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Programme planning

Proposed programme budget for 2020

Part IV

International cooperation for development

Section 9

Economic and social affairs

Programme 7

Economic and social affairs

Contents

	<i>Page</i>
Foreword	3
Overall orientation	4
A. Proposed programme plan for 2020 and programme performance for 2018***	12
B. Proposed post and non-post resource requirements for 2020****	50
Annexes	
I. Organizational structure and post distribution for 2020	87
II. Summary of proposed changes in established and temporary posts by component and subprogramme	88

* Reissued for technical reasons on 13 June 2019.

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

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

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





Foreword

Since assuming leadership of the Department of Economic and Social Affairs, I have been inspired by the substantive contribution that the Department has made to global milestones that have been achieved in the development pillar. From the early conferences on social development and sustainable development to the historic 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the SIDS Accelerated Modalities of Action (SAMOA) Pathway, Member States have entrusted the Department with providing effective substantive support in the preparation of and follow-up to global conferences whose outcomes have set ambitious goals for social, economic and environmental progress – the three critical dimensions of sustainable development.

In response to General Assembly resolution [70/299](#), and under the guidance of the Secretary-General, I have instituted changes in the Department of Economic and Social Affairs that will further enhance our capacity to support Member States and maximize contributions to the Sustainable Development Goals through stronger thought leadership, more collaborative approaches and new skills sets. It is my firm belief that by aligning its programmes with the 2030 Agenda for Sustainable Development, the Department is now poised to provide the agile and valuable support that Member States need to address the global economic and social challenges of our day.

The Department's new configuration will strengthen its unique role in the development arena, including in the areas of intergovernmental support; thought leadership in key global policy issues; statistical analysis and reporting of global datasets, megatrends and knowledge production; inclusive social policy and analysis of thematic and frontier issues; strengthening of public institutions; and strategies for leveraging financing for development. The Department's normative and analytical work, as well as its capacity development work, which addresses the needs of the least developed countries and small island developing States, will continue to be guided by the priorities of Member States, including the recommendations arising from thematic and policy reviews of global development mandates.

The Department remains fully supportive of other reform initiatives, including the repositioning of the United Nations development system. It will establish a structured engagement channel with the reinvigorated resident coordinator system to expand its thought leadership and build an interactive relationship with national partners, including through its analytical tools and products related to the Sustainable Development Goals. Furthermore, in this regard, we will improve our monitoring and evaluation capacity to further strengthen our accountability, programme planning and delivery.

I look forward to a strengthened Department of Economic and Social Affairs delivering its mandated programme of work, supporting the implementation of the 2030 Agenda and being part of a responsive United Nations that delivers better results for people and the planet and builds a world of dignity for all.

(Signed) **Liu Zhenmin**
Under-Secretary-General for Economic and Social Affairs

Overall orientation

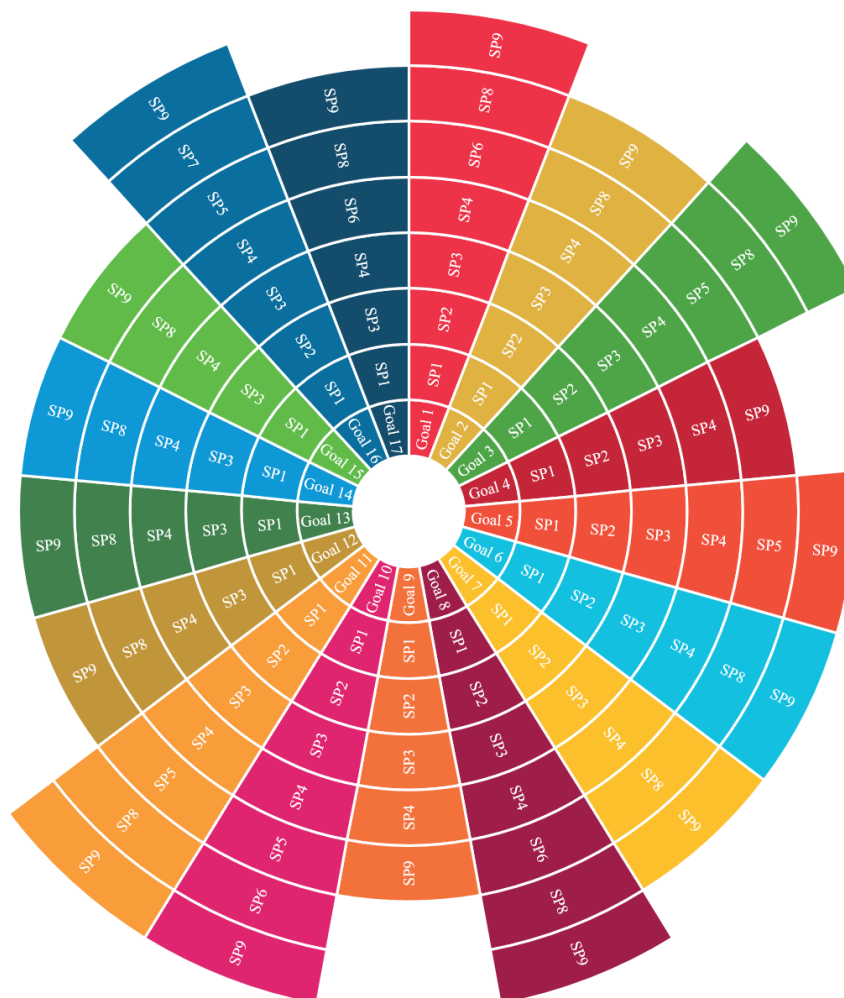
Mandates and background

- 9.1 The Department of Economic and Social Affairs supports the development pillar of the United Nations Secretariat, including by ensuring international cooperation in the pursuit of sustainable development for all. The mandate derives from the proposals put forward in the report of the Secretary-General entitled “Renewing the United Nations: a programme for reform” (A/51/950). In 1997, the General Assembly, in its resolution 52/220, noted the creation of the new Department of Economic and Social Affairs. The Department’s mandates are in line with the Charter of the United Nation, in particular Chapter IV, on the General Assembly; Chapter IX, on International economic and social cooperation: and Chapter X, on the Economic and Social Council.
- 9.2 The Department’s responsibilities include:
- (a) Providing substantive support to the bodies established under the Charter of the United Nations dealing with development issues, namely, the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies. Over the past 20 years, the Department has spearheaded numerous initiatives to advance economic and social development issues: the early conferences on sustainable development to the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, from 20 to 22 June 2012; all of the conferences on small island developing States, as well as on social development, ageing, and population and development; the Millennium Development Goals to the formulation of the historic 2030 Agenda for Sustainable Development and the 17 interlinked Sustainable Development Goals; and the Monterrey Consensus of the International Conference on Financing for Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development;
 - (b) Monitoring and analysing development trends, prospects and policy issues globally;
 - (c) Providing support for capacity development in policy formulation and implementation, in particular in supporting the implementation of the 2030 Agenda and the Sustainable Development Goals, through, inter alia, the implementation of the regular programme of technical cooperation and Development Account projects.

Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas

- 9.3 The mandates of the Department of Economic and Social Affairs guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme’s objective. The objectives of the subprogrammes are aligned with the Organization’s purpose to achieve international cooperation in solving international problems of an economic, social, cultural or humanitarian character and in promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language or religion, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 9.1 summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 9.1
Economic and social affairs: alignment of subprogrammes with Sustainable Development Goals



- 9.4 The objectives of the subprogrammes are also aligned with the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; the Paris Agreement; the SIDS Accelerated Modalities of Action (SAMOA) Pathway; the Global Compact for Safe, Orderly and Regular Migration; Agenda 21; the Programme for the Further Implementation of Agenda 21; and the outcomes of the World Summit on Sustainable Development and the United Nations Conference on Sustainable Development.

Recent developments

- 9.5 The Department underwent reform in response to the request by the General Assembly, in its resolution [70/299](#), that the effectiveness, efficiency, accountability and internal coordination of the Department be enhanced, considering the need to avoid overlap in its work and ensuring that the work of the Department is organized in an integrated, cohesive, coordinated and collaborative manner, in order that the Department as a whole can provide support to the follow-up and review of the 2030 Agenda for Sustainable Development at the global level, including to the work of the Economic and Social Council and the organization of the segments of its session and the high-level political forum. Moreover, in its resolution [72/279](#), the Assembly acknowledged resolution [70/299](#)

and reaffirmed the central role of the Department in providing secretariat support to the review and follow-up process of the 2030 Agenda.

- 9.6 The Secretary-General, in his reports to the General Assembly in June and December 2017 (A/72/124-E/2018/3 and A/72/684-E/2018/7), presented to Member States his vision on repositioning the United Nations development system to deliver on the 2030 Agenda, which included ideas for a strengthened and reformed Department of Economic and Social Affairs, with three key objectives: (a) to improve the Department's support to intergovernmental processes related to sustainable development; (b) to step up the Department's capacities for policy analysis and knowledge production; and (c) to reassert the Department's position at the forefront of sustainable development policy at the global level, including as the "docking station" for financing for development at the global level, working closely with international financial institutions and the World Bank.
- 9.7 The Department therefore reorganized the work of its subprogrammes to better support Member States in implementing the 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement and other agreements in the economic, social and environmental areas. This included:
- (a) Redeployment of the Department's functions and resources in support of the General Assembly, the Economic and Social Council and its subsidiary bodies and the high-level political forum on sustainable development to provide integrated, coordinated and cohesive support to Member States. Such redeployment of functions and resources ensured that the servicing of the high-level political forum was with a single subprogramme within the Department;
 - (b) Realignment of the work within each of the subprogrammes to better respond to the 2030 Agenda and rationalization of internal work processes to ensure effective and efficient programme delivery. In addition, subprogrammes 1, 2, 6, 7 and 9 have been renamed to better reflect the alignment of their work with the 2030 Agenda and the priorities of Member States. One subprogramme was reorganized to focus on providing substantive support related to the Sustainable Development Goals and their thematic dimensions, including interlinkages and capacity-building;
 - (c) Strengthening of the function and role of the Department as the "docking station" for financing for development, including integrated work in a single subprogramme supporting the various tracks of financing for sustainable development and development cooperation;
 - (d) Strengthening of the analytical capacities of the Department at the global level, including on frontier and emerging issues, through the appointment of the Chief Economist and the reorganization of the subprogrammes responsible for analytical work. In this regard, having reviewed the complementarity between its flagship publications, the *Report on the World Social Situation* and the *World Economic and Social Survey*, both in terms of mandate and thematic focus, the Department has decided to merge these publications into the *World Social Report*. This single flagship publication combines the analysis of the *World Economic and Social Survey* of pressing long-term social and economic development issues, along with the impact of corresponding policy prescriptions, with the policy analysis of the *Report on the World Social Situation* of socioeconomic matters at the intergovernmental level aimed at identifying emerging social trends of international concern and analysing their relationships with major development issues that have both international and national dimensions. As the flagship publication on social issues and global megatrends, the *World Social Report* will strengthen the Department's social pillar and the alignment of its work with the 2030 Agenda;
 - (e) Strengthening and streamlining of the coordination and implementation of capacity development activities with a clear division of functions between programme management and programme support, underscoring the critical connection with the United Nations development system at the regional and country levels;

- (f) Updating of relevant job descriptions to reflect the alignment of the Department's work programme and resources with the 2030 Agenda and to reinvigorate and empower staff in their efforts to support Member States and stakeholders.
- 9.8 The internal restructuring and reorganization of the Department brought more effective support to the high-level political forum in July 2018 and has strengthened preparations under way for the sessions of the high-level political forum to be convened under the auspices of the Economic and Social Council in July 2019 and under the auspices of the General Assembly in September 2019.

