



# General Assembly

Distr.: General  
5 April 2024

Original: English

## Seventy-ninth session

Items 139 and 140 of the preliminary list\*

## Proposed programme budget for 2025

### Programme planning

## Proposed programme budget for 2025

### Part IV

### International cooperation for development

### Section 10

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

#### Programme 8

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

## Contents

	<i>Page</i>
A. Proposed programme plan for 2025 and programme performance in 2023** . . . . .	3
Overall orientation . . . . .	3
Programme of work . . . . .	7
Subprogramme 1. Least developed countries . . . . .	7
Subprogramme 2. Landlocked developing countries . . . . .	12
Subprogramme 3. Small island developing States . . . . .	17
B. Proposed post and non-post resource requirements for 2025*** . . . . .	22
Overview . . . . .	22

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

\*\* In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.

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



---

Executive direction and management .....	27
Programme of work .....	28
Subprogramme 1. Least developed countries.....	28
Subprogramme 2. Landlocked developing countries.....	29
Subprogramme 3. Small island developing States.....	30
Annexes	
I. Organizational structure and post distribution for 2025 .....	32
II. Summary of proposed post changes, by component and subprogramme.....	35

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

### **Overall orientation**

#### **Mandates and background**

- 10.1 The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States is responsible for advocating, supporting, mobilizing, coordinating and reporting on the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing States, as well as the achievement of other internationally agreed goals, including the Sustainable Development Goals. The mandate of the Office derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [56/227](#), whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States.
- 10.2 The Office's work is grounded in the three programmes of action, namely, resolution [69/15](#), whereby the General Assembly endorsed the small island developing States Accelerated Modalities of Action (SAMOA) Pathway and any subsequent programme of action for small island developing States endorsed by the Assembly; resolution [69/137](#), whereby the Assembly endorsed the Vienna Declaration and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and any subsequent programme of action for landlocked developing countries endorsed by the Assembly; and resolution [76/258](#), whereby the Assembly endorsed the Programme of Action for the Least Developed Countries for the Decade 2022–2031. The 2030 Agenda for Sustainable Development, including its global follow-up and review processes, is integral and complementary to the three programmes of action.

#### **Strategy and external factors for 2025**

- 10.3 Following the adoption of the Doha Programme of Action for the Least Developed Countries, the central task ahead for the least developed countries and the international community is to enable its effective implementation in support of the 2030 Agenda. Implementation of the provisions of the Doha Programme of Action by the least developed countries and their development partners through the mobilization of commensurate resources and knowledge in support of accelerating their sustainable development and enhanced monitoring and accountability will be prioritized.
- 10.4 In 2025, landlocked developing countries and small island developing States and their development partners are expected to have embarked on their first year of implementation of their relevant new programmes of action. The Office will advocate for the renewed global partnerships for structural transformation and resilience-building to produce early concrete results addressing the special needs of these groups of countries.
- 10.5 In line with the request of the General Assembly made in its resolution [78/233](#), the Office will utilize its strategic position in dealing with the three groups of countries to respond, with enhanced complementarity and coherence, to new and emerging development issues of potential concern, in particular those of a regional or global nature. The Office will develop analysis and generate recommendations of possible strategies, policies and actions, as well as synergies, among the three groups of countries, in particular for adoption by the international community on key priority areas for these countries. With increased research, data and analytical capabilities, the Office will support countries with more timely data and analysis, including metrics on the monitoring and implementation of the programmes of action, with a view to responding to areas of slower or faster progress more quickly.

- 10.6 The Office will strengthen engagement both in the most vulnerable countries, as well as in partner countries and in regional and global organizations and forums. The Office will mobilize support and contribute to building consensus, with an increased focus on policy recommendations to overcome the shared challenges of the most vulnerable countries, for example, in the areas of access to sustainable energy and broadband, on the basis of cross-cutting research carried out by the Office. Links will be promoted in follow-up and review arrangements of all relevant United Nations conferences and processes, in particular the 2030 Agenda. The Office will enhance links and awareness of the progress made in implementation of the three programmes of action, with a view to sharing lessons learned and best practices among the three groups of countries. The Office will also mobilize resources to ensure that the least developed countries, landlocked developing countries and small island developing States have their voices heard in global deliberations. Resource mobilization efforts will also extend to and have an increased focus on joint and shared initiatives, which can amplify impact among the three groups of countries. Furthermore, representatives of the most vulnerable countries will benefit from capacity-building activities, peer learning and the exchange of best practices, all on thematic areas relevant to the Sustainable Development Goals and to building resilience to future crises.
- 10.7 With regard to cooperation with other entities at the global and regional levels, the Office will convene the inter-agency consultative groups for the least developed countries, landlocked developing countries and small island developing States. These groups will enable United Nations entities and other international organizations to exchange information on their work, strengthen coordination of their activities and mount joint inter-agency activities. At the national level, the Office will cooperate with the networks of national focal points that act as an interface between the global, regional and national processes. The national focal points will promote coherence and coordination on issues relevant to the three groups of countries and policy formulation, implementation, and follow-up and review of their programmes of action, the 2030 Agenda and other global frameworks.
- 10.8 With regard to inter-agency coordination and liaison, the Office will work closely with resident coordinators to promote integration of the programmes of action into the United Nations strategic plans and the United Nations Sustainable Development Cooperation Frameworks and to act as an interface with Member States on the ground supporting the mainstreaming of the programmes of action into national strategies.
- 10.9 With regard to the external factors, the overall plan for 2025 is based on the following planning assumptions:
- (a) The security and political situation in the least developed countries, landlocked developing countries and small island developing States and in their surrounding regions is conducive to the implementation of the three programmes of action;
  - (b) Continued international support measures in the areas of development finance, market access, technology and technical assistance are made available by development partners.
- 10.10 The Office will further explore the ways of cooperation, support and participation in the global efforts towards the implementation of the 2030 Agenda, with special attention given to the needs of those in vulnerable situations, women, young people, persons with disabilities and older persons.
- 10.11 The Office integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, the Office will develop an updated gender equality strategy to further integrate gender equality and the empowerment of women into its work, including through additional training and capacity-building. In addition, as part of its monitoring and reporting work, the Office will include sex-disaggregated data and analysis across its reports.
- 10.12 In line with the United Nations Disability Inclusion Strategy, the Office will continue to mainstream the rights of persons with disabilities and disability inclusion into its programme of work through the implementation of its disability inclusion strategy and action plan. This will promote disability inclusion in the Office's monitoring, reporting and advocacy work, in accordance with its mandates.

## Legislative mandates

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

### General Assembly resolutions

56/227	Third United Nations Conference on the Least Developed Countries	75/233	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
70/1	Transforming our world: the 2030 Agenda for Sustainable Development		

### Subprogramme 1 Least developed countries

#### General Assembly resolutions

56/227	Third United Nations Conference on the Least Developed Countries	76/258	Doha Programme of Action for the Least Developed Countries
65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020	77/177; 78/233	Follow-up to the Fifth United Nations Conference on the Least Developed Countries
70/294	Political Declaration of the Comprehensive High-level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020		

### Economic and Social Council resolutions

2022/19; 2023/29	Programme of Action for the Least Developed Countries for the Decade 2011–2020
------------------	--

### Subprogramme 2 Landlocked developing countries

#### General Assembly resolutions

69/137	Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	74/15	Political Declaration of the High-level Midterm Review on the Implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024
73/243; 74/233; 75/228; 76/217; 77/246; 78/163	Follow-up to the second United Nations Conference on Landlocked Developing Countries		

### Subprogramme 3 Small island developing States

#### General Assembly resolutions

59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	73/228; 74/217; 75/215; 76/203; 77/245; 78/232	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/15	SIDS Accelerated Modalities of Action (SAMOA) Pathway		
72/279	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	74/3	Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway
72/307	Modalities for the high-level review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway		

## Deliverables

10.14 Table 10.1 lists all cross-cutting deliverables of the programme.

Table 10.1

### Cross-cutting deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	7	4	3	4
Meetings of:				
1. The groups of least developed countries, landlocked developing countries and small island developing States	4	1	–	1
2. The Fifth Committee	1	1	1	1
3. The Committee for Programme and Coordination	1	1	1	1
4. The Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
<b>B. Generation and transfer of knowledge</b>				
<b>Publications</b> (number of publications)	1	1	3	5
5. Thematic reports of the Office on challenges facing the least developed countries, landlocked developing countries and small island developing States, including shared challenges such as vulnerabilities to external shocks, access to sustainable energy and access to broadband services	1	1	3	5
<b>C. Substantive deliverables</b>				
<b>Databases and substantive digital materials:</b> databases, including on monitoring the implementation of the three programmes of action with related analytics and modelling results.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> strategic communications materials supporting global outreach campaigns in support of the delivery of three new programmes of action, including shared challenges for the three groups of countries and supporting common agendas such as the Sustainable Development Goals.				
<b>External and media relations:</b> press releases, media briefings and targeted interviews with select media for relevant milestones and events, including progress of United Nations initiatives to improve the structural issues for countries in special situations.				
<b>Digital platforms and multimedia content:</b> website of the Office, reflecting thematic priorities and events, showcasing research and analysis and tracking and reporting of the three programmes of action; and websites for the three conferences and their follow-up processes.				

## Evaluation activities

- 10.15 An evaluation of the support for the Small Island Developing States Global Business Network, completed in 2023, has guided the proposed programme plan for 2025.
- 10.16 In response to the results of the evaluation referenced above, subprogramme 3 integrated its planning for the 2024 forum of the Small Island Developing States Global Business Network into the preparatory process for the fourth International Conference on Small Island Developing States, revitalized its communications strategy relating to the forum and established an advisory group that will guide the Global Business Network series in 2025 and beyond.
- 10.17 An evaluation of the support given by the Office to the network of small island developing States national focal points is planned for 2025.

## Programme of work

### Subprogramme 1 Least developed countries

#### Objective

- 10.18 The objective, to which this subprogramme contributes, is to strengthen policies to eradicate poverty in the least developed countries and accelerate structural transformation of their economies; and to ensure effective graduation from the least developed country category.

