terrorism Centre Five-Year Programme (2016–2020).
- 3.230 The findings of the evaluations referenced above have been taken into account for the programme plan for 2021. Through these evaluations, information will be generated to measure, assess and analyse progress towards achieving the outcomes and performance indicators as set out in the workplan and results framework of the Office. Through the timely incorporation of recommendations and lessons learned into decision-making processes, the evaluations will contribute to improving the programming of the Office's projects and make them more efficient and effective.
- 3.231 The following evaluations are planned for 2021:
- (a) Self-evaluation of the results of, and impact to, Member States of capacity-building assistance and support by the Office;
 - (b) Evaluation of selected reports of Compact entities on preventing and countering terrorism and violent extremism.

Programme performance in 2019 against planned result

- 3.232 A planned result for 2019, which is strengthened collaboration among Member States, entities of the United Nations system, other international and regional organizations and civil society partners to implement the United Nations Global Counter-Terrorism Strategy, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by stronger engagement with Member States, United Nations entities and civil society in the implementation of the United Nations Global Counter-Terrorism Strategy, with the holding of 60 capacity-building workshops (against the biennial target of 56), many of which were delivered with two or more Compact entities. Capacity-building workshops relating to human rights, border security, countering the financing of terrorism, youth, strategic communications and support to victims were delivered in various regions.

Programme performance in 2019: the story of the victims of terrorism

- 3.233 The United Nations Global Counter-Terrorism Strategy (General Assembly resolution [60/288](#)) recognizes the role of victims of terrorism, including in countering the appeal of terrorism, and the importance of upholding their rights and supporting their needs, whilst emphasizing the need to promote international solidarity in support of victims of terrorism. Since the sixth biennial review of the Strategy in June 2018, developments at the international, regional and national levels have demonstrated support to victims of terrorism and moved beyond symbolic solidarity towards a more robust engagement to advance their rights and needs. This is reflected in two recent milestone resolutions dedicated to victims of terrorism, and the establishment of the Group of Friends of Victims of Terrorism. In its resolution [72/165](#), the General Assembly proclaimed 21 August the International Day of Remembrance of and Tribute to the Victims of Terrorism, signifying the solidarity of the international community with victims of terrorism, and in its resolution [73/305](#), the Assembly reaffirmed the commitment of Member States to victims of terrorism, in particular by calling for comprehensive assistance plans to be developed to support victims of terrorism. The Security Council, in resolutions [2331 \(2016\)](#), [2388 \(2017\)](#) and [2467 \(2019\)](#), which recognize conflict-related sexual violence as a tactic of terrorism, called upon Member States to share good practices and lessons learned in relation to the protection of victims of terrorism and to provide victims with legal, medical, psychosocial or financial support. The establishment in 2019 of the Group of Friends of Victims of Terrorism, a Member State-driven group co-chaired by Afghanistan and Spain, has continued this legislative momentum.
- 3.234 The Office of Counter-Terrorism is fully committed to supporting victims of terrorism. Through the United Nations Counter-Terrorism Centre, it has developed a global programme that seeks to stand in solidarity with, raise awareness on and contribute to protecting, promoting and respecting the rights, and supporting the needs of victims, as well as contribute to building the capacity of Member States, victims of terrorism and related associations and civil society, with a focus on Africa, the Middle East and Asia. Through this programme, the Centre is providing capacity-building and other forms of technical assistance to Member States and civil society, by encouraging Member States to promote, protect and respect the rights of victims; establishing networks of victims of terrorism across Africa, the Middle East, North America and Asia; producing multimedia products, such as documentaries and other materials that raise awareness and give victims a voice; and organizing events and conferences to further support the rights and needs of victims. The programme also maintains the Victims of Terrorism Support Portal, a resource hub providing practical information on, and for victims of, terrorism, including by Member States.

Progress towards the attainment of the objective, and performance measure

- 3.235 This work contributed to preventing and countering terrorism in all its forms and manifestations, as well as violent extremism as and when conducive to terrorism, in compliance with international law, as demonstrated by the better understanding and knowledge on how to support victims of terrorism by Member States and other actors. The learning from the activities relating to victims delivered by the United Nations Counter-Terrorism Centre since 2014 led to the development of the global Victims of Terrorism Support Programme to provide outreach, advocacy, coordination, capacity-building and online programmes of support on issues concerning victims of terrorism; the programme was launched on 28 June 2018. The work of the Office also contributed to increased efforts on the part of both Member States and the United Nations to focus on victims. Member States have strengthened their focus on the rights and needs of victims of terrorism, adopted resolutions and established the Group of Friends of Victims of Terrorism. The International Day of Remembrance of and Tribute to the Victims of Terrorism was observed for the second time from 20 to 22 August 2019: the Centre's Victims of Terrorism Unit held three events in New York, including the screening of the documentary "Resilience in the Face of Terrorism: Victims' Voices from Cameroon and Nigeria"; discussions with victims from around the world on resilience; and a photograph exhibition, launched by the Secretary-General and entitled "Surviving Terrorism: The Power of Resilience". The Victims of Terrorism Support Portal saw an 81 per cent increase in the

number of views from 2018 to 2019, which demonstrates the need for dedicated resources committed to providing practical information and raising awareness about victims. The Office of Counter-Terrorism co-hosted the first ministerial meeting of the Group of Friends of Victims of Terrorism, at which the Ministers endorsed the Group's Action Plan for 2020, which seeks to raise awareness on and advocate for the rights and needs of victims of terrorism at the international level.

Table 3.65
Performance measure

2015	2016	2017	2018	2019
Creation of a database that included Member States, civil society organizations, and other groups working with and for victims of terrorism to enhance support, information and capacity for them	International conference, "The Promotion and Protection of the Human Rights of Victims of Terrorism", provided policymakers, practitioners and civil society representatives insights on how the human rights of victims of terrorism can be upheld by Member States. The report of the conference proposed 12 key recommendations to advance progress in promoting and protecting victims' rights	Development of a new global Victims of Terrorism Support Programme in consultation with Member States and victims' associations to provide outreach, advocacy, coordination, capacity-building and online programmes of support on issues concerning victims of terrorism	Launch of the multi-year global Victims of Terrorism Support Programme, adoption of General Assembly resolution 72/165 creating the International Day of Remembrance of and Tribute to the Victims of Terrorism, observance of the International Day, which included a multimedia exhibition, featuring 16 victims and victims' associations, and raising awareness on the impact of terrorism	Adoption of General Assembly resolution 73/305 on the enhancement of international cooperation to assist victims of terrorism, creation of the Group of Friends of Victims of Terrorism, the International Day observed for the second time, and including a photograph exhibition and the screening of a documentary on victims of terrorism from Cameroon and Nigeria