Strategy and external factors for 2020

- 9.9 In order to fulfil the full range of mandates outlined in General Assembly resolution [70/299](#), and bearing in mind Assembly resolution [72/279](#) on the repositioning of the United Nations development system, the Department will take the following additional measures to support Member States in 2020:
- (a) Strengthening of thought leadership to respond to the new demands of the 2030 Agenda. This will include, inter alia, the establishment of a network of economists from the United Nations system and the development of mechanisms to bring together, more systematically, available statistics and data to support the Secretary-General's strategy for prevention, in accordance with the mandates of the Department;
 - (b) Enhancement of the intergovernmental support for implementation of the 2030 Agenda. This will include the co-leading with the United Nations Development Programme of a task-team of entities of the United Nations development system to enable system-wide engagement in the substantive preparations for the high-level political forum. This will help align data sets and foster common analysis;
 - (c) Improvement of data, statistics and analysis to inform decision-making and enhance collective accountability for results;
 - (d) Stepping up of capacities to leverage financing for the implementation of the Sustainable Development Goals. The Department will fully partake in the efforts of the United Nations Sustainable Development Group to scale up partnerships for the 2030 Agenda and the Addis Ababa Action Agenda, including further engaging with the private sector in advancing financing for the Sustainable Development Goals;
 - (e) Contributing to the provision of strategic and substantive support to the reinvigorated resident coordinator system and the new generation of United Nations country teams. This issue, which cuts across all the aforementioned areas, is critical to maximizing the impact of the repositioning of the United Nations development system and the ultimate objective of strengthening results on the ground;
 - (f) Strengthening of the strategies and mechanisms of the Department to enhance external communications and strategic partnerships. More open and proactive communications will help to ensure transparency, better knowledge management and strategic messaging, which should result in increased understanding of the work of the Department and the key messages from its research and analytical products.
- 9.10 With regard to the overall implementation, follow-up and review process of the 2030 Agenda, the Department will ensure integrated and coordinated support for the work of the General Assembly, especially its Second and Third Committees, the high-level political forum on sustainable development and the high-level and other segments and meetings of the Economic and Social Council, the youth forum, the partnership forum and other events and subsidiary bodies. In particular, the Department will engage a wide range of stakeholders in the preparations for and meetings of intergovernmental bodies. It will ensure that the work of the intergovernmental bodies is supported by high-quality analysis and the latest evidence and data. This will be achieved through strengthened research in support of reports and publications and systematic analysis of new issues,

among other things. A special effort will be made to support effective voluntary national reviews and thematic reviews at the high-level political forum.

- 9.11 The Department will continue to provide substantive support to the General Assembly and the Economic and Social Council in reviewing and analysing the operational activities for development of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system. As the 2016–2020 cycle of the review draws to a close, the General Assembly will consider the new cycle in the fourth quarter of 2020, including the follow-up to General Assembly resolution 72/279. The 2020 review will be an opportunity for Member States to assess and set policy guidance on system-wide issues related to efficiency and effectiveness, as well as to take further decisions based on the results of the reviews mandated by the General Assembly in its resolution 72/279, including on the reinvigorated resident coordinator system. A report of the Secretary-General on his recommendations for the next review cycle will also be considered. The Department will support Member States in conducting the review based on data and indicators, various surveys and analytical studies. The regular annual report on the implementation of the review will be presented at the 2020 Economic and Social Council operational activities segment.
- 9.12 Strategic integration remains essential to promoting a coherent and integrated implementation process in advancing the 2030 Agenda and the Sustainable Development Goals. This includes continuous enhancement of linkages across the subprogrammes of the Department to facilitate more effective and flexible support for Member States, in close cooperation with entities of the expanded Executive Committee on Economic and Social Affairs, and to ensure stronger linkages with the United Nations Sustainable Development Group, other executive committees and various other partners. The Department will also aim to support a coherent and integrated approach to the implementation of the 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030. An integrated approach is essential for the achievement of a risk-informed and resilient 2030 Agenda. The Department will also continue to provide substantive support and capacity-building on the thematic dimensions of the 17 Sustainable Development Goals, with emphasis on water, energy, climate, oceans, forests, urbanization, transport, science and technology, poverty and inequality, full and productive employment and decent work for all.
- 9.13 In addition, the Department will continue to fulfil its mandates to coordinate the review of the implementation of a broad range of other international intergovernmental agreements, including the Copenhagen Declaration on Social Development and the Programme of Action of the World Summit for Social Development, the World Programme of Action for Youth, the United Nations Declaration on the Rights of Indigenous Peoples and the outcome document of the World Conference on Indigenous Peoples, the Convention on the Rights of Persons with Disabilities and the outcome document of the high-level meeting of the General Assembly on disability and development and the Madrid International Plan of Action on Ageing, 2002, as well as the implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027).
- 9.14 The Department will deepen its analysis of the Sustainable Development Goals through support for the preparation of the *Global Sustainable Development Report*. It will also further its work on implementing all action plans and partnerships related to small island developing States, notably the SAMOA Pathway. The Department will also continue to pursue greater collaboration with regional forums to assist them in better integrating the economic, social and environmental dimensions of sustainable development and to ensure that leaving no one behind is the focus of the implementation of the 2030 Agenda at the global, regional, national and local levels.
- 9.15 With respect to the internationally agreed framework of indicators to review progress towards the Sustainable Development Goals and targets, the Department is working closely with United Nations agencies and related organizations to coordinate their efforts to provide effective assistance in strengthening national statistical capacities to meet the data demands of the Sustainable Development Goals and other national development priorities. The work on statistics will continue

to be aligned with and based on the three substantive pillars and the main strategic mandated functions of the 2030 Agenda.

- 9.16 Moreover, on issues of migration and of population and development, the Department continues to contribute to the global review of progress on the Sustainable Development Goals by serving as the custodian agency for Sustainable Development Goal indicators on migration policies and reproductive health, including family planning, by providing essential data that serve as inputs to the global monitoring of more than one third of the indicators and by supporting the discussion of relevant issues in the Commission on Population and Development, which contributes to the reviews of the Sustainable Development Goals taking place in the high-level political forum. As a member of the Executive Committee of the new United Nations network on migration, the Department will also contribute to the implementation of the Global Compact for Safe, Orderly and Regular Migration. It will continue to produce the official United Nations estimates and projections of global population, including the number of international migrants by country of origin and destination, accompanied by analyses of the interlinkages between population trends and sustainable development.
- 9.17 The Department will strengthen its analytical capabilities and products, including its flagship publications, and will explore the policy implications of its analysis for the implementation of the 2030 Agenda. Among other things, this will help to enhance its secretariat support for the Committee for Development Policy and its substantive support for the United Nations High-level Advisory Board on Economic and Social Affairs. The Department will also continue to focus on frontier and emerging issues, as well as issues associated with countries in special situations. It will retain a long-term view of sustainable development trends and their impact on the Sustainable Development Goals. It will also enhance partnerships within the United Nations system to ensure that analytical work at the national and regional levels feeds into the global-level deliberations, strengthen the linkages between normative and analytical work, policies and capacity development, and contribute to peace and security efforts. The Department will continue to support the collaboration between the Economic and Social Council and the Peacebuilding Commission to enhance the peace and development nexus at the intergovernmental level and the alignment process under way to enhance coherence among the General Assembly, the Economic and Social Council and the high-level political forum on sustainable development.
- 9.18 The work of the Department will also be redirected towards analysing and supporting efforts to make institutions inclusive, effective, accountable and well-equipped to achieve the Sustainable Development Goals, as reflected in Goal 16. The Department will assist United Nations intergovernmental bodies in reflecting on the role of institutions, as an integral part of their examination of the Sustainable Development Goals, and will support the Committee of Experts on Public Administration in providing expertise and ideas.
- 9.19 As the secretariat of the United Nations Forum on Forests, the Department will continue to strengthen its support to Member States in the effective implementation of the sustainable management of all types of forests at all levels, in accordance with the United Nations forest instrument and the global objectives on forests and the forest-related Sustainable Development Goals and targets. The Department will continue to provide substantive support through the Global Forest Financing Facilitation Network of the United Nations Forum on Forests to build the capacity of countries, to facilitate access to financing for forests and to promote the design of national forest financing strategies. As part of the response to the call by the General Assembly for the work of the Department to be organized in an integrated, cohesive, coordinated and collaborative manner so that it can provide support to the follow-up and review of the 2030 Agenda for Sustainable Development at the global level, it is proposed that the secretariat of the United Nations Forum on Forests, which implements the subprogramme on sustainable forest management, be aligned with the Division for Sustainable Development Goals. In addition to its programmes on climate change, energy, oceans, water and transport, the Division for Sustainable Development Goals is the Department's analytical and substantive hub for all thematic issues related to the Sustainable Development Goals. Under this proposal, the secretariat of the United Nations Forum on Forests would remain exclusively

responsible for supporting the Forum and delivering the respective mandates under subprogramme 8, with strengthened support from subprogramme 3 to ensure cross-cutting coverage of issues that have an impact on sustainable forest development.