#### Strategy

- 10.19 To contribute to the objective, the subprogramme will:
- (a) Provide support to Member States in their intergovernmental processes relating to the priorities of the least developed countries, including by supporting the implementation of the Doha Programme of Action, including its deliverables, namely, an online university to support graduate and postgraduate university-level education in science, technology, engineering and mathematics, an investment support centre, a resilience-building mechanism, a Sustainable Graduation Support Facility and a system of food stockholding for the least developed countries on a regional and subregional basis, or alternative means, such as cash transfers, taking into account possible economic implications and risks;
  - (b) Prepare research and analytical materials relating to the six key focus areas of the Doha Programme of Action and facilitate knowledge exchange and peer learning on critical enablers to poverty eradication and structural transformation, including through mainstreaming a gender perspective;
  - (c) Strengthen its awareness-raising and advocacy work in favour of the least developed countries, including monitoring the road map for the accelerated implementation of the Doha Programme of Action, in partnership with the United Nations system, parliaments, civil society, the media, academia and foundations in focus areas of the Doha Programme of Action, in preparation for the midterm review of the Doha Programme of Action;
  - (d) Conduct advocacy activities to promote resource mobilization in the least developed countries, especially public and private financing, including innovative finance, for resilience-building;
  - (e) Lead the inter-agency task force on least developed country graduation, organize workshops and technical support on establishing consultative mechanisms with development partners and preparing smooth transition strategies, and facilitate peer learning between graduated and graduating countries;
  - (f) Monitor sectoral policy developments of the intergovernmental processes of relevant international and regional organizations, including multilateral development banks;
  - (g) Strengthen the capacity of national focal points of the least developed countries to implement and monitor the Doha Programme of Action, through annual meetings to share experiences and best practices, including through the application of a toolkit for mainstreaming the Doha Programme of Action and the Sustainable Development Goals into national development processes in collaboration with resident coordinators;
  - (h) Partner with the Technology Bank for the Least Developed Countries to strengthen science, technology and innovation capacity in least developed countries, including in graduated and graduating countries.
- 10.20 The above-mentioned work is expected to result in:
- (a) Least developed countries accelerating progress towards achieving the Sustainable Development Goals and achieving the focus areas of the Doha Programme of Action and other internationally agreed development goals;

- (b) Graduating countries making a smooth transition out of the least developed country category;
- (c) Stronger alignment of intergovernmental discussions with the priorities of least developed countries, reflecting a deeper understanding of their realities;
- (d) Greater accountability of relevant stakeholders in least developed countries and development partners, including governments, international organizations and civil society, as well as the private sector, in the implementation of the commitments of the Doha Programme of Action.

## Programme performance in 2023

### Partnerships to reduce the digital divide in least developed countries

- 10.21 The digital divide relating to broadband access has been increasing over the past decade, with a rate of 42 per cent for least developed countries for mobile broadband subscriptions – half the global average.<sup>1</sup> The central role of science, technology and innovation, including information and communications technologies for least developed countries, is recognized in the Doha Programme of Action. At the Fifth United Nations Conference on the Least Developed Countries, Partner2Connect, an initiative of the International Telecommunication Union and the Office, launched a campaign to secure pledges by various stakeholders to mobilize and announce new resources, partnerships and commitments to foster universal meaningful connectivity and sustainable digital transformation.
- 10.22 Progress towards the objective is presented in the performance measure below (see table 10.2).

Table 10.2  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	–	Of the 845 total pledges submitted as of the end of 2023, 261 (31 per cent) targeted at least 1 least developed country and were worth an estimated value of \$12.24 billion  Moreover, 52 per cent of the pledges included women as one of their beneficiary groups

## Planned results for 2025

### Result 1: private sector plays an enhanced role in addressing vulnerabilities of least developed countries

#### Programme performance in 2023 and target for 2025

- 10.23 The subprogramme's work contributed to the announcement of 15 partnerships between private sector entities, Member States and United Nations agencies across the five key thematic sectors of the Private Sector Forum, namely, sustainable energy, sustainable agriculture, digital connectivity, climate change and sustainable tourism, during the Forum at the Fifth United Nations Conference on the Least Developed Countries, which exceeded the planned target of 5.
- 10.24 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.3).

<sup>1</sup> See International Telecommunication Union. *Measuring Digital Development. Facts and Figures: Focus on Least Developed Countries* (Geneva, March 2023).



Table 10.3  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
Investment promotion agencies strengthen capacity on foreign direct investment attraction and facilitation	Private sector entities participated in the Fifth United Nations Conference on the Least Developed Countries private sector advisory group, engaging in dialogue and announcing commitments to be made at the Conference in support of the implementation of the Doha Programme of Action	15 partnerships relating to the objectives of the Doha Programme of Action announced at the Private Sector Forum	5 partnerships relating to the objectives of the Doha Programme of Action implemented in least developed countries, including increased access by small and medium-sized enterprises to sustainable energy and broadband connectivity to create employment opportunities	5 additional partnerships relating to the objectives of the Doha Programme of Action implemented in least developed countries, including in the areas of sustainable development, such as sustainable tourism and agri-food industries

**Result 2: improved tertiary education options in least developed countries through an online university for science, technology, engineering and mathematics education****Programme performance in 2023 and target for 2025**

- 10.25 The subprogramme's work contributed to consultations on the establishment of an online university, which did not meet the planned target of Member States considering options for establishing an online university. The target was not met because there were delays in the publication of the planned report of the Secretary-General.
- 10.26 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.4).

Table 10.4  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	Member States agree to include in the Doha Programme of Action a target to undertake feasibility studies to explore the possibility of establishing an online university or other equivalent platforms for least developed countries	Consultations with Member States and relevant United Nations entities on the possible establishment of an online university	Member States agree to a proposal to establish an online university dedicated to students from least developed countries in collaboration with partner organizations	An online university dedicated to students from least developed countries is operational

**Result 3: a new food stockholding mechanism to reduce food insecurity in least developed countries**

- 10.27 People living in poverty in least developed countries experience higher rates of food insecurity, the least developed countries experience food emergencies at higher rates than other countries and, as

of 2022, 22.1 per cent of their population was undernourished (see [A/78/112-E/2023/94](#)). To address food insecurity in these countries, the subprogramme prepared a report of the Secretary-General on food insecurity in the least developed countries ([A/77/291](#)), which contained a proposal for a dedicated food reserve system.

#### *Lessons learned and planned change*

- 10.28 The lesson for the subprogramme, informed by Member States' requests for additional information on a system of food stockholding for the least developed countries, was that an assessment of existing initiatives and programmes on food security and the operational feasibility of a system of food stockholding would help to inform intergovernmental deliberations. In applying the lesson, the subprogramme will assess the operational requirements, stakeholder engagement, governance structures, financial mechanisms and logistical considerations to establish a food stockholding system that enables the procurement, storage and distribution of food stocks to support least developed countries during emergencies.
- 10.29 Expected progress towards the objective is presented in the performance measure below (see table 10.5).

Table 10.5  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Doha Programme of Action for the least developed countries recognized the need to address severe food insecurities	Member States at the United Nations Food Systems Summit +2 Stocktaking Moment highlighted the urgency of establishing a food stockholding system for the least developed countries	Member States provide input to the conceptualization of a food stockholding system for the least developed countries	Agreement by Member States to establish a food stockholding system for the least developed countries

#### **Deliverables**

- 10.30 Table 10.6 lists all deliverables of the subprogramme.

Table 10.6  
Subprogramme 1: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>7</b>	<b>6</b>	<b>3</b>	<b>2</b>
1. Reports to the General Assembly and the Economic and Social Council, including on the implementation of the Doha Programme of Action for the Least Developed Countries	3	2	3	2
2. Official documents of the Fifth United Nations Conference on the Least Developed Countries	4	4	–	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>59</b>	<b>64</b>	<b>46</b>	<b>46</b>
3. Meetings of the General Assembly	13	15	13	13
4. Meetings of the Economic and Social Council, including on the implementation of the Doha Programme of Action for the Least Developed Countries, and the high-level political forum on sustainable development	10	12	10	10

**Section 10 Least developed countries, landlocked developing countries and small island developing States**

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
5. Regional review meetings on the Doha Programme of Action for the Least Developed Countries	–	–	2	–
6. Ministerial meetings of the least developed countries and related consultations	5	5	5	7
7. Meetings of ad hoc expert groups on the implementation of the Doha Programme of Action for the Least Developed Countries and related priority topics thereof	3	8	6	6
8. Meetings of the Group of Least Developed Countries	10	7	10	10
9. Meetings of the Fifth United Nations Conference on the Least Developed Countries	18	17	–	–
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>8</b>	<b>21</b>	<b>17</b>	<b>17</b>
10. Workshops for national focal points of the least developed countries and round-table discussions on the implementation and monitoring of the Doha Programme of Action for the Least Developed Countries	6	6	10	10
11. Seminars on partnerships for the least developed countries to strengthen the engagement of stakeholders	2	15	3	4
12. Workshops for government officials and other practitioners on the establishment of the main deliverables of the Doha Programme of Action for the Least Developed Countries	–	–	3	2
13. Least Developed Countries Future Forum to strengthen dialogue between researchers and policymakers	–	–	1	1
<b>Publications</b> (number of publications)	<b>1</b>	<b>–</b>	<b>2</b>	<b>2</b>
14. On the state of the least developed countries	1	–	1	1
15. On the implementation of the Doha Programme of Action for the Least Developed Countries and synergies with the Fourth International Conference on Financing for Development	–	–	1	1
<b>Technical materials</b> (number of materials)	<b>13</b>	<b>14</b>	<b>14</b>	<b>16</b>
16. On progress towards the graduation of the least developed countries	1	1	1	1
17. On the implementation of specific areas of the Doha Programme of Action for the Least Developed Countries, including preparation of the midterm review of the Doha Programme of Action	4	4	5	5
18. On issues relating to the least developed countries	8	9	8	8
19. Report on the implementation of the road map for accelerated implementation of the Doha Programme of Action for the Least Developed Countries, including its monitoring	–	–	–	1
20. Database for monitoring of the implementation of commitments of the Doha Programme of Action for the Least Developed Countries	–	–	–	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> substantive advice to the group of 45 least developed countries on the implementation of the Doha Programme of Action for the Least Developed Countries; briefing to Member States on the work of the Office and the Technology Bank for the Least Developed Countries; advice and substantive support to the work of the Broadband Commission; advocacy for improved international support measures catered to least developed countries; and consultation through the Inter-Agency Consultative Group for the Least Developed Countries to mobilize enhanced support for least development countries, including enhanced smooth transition measures for least developed countries and participation in high-level meetings.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> promotional materials on the global outreach campaign for the monitoring of the Doha Programme of Action for the Least Developed Countries; and communications campaigns on upcoming graduations, the third Least Developed Countries Future Forum and ministerial meetings.				
<b>External and media relations:</b> press releases, press conferences and op-eds on issues relating to the least developed countries; information campaign (including videos, infographics and other social media material) on progress achieved in the Doha Programme of Action for the Least Developed Countries.				
<b>Digital platforms and multimedia content:</b> website of the midterm review of the Doha Programme of Action for the Least Developed Countries; and interactive graphics and visuals tailored for social media engagement.				

## Subprogramme 2

### Landlocked developing countries

#### Objective

- 10.31 The objective, to which this subprogramme contributes, is to strengthen policies and capacities to improve the connectivity of landlocked developing countries, with the aim of supporting their sustainable development, reduce their trade transaction costs, enhance their regional cooperation and increase their regional, subregional and global trade, and strengthen their institutions and social and environmental protection; and to increase structural transformation in landlocked developing countries for sustainable development.

#### Strategy

- 10.32 To contribute to the objective, the subprogramme will:
- (a) Provide support to Member States in their intergovernmental processes relating to the priorities of landlocked developing countries, including by supporting the implementation of a new programme of action for landlocked developing countries;
  - (b) Undertake research and analytical assessments to assist landlocked developing countries in enacting policies conducive to their developmental priorities in line of those contained in the new programme of action for landlocked developing countries;
  - (c) Carry out advocacy activities to mobilize international support for the implementation of the new programme of action for landlocked developing countries and other relevant agendas;
  - (d) Coordinate, monitor and assess progress made in relation to the new programme of action for landlocked developing countries.
- 10.33 The above-mentioned work is expected to result in:
- (a) Increased support towards landlocked developing countries from the international community to address the needs and challenges arising from their lack of direct access to the sea and transit constraints;
  - (b) Increased adoption and implementation by landlocked developing countries of initiatives to enhance transit, connectivity and trade facilitation;
  - (c) Landlocked developing countries devising, formulating and implementing policies that promote economic diversification, integration into global and regional value chains, and structural economic transformation;
  - (d) Strengthened social protection for all groups of population in landlocked developing countries, including through access to decent jobs.