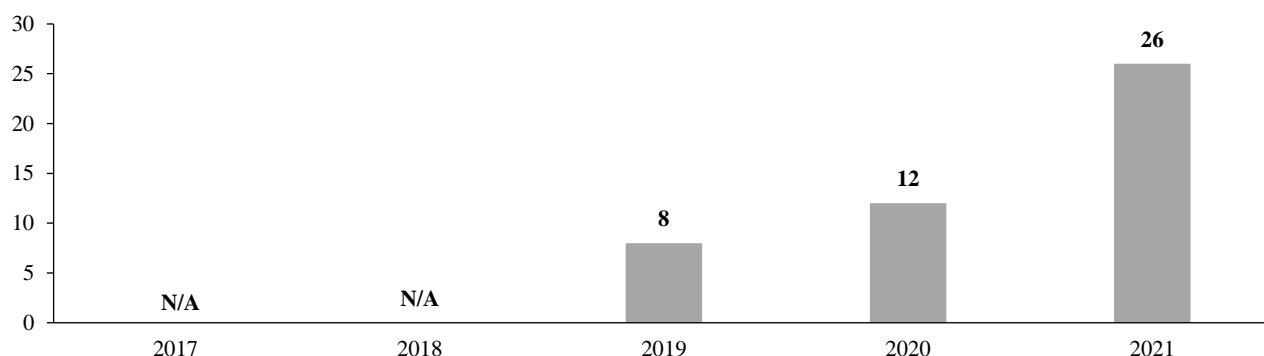
Planned results for 2021

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

- 3.236 The Office will continue the work to prevent and counter terrorism by supporting Member States in countering the travel of terrorists, in line with its mandate, and will assist countries in building their capacity to identify, monitor and investigate terrorism suspects and their movement across borders, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 3.XXIX

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



Abbreviation: N/A, not applicable.

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

- 3.237 In its resolution [2396 \(2017\)](#), the Security Council decided that Member States should develop capabilities to collect, process and analyse advance passenger information and passenger name record data in order to identify and detect the travel movements of foreign terrorist fighters; enhance information exchange; and better utilize international databases, such as those maintained by INTERPOL, containing information regarding known and suspected terrorists. However, less than 20 per cent of Member States are collecting and analysing this data owing to the challenges of amending legislation, building expertise, connecting to airlines and acquiring the required technical software.
- 3.238 The Office officially launched the United Nations Countering Terrorist Travel Programme in May 2019 to assist Member States in building capacity to detect, track and counter travel movements of suspected terrorists and serious criminals by using passenger data from air and maritime carriers; improve the use of existing databases of known and suspected terrorists and criminals; and enhance international information exchange, while respecting international human rights and fundamental freedoms.
- 3.239 Progress in 2019 included official confirmation of participation by 34 Member States; development of implementation road maps for four countries; launch of the implementation phase in three countries; and agreements signed with each of the Programme's implementing partners.

Internal challenge and response

- 3.240 The challenge for the Office was to develop a capacity-building programme in response to requests from Member States in four key areas of work: the development or enhancement of national legislative and regulatory frameworks on the use and protection of personal data, as well as the right to privacy; the complexity in creating and training an effective and secure unit to receive and analyse passenger data for law enforcement purposes; the challenge of engaging multiple airlines and maritime organizations using a variety of systems to collect millions of passenger name records per year; and the procurement, installation and maintenance of a technical solution for analysing this data. Such a comprehensive support package requires an all-of-United Nations approach to build Member States' capacities across these four areas of work.
- 3.241 In response, the Office's programme management team will lead and coordinate the implementation of the Programme in collaboration with the Counter-Terrorism Committee Executive Directorate, the United Nations Office on Drugs and Crime (UNODC), the Office of Information and Communications Technology, the International Civil Aviation Organization (ICAO) and INTERPOL.
- 3.242 The Office designed the Countering Terrorist Travel Programme for Member States to submit a formal request for assistance and fact-finding activities, such as in-depth assessments of the current

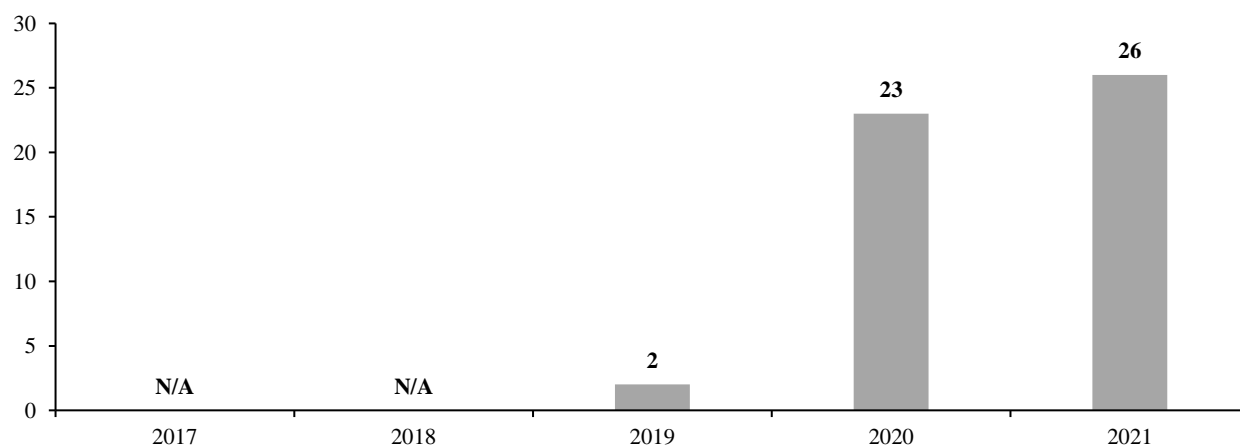
status of implementation, as coordinated by the Counter-Terrorism Committee Executive Directorate. The Office and its partners will continue to provide support across the four areas of work, by utilizing their unique expertise and mandates to address the attendant challenges. Area I is coordinated in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

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

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

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

Figure 3.XXX
Performance measure: number of Member States implementing the Countering Terrorist Travel Programme, 2017–2021



Abbreviation: N/A, not applicable.

Legislative mandates

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

General Assembly resolutions

60/288; 62/272; 64/297	United Nations Global Counter-Terrorism Strategy	71/291	Strengthening the capability of the United Nations system to assist Member States in implementing the United Nations Global Counter-Terrorism Strategy
64/235	Institutionalization of the Counter-Terrorism Implementation Task Force		
66/10	United Nations Counter-Terrorism Centre	72/165	International Day of Remembrance of and Tribute to the Victims of Terrorism
66/282; 68/276; 70/291; 72/284	The United Nations Global Counter-Terrorism Strategy Review	73/305	Enhancement of international cooperation to assist victims of terrorism
70/254	Secretary-General's Plan of Action to Prevent Violent Extremism		

Security Council resolutions

2368 (2017)	2462 (2019)
2395 (2017)	2482 (2019)
2396 (2017)	