- 9.20 The Department plays a leading role in supporting various work streams on the means of implementation of the 2030 Agenda, including the Addis Ababa Action Agenda, and strengthening United Nations cooperation with other international organizations in financing for sustainable development, while also providing integrated analytical support to the Secretary-General. The Department is already preparing for the 2020 high-level meeting of the Development Cooperation Forum, with a view to advancing the strategic role of development cooperation to achieve the 2030 Agenda. It will continue to support developing countries in designing and implementing integrated national financing frameworks and the strategies that support them, in line with the Secretary-General's strategy for financing the 2030 Agenda, which commits the United Nations development system to supporting the development of sustainable financing strategies at the country and regional levels. The project will entail the development of toolkits for United Nations country teams to support developing countries in designing and implementing integrated national financing frameworks and translating global policies to the national level in support of their sustainable development strategies. The Department will also continue to provide support to the Secretary-General in coordinating the participation of United Nations representatives in the Group of Twenty (G-20) processes and other global economic and financial institutions and forums. Moreover, as part of its ongoing efforts, under General Assembly resolution [70/299](#), to enhance the effectiveness, efficiency, internal coordination and accountability of its work, the Department will establish a central monitoring and evaluation capacity that will strengthen its programme delivery. This will also address longstanding observations by audit entities regarding the Department's limited central monitoring and evaluation capacity and be in line with reform initiatives to strengthen monitoring and evaluation functions in the Secretariat.
- 9.21 With regard to external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Continued availability of up-to-date and accurate information and data for the Department's analytical products;
 - (b) Continued cooperation with policymakers and relevant national, regional and international stakeholders and entities in the consideration of sustainable development issues in the General Assembly, the Economic and Social Council and the high-level political forum on sustainable development, as well as other intergovernmental processes serviced by the programme;
 - (c) Governments and other stakeholders collaborate with the programme in undertaking the proposed programme activities and have the necessary national resources and capacity.
- 9.22 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the highlighted results for 2018 for subprogrammes 3, 7 and 9 reflect gender-related aspects.
- 9.23 With regard to cooperation with other entities, the Under-Secretary-General for Economic and Social Affairs serves as convener of the Executive Committee on Economic and Social Affairs. As a coordination vehicle for the United Nations in economic and social affairs, the Executive Committee is committed to: (a) ensuring greater coherence within the United Nations; (b) facilitating more effective participation of developing countries in global processes; (c) achieving a better balance between the global and regional dimensions of development, in terms of analysis, norm- and standard-setting, and technical assistance; and (d) strengthening the linkages among the United Nations normative, analytical and operational work. Furthermore, the Department, through the Executive Committee, works with United Nations entities to ensure that their intergovernmental bodies contribute to the work of the high-level political forum. Moreover, the Department supports the General Assembly and the Economic and Social Council in the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The Department works closely with United Nations system entities and the United Nations Sustainable

Development Group in carrying out this work. Furthermore, the Department will establish an internal coordination capacity to support the reinvigorated resident coordinator system and the new generation of United Nations country teams that will facilitate more structured engagement between the Department and the resident coordinators.

- 9.24 With regard to inter-agency coordination and liaison, the Department works closely with different agencies and stakeholders to step up its capacities for policy analysis and knowledge production. For example, in collaboration with partners and stakeholders, the Department pioneers new ways to address the challenges and opportunities of data interoperability. This includes identifying tools and defining the governance systems for data sets from different data ecosystems to collaborate across institutional, sectoral and organizational boundaries.

Evaluation activities

- 9.25 The self-evaluation of the work programme of subprogramme 5, completed in 2018, has guided the programme plan for 2020.
- 9.26 The findings of the self-evaluation referenced in paragraph 9.25 above have been taken into account for the programme plan for 2020 of subprogramme 5. The objective of the evaluation was to provide a timely and in-depth evaluation of the major outputs of the subprogramme. Various ways of working within the subprogramme were explored and alternative strategies for improving the efficiency of the production and publishing of major outputs were examined.
- 9.27 The following evaluations and self-evaluations are planned for 2020:
- (a) Evaluation by the Office of Internal Oversight Services of the Department as a whole;
 - (b) Self-evaluation of subprogramme 2 to assess the relevance, impact and effectiveness of activities;
 - (c) Self-evaluation of subprogramme 6 to review the extent to which the subprogramme is improving the awareness of and the dialogue on the world economic situation, including by fostering and disseminating a unified United Nations view of the world economic outlook and its implications for the prospects of developing countries.

A. Proposed programme plan for 2020 and programme performance for 2018

Programme of work



Subprogramme 1 Intergovernmental support and coordination for sustainable development

1. Objective

- 9.28 The objective, to which this subprogramme contributes, is to advance the roles of the General Assembly, the Economic and Social Council and the high-level political forum on sustainable development in the integrated implementation of and follow-up to the 2030 Agenda for Sustainable Development and to the outcomes of the United Nations conferences in the economic, social, environmental and related fields.

2. Alignment with the Sustainable Development Goals

- 9.29 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Focus on technology and future trends for sustainable development

Rapid technological development can contribute to sustainable development, but it can also pose threats if not managed properly. This reality is generating increased attention at the United Nations and elsewhere. In late 2017, Sophia, the first robot panelist at the United Nations, interacted with delegates for the first time in United Nations history during the joint meeting of the Economic and Social Council and the Second Committee of the General Assembly, on the theme “The future of everything: sustainable development in the age of rapid technological change”.

In 2018, the subprogramme provided support in focusing the high-level segment of the Economic and Social Council on such emerging trends and enabling the high-level segment to look beyond its usual remit – the analysis of today’s economic and social contexts. Proposals thus enabled Member States to examine future trends and new and emerging issues that will impact the implementation of the Sustainable



The Deputy Secretary-General held a brief dialogue with Sophia, a humanoid robot and the first such panelist at the United Nations, during the joint meeting of the Economic Social Council and the Second Committee of the General Assembly in October 2017. Source: United Nations

Development Goals two, five or more years down the line. In this context, the subprogramme invited chief economists, specialists in foresight and macroeconomic modelling, and other relevant experts to examine the

impact of today's trends and decisions on the future of sustainable development and reflect on long-term trends, including the role of new and old technologies in advancing the Sustainable Development Goals.

Furthermore, the subprogramme prepared the 2018 report of the Secretary-General on harnessing new technologies to achieve the Sustainable Development Goals (E/2018/66), which alerted Member States about the urgent need to address the opportunities and potential threats related to rapid technological development and to reflect on the kind of actions required to leverage frontier technologies towards the common good, including the 2030 Agenda for Sustainable Development.

Result and evidence

The deliverables contributed to the result, which is bolstered commitment by Member States to refocus the high-level segment of the Economic and Social Council from the analysis of contemporary economic and social contexts to the consideration of long-term planning and analysis towards the 2030 horizon and the attainment of the Sustainable Development Goals.

Evidence of the result includes the adoption by the General Assembly of resolution 72/305, in which it agreed that during the last day of the high-level segment, the Economic and Social Council should focus on future trends and scenarios related to the Council theme, the long-term impact of current trends, such as the contribution of new technologies, in the economic, social and environmental areas on the realization of the Sustainable Development Goals.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 9.30 A planned result for 2018, which is the strengthened role of the General Assembly and the Economic and Social Council in facilitating and monitoring progress towards the implementation of the internationally agreed development goals, including the Sustainable Development Goals, and in reinforcing the linkages between global policy discussion and national efforts to achieve those goals, including through the high-level political forum on sustainable development, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase in the percentage of national focal points involved in United Nations country-level work participating in the operational activities segment, from 38 per cent in 2017 to 42 per cent in 2018. Moreover, it is expected that this indicator improve further in 2019, paving the way for a well-informed and inclusive quadrennial comprehensive policy review by the General Assembly in 2020.

4. Highlighted planned result for 2020

Voluntary national review process: reaching the Sustainable Development Goals faster

In July 2018, the high-level political forum met for the third time since the adoption of the 2030 Agenda. The 2030 Agenda established the forum as the platform for overseeing follow-up and review of the 2030 Agenda at the global level. Since 2016, when the voluntary national review process started, a growing number of Member States have volunteered to present voluntary national reviews to the forum: 22 countries in 2016, 43 in 2017 and 46 in 2018; 51 are scheduled to carry out voluntary national reviews in 2019.

Challenge and response

The challenge is that, owing to the large number of voluntary national reviews to be accommodated during the three ministerial days of the high-level political forum, the time allotted to each presenting country has to be limited, which some countries feel does not do justice to the extensive preparatory process that they have conducted as part of their voluntary national reviews. Some countries have expressed their wish to have more time in the intergovernmental process to learn from one another, share advice and mobilize partnerships in response to the voluntary national reviews.

In response, for 2020, the subprogramme will further hone the preparatory process for the voluntary national reviews to provide additional time for countries to exchange experiences with one another on the implementation of the Sustainable Development Goals and the preparation of the voluntary national reviews and, ultimately, engage

most effectively at the high-level political forum on sustainable development. By sharing experiences, countries can build knowledge and improve implementation of the Sustainable Development Goals. The subprogramme therefore aims to organize regional and global preparatory workshops to prepare for the voluntary national review process at the high-level political forum, thus providing greater opportunities for countries to interact and have a dialogue about the challenges they face in implementing the 2030 Agenda, as those become clearer through the voluntary national review process. In addition, the workshops will provide a forum for countries to discuss how they conduct their voluntary national reviews, encouraging peer-to-peer learning. As the voluntary national review evolves from the initial determination of the national baselines and state of play towards the review of the actual progress made and impact of measures taken, the significance of the preparatory process for the review will increase. Furthermore, the subprogramme will engage with the resident coordinators and United Nations country teams in the preparations for the voluntary national reviews by providing advice on how to conduct the reviews and engaging them in the high-level political forum. This increased engagement with the United Nations system will be reinforced by ensuring that the Department’s support to the high-level political forum benefits from an enhanced substantive contribution by the United Nations system. The subprogramme will also help the bureau of the Economic and Social Council to ensure the effectiveness of the discussions of voluntary national reviews in the high-level political forum in order to maximize benefits and positive spillover effects for countries.