### Programme performance in 2023

#### Growth of e-commerce and women's entrepreneurship in Kazakhstan

- 10.34 The subprogramme collaborates closely with the International Think Tank for Landlocked Developing Countries to help to translate research into policy formulation and action. Kazakhstan has been supporting small and medium-sized enterprises to promote e-commerce, with support from the United Nations system, including the International Trade Centre, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Development Programme and the International Think Tank for Landlocked Developing Countries. The National Chamber of Entrepreneurs "Atameken", supported by the Ministry of Labour and Social Protection, the National Commission for Women's Affairs, Family and Demographic Policy, has rolled out women's entrepreneurship development centres to provide access to knowledge, finance and networks, as well as the tools and knowledge necessary to integrate businesses into e-commerce platforms.

10.35 Progress towards the objective is presented in the performance measure below (see table 10.7).

Table 10.7  
Performance measure<sup>a</sup>

2021 (actual)	2022 (actual)	2023 (actual)
3.6 per cent share of e-commerce in the total volume of retail trade in Kazakhstan	12.5 per cent <sup>b</sup> share of e-commerce in the total volume of retail trade (including marketplaces) in Kazakhstan 17 women's entrepreneurship development centres launched in Kazakhstan	E-commerce sector is estimated to grow at approximately 20 per cent annually in Kazakhstan To date, approximately 9,000 women entrepreneurs in Kazakhstan received services and attended training programmes, such as courses on social media marketing, social entrepreneurship and marketplace businesses

<sup>a</sup> 2022 data from the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, Bureau of National statistics.

<sup>b</sup> The data for 2022 take into account marketplaces.

## Planned results for 2025

### Result 1: strengthened capacities of landlocked developing countries to achieve climate action and sustainable recovery from the COVID-19 pandemic

#### Programme performance in 2023 and target for 2025

- 10.36 The subprogramme's work contributed to Member States identifying and agreeing on regionally focused action and commitments to accelerate climate action, including to build resilient and sustainable transport systems, which met the planned target.
- 10.37 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.8).

Table 10.8  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The General Assembly adopted resolution <a href="#">76/217</a> , in which it called for a third United Nations Conference on Landlocked Developing Countries, which would comprehensively review the Vienna Programme of Action	Member States called for the establishment of transport systems that were sustainable and resilient to the impacts of climate change and the COVID-19 pandemic, accelerated the energy transition and enabled climate-smart trade facilitation solutions (General Assembly resolution <a href="#">77/246</a> )	Member States identified and agreed on regionally focused action and commitments to accelerate climate action, including to build climate-resilient and sustainable transport systems	Member States agree on global action and commitments to support landlocked developing countries in implementing climate action activities to build climate-resilient transport systems in accordance with the new programme of action for landlocked developing countries	Member States implement new initiatives at the regional and subregional levels to build climate-resilient, sustainable and smart transit infrastructure and transport systems

## Result 2: accelerated progress towards sustainable development in landlocked developing countries

### Programme performance in 2023 and target for 2025

- 10.38 The subprogramme's work contributed to three regional preparatory meetings that supported the identification of the priorities of landlocked developing countries as part of the preparations for the third United Nations Conference on the Landlocked Developing Countries, which met the planned target.
- 10.39 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.9).

Table 10.9  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
–	Landlocked developing countries were engaged to provide input into the preparations for the third United Nations Conference on Landlocked Developing Countries through meetings, events and reports	3 regional preparatory meetings held, which supported the identification of the priorities of landlocked developing countries as part of the preparations for the third United Nations Conference on the Landlocked Developing Countries	At least 2 landlocked developing countries initiate action to mainstream a new programme of action	10 additional landlocked developing countries initiate action to mainstream the new programme of action

## Result 3: strategic financing for development initiatives to enhance landlocked developing countries' economic resilience

### Proposed programme plan for 2025

- 10.40 Access to finance in landlocked developing countries remains limited. In 2021, domestic credit provided to the private sector as a percentage of gross domestic product was 31.5 per cent, a decrease of 15 per cent, far below the world average of 145 per cent. Official development assistance, which is concentrated in a few landlocked countries, remains one of the key sources of external development finance (see [A/78/283](#)). To support landlocked developing countries, the subprogramme has prepared analytical work on financing for development for landlocked developing countries and includes this analysis as part of its advocacy and coordination work.

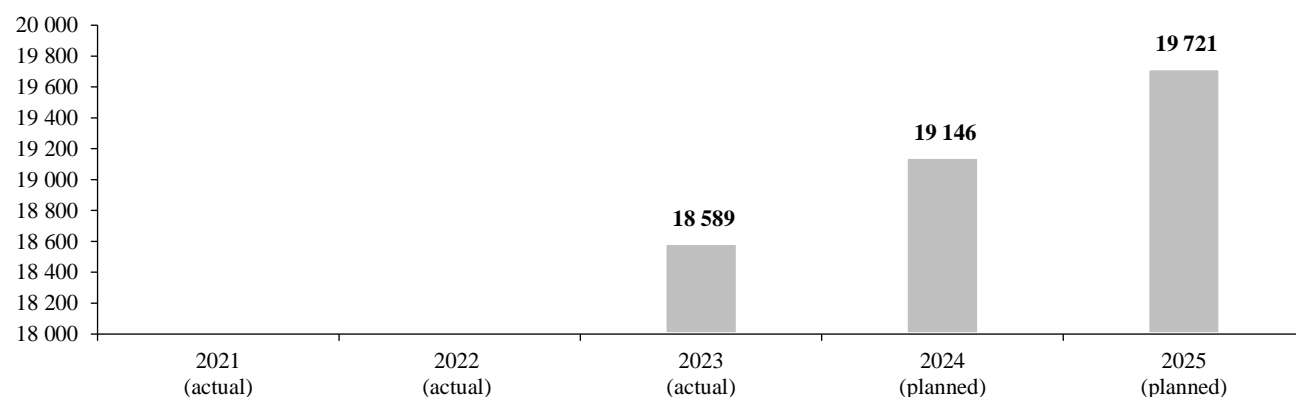
### Lessons learned and planned change

- 10.41 The lesson for the subprogramme was that there was growing demand for new approaches to help to further leverage external financial resources in order to support structural transformation in landlocked developing countries. In applying the lesson, the subprogramme will help landlocked developing countries to develop new approaches to gain access to financing for structural transformation, in particular sustainable and resilient infrastructure. The subprogramme will also advocate and promote, at the global level, the priorities of landlocked developing countries for financing for development, including mobilizing foreign direct investment and official development assistance. The subprogramme will also prepare technical input, including analysis and proposals to enhance support measures to improve access to finance in the landlocked developing countries.
- 10.42 Expected progress towards the objective is presented in the performance measure below (see figure 10.I).

Figure 10.I

**Performance measure: foreign direct investment inflows to landlocked developing countries (annual)**

(Millions of United States dollars)



## Deliverables

10.43 Table 10.10 lists all deliverables of the subprogramme.

Table 10.10

**Subprogramme 2: deliverables for the period 2023–2025, by category and subcategory**

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>9</b>	<b>8</b>	<b>15</b>	<b>1</b>
1. Report to the General Assembly, including on the implementation of the new programme of action for landlocked developing countries	1	1	1	1
2. Official documents for the intergovernmental preparatory committee for the third United Nations Conference on Landlocked Developing Countries	8	7	6	–
3. Official documents of the third United Nations Conference on Landlocked Developing Countries	–	–	8	–
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>52</b>	<b>37</b>	<b>47</b>	<b>36</b>
4. Meetings of the Second Committee of the General Assembly	15	12	15	13
5. Meetings of the high-level political forum on sustainable development of the Economic and Social Council	2	2	2	2
6. Annual ministerial meetings of the landlocked developing countries and consultations on outcomes thereof, and other ministerial meetings	10	8	10	8
7. Regional review meetings on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 and the new programme of action for the landlocked developing countries	3	3	–	3
8. Meetings of the intergovernmental preparatory committee for the third United Nations Conference on Landlocked Developing Countries	7	3	7	–
9. Meetings of the Group of Landlocked Developing Countries	14	8	12	8
10. Expert group meetings on thematic issues such as structural economic transformation, digitalization, financing for development, trade facilitation measures and climate-resilient transport systems	1	1	1	2

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>3</b>	<b>3</b>	<b>4</b>	<b>3</b>
11. On the enhancement of the analytical capacity of the International Think Tank for Landlocked Developing Countries	1	1	1	1
12. On the enhancement of the role of the private sector in trade facilitation and structural transformation	1	1	1	1
13. On strengthening of the participation of landlocked developing countries in relevant regional and bilateral cooperation frameworks and their accession to international conventions, and corridor development	–	–	1	1
14. On coordination of the enhanced implementation of the road map for accelerated implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024	1	1	1	–
15. On estimating transport and trade costs and designing and implementing policies that promote connectivity and enhanced utilization of digital solutions for transport and trade facilitation for the achievement of the Sustainable Development Goals	–	–	–	1
<b>Seminars, workshops and training events</b> (number of days)	<b>9</b>	<b>9</b>	<b>12</b>	<b>7</b>
16. Round-table discussion on capacity-building	1	1	2	1
17. Workshop for national focal points of landlocked developing countries	1	1	2	1
18. Panel discussion on best practices and solutions to specific needs of landlocked developing countries	1	1	1	1
19. Training events covering energy, information and communications technology, infrastructure, Sustainable Development Goal 14, climate change and desertification	2	2	2	2
20. Events in preparation for the third United Nations Conference on Landlocked Developing Countries on thematic areas, including transit, trade facilitation, corridor development, connectivity, global value chains, climate change, water, desertification and road safety	4	4	3	–
21. Workshops on mainstreaming the new programme of action for landlocked developing countries and developing the road map and monitoring framework	–	–	2	2
<b>Technical materials</b> (number of materials)	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>
22. On monitoring the implementation of the new programme of action for landlocked developing countries and the 2030 Agenda	2	1	2	1
23. On thematic development issues in landlocked developing countries	2	3	2	2
24. Guide on mainstreaming the new programme of action for landlocked developing countries	–	–	1	1
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> substantive advice to the Group of Landlocked Developing Countries; briefings to 32 landlocked developing countries, 34 transit countries and 28 development partners on the work of the Office; and side events promoting the implementation of the 2030 Agenda and the new programme of action for the landlocked developing countries.				
<b>Databases and substantive digital materials:</b> database of indicators for landlocked developing countries for the new programme of action for landlocked developing countries.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> promotional materials and global outreach campaign to raise awareness on priority issues, thematic agendas and events relevant to landlocked developing countries.				
<b>External and media relations:</b> press releases, including op-eds and press conferences on development issues relating to landlocked developing countries.				
<b>Digital platforms and multimedia content:</b> web pages relating to landlocked developing countries, including on the outcome of the third United Nations Conference on Landlocked Developing Countries, and multimedia content, including interactive graphics and videos.				



### **Subprogramme 3**

#### **Small island developing States**

#### **Objective**

- 10.44 The objective, to which this subprogramme contributes is to increase sustainable development and economic, social and environmental resilience in small island developing States.