Deliverables

3.246 Table 3.66 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 3.66

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

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	5	4	3
1. Report to the General Assembly on the implementation of the United Nations Global Counter-Terrorism Strategy by the United Nations system	–	1	1	–
2. Report to the Security Council on the threat posed by ISIL (Da'esh)	–	2	2	2
3. Report of the Secretary-General on a world against violence and violent extremism	–	1	–	1
4. Report to the General Assembly on the International Day for Victims of Terrorism	–	1	–	–
5. Report to the General Assembly on progress by the United Nations system in supporting Member States in providing assistance to victims of terrorism	–	–	1	–
Substantive services for meetings (number of three-hour meetings)	4	10	13	12
6. Meeting of the General Assembly on the biennial review of the United Nations Global Counter-Terrorism Strategy	–	–	1	–
7. Briefings on the United Nations Global Counter-Terrorism Coordination Compact to the General Assembly	4	4	4	4
8. Briefings to the Security Council	–	3	2	2
9. Briefings to the Counter-Terrorism Committee	–	3	2	2
10. Briefings to the Advisory Board of the United Nations Counter-Terrorism Centre	–	–	4	4

Section 3 Political affairs

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	100	171	249	257
11. High-level conference on issues relating to counter-terrorism	–	6	2	2
12. Regional conferences on technical issues relating to counter-terrorism	–	12	4	12
13. Capacity-building training and workshops on technical thematic issues	100	153	243	243
Technical materials (number of materials)	–	7	5	5
14. Reports, handbooks and papers on lessons learned, best practices and thematic topics in implementing the United Nations Global Counter-Terrorism Strategy	–	7	5	5
C. Substantive deliverables				
Consultations, advice and advocacy: advocacy initiatives, including missions and other consultations with Member States on global, regional and national priorities and strategies.				
Databases and substantive digital materials: digital platforms for the network of counter-terrorism coordinators and the Network against Terrorism.				
D. Communication deliverables				
Outreach programmes, special events and information materials: special commemorative events, promotional materials, brown bag meetings, side events, exhibitions.				
External and media relations: communiqués, press statements, press conferences and other engagement with media.				
Digital platforms and multimedia content: social media platforms, including the United Nations Office of Counter-Terrorism website, Twitter and other platforms and portals.				

B. Proposed post and non-post resource requirements for 2021

Overview

3.247 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 3.67 to 3.69.

Table 3.67

Financial resources

(Thousands of United States dollars)

	2019 expenditure ^a	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Posts	1 396.3	1 488.0	—	—	—	—	—	1 488.0	44.9	1 532.9
Other staff costs	14.6	—	—	—	—	—	—	—	—	—
Consultants	100.0	—	—	—	—	—	—	—	—	—
Travel of staff	39.3	93.8	—	—	—	—	—	93.8	1.8	95.6
Contractual services	8.0	4.4	—	—	—	—	—	4.4	0.1	4.5
General operating expenses	17.3	13.8	—	—	—	—	—	13.8	0.2	14.0
Supplies and materials	0.6	1.9	—	—	—	—	—	1.9	—	1.9
Furniture and equipment	0.9	—	—	—	—	—	—	—	—	—
Total	1 576.9	1 601.9	—	—	—	—	—	1 601.9	47.0	1 648.9

^a Includes expenditures in the amount of \$100,000 funded under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 72/264 relating to commitments for unforeseen and extraordinary expenses that were subsequently appropriated in General Assembly resolution 74/250 A.

Table 3.68

Post changes^a

	Number	Level
Approved for 2020	8	1 USG, 1 D-2, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)
Proposed for 2021	8	1 USG, 1 D-2, 1 P-5, 1 P-4, 2 P-3, 2 GS (OL)

^a No post changes are proposed for 2021.

Note: The following abbreviations are used in tables and figures: GS (OL), General Service (Other level); USG, Under-Secretary-General.

Table 3.69
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	1	—	—	—	—	1
P-3	2	—	—	—	—	2
Subtotal	6	—	—	—	—	6
General Service						
Other level	2	—	—	—	—	2
Subtotal	2	—	—	—	—	2
Total	8	—	—	—	—	8

3.248 Additional details on the distribution of proposed resources for 2021 are reflected in tables 3.70 to 3.72 and figure 3.XXXI.

3.249 As reflected in tables 3.70 (1) and 3.71 (1), the overall resources proposed for 2021 amount to \$1,601,900 before recosting, reflecting no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

3.250 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Office of Counter-Terrorism is integrating environmental management practices into its operations. In 2019, a highlight was the reduction in the number of printed copies of publications by making them available in online-readable formats, then distributing or posting them electronically. In 2021, the Office will continue this practice, publishing online versions of its monthly review and producing only a limited print run for distribution to permanent missions in New York. All the presentations mandated by the General Assembly are now being produced in electronic format and made available online to Member States.

Extrabudgetary resources

3.251 As reflected in tables 3.70 (2) and 3.71 (2), the Office receives extrabudgetary contributions, which complement regular budget resources and continue to be vital for the delivery of its mandates. In 2021, projected extrabudgetary resources of \$51,024,700, including 157 posts, are expected to be received in support of extrabudgetary activities. Extrabudgetary resources represent 96.9 per cent of the total resources for the Office. The resources reflect a projected increase of \$9,162,700 compared with 2020, reflecting the implementation of various multi-year programmes at the global and regional levels that were recently launched to support Member States in the implementation of the four pillars of the United Nations Global Counter-Terrorism Strategy. The Office will continue to focus on capacity-building programmes and projects that yield tangible results and sustainable impacts for Member States, as well as continue to develop innovative ways to deliver capacity-building assistance to Member States.

Table 3.70
Evolution of financial resources by component

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Programme of work	1 576.9	1 601.9	—	—	—	—	—	1 601.9	47.0	1 648.9
Subtotal, 1	1 576.9	1 601.9	—	—	—	—	—	1 601.9	47.0	1 648.9

(2) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
Programme of work	33 086.6	41 862.0	51 024.7
Subtotal, 2	33 086.6	41 862.0	51 024.7
Total	34 663.5	43 463.9	52 673.6

Table 3.71
Evolution of post resources by component

(1) Regular budget

	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Programme of work	8	—	—	—	—	8
Subtotal, 1	8	—	—	—	—	8

(2) Extrabudgetary

	2020 estimate	2021 estimate
Programme of work	157	157
Subtotal, 2	157	157
Total	165	165