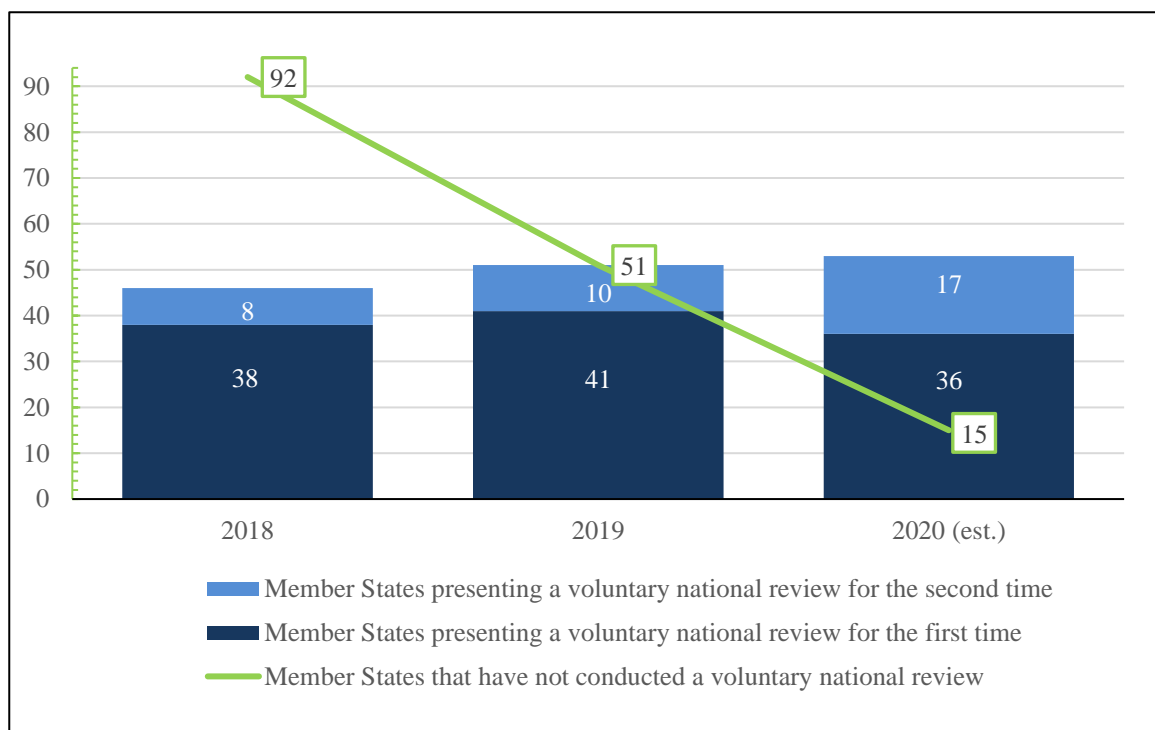
Result and evidence

The planned deliverable is expected to contribute to the result, which is an increase in the number of countries presenting voluntary national reviews during the high-level political forum, owing, in part, to the strengthened preparatory process, which will allow more time in the intergovernmental meetings for countries to learn from one another, share advice and mobilize partnerships in response to the voluntary national reviews and maximize the usefulness of the voluntary national reviews for the countries.

Evidence of the result, if achieved, will include the attainment of a total of 53 countries that present their voluntary national reviews during the high-level political forum.

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

Performance measures: number of countries that present voluntary national reviews at the high-level political forum



9.31 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: 61/16 and 68/1 on the strengthening of the Economic and Social Council, 67/226 and 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and 67/290 on the format and organizational aspects of the high-level political forum on sustainable development. In addition, Economic and Social Council resolution 1996/31 on the consultative relationship between the United Nations and non-governmental organizations provides a key mandate of the subprogramme. The following new mandates were entrusted to the subprogramme in 2018: resolution 72/279 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and resolution 72/305 on the review of the implementation of General Assembly resolution 68/1 on the strengthening of the Economic and Social Council, as well as elements of resolution 72/276 on the follow-up to the report of the Secretary-General on peacebuilding and sustaining peace. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

9.32 Table 9.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.1

Suprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	149	169	171	169
Substantive services for meetings (number of three-hour meetings)	179	213	212	207
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	7	12	13	13
Technical materials (number of materials)	4	7	15	23
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

9.33 The variance in parliamentary documentation was driven mainly by an increase in the number of reports to the high-level political forum on sustainable development, owing to the internal reorganization of the Department, which led to the transfer of deliverables from subprogramme 3 to subprogramme 1.

- 9.34 The variance in substantive services of meetings was driven mainly by an increase in the number of meetings related to the high-level political forum, owing to the internal reorganization of the Department, which led to the transfer of deliverables from subprogramme 3 to subprogramme 1.
- 9.35 The variance in seminars, workshops and training events was driven by an increase in the number of global and regional workshops in preparation for the voluntary national reviews in the context of the high-level political forum, owing to the internal reorganization of the Department, which led to the transfer of deliverables to subprogramme 1.
- 9.36 The variance in technical material was driven mainly by an increase in the number of studies and materials on issues related to the high-level political forum, including the voluntary national reviews, owing to the internal reorganization of the Department, which led to the transfer of deliverables to subprogramme 1, as well as to new requirements stemming from General Assembly resolution [72/279](#).

Variances between the planned figures for 2020 and 2019

- 9.37 The variance in technical materials is driven mainly by an increase in studies on the implementation of the quadrennial comprehensive policy review, owing to a significant increase in requirements stemming from General Assembly resolution [72/279](#).



Subprogramme 2 Inclusive social development

1. Objective

- 9.38 The objective, to which this subprogramme contributes, is to advance policies for the eradication of poverty, the reduction of inequality and the achievement of greater social inclusion and well-being for all.

2. Alignment with the Sustainable Development Goals

- 9.39 The objective is aligned with Sustainable Development Goal 1 (end poverty in all of its forms everywhere), Goal 2 (end hunger, achieve food security and improved nutrition and promote sustainable agriculture), Goal 3 (ensure healthy lives and promote well-being for all at all ages), Goal 4 (ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), Goal 5 (achieve gender equality and empower all women and girls), Goal 6 (ensure availability and sustainable management of water and sanitation for all), Goal 7 (ensure access to affordable, reliable, sustainable and modern energy for all), Goal 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 9 (build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), Goal 10 (reduce inequality within and among countries), Goal 11 (make cities and human settlements inclusive, safe, resilient and sustainable) and Goal 16 (promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels).

3. Highlighted result in 2018

From thought leadership to policy action

In 2018, the subprogramme continued to emphasize the importance of the generation and transfer of knowledge to advance policies for inclusive social development and the well-being of individuals and groups.

The subprogramme expanded its analysis of policies for inclusive social development and provided thought leadership on the development of effective social policy frameworks through the preparation and publication of *Promoting Inclusion through Social Protection: Report on the World Social Situation 2018*. The flagship report has been cited in leading publications on social protection and inequality.¹



Fifty-sixth session of the Commission for Social Development, United Nations Headquarters, New York. Source: United Nations, Department of Economic and Social Affairs

Result and evidence

The deliverable contributed to the result, which is the recognition by Member States of specific inclusive social development issues. The interest triggered by the analytical content of the flagship report led to the organization of an online webinar by the subprogramme to discuss the theme of the report. It was the second-most attended webinar of 2018 on the socialprotection.org platform, with 116 participants, including members of civil society organizations, Government representatives, researchers in academia and partners in international organizations. In a follow-up survey, a large majority of participants found the webinar very relevant and useful for their work.

Evidence of the result includes the fact that the policy recommendations to reduce inequalities and promote social inclusion have been noted and appreciated by the General Assembly and the Commission for Social Development. The Commission decided, at its fifty-sixth session that the priority theme for the 2019 session would align with that of the Council and the high-level political forum. The chosen theme is “Addressing inequalities and challenges to social inclusion through fiscal, wage and social protection policies”. Furthermore, the General Assembly, in its resolution [72/141](#) encouraged the Secretary-General to include best practices related to the reduction of inequalities within and among countries in *the Report on the World Social Situation 2019*. Evidence also includes the support requested by Member States in terms of technical cooperation and capacity development on related issues, including, jointly with the International Labour Organization, a capacity development project to assist Cambodia and Pakistan to further develop national social protection systems for poverty eradication.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

¹ Including, International Labour Organization, *World Social Protection Report 2017–2019: Universal Social Protection to Achieve the Sustainable Development Goals* (Geneva (2017)); and Economic Commission for Africa, Economic Commission for Latin America and the Caribbean, Economic and Social Commission for Asia and the Pacific and Economic and Social Commission for Western Asia, *Promoting Equality: an Interregional Perspective* (Santiago, 2018).

- 9.40 A planned result for 2018, which is enhanced common understanding, resolutions and actions at the intergovernmental level on effective policy frameworks for achieving social inclusion and well-being for all, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased percentage of recommendations (90 per cent actual, compared with a target of 86 per cent), as presented in reports of the Secretary-General, used in the formulation of resolutions, decisions and agreed conclusions.

4. Highlighted planned result for 2020

Sustainable peace through national youth policies

The world faces today the largest young generation in history. There are approximately 1.8 billion young people between the ages of 10 and 24 – the largest youth population ever. Many of them are concentrated in developing countries. In fact, in the world’s 47 least developed countries, children or adolescents make up a majority of the population. This puts huge pressure on youth everywhere, given that more than one-fifth of young people are not employed or engaged in education or training. The 2030 Agenda recognizes the role of young people as key agents of change and the importance of addressing critical social development issues such as education, health, social protection and job opportunities. The advancement of inclusive social development for youth can help prevent their involvement in violent conflict and contribute to the establishment of peaceful and inclusive societies in which young people are not driven to seek those opportunities elsewhere.

Challenge and response

The challenge is to support Member States, given that, while there is an increased awareness of issues around youth, peace and security at the national level, there is still a gap in understanding and addressing the social dimensions of peace and prevention of conflict, with limited coordination between the social and security sectors and limited consultation and work with young people in this regard.

In response, from 2018 through 2020, the subprogramme will carry out, in cooperation with the resident coordinators and the United Nations country teams, a project entitled “Promoting sustainable peace through national youth policies in the framework of the 2030 Agenda,” to be implemented in Kenya, Lebanon and Liberia. The project will consist of: (a) an initial needs assessment; (b) the conduct of national consultations among stakeholders; (c) the production of a module or practical guide, which will be based on interviews with youth and youth organizations in the project countries and national events on youth and sustainable peace conducted in each country; (d) a second round of national workshops/consultations to validate the module in each of the three project countries; (e) the roll-out and wide dissemination of the module, including through an international workshop.