#### **Strategy**

- 10.45 To contribute to the objective, the subprogramme will:
- (a) Advocate for the special case of small island developing States in achieving sustainable development by engaging with development partners, international financial institutions and the private sector;
  - (b) Mobilize resources for small island developing States in priority areas, including through a targeted resource mobilization strategy and by developing tailored policy tools;
  - (c) Provide structured support through the Small Island Developing States Partnership Framework for the facilitation of collaborative partnerships, especially between small island developing States and the private sector;
  - (d) Strengthen coherence and coordination at the national, regional and global levels, including by providing more structured support to the small island developing States national focal points network and increasing coordination between United Nations entities supporting those States;
  - (e) Develop and strengthen the implementation frameworks for the outcomes of the fourth International Conference on Small Island Developing States.
- 10.46 The above-mentioned work is expected to result in:
- (a) Strengthened international support measures aimed at enabling small island developing States to implement the 2030 Agenda, the small island developing States programme of action, the Paris Agreement and other priorities of those States for sustainable development;
  - (b) Enhanced access to finance for small island developing States;
  - (c) Small island developing States devising, formulating and implementing policies that promote sustainable development and make progress towards the achievement of internationally agreed development goals.

### **Programme performance in 2023**

#### **Strengthened assessment of multidimensional vulnerabilities for small island developing States**

- 10.47 Small island developing States remain a special case for sustainable development and have not achieved sustained high levels of economic growth, owing in part to their vulnerabilities to the ongoing negative impacts of environmental challenges and other external economic and financial shocks. To help to better assess the vulnerabilities of small island developing States, the subprogramme supported the ongoing development of a multidimensional vulnerability index by the High-level Panel on the Development of a Multidimensional Vulnerability Index for Small Island Developing States. The subprogramme also helped to convene leaders of small island developing States, development partners and international financial institution to consider how best multidimensional vulnerability could be reflected in existing practices and policies for debt sustainability and development support.
- 10.48 Progress towards the objective is presented in the performance measure below (see table 10.11).

Table 10.11  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)
–	The General Assembly established the High-level Panel on the Development of a Multidimensional Vulnerability Index for Small Island Developing States	A pilot of the multidimensional vulnerability index was undertaken by the Caribbean Development Bank in accordance with the final report <sup>a</sup> and recommendations for the multidimensional vulnerability index

<sup>a</sup> See United Nations, “High-level Panel on the Development of a Multidimensional Vulnerability Index: Final Report” (February 2024).

## Planned results for 2025

### Result 1: data leveraged for a new global framework for the sustainable development of small island developing States

#### Programme performance in 2023 and target for 2025

- 10.49 The subprogramme’s work contributed to the use of timely data and analysis on vulnerabilities to determine the global actions and commitments needed to implement the 2030 Agenda, which met the planned target.
- 10.50 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.12).

Table 10.12  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
The General Assembly adopted resolution <a href="#">76/203</a> , in which it called for the convening in 2024 of a fourth International Conference on Small Island Developing States, which would be aimed at assessing the ability of small island developing States to meet the 2030 Agenda and the Sustainable Development Goals	Small island developing States enhanced reporting on the implementation of the Samoa Pathway by using a monitoring and reporting framework, which allowed them to better assess and address gaps and progress in implementation	Small island developing States used timely data and analysis on vulnerabilities to determine the global actions and commitments needed to implement the 2030 Agenda	Small island developing States develop evidence-based policy recommendations and a set of concrete deliverables emanating from data and analysis from the monitoring and reporting framework to be included in a new programme of action and agenda on small island developing States	Small island developing States develop a monitoring and reporting framework for the new programme of action and agenda on small island developing States

## Result 2: strengthened private sector partnerships to build resilience in small island developing States

### Programme performance in 2023 and target for 2025

- 10.51 The subprogramme's work contributed to five partnerships between small island developing States and the private sector developed in priority areas, including climate change mitigation and adaptation, resilient housing, renewable energy, sustainable transportation and water conservation, which met the planned target.
- 10.52 Progress towards the objective and the target for 2025 are presented in the performance measure below (see table 10.13).

Table 10.13

#### Performance measure

<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (planned)</i>	<i>2025 (planned)</i>
Increased private sector engagement in a Small Island Developing States Global Business Network virtual forum on leveraging partnerships for the sustainable development of ocean energy in small island developing States	Strengthened private sector engagement at the Small Island Developing States Global Business Network forum, held in April 2022, with increased private sector participation, including the creation of a partnership to connect supply and demand of fish and prevent overfishing and waste through big data, thereby contributing towards the achievement of Sustainable Development Goal 14	5 partnerships between small island developing States and the private sector developed in priority areas in preparation for launch at the Small Island Developing States Global Business Network forum to be held in 2024	Small island developing States and private sector partnerships utilize a strengthened private sector engagement framework, agreed in the context of the new programme of action and agenda on small island developing States agenda, to maximize impact and align initiatives in priority areas and reduce implementation barriers for small island developing States using a simplified, robust and consistent approach to private sector engagement	10 partnerships between small island developing States and the private sector developed in priority areas agreed in the context of the new programme of action and agenda on small island developing States

## Result 3: data-driven decisions to address structural vulnerabilities and resilience of small island developing States

### Proposed programme plan for 2025

- 10.53 The General Assembly, in its resolution [78/232](#), recognized that there was an urgent need to assist small island developing States in strengthening their statistical offices and to provide enhanced support in developing national capacities for improved data collection and statistical analysis, including high-quality and disaggregated data. To help to develop national capacities, the subprogramme conducted consultations and analysis with a range of relevant stakeholders, development partners and financing institutions, and proposed the establishment of a global data hub with dedicated coordination and resourcing.

### Lessons learned and planned change

- 10.54 The lesson for the subprogramme was that evidence to support access to finance, in particular for sustainable development and climate change, was often reconstructed and consolidated from wider data sets, including broader developing country categories and/or geographical groupings. In applying the lesson, the subprogramme will work closely with small island developing States and development partners to advance the development of a global data hub, with a focus on facilitating the collection, analysis and management of tailored and timely data to contribute to decision-making processes.
- 10.55 Expected progress towards the objective is presented in the performance measure below (see table 10.14).

Table 10.14  
Performance measure

2021 (actual)	2022 (actual)	2023 (actual)	2024 (planned)	2025 (planned)
—	—	Government of Antigua and Barbuda decides to establish a centre of excellence that will include the small island developing States global data hub	The fourth International Conference on Small Island Developing States launches the centre of excellence	The small island developing States global data hub provides analytics, and the data are used by Member States to inform decision-making on resource allocation and development priorities

### Deliverables

- 10.56 Table 10.15 lists all deliverables of the subprogramme.

Table 10.15  
Subprogramme 3: deliverables for the period 2023–2025, by category and subcategory

Category and subcategory	2023 planned	2023 actual	2024 planned	2025 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>17</b>	<b>23</b>	<b>14</b>	<b>15</b>
1. Meetings of the Second Committee of the General Assembly	3	6	6	3
2. Meetings and consultations of the high-level political forum on sustainable development of the Economic and Social Council	2	2	2	3
3. Review meetings on the implementation of the Samoa Pathway	8	8	—	—
4. Meetings of the group of small island developing States	2	5	3	6
5. Expert group meetings on mainstreaming the small island developing States programme of action and issues relating to small island developing States in the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	2	2	3	3
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>1</b>	<b>—</b>	<b>1</b>	<b>1</b>
6. On strengthening the capacity of small island developing States to attract climate finance from the private sector	1	—	1	1

**Section 10 Least developed countries, landlocked developing countries and small island developing States**

<i>Category and subcategory</i>	<i>2023 planned</i>	<i>2023 actual</i>	<i>2024 planned</i>	<i>2025 planned</i>
<b>Seminars, workshops and training events</b> (number of days)	<b>15</b>	<b>18</b>	<b>16</b>	<b>16</b>
7. Seminars on the support from development partners to small island developing States for the achievement of the Sustainable Development Goals and implementation of the small island developing States programme of action	2	5	2	2
8. Seminars in support of the Alliance of Small Island States relating to the implementation of the small island developing States programme of action and the 2030 Agenda	2	4	4	4
9. Seminars with national focal points on the coordination of efforts to achieve and monitor the implementation of the small island developing States programme of action and the 2030 Agenda	4	2	3	2
10. Seminars on strengthening collaboration through joint efforts and activities in the United Nations system and other international organizations, including regional intergovernmental organizations of which the small island developing States are members	3	3	3	3
11. Seminars on private sector involvement in supporting implementation of the small island developing States programme of action	2	2	2	4
12. Seminars on the access of small island developing States to climate change-related finance for development goals	2	2	2	1
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
13. On mainstreaming the small island developing States programme of action and issues relating to small island developing States into the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>10</b>	<b>8</b>	<b>10</b>	<b>10</b>
14. On implementing the Samoa Pathway	2	2	2	2
15. On international support provided to small island developing States for the achievement of the Sustainable Development Goals and implementation of the small island developing States programme of action	2	–	2	2
16. On matters relating to the financing, implementation and monitoring of the small island developing States programme of action and the 2030 Agenda	2	2	2	2
17. On issues relevant to the implementation of the 2030 Agenda in small island developing States	2	2	2	2
18. On mainstreaming the small island developing States programme of action and issues relating to small island developing States into the work of the United Nations system and enhancing the coherence of issues relating to small island developing States in United Nations processes	2	2	2	2

**C. Substantive deliverables**

**Consultation, advice and advocacy:** briefings to 38 Member States on the work of the Office; and advocacy in appropriate forums for the special case of small island developing States in achieving sustainable development.

**D. Communication deliverables**

**Outreach programmes, special events and information materials:** substantive events to provide support to 38 small island developing States; and campaigns on matters relating to small island developing States and sustainable development.

**External and media relations:** press releases and press appearances on issues relating to small island developing States, including relevant United Nations processes and activities.

**Digital platforms and multimedia content:** web pages, including updates on the small island developing States programme of action.

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

### Overview

10.57 The proposed regular budget resources for 2025, including the breakdown of resource changes, as applicable, are reflected in tables 10.16 to 10.18.