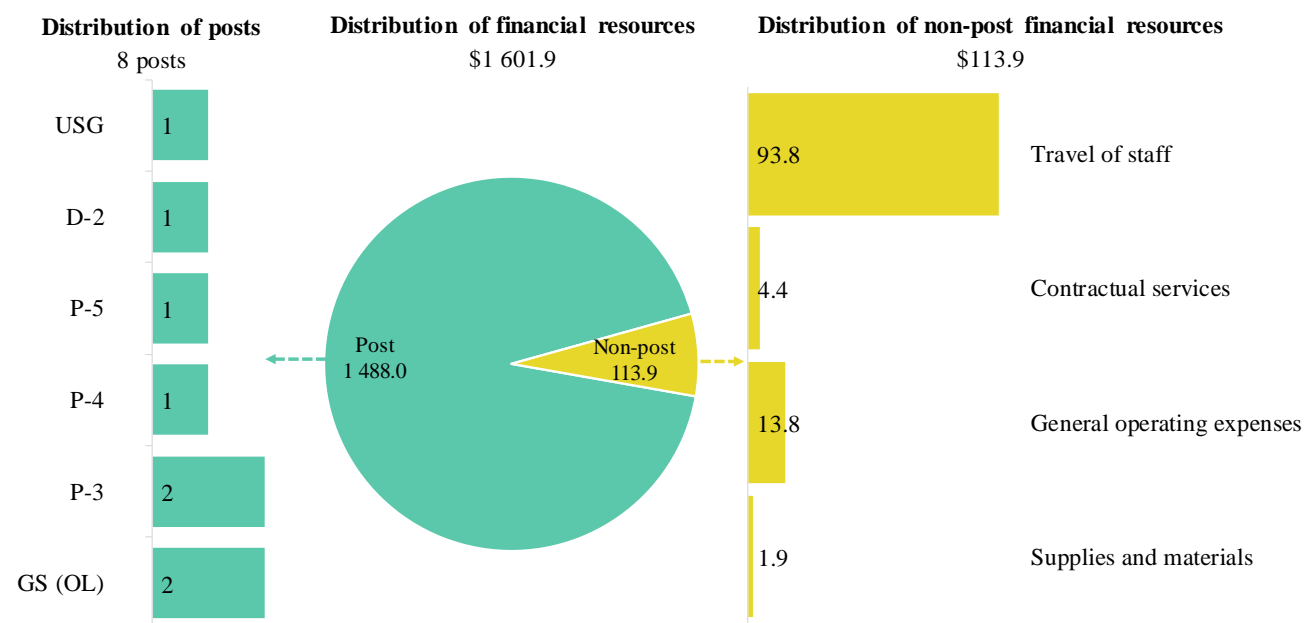
Table 3.72
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 396.3	1 488.0	—	—	—	—	—	1 488.0
Non-post	180.6	113.9	—	—	—	—	—	113.9
Total	1 576.9	1 601.9	—	—	—	—	—	1 601.9
Post resources by category								
Professional and higher		6	—	—	—	—	—	6
General Service and related		2	—	—	—	—	—	2
Total		8	—	—	—	—	—	8

Figure 3.XXXI
Distribution of proposed resources for 2021 (before recosting)

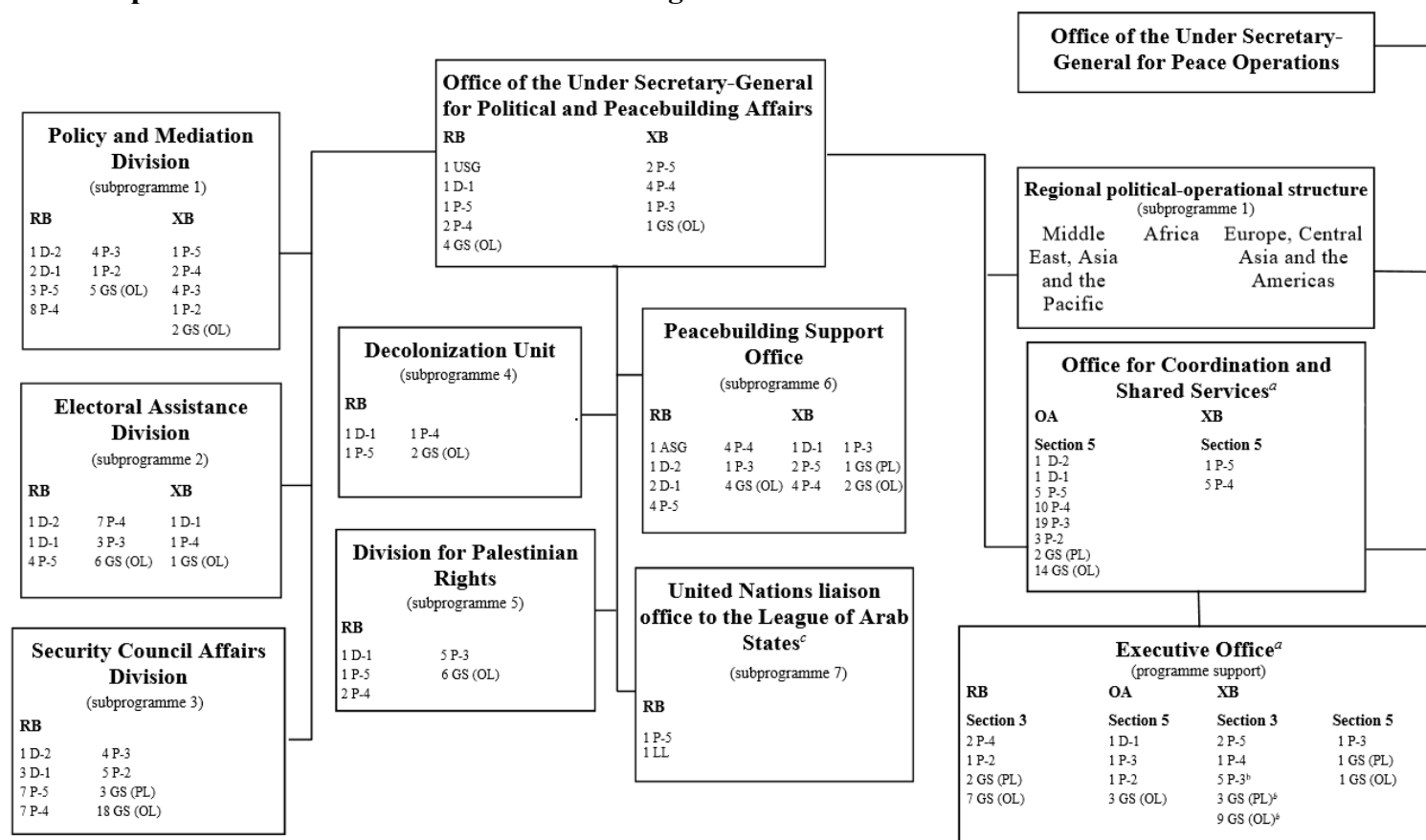
(Number of posts/thousands of United States dollars)