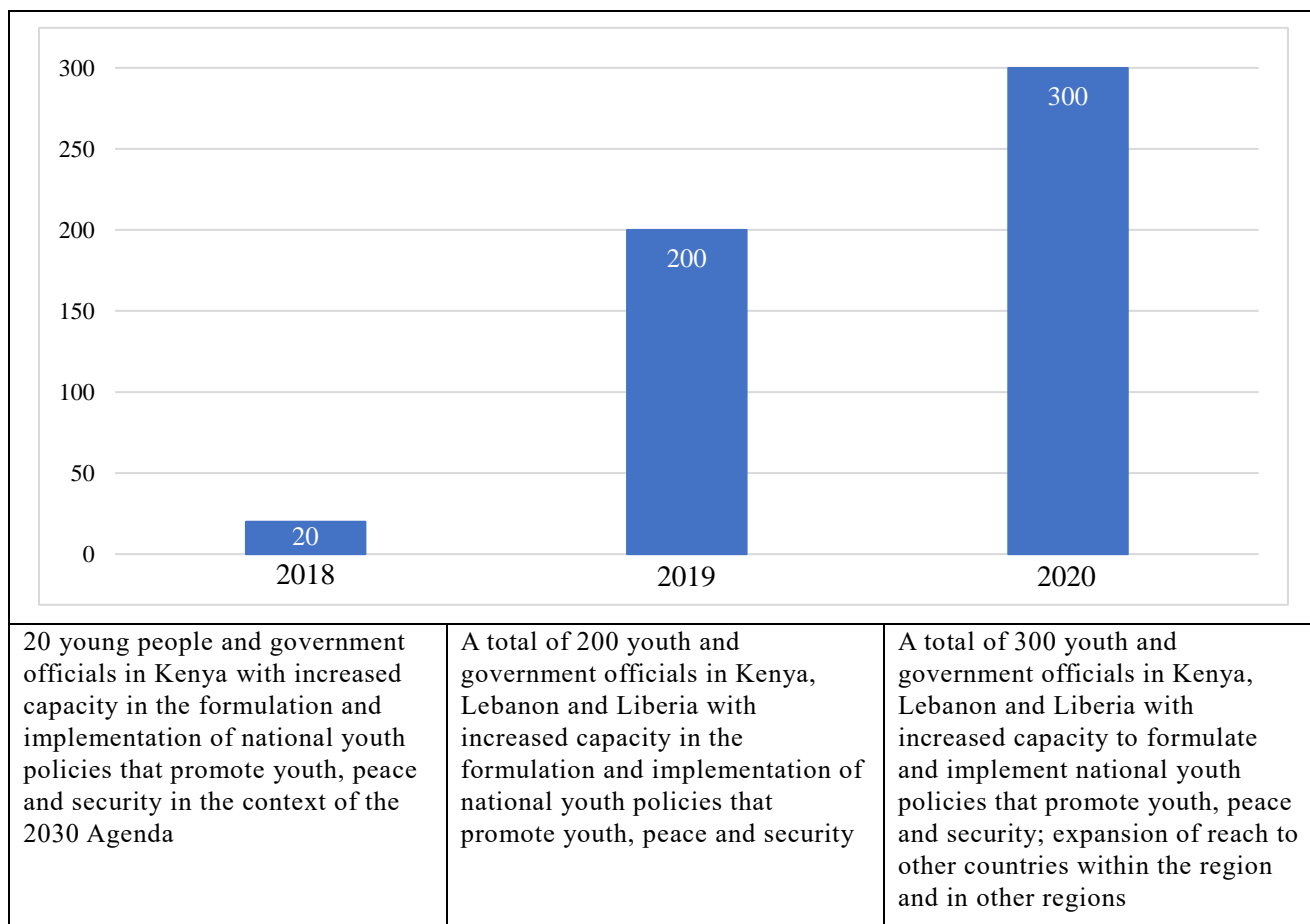
Result and evidence

The planned deliverable is expected to contribute to the result, which is the increased capacity of government officials, youth-led civil society groups and other relevant partners to gather and assess relevant data and review, reformulate, implement, monitor and evaluate national youth policies that, in the framework of the 2030 Agenda, contribute to the engagement of young people, the reduction of violence and the promotion of sustainable peace.

Evidence of the result, if achieved, will include an increase in the number of youth and officials trained to develop and implement integrated policy frameworks that incorporate the perspective of youth, especially marginalized and vulnerable youth, and address the interlinkages between youth development, conflict prevention and peacebuilding.

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

Performance measures: number of youth and officials trained in the formulation and implementation of national youth policies that promote youth, peace and security



9.41 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: S-24/2 and 72/141 on social development; 57/167, 58/134, 67/139 and 72/144 on ageing; 51/58 and 72/143 on cooperatives; 37/52, 48/96, 68/3, 69/2, 70/170, 71/165 and 72/162 on persons with disabilities and accessibility; 72/145 on the follow-up to the international year of the family; 61/295, 69/2 and 72/155 on indigenous peoples; 72/233 on the eradication of poverty and 73/244 on eradicating rural poverty; 50/81, 65/312 and 72/146 on youth; and 72/142 on social integration through social inclusion. The following new mandate was entrusted to the subprogramme in 2018: resolution 73/24 on sport as an enabler of sustainable development. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

9.42 Table 9.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	2018 <i>planned</i>	2018 <i>actual</i>	2019 <i>planned</i>	2020 <i>planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	26	25	30	26
Substantive services for meetings (number of three-hour meetings)	87	87	87	87
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
Seminars, workshops and training events (number of days)	10	10	10	10
Publications (number of publications)	2	2	3	1
Technical materials (number of materials)	6	7	7	7
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

9.43 The variance in planned and actual figures for parliamentary documentation is due to the biennial nature of one of the mandated documents.

9.44 The variance in planned and actual technical materials is due to the fact that an additional mandate has been given to the subprogramme, resulting in one additional deliverable.

Variations between the planned figures for 2020 and 2019

- 9.45 The variance in parliamentary documentation for the General Assembly and the Commission for Social Development is due to the biennial nature of some of the mandated parliamentary documentation. Accordingly, some reports are due in 2019 and not again until 2021.
- 9.46 The variance in publications is driven by the respective biennial and quadrennial publication schedules for the publications on youth and indigenous peoples planned for 2019.



Subprogramme 3 Sustainable development

1. Objective

- 9.47 The objective, to which this subprogramme contributes, is to accelerate the implementation of the 2030 Agenda for Sustainable Development, including the Sustainable Development Goals, targets and commitments.

2. Alignment with the Sustainable Development Goals

- 9.48 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Mapping implementation of the Sustainable Development Goals across the United Nations system – Sustainable Development Goals action database

In General Assembly resolution [70/1](#), Member States recognized that their Governments had the primary responsibility for the implementation of the 2030 Agenda for Sustainable Development. The United Nations system has been given the role of supporting countries in this endeavor. The Department of Economic and Social Affairs, as the secretariat of the high-level political forum on sustainable development, assumes a coordinating role across the United Nations system.

In this context, the subprogramme has developed the Sustainable Development Goals action database, which contains information on the contributions of over 40 United Nations system entities to the Sustainable Development Goals. The database is the result of a survey that was carried out at the end of 2017, in which each entity was given the opportunity to provide its own information covering strategic decisions, programmes and measures taken by the respective governing bodies and executive heads and capacity-building support and other actions taken in implementation of the Goals. The database can be updated online by each entity and is accessible to the public at large. It is meant to be a repository for anybody who seeks assistance with the implementation of specific goals or targets and it will serve as a reference and analytical tool for United Nations system action in implementation of the Sustainable Development Goals.

The database was presented to the Chief Executives Board for Coordination in July 2018. In the course of the year, the subprogramme has coordinated further updates to the content by entity and has initiated an in-depth analysis of its content. It is envisaged that the database will, in the future, be complemented by a compendium of good practices, which will be compiled following a call for submissions by all stakeholders. The tool thus facilitates information exchange within the United Nations system, including the regional commissions, and with country-level experts from the United Nations country teams.



*United Nations system Sustainable Development Goals action database.
Source: United Nations, Department of Economic and Social Affairs*

Result and evidence

The deliverable contributed to the result, which is the enhanced availability and transparency of information regarding the support provided by the United Nations system to the implementation of the Sustainable Development Goals.

Evidence of the result includes the number of visits to the database since its launch (almost 50,000 visits during the period from 18 May 2018 to 13 February 2019).

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 9.49 A planned result for 2018, which is enhanced implementation of sustainable development strategies by developing countries, including small island developing States, to formulate and implement strategies, policies, frameworks and programmes in support of sustainable development, with a special focus on gender equality and the empowerment of women and new partnerships, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased percentage (100 per cent actual, compared with the target of 96 per cent) of Member States assisted by the subprogramme that have launched policy initiatives, partnerships and plans of action for achieving the Sustainable Development Goals.

4. Highlighted planned result for 2020

Thematic reviews of the Sustainable Development Goals: helping Member States to stay on track

From 2017 to 2019, the subprogramme has been organizing expert group meetings and conferences on each of the Sustainable Development Goals in preparation for the thematic reviews at the annual sessions of the high-level political forum convened under the auspices of the Economic and Social Council. The first cycle of thematic reviews of all 17 Sustainable Development Goals will conclude with the session of the high-level political forum in July 2019. These meetings and their outcomes have been widely accessible to Member States and other stakeholder groups.

Challenge and response

The challenge is to ensure that the outcomes of the conferences and meetings give due consideration to the integrated nature of the 2030 Agenda and to highlight the interlinkages among Sustainable Development Goals.

In response, for 2020, a series of six expert group meetings and conferences will be organized, focusing on the themes of the 2020 and 2021 sessions of the high-level political forum, which are expected to be endorsed by the General Assembly in September 2019. The subprogramme will further mobilize its analytical and methodological expertise and capacity, as well as its network of experts and its online compendium of good practices related to the implementation of the Sustainable Development Goals by Member States, the United Nations system and stakeholders, including local and regional governments, civil society and the private sector, in order to assist Governments in monitoring and adjusting their national strategies across all elements of the 2030 Agenda. The meetings will be focused on specific Sustainable Development Goals, while keeping sight of the interlinkages and integrated nature of the 17 Goals and of the specific challenges faced by Member States. They will be convened in close coordination with the various United Nations system partners at the global, regional and national levels and will also engage non-governmental stakeholders, as appropriate. Owing to the inclusive nature of the 2030 Agenda, a particular focus of these thematic workshops and of the overall work of the subprogramme will be the power of multi-stakeholder partnerships.

Result and evidence

The planned deliverables are expected to contribute to the result, which is enhanced national implementation plans for the 2030 Agenda that give due consideration to the interlinkages and integrated nature of the 17 Sustainable Development Goals.

Evidence of the result, if achieved, will include references to the findings of the expert group meetings and conferences, notably with respect to interlinkages between the Sustainable Development Goals, in the voluntary national reviews by Member States in the context of the 2020 and 2021 sessions of the high-level political forum. The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Few references to the findings of thematic expert group meetings and conferences made by Member States in their reports	References to the findings of thematic expert group meetings and conferences can be found in some national reports, including voluntary national reviews	Frequent references to the findings of thematic expert group meetings and conferences are found in national reports, including the voluntary national reviews

9.50 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: [71/222](#) entitled “International Decade for Action, ‘Water for Sustainable Development’, 2018–2028”, [71/312](#) entitled “Our ocean, our future: call for action”, [72/212](#) on strengthening the links between all modes of transport to achieve the Sustainable Development Goals, [72/223](#) on harmony with nature, [72/224](#) on ensuring access to affordable, reliable, sustainable and modern energy for all and [73/228](#) on the follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

9.51 Table 9.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	27	27	28	14
Substantive services for meetings (number of three-hour meetings)	108	111	110	87
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	9	9	9	7
Seminars, workshops and training events (number of days)	125	125	125	125
Publications (number of publications)	–	–	1	–
Technical materials (number of materials)	4	4	4	4

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Non-quantified deliverables				
C. Substantive deliverables				
Good offices				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 9.52 The variance in parliamentary documentation is driven by the decrease in the number of documents for the high-level political forum on sustainable development, the General Assembly and the Economic and Social Council, owing to the internal reorganization of the Department, which led to the transfer of deliverables related to the servicing of the high-level political forum to subprogramme 1, and to the fact that not all parliamentary documentation produced by the subprogramme is provided on an annual basis.
- 9.53 The variance in substantive services for meetings is driven mainly by the decrease in the number of meetings of the high-level political forum, owing to the internal reorganization of the Department, which led to the transfer of deliverables to subprogramme 1.
- 9.54 The variance in publications is driven by the non-inclusion of the *Global Sustainable Development Report* as an output for 2020, owing to the fact that it is a quadrennial report due for publication in 2019.