Table 10.16

#### Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	6 234.1	6 873.9	502.3	567.4	–	1 069.7	15.6	7 943.6
Other staff costs	455.2	572.1	(509.7)	–	–	(509.7)	(89.1)	62.4
Hospitality	0.2	2.6	–	–	–	–	–	2.6
Consultants	141.4	214.6	(71.9)	50.0	–	(21.9)	(10.2)	192.7
Experts	322.1	510.9	–	50.0	–	50.0	9.8	560.9
Travel of staff	249.8	431.3	–	50.0	–	50.0	11.6	481.3
Contractual services	174.4	245.2	(20.6)	9.0	–	(11.6)	(4.7)	233.6
General operating expenses	56.0	26.7	–	5.0	–	5.0	18.7	31.7
Supplies and materials	4.5	28.1	(15.4)	1.0	–	(14.4)	(51.2)	13.7
Furniture and equipment	17.9	18.5	–	17.5	–	17.5	94.6	36.0
Other	(1.3)	–	–	–	–	–	–	–
<b>Total</b>	<b>7 654.2</b>	<b>8 923.9</b>	<b>(115.3)</b>	<b>749.9</b>	<b>–</b>	<b>634.6</b>	<b>7.1</b>	<b>9 558.5</b>

Table 10.17

#### Overall: proposed posts and post changes for 2025

(Number of posts)

	Number	Details
Approved for 2024	41	1 USG, 1 D-2, 1 D-1, 9 P-5, 11 P-4, 7 P-3, 3 P-2/1, 1 GS (PL), 7 GS (OL)
Establishment	5	1 P-4, 3 P-3 under executive direction and management, 1 P-4 under subprogramme 1
Redeployment	–	1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 GS (OL) from subprogramme 1 to executive direction and management
Proposed for 2025	46	1 USG, 1 D-2, 1 D-1, 9 P-5, 13 P-4, 10 P-3, 3 P-2/1, 1 GS (PL), 7 GS (OL)

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

Table 10.18  
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2025 proposed
	2024 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
D-2	1	—	—	—	—	1
D-1	1	—	—	—	—	1
P-5	9	—	—	—	—	9
P-4	11	—	2	—	2	13
P-3	7	—	3	—	3	10
P-2/1	3	—	—	—	—	3
Subtotal	33	—	5	—	5	38
General Service and related						
GS (PL)	1	—	—	—	—	1
GS (OL)	7	—	—	—	—	7
Subtotal	8	—	—	—	—	8
Total	41	—	5	—	—	46

10.58 Additional details on the distribution of the proposed resources for 2025 are reflected in tables 10.19 to 10.21 and figure 10.II.

10.59 As reflected in tables 10.19 (1) and 10.20 (1), the overall resources proposed for 2025 amount to \$9,558,500 before recosting, reflecting a net increase of \$634,600 (or 7.1 per cent) compared with the approved budget for 2024. Resource changes result from technical adjustments, new and expanded mandates, and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 10.19  
Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
A. Executive direction and management	1 758.9	1 686.0	38.6	525.5	1 212.9	1 777.0	105.4
B. Programme of work							
1. Least developed countries	3 593.1	3 997.4	316.3	224.4	(1 212.9)	(672.2)	(16.8)
2. Landlocked developing countries	1 102.7	1 722.8	(302.5)	–	–	(302.5)	(17.6)
3. Small island developing States	1 199.5	1 517.7	(167.7)	–	–	(167.7)	(11.0)
<b>Subtotal, B</b>	<b>5 895.3</b>	<b>7 237.9</b>	<b>(153.9)</b>	<b>224.4</b>	<b>(1 212.9)</b>	<b>(1 142.4)</b>	<b>(15.8)</b>
<b>Subtotal, 1</b>	<b>7 654.2</b>	<b>8 923.9</b>	<b>(115.3)</b>	<b>749.9</b>	<b>–</b>	<b>634.6</b>	<b>7.1</b>

**(2) Extrabudgetary**

<i>Component/subprogramme</i>	<i>2023 expenditure</i>	<i>2024 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2025 estimate</i>
A. Executive direction and management	–	–	–	–	–
B. Programme of work					
1. Least developed countries	2 098.8	1 413.7	40.7	2.9	1 454.4
2. Landlocked developing countries	315.2	1 754.9	(1 319.9)	(75.2)	435.0
3. Small island developing States	216.5	563.6	–	–	563.6
<b>Subtotal, B</b>	<b>2 630.5</b>	<b>3 732.2</b>	<b>(1 279.2)</b>	<b>(34.3)</b>	<b>2 453.0</b>
<b>Subtotal, 2</b>	<b>2 630.5</b>	<b>3 732.2</b>	<b>(1 279.2)</b>	<b>(34.3)</b>	<b>2 453.0</b>
<b>Total (1+2)</b>	<b>10 284.7</b>	<b>12 656.1</b>	<b>(644.6)</b>	<b>(5.1)</b>	<b>12 011.5</b>

Table 10.20

**Overall: proposed posts for 2025 by source of funding, component and subprogramme**

(Number of posts)

*Regular budget*

<i>Component/subprogramme</i>	<i>2024 approved</i>	<i>Changes</i>				<i>2025 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Executive direction and management	8	–	4	6	10	18
B. Programme of work						
1. Least developed countries	22	–	1	(6)	(5)	17
2. Landlocked developing countries	6	–	–	–	–	6
3. Small island developing States	5	–	–	–	–	5
<b>Subtotal, B</b>	<b>33</b>	<b>–</b>	<b>1</b>	<b>(6)</b>	<b>(5)</b>	<b>28</b>
<b>Total</b>	<b>41</b>	<b>–</b>	<b>5</b>	<b>–</b>	<b>5</b>	<b>46</b>

Table 10.21

**Overall: evolution of financial and post resources**

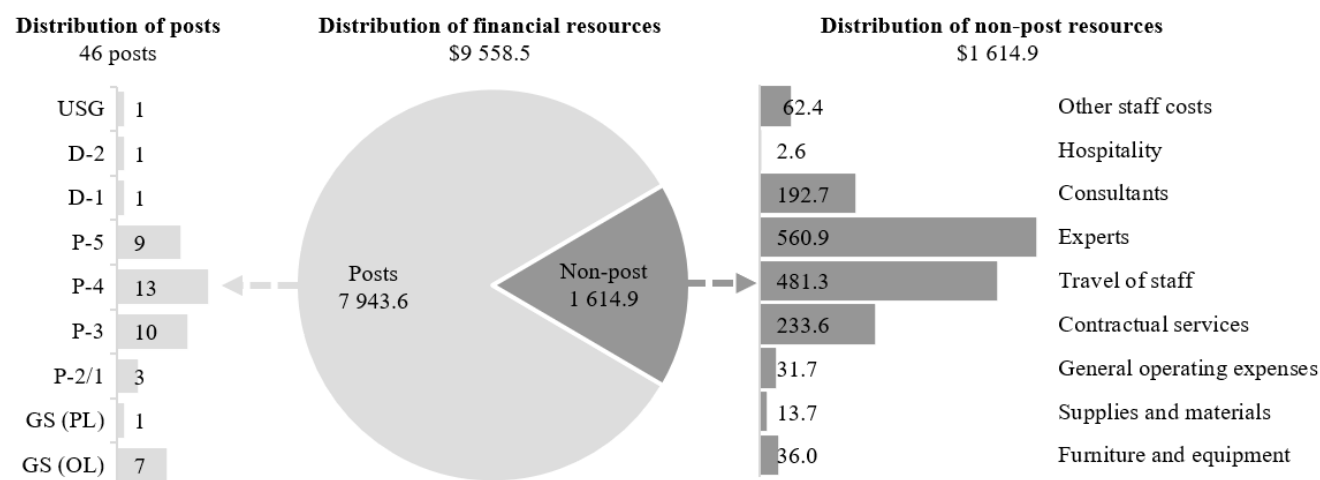
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	6 234.1	6 873.9	502.3	567.4	–	1 069.7	15.6	7 943.6
Non-post	1 420.1	2 050.0	(617.6)	182.5	–	(435.1)	(21.2)	1 614.9
Total	7 654.2	8 923.9	(115.3)	749.9	–	634.6	7.1	9 558.5
Post resources by category								
Professional and higher		33	–	5	–	5	15.2	38
General Service and related		8	–	–	–	–	–	8
Total		41	–	5	–	5	12.2	46



Figure 10.II  
Distribution of proposed resources for 2025 (before recosting)

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor, component and subprogramme

### Overall resource changes

#### Technical adjustments

10.60 As shown in table 10.19 (1), resource changes reflect a net decrease of \$115,300, as follows:

- (a) **Executive direction and management.** The increase of \$38,600 under posts relates to the higher provision at continuing vacancy rates for one post (General service (Other level)) established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (b) **Subprogramme 1, Least developed countries.** The increase of \$316,300 under posts relates to the higher provision at continuing vacancy rates for five posts (1 P-5, 1 P-4, 1 P-3, 1 P-2 and 1 General Service (Principal level)) established in 2024 pursuant to General Assembly resolution [78/252](#), which were subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (c) **Subprogramme 2, Landlocked developing countries** (net decrease of \$302,500):
  - (i) The decrease of \$376,200 under non-posts relates to the removal of non-recurrent provisions for general temporary assistance, contractual services and supplies and materials associated with General Assembly resolution [77/246](#) on follow-up to the second United Nations Conference on Landlocked Developing Countries;
  - (ii) The increase of \$73,700 under posts relates to the higher provision at continuing vacancy rates for one post (P-4) established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts;
- (d) **Subprogramme 3, Small island developing States** (net decrease of \$167,700):
  - (i) The decrease of \$241,400 under non-posts relates to the removal of non-recurrent provisions for general temporary assistance, consultants and supplies and materials associated with General Assembly resolutions [77/245](#) and [78/232](#) on follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States;

- (ii) The increase of \$73,700 under posts relates to the higher provision at continuing vacancy rates for one post (P-4) established in 2024 pursuant to General Assembly resolution [78/252](#), which was subject to a 50 per cent vacancy rate in accordance with the established practice for newly established posts.

#### **New and expanded mandates**

10.61 As shown in table 10.19 (1), resource changes reflect an increase of \$749,900, as follows:

- (a) **Executive direction and management** (increase of \$525,500):
  - (i) The increase of \$443,000 under posts relates to the proposed establishment of one Economic Affairs Officer (P-4), one Data Analyst (P-3), one Programme Management Officer (P-3) and one Public Information Officer (P-3) pursuant to General Assembly resolution [78/233](#) on the follow-up to the Fifth United Nations Conference on the Least Developed Countries and the related recommendations of the Secretary-General contained in his report ([A/77/984](#)), as detailed in annex II to the present report;
  - (ii) The increase of \$82,500 under non-posts would provide for travel of staff (\$50,000), contractual services (\$9,000), general operating expenses (\$5,000), supplies and materials (\$1,000) and furniture and equipment (\$17,500) pursuant to General Assembly resolution [78/233](#) on the follow-up to the Fifth United Nations Conference on the Least Developed Countries and the related recommendations of the Secretary-General contained in his report ([A/77/984](#));
- (b) **Subprogramme 1, Least developed countries** (increase of \$224,400):
  - (i) The increase of \$124,400 under posts relates to the proposed establishment of one post of Programme Management Officer (P-4) pursuant to General Assembly resolution [78/233](#) on the follow-up to the Fifth United Nations Conference on the Least Developed Countries and the related recommendations of the Secretary-General contained in his report ([A/77/984](#)), as detailed in annex II to the present report;
  - (ii) The increase of \$100,000 under non-posts would provide for consultants (\$50,000) and experts (\$50,000) pursuant to General Assembly resolution [78/233](#) on the follow-up to the Fifth United Nations Conference on the Least Developed Countries and the related recommendations of the Secretary-General contained in his report ([A/77/984](#)).

#### **Other changes**

10.62 As shown in table 10.19 (1), resource changes reflect cost-neutral redeployments, as follows:

- (a) **Executive direction and management** (increase of \$1,212,900):
  - (i) The increase of \$1,102,500 under posts relates to the inward redeployment of one Chief of Service (D-1), one Senior Economic Affairs Officer (P-5), two Public Information Officers (P-4 and P-3), one Statistician (P-3) and one Staff Assistant (General Service (Other level)) from subprogramme 1, as detailed in annex II to the present report;
  - (ii) The increase of \$110,400 under non-posts relates to the inward redeployment of provisions under travel of staff (\$36,900) and contractual services (\$73,500) associated with the redeployment of the Advocacy and Outreach Unit from subprogramme 1;
- (b) **Subprogramme 1, Least developed countries.** The decrease of \$1,212,900 relates to:
  - (i) The decrease of \$1,102,500 under posts relates to the outward redeployment of the six posts indicated in paragraph 10.62 (a) above, as detailed in annex II to the present report;
  - (ii) The decrease of \$110,400 under non-posts relates to the outward redeployment of provisions under travel of staff (\$36,900) and contractual services (\$73,500) associated with the redeployment of the Advocacy and Outreach Unit to executive direction and management.