Annexes to the proposed post and non-post resource requirements for 2021

I. Organizational structure and post distribution for 2021

A. Department of Political and Peacebuilding Affairs



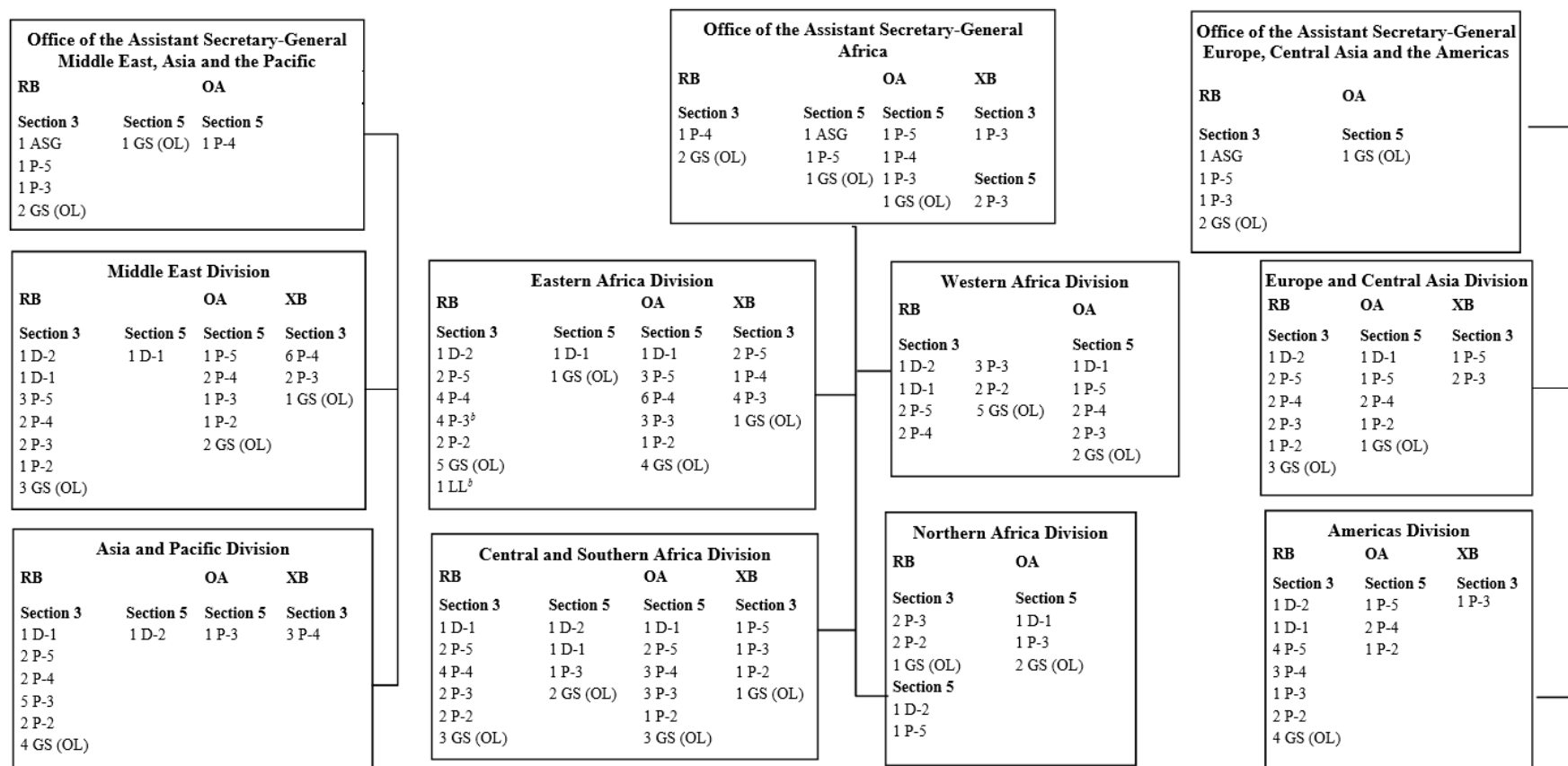
Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Pursuant to General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under section 5 are provided for information purposes.

^b 2 P-3, 1 GS (PL) and 2 GS (OL) funded from extrabudgetary resources of the Office of Counter-Terrorism are located in the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

^c The office is located in Cairo and reports to the Under-Secretary-General for Political and Peacebuilding Affairs through the Director of the Middle East Division.

B. Regional political-operational structure^a

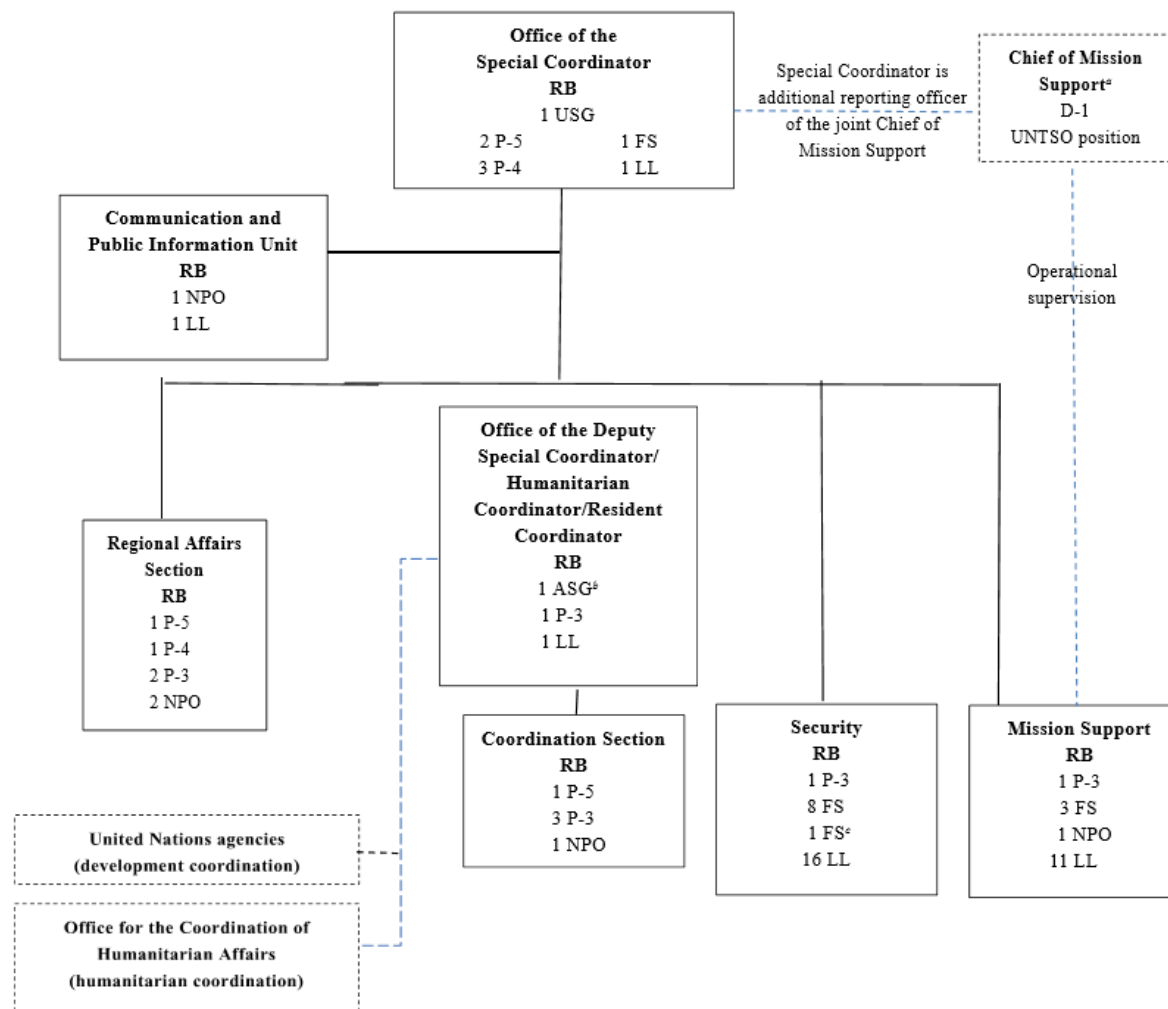


Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget; XB, extrabudgetary.