Subprogramme 4 Statistics

1. Objective

- 9.55 The objective, to which this subprogramme contributes, is to ensure that high-quality, timely, disaggregated, easily accessible data and national statistics and geospatial information are produced for policymakers and other users at the national and international levels.

2. Alignment with the Sustainable Development Goals

- 9.56 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Innovation and modernization of national statistical systems for the 2030 Agenda for Sustainable Development

In 2018, 4 of the 21 expert group meetings organized by the subprogramme (i.e., two meetings each of the Inter-agency and Expert Group on Sustainable Development Goal Indicators and the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda for Sustainable Development) (HLG-PCCB) provided national statistical systems with strategic guidance on the development of indicators for the review of progress towards the implementation of the 2030 Agenda and the Sustainable Development Goals, as well as on the planning and implementation of statistical capacity development activities necessary to achieve the scope and intent of the 2030 Agenda.

These meetings supported the implementation of the Cape Town Global Action Plan for Sustainable Development Data, which provides a road map for member countries for the modernization and strengthening of statistical systems.

In addition, the second United Nations World Data Forum brought together close to 2,000 participants from different data communities from over 100 countries to launch new initiatives and innovative solutions for the production and utilization of data to fully implement the 2030 Agenda and fulfil its ambition of leaving no one behind. The Forum concluded with the launch of the Dubai Declaration, which sets out the principles and priorities for the implementation of the Cape Town Global Action Plan. In line with this strategic guidance, a number of initiatives were undertaken, including refinement and development of new methodologies and tools to fully harness the power of data for the implementation of the 2030 Agenda. Drawing from the strategic guidance and innovative frameworks, 15 advisory missions were carried out to support countries in addressing the technical, financial, technological and human capacity challenges in monitoring the Sustainable Development Goals. One global



Delegates to the 2018 United Nations World Data Forum discuss the establishment of an innovative funding mechanism for raising resources to address the data needs for the full implementation of the 2030 Agenda for Sustainable Development. Source: United Nations World Data Forum

workshop was organized with chief statisticians of 20 developing countries, in particular African countries, least developed countries and landlocked developing countries, to discuss best practices in data flows and to build the capacity to establish national reporting platforms for the Sustainable Development Goals.

Result and evidence

The deliverable contributed to the result, which is the implementation of a harmonized and integrated approach to follow up on the implementation of the 2030 Agenda at the subnational, national and regional levels and the modernization of national statistical systems.

Evidence of the result includes the fact that 20 countries have pledged to implement the principles and guidelines for the development and implementation of national reporting and dissemination platforms. In addition, over 100 countries recognized the importance of realizing the data revolution to fully harness the power of data for the implementation of the 2030 Agenda by adopting the Dubai Declaration on supporting the implementation of the Cape Town Action Plan for Sustainable Development Data.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 9.57 A planned result for 2018, which is strengthened global statistical and geospatial information systems, with more active participation by Member States and increased collaboration among international organizations, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased number of participants (over 600 representatives, compared with the target of 570) from Member States and international organizations attending the sessions of the Statistical Commission and the United Nations Committee of Experts on Global Geospatial Information Management, high-level forums, workshops, expert groups meetings and seminars.

4. Highlighted planned result for 2020

Data innovation to ensure that no one is left behind

The 2030 Agenda has significantly increased the data requirements for countries, as it demands that the economic, social and environmental dimensions be fully considered and detailed in addressing each Sustainable Development Goal and that all populations benefit from the implementation of the 2030 Agenda, including the most vulnerable groups and those that are more difficult to reach and count. Furthermore, the implementation of the 2030 Agenda requires that national statistical systems be transformed and developed so that they are agile and responsive and can meet the increased demands of data users.

In 2018, 20 national statistical offices and geospatial agencies piloted a federated information system for national and global data hubs for the Sustainable Development Goals to facilitate the integration of different data sources, promote data interoperability and foster collaboration among different stakeholders, as well as to improve data flows.

Challenge and response

The challenge is that the coverage, level of disaggregation and frequency of data is insufficient to monitor and follow up on each indicator, as some countries lack the methodologies, tools, technologies and human and financial resources to address specific data gaps and reach out to those that have been left furthest behind. However, data gaps require that different data communities, users and partners beyond the traditional statistical systems be brought together to present innovative approaches for data compilation, processing and communication with the aim of fully harnessing the power of the data revolution in support of achieving the goals and targets of the 2030 Agenda.

In response, for 2020, the subprogramme will enhance collaboration and synergies across increasingly complex data systems and support the mainstreaming of data innovations into official statistical production processes, including geospatial information, big data and other non-traditional data sources. Furthermore, the subprogramme will scale up Member States' federated information systems to serve as repositories for national information on the

Sustainable Development Goals and transmit the information to the global data hub. In addition, the subprogramme, through the work of the Global Working Group on Big Data for Official Statistics, will support data innovation through research and development on the use of satellite, mobile phone and social media data for the compilation of Sustainable Development Goal indicators. For example, satellite data are used to measure water management and quality and for agricultural crop statistics that support the monitoring and review of Goal 2 (end hunger, achieve food security and improved nutrition and promote sustainable agriculture) and Goal 6 (ensure availability and sustainable management of water and sanitation for all), among others. The subprogramme therefore foresees the formulation of an action plan for the use of satellite data, as well as mobile phone data, in many more countries, especially in Africa and Asia.

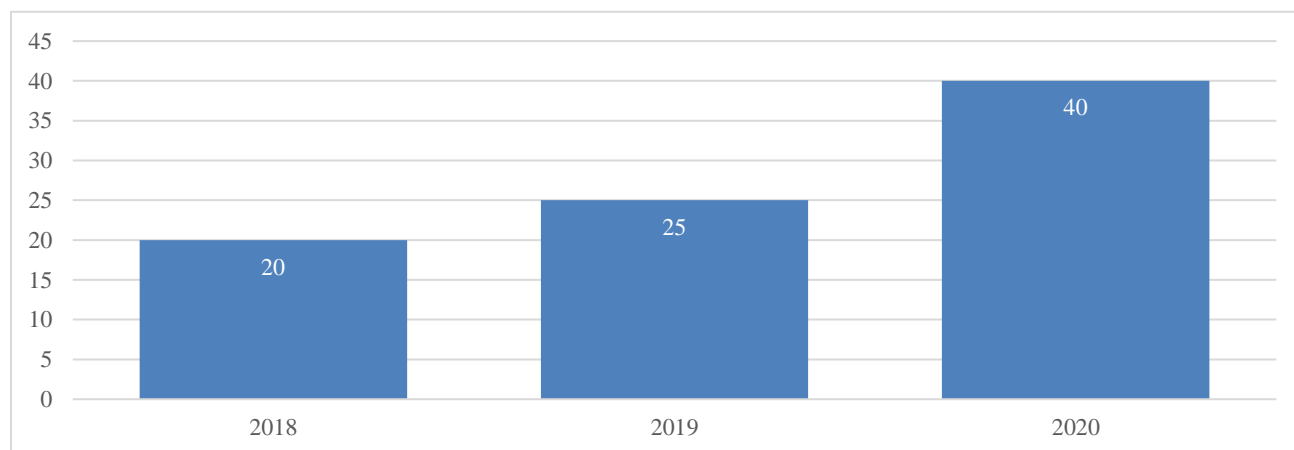
Result and evidence

The planned deliverable is expected to contribute to the result, which is an increase in the amount of data available for monitoring progress towards the achievement of the Sustainable Development Goals.

Evidence of the result, if achieved, will include an increase in the number of countries that use non-traditional and/or new data sources for compiling Sustainable Development Goal indicators and disseminate them through national reporting platforms.

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

Performance measures: number of Member States that use non-traditional and/or new data sources for compiling Sustainable Development Goal indicators and disseminate them through national reporting platforms



9.58 The following General Assembly and Economic and Social Council resolutions comprise the main mandates entrusted to the subprogramme: General Assembly resolutions [68/261](#) on the Fundamental Principles of Official Statistics, [69/266](#) on a global geodetic reference frame for sustainable development, [69/282](#) on World Statistics Day and [71/313](#) on the work of the Statistical Commission pertaining to the 2030 Agenda for Sustainable Development; and Economic and Social Council resolutions 2006/6 on strengthening statistical capacity, 2011/24 on the Committee of Experts on Global Geospatial Information Management, [2015/10](#) on the 2020 World Population and Housing Census Programme, [2016/27](#) on strengthening institutional arrangements on geospatial information management, [2018/2](#) on future organization and methods of work of the United Nations Group of Experts on Geographical Names, and [2018/14](#) on the Strategic Framework on Geospatial Information and Services for Disasters. The following new mandates were entrusted to the subprogramme in 2018: Economic and Social Council decisions 2018/225 on the report of the Committee of Experts on Global Geospatial Information Management on its seventh session and provisional agenda and dates for its eighth session and 2018/227 on the report of the Statistical Commission on its forty-ninth session and the provisional agenda and dates for its fiftieth session.

The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 9.59 Table 9.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.4

Suprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	21	21	20	19
Substantive services for meetings (number of three-hour meetings)	143	119	117	119
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	8	9	8	5
Publications (number of publications)	36	35	35	32
Technical materials (number of materials)	27	27	26	26
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- 9.60 The variance in substantive services for meetings was driven mainly by the fact that the work of the subprogramme on statistical classifications was streamlined and incorporated in the work of other relevant ad hoc expert group meetings, leading to an overall decrease in meetings of ad hoc expert groups on economic, demographic and social, and environmental statistics, geospatial information, Sustainable Development Goal indicators and cross-cutting statistical areas. This effect was further amplified by the shift of the work of the subprogramme from normative to the capacity-building work, as mandated by the Statistical Commission.