### Extrabudgetary resources

- 10.63 As reflected in table 10.19 (2), extrabudgetary resources amount to \$2,453,000. The non-post resources would complement regular budget resources and would be used mainly to carry out activities relating to follow-up to the Fifth United Nations Conference on the Least Developed Countries, the third United Nations Conference on Landlocked Developing Countries and the fourth International Conference on Small Island Developing States.
- 10.64 The extrabudgetary resources under the present section are subject to the oversight of the Under-Secretary-General and High Representative, who has delegated authority from the Secretary-General.

### Executive direction and management

- 10.65 The Under-Secretary-General and High Representative is responsible for the overall leadership and direction of the Office in the implementation of its mandates and approved programme of work. The High Representative engages in high-level consultations with Member States, organizations of the United Nations system, multilateral and regional financial institutions, the private sector, and civil society groups and academia, and supports the Economic and Social Council and the General Assembly in their reviews and assessments of progress achieved in the implementation of the programmes of action for the three groups of countries and the 2030 Agenda, as it relates to these countries.
- 10.66 The Office advises the Under-Secretary-General and High Representative on issues of policy and management; acts as a focal point for information on all aspects of the work of the Office and ensures that such information is disseminated internally and projected externally, as appropriate; and consults, negotiates and coordinates with other departments, offices, funds and programmes, as well as with non-United Nations entities, on matters of common concern. The Office is headed by a Director (D-2), who deputizes for and is accountable to the Under-Secretary-General and High Representative.
- 10.67 In accordance with the 2030 Agenda, 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 is integrating environmental management practices into its operations. The Office will continue its ongoing dialogue with staff on environmental sustainability in the workplace, including through surveys with staff on sustainability efforts. This will include documenting lessons learned from the sustainability practices utilized at the conferences on landlocked developing countries and small island developing States to be held in 2024. The Office will continue to implement its environmental sustainability strategy and assess progress made to ensure that commitments were implemented in the subsequent year. For example, building on the Office's 2024 environmental sustainability strategy, the CO<sub>2</sub> emissions from air travel will continue to be tracked so that the Office can make informed decisions about its emissions from air travel as a percentage of the total CO<sub>2</sub> emissions from United Nations entities reporting.
- 10.68 Information on the timely submission of documentation and advance booking for air travel is reflected in table 10.22. The Office will strengthen advance planning practices among staff and managers, including through quarterly travel plans and regular monitoring of progress. With regard to partners, the Office will engage with both meeting organizers and participants sponsored by the Office with a view to improving the timeliness of submission of their documentation. The Office will work closely with the Executive Office to further streamline the requirements for the issuance of travel authorizations, within the existing rules and regulations guiding official travel.

Table 10.22  
**Compliance rate**  
(Percentage)

	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Actual 2023</i>	<i>Planned 2024</i>	<i>Planned 2025</i>
Timely submission of documentation	85	86	43	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	47	46	47	100	100

10.69 The proposed regular budget resources for 2025 amount to \$3,463,000 and reflect an increase of \$1,777,000 compared with the approved budget for 2024. The proposed increase is explained in paragraphs 10.60 (a), 10.61 (a) and 10.62 (a) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 10.23 and figure 10.III.

Table 10.23

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

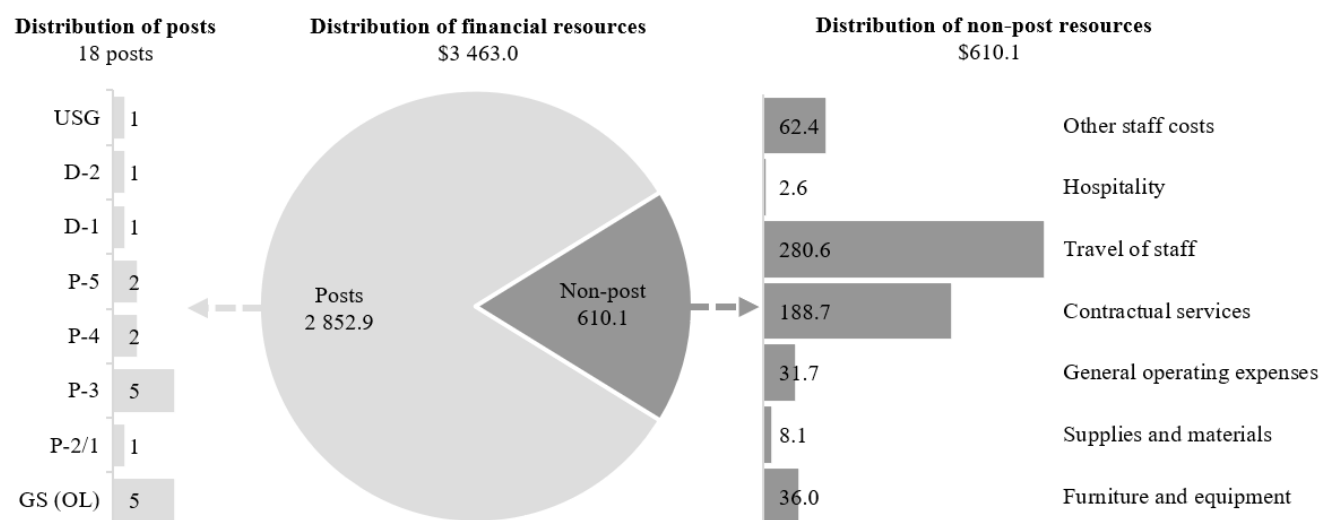
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	1 411.0	1 268.8	38.6	443.0	1 102.5	1 584.1	124.9	2 852.9
Non-post	347.9	417.2	—	82.5	110.4	192.9	46.2	610.1
Total	1 758.9	1 686.0	38.6	525.5	1 212.9	1 777.0	105.4	3 463.0
Post resources by category								
Professional and higher		4	—	4	5	9	225.0	13
General Service and related		4	—	—	1	1	25.0	5
Total		8	—	4	6	10	125.0	18

Figure 10.III

**Executive direction and management: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



**Programme of work**

**Subprogramme 1**

**Least developed countries**

10.70 The proposed regular budget resources for 2025 amount to \$3,325,200 and reflect a net decrease of \$672,200 compared with the approved budget for 2024. The proposed decrease is explained in

paragraphs 10.60 (b), 10.61 (b) and 10.62 (b) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 10.24 and figure 10.IV.

Table 10.24

**Subprogramme 1: evolution of financial and post resources**

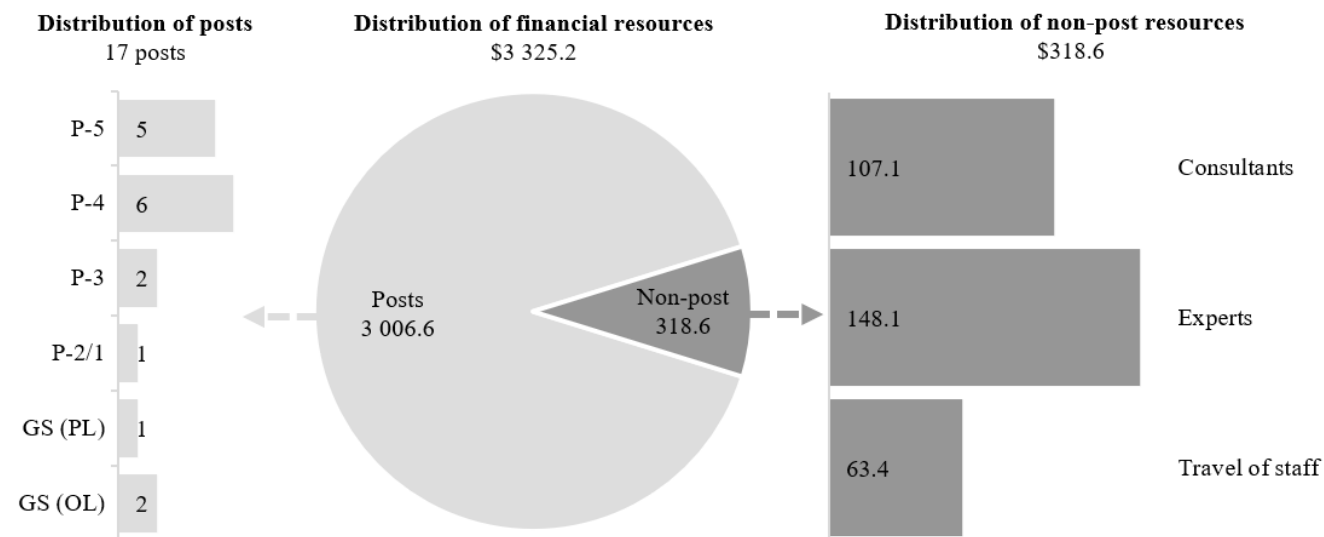
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	3 255.3	3 668.4	316.3	124.4	(1 102.5)	(661.8)	(18.0)	3 006.6
Non-post	337.8	329.0	–	100.0	(110.4)	(10.4)	(3.2)	318.6
Total	3 593.1	3 997.4	316.3	224.4	(1 212.9)	(672.2)	(16.8)	3 325.2
Post resources by category								
Professional and higher		18	–	1	(5)	(4)	(22.2)	14
General Service and related		4	–	–	(1)	(1)	(25.0)	3
Total		22	–	1	(6)	(5)	(22.7)	17

Figure 10.IV

**Subprogramme 1: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



## Subprogramme 2

### Landlocked developing countries

- 10.71 The proposed regular budget resources for 2025 amount to \$1,420,300 and reflect a net decrease of \$302,500 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 10.60 (c) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 10.25 and figure 10.V.