^a Pursuant to General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under section 5 are provided for information purposes.

^b 1 P-3 and 1 LL are based in Nairobi.

C. Office of the United Nations Special Coordinator for the Middle East Peace Process



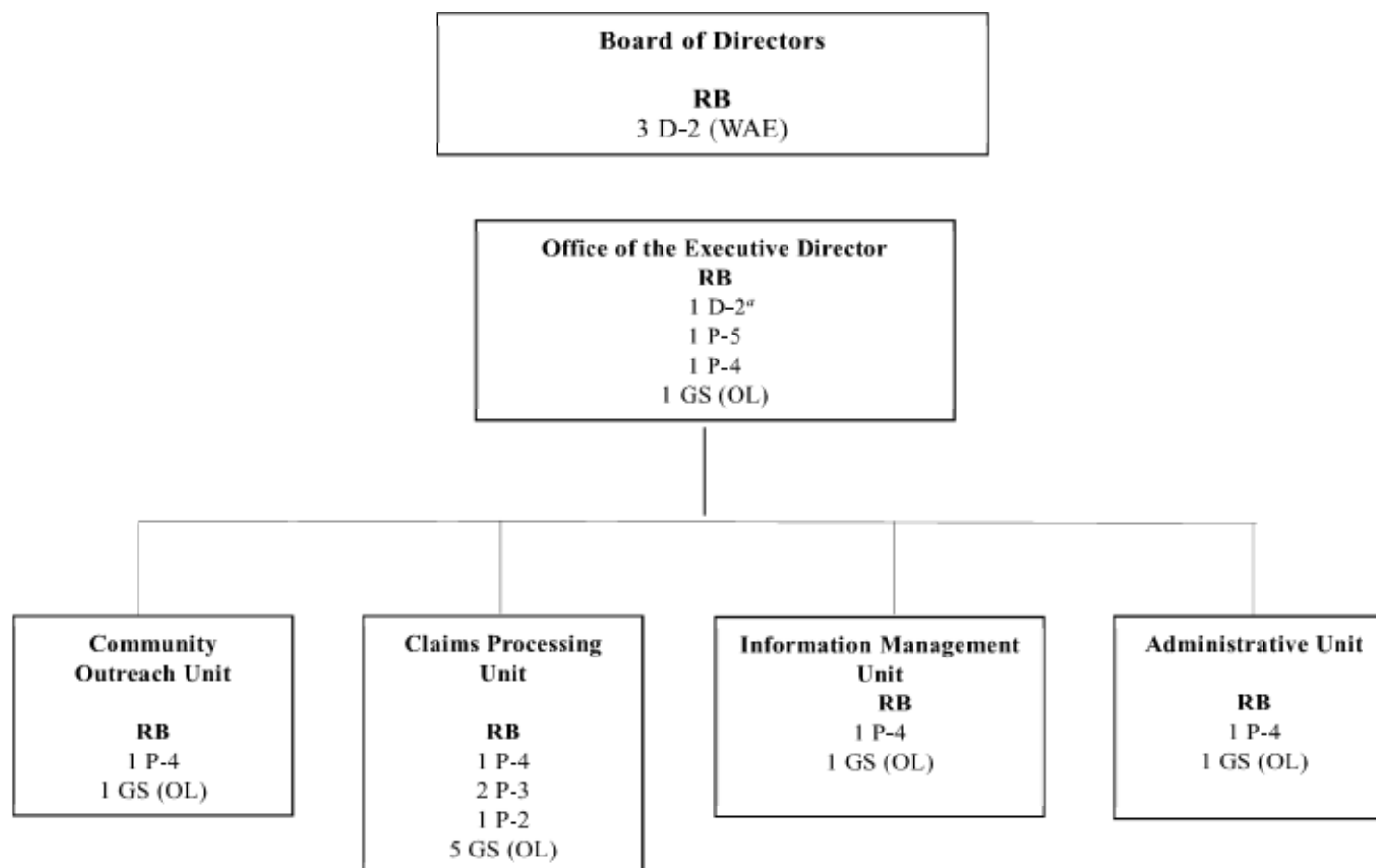
Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; UNTSO, United Nations Truce Supervision Organization.

^a The joint UNTSO and Office of the Special Coordinator Chief of Mission Support position is budgeted under the UNTSO structure.

^b Regularization of the presentation of the post through reclassification from D-2 to ASG. Post cost shared at 50 per cent between the Office of the Special Coordinator and the Development Coordination Office.

^c Establishment of one temporary post of Close Protection Officer.

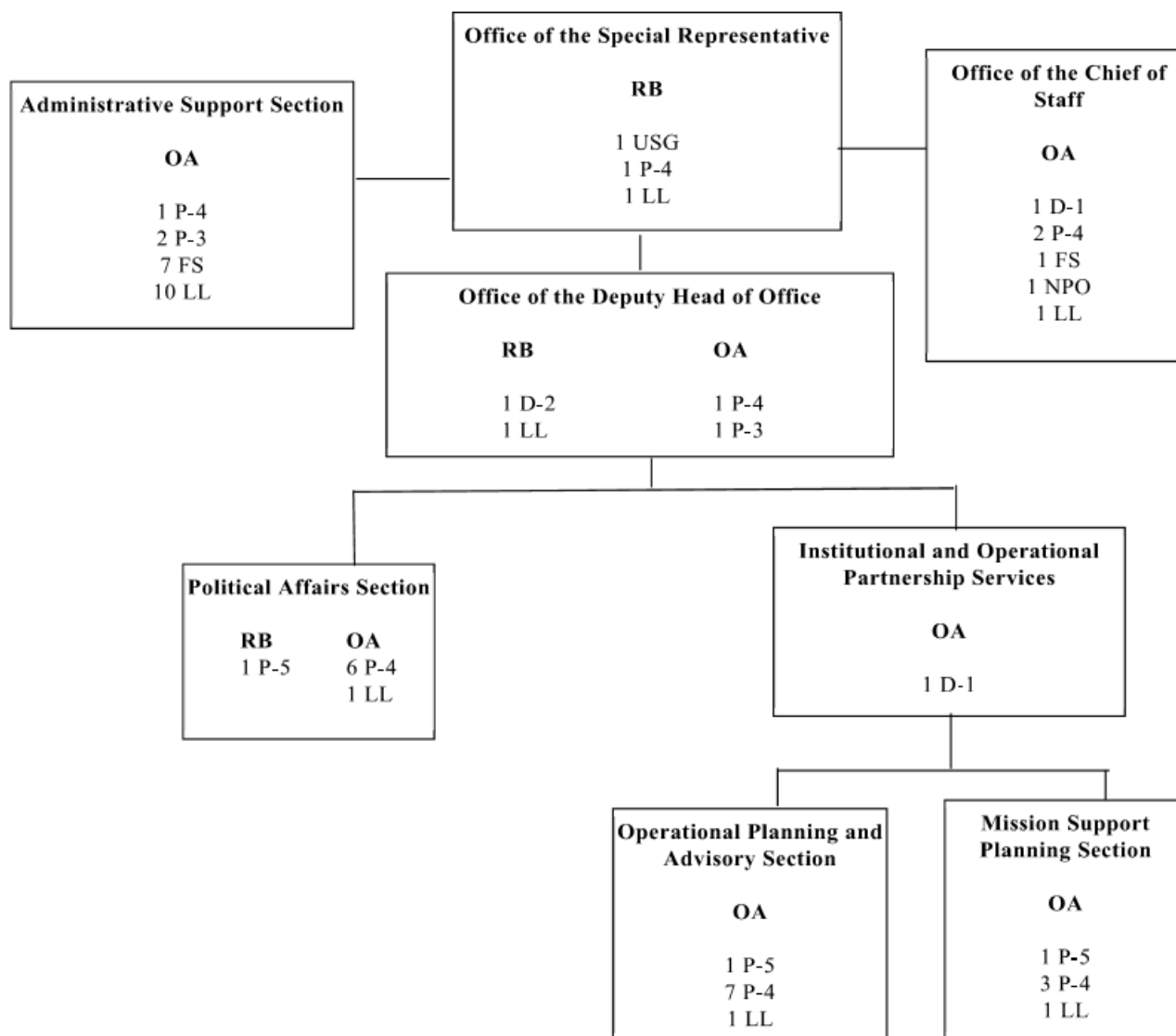
D. United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory



Abbreviations: GS (OL), General Service (Other level); LL, Local level; NPO, National Professional Officer; RB, regular budget; WAE, when actually employed; XB, extrabudgetary.

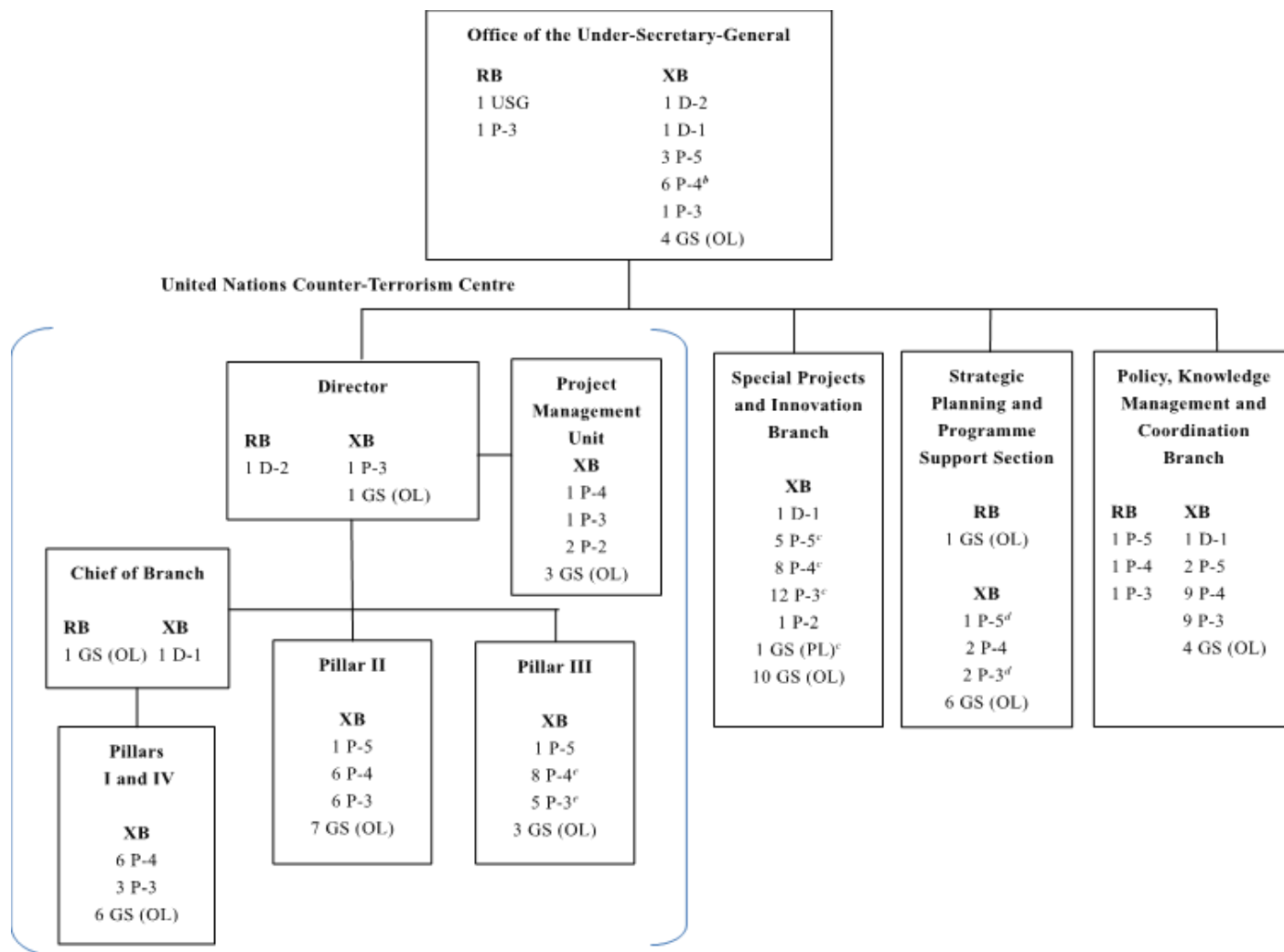
^a The Executive Director of the Office of the Register of Damage acts as ex officio member of the Board.

E. United Nations Office to the African Union



Abbreviations: FS, Field Service; LL, Local level; NPO, National Professional Officer; RB, regular budget; OA, other assessed; USG, Under-Secretary-General.

F. Office of Counter-Terrorism^a



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

^a 2 P-3, 1 GS (PL) and 2 GS (OL) are located in the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

^b 1 P-4 is located in Brussels.

^c Includes positions located in Budapest (1 P-5, 1 P-4 and 4 P-3) and Vienna (1 P-5, 2 P-4, 5 P-3, 1 GS (PL) and 5 GS (OL)).

^d Includes positions located in Budapest (1 P-5 and 1 P-3).

^e Includes positions located in Bangkok (1 P-4), Ashgabat (1 P-3) and Bishkek (1 P-3).

II. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

A. Department of Political and Peacebuilding Affairs

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/74/7](#)

The Advisory Committee recalls that the General Assembly, on a number of occasions, has expressed concern at the low rate of compliance with the advance purchase policy directive. In view of the particularly low rate of compliance of the Department of Political and Peacebuilding Affairs, the Committee expects that the Department will give the matter priority attention to ensure better planning of official trips in the future. The Committee reiterates that more efforts are required, in particular in areas where travel can be better planned (see also [A/73/779](#), para. 16). While noting the measures planned by the Department and the ambitious targets it has set for 2019 and 2020, the Committee is of the view that more concrete plans and strategies should be developed for achieving such targets and trusts that the Secretary-General will include information on such plans in his next budget submission (para. II.20).