Variances between the planned figures for 2020 and 2019

- 9.61 The variance in technical cooperation projects is driven by the completion in 2019 of a one-year project on environmental statistics and geospatial information and of two fellowship agreements on Sustainable Development Goals and cross-cutting statistical areas.



Subprogramme 5 Population

1. Objective

- 9.62 The objective, to which this subprogramme contributes, is to improve knowledge of population trends and evidence-based understanding of interactions between population change and sustainable development among both policymakers and the public.

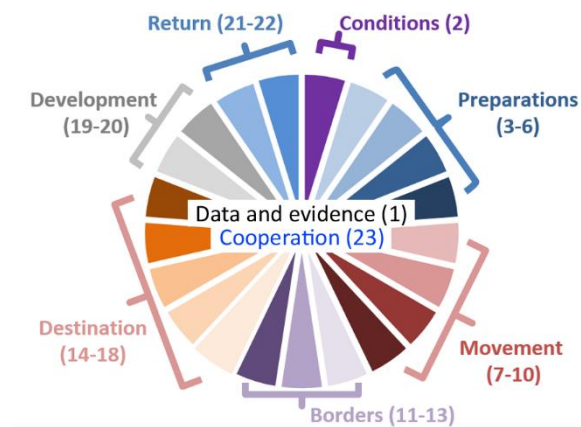
2. Alignment with the Sustainable Development Goals

- 9.63 The objective is aligned with Sustainable Development Goal 3 (ensure healthy lives and promote well-being for all at all ages), Goal 5 (achieve gender equality and empower all women and girls), Goal 10 (reduce inequality within and among countries), Goal 11 (make cities and human settlements inclusive, safe, resilient and sustainable) and Goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development).

3. Highlighted result in 2018

Focus on data and evidence on international migration as a guide to policymaking

In 2018, the subprogramme continued to support the intergovernmental discussion of international migration at the United Nations. The year was the culmination of a process that began with the International Conference on Population and Development in 1994 and included the first High-level Dialogue on International Migration and Development in 2006, the founding of the Global Forum on Migration and Development in 2007, the adoption by consensus of the Declaration of the High-level Dialogue on International Migration and Development in 2013, the prominent inclusion of migration in the 2030 Agenda for Sustainable Development, adopted in 2015, and a decision by the General Assembly in 2016, at the high-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants, to convene an intergovernmental conference on international migration in 2018, with the intention of adopting a global compact for safe, orderly and regular migration.



Visual representation of the 23 objectives of the Global Compact for Safe, Orderly and Regular Migration. Source: United Nations, Department of Economic and Social Affairs

Throughout this period, the subprogramme played a role in supporting the dialogue on migration at the United Nations. In 2018, the subprogramme continued in this role by supporting the fifty-first session of the Commission on Population and Development, which had as its theme “Sustainable cities, human mobility and international migration”, by convening the sixteenth Coordination Meeting on International Migration and by co-organizing the International Forum on Migration Statistics.

Result and evidence

The deliverables contributed to the result, which is an increased commitment by Member States and other stakeholders to include data and evidence on migration in policymaking.

Evidence of the result includes the priority given to these issues in the Global Compact for Safe, Orderly and Regular Migration, adopted in Marrakesh, Morocco, on 10 December 2018, with the listing of data and evidence first among the 23 objectives of the Global Compact.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 9.64 A planned result for 2018, which is to effectively facilitate reviews by Member States and other stakeholders of progress made in the further implementation of the Programme of Action of the International Conference on Population and Development and of relevant instruments of the United Nations development agenda, including the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased number of statements by Member States during the annual sessions of the Commission on Population and Development expressing satisfaction regarding the information and data provided by the subprogramme to the intergovernmental bodies (40 actual, compared with the target of 27).

4. Highlighted planned result for 2020

Improved accessibility of policy-relevant data and analysis, through streamlined reports and multimodal dissemination

In 2018 and previous years, the subprogramme published elaborate thematic reports and, in parallel, shorter “highlights” reports on the same topics.

Challenge and response

The challenge is that, while the highlights reports catch the attention of various stakeholders, the longer reports receive less attention, in part because they are typically finalized after the associated data sets, highlights reports and other substantive deliverables. Moreover, as the essential information on each topic is contained in the highlights reports, the subprogramme concluded that the additional effort expended in producing the longer reports should be redirected towards an annual series of reports, which would provide an integrated analysis of population issues in the context of sustainable development.

In response, for 2020, the subprogramme will refashion its current collection of longer reports on specific demographic topics into a new series of reports on population megatrends, covering population growth, population ageing, urbanization and international migration and focusing on one of those megatrends per year in a four-year cycle. The series will be launched in 2020 with an examination of global population growth and the situation of countries with rapid growth rates in the context of sustainable development.

Bringing together the subprogramme’s strengths in the data and policy spheres, the reports in this series will examine the causes and consequences of those four major demographic changes, which continue to transform the global population, as well as individual populations and societies, worldwide. The reports will examine the policy implications of the population megatrends for sustainable development, illustrated by examples and best practices drawn from the experiences of Member States. The reports will help to frame policy discussions and the reviews of progress on the Sustainable Development Goals which are taking place in the high-level political forum under the auspices of the Economic and Social Council, reflecting the Department’s enhanced capacity for analysis of the interconnections between population and development policy.

The current format of the highlights reports will be maintained; the reports will provide a concise analysis of and key findings on demographic trends and policies in a particular domain. They will often accompany the launch of

major data sets, furthering the goal of improving data and analysis to inform decision-making, while employing strategic messaging for more open and proactive communications.

Result and evidence

The planned deliverable is expected to contribute to the result, which is enhanced accessibility and relevance of data and analysis on population trends to guide the elaboration of development policies by Member States and support them in the achievement of the Sustainable Development Goals.

Evidence of the result, if achieved, will include references to the report on population megatrends in statements made during the annual session of the Commission on Population and Development and an increase in the number of users downloading data, visualizations and reports via different modes of dissemination, including an updated web platform.

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

Performance measures

2018	2019	2020
Numerous and lengthy thematic reports; overlap between full reports and highlights reports	Development of a new series on megatrends to replace longer thematic reports	Targeted promotion of new annual megatrends reports leads to an increase in the number of downloads

9.65 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: [49/128](#) on the International Conference on Population and Development, [S-21/2](#) on key actions for the further implementation of the Programme of Action of the International Conference on Population and Development and [65/234](#) on the follow-up to the International Conference on Population and Development beyond 2014. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

9.66 Table 9.5 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.5

Subprogramme 5: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	2	4
Substantive services for meetings (number of three-hour meetings)	40	40	33	40
B. Generation and transfer of knowledge				
Publications (number of publications)	6	4	17	5
Technical materials (number of materials)	6	6	16	12

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variations between the actual and planned figures in 2018

- 9.67 The variance in publications was driven mainly by delays in the completion of two parts of *World Urbanization Prospects: The 2018 Revision*, owing to additional work required to better align them with the 2030 Agenda. The report was last published in 2014.

Variations between the planned figures for 2020 and 2019

- 9.68 The variance in parliamentary documentation is due to the fact that one report to the Commission on Population and Development is issued on a biennial basis, while the other two reports are issued annually. The report of the Secretary-General on international migration and development is also issued biennially.
- 9.69 The variance in substantive servicing of meetings is due to the biennial consideration by the General Assembly of international migration and development, under the agenda item on globalization and interdependence. The Assembly will next consider international migration and development in 2020.
- 9.70 The variance in publications is driven mainly by: (a) the current biennial programme cycle, in which data collection and research are mainly carried out in the first year of the biennium, with the resulting publications or data sets produced in the second year; and (b) streamlining of publications.



Subprogramme 6 Economic analysis and policy

1. Objective

- 9.71 The objective, to which this subprogramme contributes, is to strengthen national policies and international policy coordination for maintaining global macroeconomic stability for long-term economic development.

2. Alignment with the Sustainable Development Goals

- 9.72 The objective is aligned with Sustainable Development Goal 1, which is to end poverty in all its forms everywhere. Progress towards the attainment of the objective will help to build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.
- 9.73 The objective is also aligned with Sustainable Development Goal 8, which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Progress towards the attainment of the objective will help to achieve higher levels of economic productivity through diversification, technological upgrading and innovation.
- 9.74 Furthermore, the objective is also aligned with Sustainable Development Goal 10, which is to reduce inequality within and among countries. Progress towards the attainment of the objective will help in the adoption of policies, especially fiscal, wage and social protection policies towards the progressive achievement of greater equality.
- 9.75 Finally, the objective is also aligned with Sustainable Development Goal 17, which is to strengthen the means of implementation and revitalize the global partnership for sustainable development. Progress towards the attainment of the objective will help to enhance global macroeconomic stability, including through policy coordination and policy coherence.

3. Highlighted result in 2018

Transition of Bangladesh towards graduation from the least developed country category

Bangladesh, a country preparing to leave the least developed country category, is a success story that can inspire others. The country has experienced broad-based gains in health, education, infant mortality and life expectancy, which have in turn driven economic growth and reduced economic vulnerability. Bangladesh recognized the United Nations as a partner in these development efforts. The country had met the three criteria for graduation for the first time, when the Committee for Development Policy convened in March 2018. The Committee will review Bangladesh's progress in 2021, and the country's official graduation from the least developed country category is expected to take place after a three-year transition period.



Watering a rice paddy near Dhaka, Bangladesh. Source: United Nations

In 2018, several missions by the subprogramme to Bangladesh have provided consistent support by building the capacity of policymakers and government officials to improve policy analysis and formulation to prepare for graduation. In addition, the least developed countries platform, maintained by the subprogramme, which gathers information on support measures for least developed countries, has provided Bangladesh with country-specific information on access to and benefits from the international support measures adopted by the international development community, thereby strengthening the readiness of the country for graduation from the least developed country category. The subprogramme prepared an impact assessment and held discussions with different stakeholders.

Result and evidence

The deliverables contributed to the result, which is better preparedness of Bangladesh to transition from the least developed country category and improved awareness of both the public and the private sectors of the possible impact of graduation from the category.

Evidence of the result includes positive feedback by the Government of Bangladesh on the draft impact assessment prepared by the Department and renewed interest in having the Department further accompany the graduation process.