Table 10.25

**Subprogramme 2: evolution of financial and post resources**

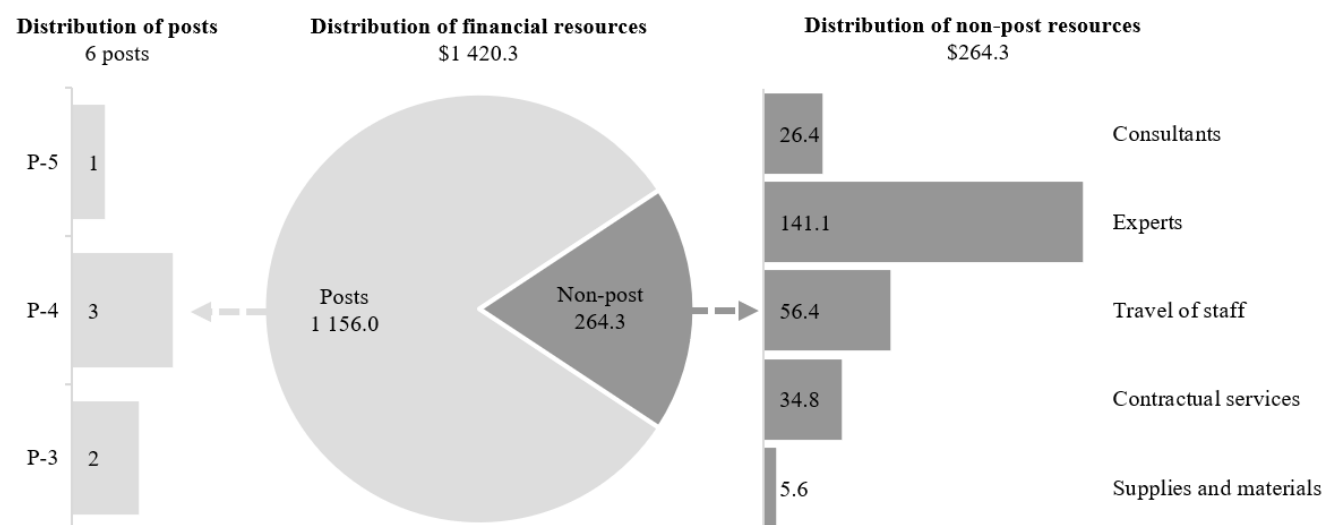
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes				2025 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	693.0	1 082.3	73.7	–	–	73.7	6.8	1 156.0
Non-post	409.7	640.5	(376.2)	–	–	(376.2)	(58.7)	264.3
Total	1 102.7	1 722.8	(302.5)	–	–	(302.5)	(17.6)	1 420.3
Post resources by category								
Professional and higher		6	–	–	–	–	–	6
Total		6	–	–	–	–	–	6

Figure 10.V

**Subprogramme 2: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



**Subprogramme 3**  
**Small island developing States**

- 10.72 The proposed regular budget resources for 2052 amount to \$1,350,000 and reflect a net decrease of \$167,700 compared with the approved budget for 2024. The proposed decrease is explained in paragraph 10.60 (d) above. Additional details on the distribution of the proposed resources for 2025 are reflected in table 10.26 and figure 10.VI.

Table 10.26

**Subprogramme 3: evolution of financial and post resources**

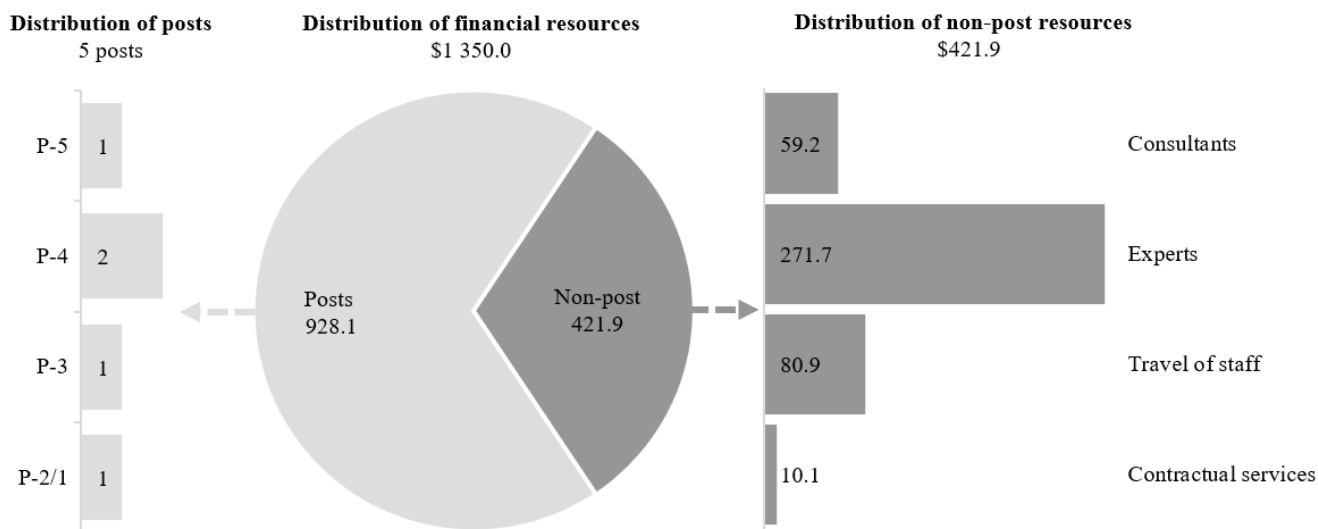
(Thousands of United States dollars/number of posts)

	2023 expenditure	2024 approved	Changes					2025 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Posts	874.8	854.4	73.7	–	–	73.7	8.6	928.1
Non-post	324.7	663.3	(241.4)	–	–	(241.4)	(36.4)	421.9
Total	1 199.5	1 517.7	(167.7)	–	–	(167.7)	(11.0)	1 350.0
Post resources by category								
Professional and higher		5	–	–	–	–	–	5
Total		5	–	–	–	–	–	5

Figure 10.VI

**Subprogramme 3: distribution of proposed resources for 2025 (before recosting)**

(Number of posts/thousands of United States dollars)



## Annex I

### Organizational structure and post distribution for 2025

Two charts showing the organizational structure of the Office are presented below. Chart A reproduces the approved structure as contained in [A/78/6 \(Sect. 10\)](#), while chart B presents the proposed structure for 2025.

#### Justification for the proposed changes

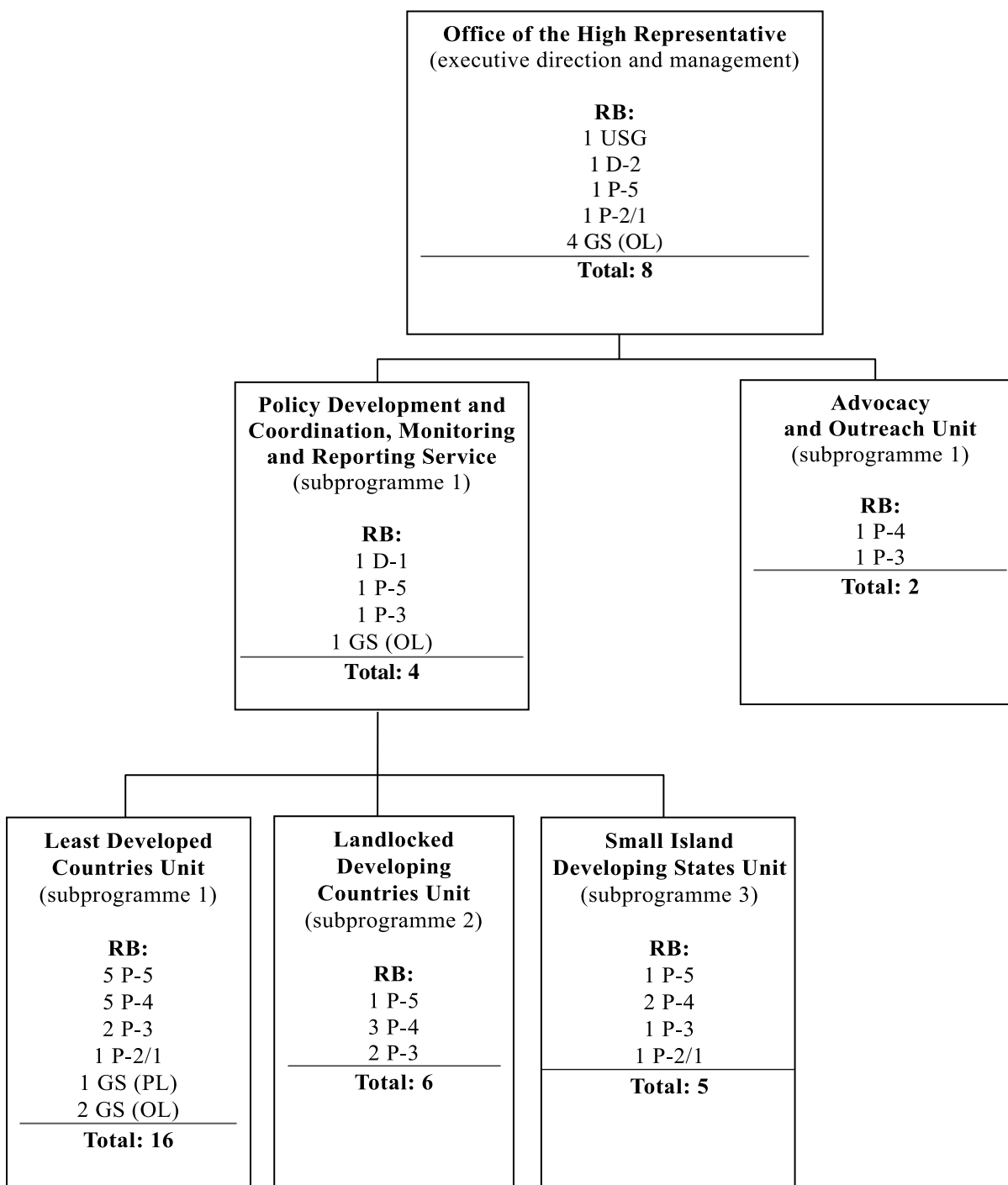
The proposed changes relate to a review of the Office's organizational structure to increase coherence and coordination in the implementation of the three programmes of action, to promote the research, analytical and data management capacity of the Office and to place the Policy Development and Coordination, Monitoring and Reporting Service and the Advocacy and Outreach Unit, pursuant to General Assembly resolution [78/233](#), in which the Assembly approved the proposal of the Secretary-General contained in his report ([A/77/984](#)).

To increase synergies in the implementation and monitoring of the three programmes of action, it is proposed that a Research and Analysis Section be created under executive direction and management as a dedicated capacity to provide policy advice on how to address challenges faced by the three groups of countries. The proposed Section would also provide data and analysis for all three groups of countries, enhancing synergies in the work in the Office. One post of Senior Economic Affairs Officer (P-5) and one post of Economic Affairs Officer (P-3) are proposed to be redeployed from subprogramme 1, Least developed countries, to the proposed Section. These redeployments would be enabled by the redistribution of functions within subprogramme 1, Least developed countries, and the management of cross-cutting issues by the new Section.

Reflecting increased demands to mainstream advocacy and outreach into all the activities of the Office, the Advocacy and Outreach Unit, comprising two posts of Public Information Officer (P-4 and P-3) is proposed for redeployment from subprogramme 1, Least developed countries, to executive direction and management. The review of functions determined that centralizing advocacy and communication capacities would increase effectiveness and synergies among work streams and optimize utilization of the existing capacities to support the three groups of countries through the three subprogrammes.