After analysing the existing travel processes and identifying ways to eliminate bottlenecks, the Department has worked to standardize and streamline the process for requesting and approving official travel, so that air tickets can be purchased through a less time-consuming process, while maintaining the appropriate levels of authorization and certification. The Department has also engaged the services of an expert to help to streamline these processes.

Meetings and events are held in closer proximity to regional participants, and missions are combined to reduce travel to and from headquarters and, to the extent possible, travelling staff/participants from within the regions.

The Department has continued to make efforts to sensitize staff members and to encourage early planning of meetings and conferences, whenever possible. Under the delegation of authority framework, the Head of Department has delegated a number of authorities, including the approval of certain travel for professional staff. The reduced length of the clearance chain is expected to also have a positive impact on processing, planning and compliance with the 16-day advance purchase policy.

B. Office of the United Nations Special Coordinator for the Middle East Peace Process

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee of Administrative and Budgetary Questions

[A/74/7](#)

The Advisory Committee recalls that, in the context of special political missions, the General Assembly, endorsing a recommendation of the Committee, requested that the Secretary-General undertake a review, in the context of the next budget submissions, to ensure that the arrangements proposed for the double- or triple-hatted Deputy Special Representatives of the Secretary-General and the related support capacity were consistent with the provisions of Assembly resolution [72/279](#). Furthermore, a consistent approach for those positions was expected to be adopted, both in the peacekeeping operations concerned and in the Office of the United Nations Special Coordinator for the Middle East Peace Process in the proposed programme budget for 2020 (Assembly resolution [73/279](#) A; see also [A/73/498](#), para. 27).

The Advisory Committee therefore encourages the Secretary-General to expedite the requested review and to provide to the General Assembly more information on the proposed redeployment of the post of National Professional Officer and on the post level and funding arrangements regarding the Deputy Special Coordinator/Humanitarian Coordinator/Resident Coordinator at the time of its consideration of the proposed programme budget for 2020 (paras. II.11 and II.12).

With respect to the request for a review, the Office of the United Nations Special Coordinator for the Middle East Peace Process conducted an internal review and concluded that the current staffing capacity of the Coordination Section (1 P-5, 3 P-3 and 1 National Professional Officer) continues to be adequate. The responsibilities of the Coordination Section include research, analysis and advice on all humanitarian and development issues, international aid policy areas, liaison and coordination with the parties, the diplomatic community and donors, as well as analysis of and reporting on micro and macro socioeconomic affairs, trends and developments. The staffing capacity of the Coordination Section is strictly linked to the Office's mandate and the responsibilities of the Section vis-à-vis supporting the Special Coordinator and the Deputy Special Coordinator in their functions and areas of responsibility.

With respect to the request for more information on the redeployment of the post of Coordination Officer (National Professional Officer), which was proposed in the proposed programme budget for 2020 ([A/74/6](#) (Sect. 3)) and subsequently approved by the General Assembly in its resolution [74/262](#), the redeployment of the post from Ramallah to Jerusalem, which is cost neutral, has enabled the Officer to better carry out his/her functions within the existing structure of the Section, which is based mostly in Jerusalem, and to support the Deputy Special Coordinator/Humanitarian Coordinator/Resident Coordinator, who is also based in Jerusalem. The role involves coordinating assistance to Palestinian residents of East Jerusalem and supporting the Deputy Special Coordinator in his relationships with Arab partners.

With respect to the post level and funding arrangements regarding the Deputy Special Coordinator/Humanitarian Coordinator/Resident Coordinator, the proposed budget reflects the regularization of the presentation of the post at the Assistant-Secretary-General level, which was previously reflected at the D-2 level in the Office's staffing table. The post is cost shared with the Development Coordination Office at 50 per cent.

III. Summary of proposed changes in established and temporary posts, by component

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
Office of the United Nations Special Coordinator for the Middle East Peace Process	(1)	D-2	Regularization through upward reclassification of the temporary post of Deputy Special Coordinator/	Proposed regularization of the presentation of the Deputy Special Coordinator/Humanitarian Coordinator/Resident Coordinator post at the Assistant-Secretary-General level, which was previously reflected at the D-2 level in the Office's staffing table. The post is cost shared with the Development Coordination Office at 50 per cent.
	1	ASG	Humanitarian Coordinator/Resident Coordinator from D-2 to ASG level	
	1	FS	Establishment of 1 temporary post of Close Protection Officer	The Close Protection Officer will strengthen the existing Close Protection Unit, which provides personal protection to the Special Coordinator and the Deputy Special Coordinator/Humanitarian Coordinator/Resident Coordinator. The additional post is proposed to address the significant increase in security operational requirements in recent years.

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service.

IV. Overview of financial and post resources by entity and funding source

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2020 appropriation</i>	<i>2021 estimate (before recosting)</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>	<i>2020 estimate</i>	<i>2021 estimate</i>	<i>Variance</i>
Financial resources												
Department of Political and Peacebuilding Affairs	46 266.7	46 266.7	—	—	—	—	38 143.4	38 143.4	—	84 410.1	84 410.1	—
Special political missions	711 781.8	706 772.6	(5 009.2)	—	—	—	20 868.0	11 344.8	(9 523.2)	732 649.8	718 117.4	(14 532.4)
Office of the United Nations Special Coordinator for the Middle East Peace Process	9 580.9	9 533.7	(47.2)	—	—	—	—	—	—	9 580.9	9 533.7	(47.2)
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	2 914.6	2 914.6	—	—	—	—	200.0	200.0	—	3 114.6	3 114.6	—
United Nations Office to the African Union	1 078.2	1 078.2	—	7 287.1	8 458.7	1 171.6	648.0	—	(648.0)	9 013.3	9 536.9	523.6
Office of Counter-Terrorism	1 601.9	1 601.9	—	—	—	—	41 862.0	51 024.7	9 162.7	43 463.9	52 626.6	9 162.7
Total	773 224.1	768 167.7	(5 056.4)	7 287.1	8 458.7	1 171.6	101 721.4	100 712.9	(1 008.5)	882 232.6	877 339.3	(4 893.3)
Post resources												
Department of Political and Peacebuilding Affairs	277	277	—	—	—	—	76	76	—	353	353	—
Special political missions	—	—	—	—	—	—	—	—	—	—	—	—
Office of the United Nations Special Coordinator for the Middle East Peace Process	65	66	1	—	—	—	—	—	—	65	66	1
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory	19	19	—	—	—	—	—	—	—	19	19	—
United Nations Office to the African Union	6	6	—	50	50	—	4	—	(4)	60	56	(4)
Office of Counter-Terrorism	8	8	—	—	—	—	157	157	—	165	165	—
Total	375	376	1	50	50	—	237	233	(4)	662	659	(3)