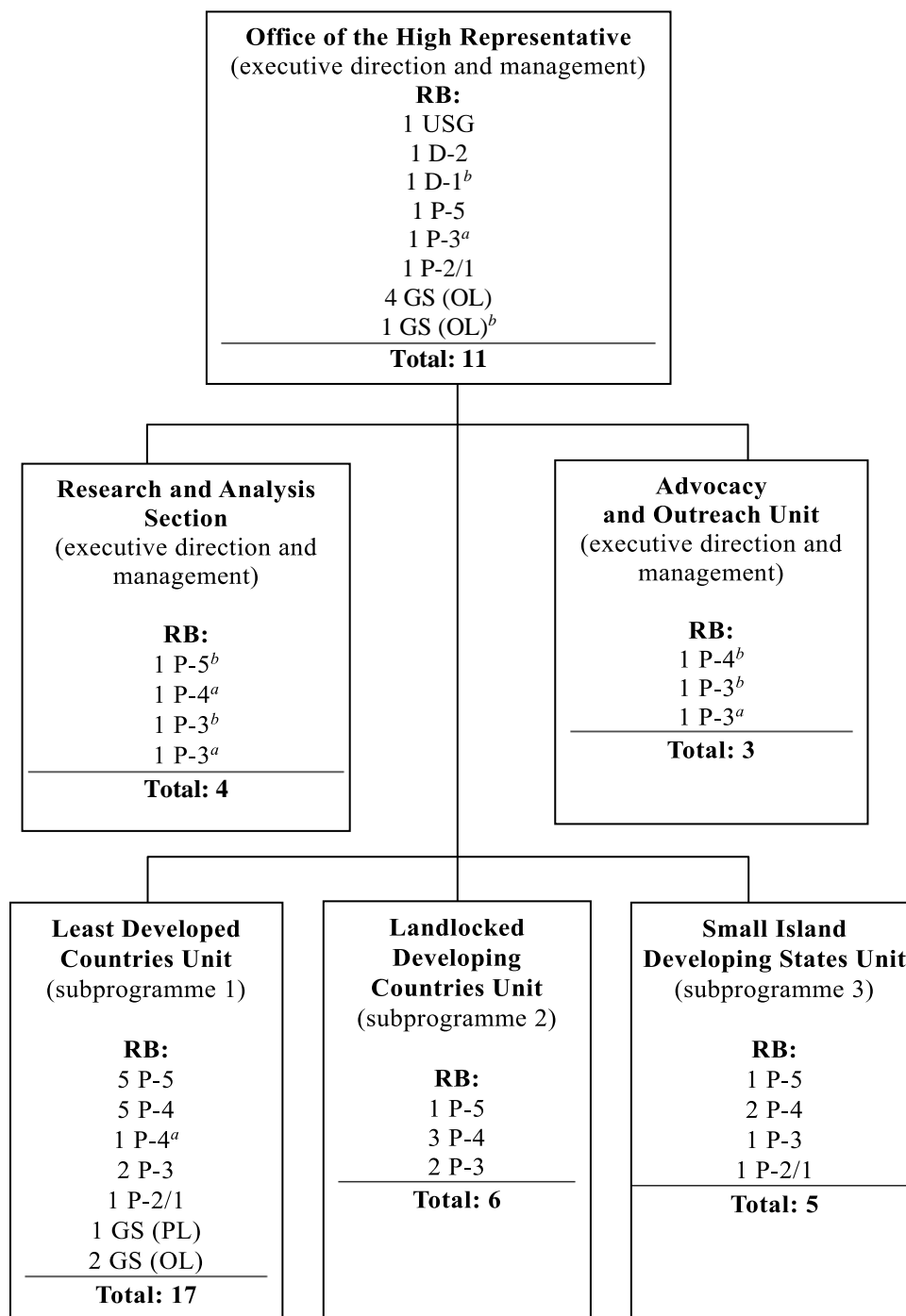
To better utilize the Office's strategic position to address the shared challenges and key development issues facing the three groups of countries and the increased demands for the Office's support to monitor the three programmes of action, it is proposed that oversight and assistance be integrated for all three subprogrammes within the Office. Specifically, it is proposed that the Chief of Service (D-1) and Staff Assistant (General Service (Other level)) be redeployed from subprogramme 1, Least developed countries, to the Office. The Chief of Service and Staff Assistant would continue to fulfil coordination and policy development functions and would expand efforts to mobilize support and contribute to building consensus, with an increased focus on policy recommendations to overcome the shared challenges of the three groups of countries. Each subprogramme would absorb functions relating to the monitoring and reporting of their relevant programmes of action. As a result, the Policy Development and Coordination, Monitoring and Reporting Service would be removed from the organizational chart and each subprogramme would report directly to senior leadership in the executive direction and management component.



**A. Approved organizational structure and post distribution for 2024**

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

## B. Proposed organizational structure and post distribution for 2025



*Abbreviations:* GS (OL), General Service (Other level); GS (PL), General Service (Principal level);

RB, regular budget; USG, Under-Secretary-General.

<sup>a</sup> Establishment.

<sup>b</sup> Redeployment.

## Annex II

## Summary of proposed post changes, by component and subprogramme

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-4	<b>Establishment of Economic Affairs Officer in the Research and Analysis Section</b>	Pursuant to General Assembly resolution <a href="#">78/233</a> , the proposed establishment relates to the recommendations of the Secretary-General contained in his report ( <a href="#">A/77/984</a> ), including to conduct research and analytical work to facilitate science- and evidence-based decision-making. Given the complexity of the geographical and structural constraints that the three groups of countries are facing, together with the disproportionate impacts of new and emerging challenges, there continue to be growing demands for research and analytical work to respond to these challenges and to document and share lessons learned and best practices. The incumbent would perform research and analytical work on key priority areas for the three groups of countries and contribute to various reports and prepare policy briefs on emerging issues to strengthen policy advice provided by the Office to Member States.
Executive direction and management	1	P-3	<b>Establishment of Data Analyst in the Research and Analysis Section</b>	Pursuant to General Assembly resolution <a href="#">78/233</a> , the proposed establishment relates to the recommendations of the Secretary-General contained in his report ( <a href="#">A/77/984</a> ), including to conduct research and analytical work to facilitate science- and evidence-based decision-making. Specifically, there are increased demands for the Office to provide support to Member States to make better use of data for policy development and decision-making that would also address data capacity needs in line with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere. The incumbent would provide data analysis for the monitoring of international policy developments and analytics relating to new and emerging challenges for the implementation of commitments in the three programmes of action. The incumbent would also collect, identify and communicate data, trends and patterns through data visualization to strengthen advocacy and communication to representatives and government officials.
Executive direction and management	1	P-3	<b>Establishment of Programme Management Officer in the Office of the High Representative</b>	Pursuant to General Assembly resolution <a href="#">78/233</a> , the proposed establishment relates to the recommendations of the Secretary-General contained in his report ( <a href="#">A/77/984</a> ), including to strengthen coordination, the management of trust funds and enabling coherent and consistent global support for the three groups of countries. The proposed establishment relates to the increasing demands for coordination among United Nations development system organizations, the inter-agency consultative groups and, given increased demands, coordination within the Office to enable senior management decision-making and provide strategic support and oversight in various areas, including monitoring and performance management and programme planning. The incumbent would contribute to the coordination of and technical support to group consultative processes, which have expanded considerably, as well as the monitoring of sectoral policy developments at intergovernmental processes of relevant

## Part IV International cooperation for development

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	P-3	<b>Establishment</b> of Public Information Officer in the Advocacy and Outreach Unit	<p>international and regional organizations. In terms of United Nations development system coordination, the incumbent would coordinate the development of operational guidelines for the United Nations system support provided to countries in conflict and post-conflict situations. The incumbent would also support the management and oversight of trust funds for the three groups of countries, the planning, monitoring and review of the work programme of the Office, the preparation of the proposed programme budget and performance reports, and the administration of human resources activities.</p> <p>Pursuant to General Assembly resolution <a href="#">78/233</a>, the proposed establishment relates to the recommendations of the Secretary-General contained in his report (<a href="#">A/77/984</a>), including to enhance synergies and expand advocacy and outreach activities for the three groups of countries. In order to strengthen advocacy work relating to the effective and timely implementation of the three programmes of action and to communicate the enhanced analytical work on how to address shared challenges of the three groups of countries, the incumbent would prepare dedicated advocacy and communications materials, including statements, remarks to the press and speeches by the Under-Secretary-General, and support media relations for the Under-Secretary-General. The incumbent would help to develop and lead an advocacy strategy that is intended to encourage the adoption and use of the multidimensional vulnerability index and would develop communications campaigns to address funding needs and implementation support for the three programmes of action. The incumbent would help to develop regular communication materials for national representatives and technical audiences, including newsletters, information materials and progress updates on milestones and implementation of the three programmes of action, as well as relevant workshops, seminars and other activities at the global, regional and national levels that may be of interest to the Office's main constituencies.</p>
Subprogramme 1, Least developed countries	1	P-4	<b>Establishment</b> of Programme Management Officer in the Least Developed Countries Section	<p>Pursuant to General Assembly resolution <a href="#">78/233</a>, the proposed establishment relates to the recommendations of the Secretary-General contained in his report (<a href="#">A/77/984</a>), including to address growing demands for the Office's assistance to least developed countries in mainstreaming the Doha Programme of Action into their national policies and programmes. The incumbent would support Member States in monitoring the implementation of the Doha Programme of Action at the national, regional and global levels to accelerate that implementation. The incumbent would support the follow-up of the Doha Programme of Action by the least developed countries at the global, sectoral and country levels, including further strengthening the network of national focal points of least developed countries and organizing and conducting workshops, seminars and other activities at the global, regional and national levels.</p>

## Section 10 Least developed countries, landlocked developing countries and small island developing States

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Subprogramme 1, Least developed countries	(1) (1) (1) (2) (1)	D-1 P-5 P-4 P-3 GS (OL)	<b>Redeployment</b> of Chief of Service, Senior Economic Affairs Officer, Public Information Officers, Statistician and Staff Assistant	The proposed redeployments relate to a review of the Office's organizational structure as explained in paragraphs 10.70 to 10.73 above.  To increase synergies in the implementation and monitoring of the three programmes of action, it is proposed that a Research and Analysis Section be created under executive direction and management within the Office as a dedicated capacity to provide policy advice on how to address challenges faced by the three groups of countries. The proposed Section would also provide data and analysis for all three groups of countries, enhancing synergies in the work in the Office. One post of Senior Economic Affairs Officer (P-5) and one post of Economic Affairs Officer (P-3) are proposed to be redeployed from subprogramme 1, Least developed countries, into this new Section. These redeployments would be enabled by the redistribution of functions within subprogramme 1, Least developed countries, and the management of cross-cutting issues by the new Section.
Executive direction and management	1 1 1 2 1	D-1 P-5 P-4 P-3 GS (OL)		Reflecting increased demands to mainstream advocacy and outreach into all the activities of the Office, the Advocacy and Outreach Unit, comprising two posts of Public Information Officer (P-4 and P-3), is proposed for redeployment from subprogramme 1, Least developed countries, to executive direction and management. The review of functions determined that centralizing advocacy and communication capacities would increase effectiveness and synergies among workstreams and optimize utilization of the existing capacities to support the three groups of countries through the three subprogrammes.  To better utilize the Office's strategic position to address the shared challenges and key development issues facing the three groups of countries, as well as increased demands for the Office's support to monitor the three programmes of action, it is proposed that oversight and assistance for all three subprogrammes be integrated within the Office. Specifically, it is proposed that the Chief of Service (D-1) and Staff Assistant (General Service (Other level)) be redeployed from subprogramme 1, Least developed countries, to the Office. The Chief of Service and Staff Assistant would continue to fulfil coordination and policy development functions and would expand efforts to mobilize support and contribute to building consensus, with an increased focus on policy recommendations to overcome the shared challenges of the three groups of countries. Each subprogramme would absorb functions relating to the monitoring and reporting of their relevant programmes of action.

*Abbreviation:* GS (OL), General Service (Other level).