The involvement of the subprogramme in the graduation of Bangladesh is being replicated in other least developed countries. For instance, in 2018 the subprogramme prepared assessments of the possible impact of graduation on six least developed countries: Bhutan, Kiribati, Nepal, Sao Tome and Principe, Solomon Islands and Timor Leste. In 2019, research and capacity development activities related to addressing the potential impact of graduation will be undertaken for and with counterparts in the Lao People's Democratic Republic and Myanmar.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 9.76 A planned result for 2018, which is strengthened capacity of developing countries, including the least developed countries, and countries in special situations, to integrate economic, social and environmental policies, including gender dimensions, into national development strategies aligned with the 2030 Agenda for Sustainable Development, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the percentage of participating Member States in the capacity development projects implemented by the subprogramme that have developed related policy papers and strategies for achieving the Sustainable Development Goals (an increase to 25 per cent of Member States).

4. Highlighted planned result for 2020

Integrated policy approach towards the Sustainable Development Goals

With the adoption of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, Member States emphasized the importance of an integrated policy approach across the economic, social and environmental dimensions of sustainable development. The subprogramme has taken steps to better align its analytical work with the overarching 2030 Agenda, with a focus on cross-cutting issues and integrative policies.

In 2018, there were new research areas incorporated in the annual flagship publication *World Economic Situation and Prospects*, a joint report led by the subprogramme in collaboration with the United Nations Conference on Trade and Development and the five regional commissions. The new research areas built linkages between the analysis of short-term macroeconomic issues and the analysis of a few selected social and environmental issues, in the broad context of the Sustainable Development Goals.

Challenge and response

The challenge is to support Member States in strengthening these linkages at the country level and developing more concrete integrative policies, in the form of policy scenarios as options for the consideration of policymakers.

In response, for 2020, these new research areas will be strengthened through further integration of short-term macroeconomic policies with social and environmental policies. In addition, there will be more in-depth analysis of the macroeconomic implications for the achievement of the Sustainable Development Goals.

Result and evidence

The planned deliverables are expected to contribute to the result, which is increased integration of economic, social and environmental policies, as well as policies on frontier technologies.

Evidence of the result, if achieved, will include a substantial increase in the number of voluntary national reviews submitted to the high-level political forum on sustainable development that indicate the adoption of an integrated policy approach, as shown in the figure.

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

Performance measures

<i>2018</i>	<i>2019</i>	<i>2020</i>
The review of voluntary national reviews by the high-level political forum reveals the lack of an integrated policy approach	Development of a new indicator, based on the documents of the high-level political forum in 2018 and 2019 to measure the adoption of an integrated policy approach	Increase in the number of voluntary national review submitted to the high-level political forum indicating the adoption of an integrated policy approach

9.77 The following Economic and Social Council resolutions comprise the main mandates entrusted to the subprogramme: 1990/52 on the role of the United Nations in the early identification, analysis and forecasting of world economic developments and 1998/46 on further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

9.78 Table 9.6 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.6

Subprogramme 6: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	4	5	3
Substantive services for meetings (number of three-hour meetings)	28	28	28	28
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	2	2	2
Seminars, workshops and training events (number of days)	5	5	33	29
Publications (number of publications)	3	3	2	2
Technical materials (number of materials)	51	49	57	56
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables**Variations between the actual and planned figures in 2018**

- 9.79 The variance in technical materials (number of materials) was driven mainly by background papers that were not finalized in 2018, but will be commissioned and finalized in 2019.

Variations between the planned figures for 2020 and 2019

- 9.80 The variance in parliamentary documentation is driven mainly by the decrease of one report to the General Assembly, owing to the streamlining of the *World Economic and Social Survey* in the context of Department reforms. There is also one parliamentary document to be presented in 2019 (on development cooperation with middle-income countries), which is presented every two years and will not be presented in 2020.
- 9.81 The variance in seminars, workshops and training events in 2018, 2019 and 2020 is driven mainly by the availability of additional resources, which enabled an increase in the number of events.
- 9.82 The variance in technical materials is driven mainly by materials carried forward from 2018 to 2019, bringing the total to 57. In 2020, the number of planned technical materials will be 56.



Subprogramme 7 Public institutions and digital government

1. Objective

- 9.83 The objective, to which this subprogramme contributes, is to advance effective, efficient, transparent, accountable, innovative and citizen-centred public governance, administration and services for sustainable development.

2. Alignment with the Sustainable Development Goals

- 9.84 The objective is aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to substantially reduce corruption and bribery in all their forms, develop effective, accountable and transparent institutions at all levels, ensure responsive, inclusive, participatory and representative decision-making at all levels, ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements, and promote and enforce non-discriminatory laws and policies for sustainable development.

3. Highlighted result in 2018

Helping supreme audit institutions around the world audit government preparedness for the Sustainable Development Goals

In 2018, the subprogramme continued a partnership with the International Organization of Supreme Audit Institutions Development Initiative to support supreme audit institutions across the globe in conducting audits of government preparedness to implement the Sustainable Development Goals. Such audits can help ensure that financial resources mobilized for implementation of the Sustainable Development Goals are spent efficiently, effectively and transparently. External auditors can also provide independent insight with regard to the outcomes and impacts of programmes and policies to achieve the Goals, critical risks and challenges and good practices involved in setting up the necessary governance systems to implement the Goals. The audit programme has developed a methodology for auditing government preparedness for implementation of the Goals and disseminated it to all regions of the world through hands-on training and review workshops, including an e-course and individualized mentoring.



2018 meeting of the International Organization of Supreme Audit Institutions.
Source: United Nations, Department of Economic and Social Affairs

The subprogramme contributed to the development of the conceptual framework for the audits and the associated course material (in English and Spanish) and staff of the subprogramme served as resource persons throughout the deployment of the programme. The Department has also provided a global space for discussion and exchange of practices on auditing the Sustainable Development Goals through the organization of a meeting of the leadership

and stakeholders of supreme audit institutions at United Nations Headquarters on 19 and 20 July 2018. The meeting gathered more than 140 participants, most of them at the level of auditor-general or equivalent. The subprogramme contributed technical expertise on audit-related issues, coupled with in-depth knowledge of the Sustainable Development Goals and the demands they put on national institutional arrangements. As of 2018, more than 70 supreme audit institutions had joined the programme.

The first wave of Sustainable Development Goal preparedness audits has already created and is expected to further foster fruitful dialogue between the supreme audit institutions and their Governments, and more broadly with non-governmental actors, on the governance arrangements necessary to implement the Goals. Several Governments reacted to audit findings by adapting their institutional mechanisms to implement the 2030 Agenda.

Result and evidence

The deliverables contributed to the result, which is the adaptation of institutional mechanisms in several countries to implement the 2030 Agenda as a result of Governments reacting to audit findings. The audits have also produced original information on national institutional settings, means of implementation and policy coherence for the Sustainable Development Goals that directly contributes to the follow-up and review of the 2030 Agenda at the national level. The meeting in New York provided a venue for supreme audit institutions to exchange experiences on audits and discuss their broader contribution to the realization of the 2030 Agenda.

Evidence of the result includes the specific institutional mechanisms adopted, including in Canada, where, in Government agencies, the Sustainable Development Goal audits led to new implementation and coordination structures, and in Costa Rica, where the audits led to a policy dialogue within the Ministry of Planning.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 9.85 A planned result for 2018, which is increased capacities of Member States for the implementation of the Sustainable Development Goals and the Addis Ababa Action Agenda, with a focus on gender equality and the empowerment of women in public policy, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased percentage of public administration professionals in Governments, academia and non-governmental organizations who have acknowledged that the knowledge gained through training activities offered online by the subprogramme promotes change in the organization. A training workshop on transforming public administration to increase women’s participation and leadership for gender responsive public services was delivered during the 2018 United Nations Public Service Forum in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The workshop aimed at building the capacities of public institutions to actively engage women in quality services that leave no one behind. Indeed, data shows that women represent an average of 43 per cent of the civil servants in all countries. During the training workshop, 70 women participants were provided with practical knowledge and skills to leverage and build on key strategies and approaches to accelerate efforts to achieve the gender equality commitments of the 2030 Agenda. Information was presented on innovative practices, lessons learned and challenges faced in gender responsive public administration and service delivery. Discussions also focused on opportunities and challenges in promoting women’s access to positions of responsibility in public administration, especially in the Middle East and North Africa region.

4. Highlighted planned result for 2020

Innovation and excellence in public service to realize the 2030 Agenda for Sustainable Development

In 2018, the United Nations Public Service Forum, organized around United Nations Public Service Day and the related awards ceremony, gathered over 700 participants from approximately 100 countries. The Forum aimed to increase the capacities of Member States to anticipate the various challenges posed by the implementation of the 2030 Agenda. Over the course of the Forum, participants were engaged in multiple capacity-building workshops and side events, including a ministerial roundtable and an exhibition about the award winners.

Challenge and response

The challenge is that the format does not provide enough time for participants to have interactive discussions on how to share practices, build peer-to-peer learning and find solutions to their capacity challenges.

In response, for 2020, in order to maximize the value of the Forum and enhance the impact on the developing capacities of Member States, the subprogramme will prepare an advance questionnaire to be distributed before the beginning of the event so that participants can be grouped based on common interests and needs. A follow-up questionnaire and a matchmaking strategy will be devised to promote strengthened South-South cooperation and adaptation of good practices in selected countries.

Result and evidence

The planned deliverables are expected to contribute to the result, which is the development of a systematic methodology that will empower participants to learn from and support one another in identifying innovative and sustainable solutions to public service challenges and to adapt innovative practices to local contexts. Participants will have a powerful and engaging learning experience and be able to identify and implement relevant solutions to their challenges in the area of governance and institutions.

Evidence of the result, if achieved, will include the exchange of good practices and innovative practices through an online platform for capacity development. The process will include: (a) documentation of the experiences of countries about what has worked and what has not worked; (b) peer exchanges that bring together government representatives to learn from a specific country; and (c) specialized workshops/events where government representatives can build capacity to adapt innovative practices to their local contexts.

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

Performance measures

2018	2019	2020
Exchange of ideas among participants from different areas to share knowledge and best practices	Articulation of the specific needs and interests of participating countries with regard to innovative practices	Structured exchange of innovative practices based on the specific needs and interests articulated through an online platform

9.86 The following General Assembly resolutions comprise the main mandates entrusted to the subprogramme: resolution [50/225](#) on public administration and development, [60/34](#) on public administration and development, [68/198](#) on information and communications technologies for development, [69/199](#) on preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption, [69/228](#) on promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions, [69/327](#) on promoting inclusive and accountable public services for sustainable development and [70/125](#) on the outcome document of the high-level meeting of the General Assembly on the overall review of the implementation of the outcomes of the World Summit on the Information Society.

9.87 The following Economic and Social Council resolutions and decision also comprise important mandates entrusted to the subprogramme: decision 2000/231 on recommendations made by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting, and resolutions 2001/45 on restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance, 2005/3 on public

administration and development, [2017/23](#) on the report of the Committee of Experts on Public Administration on its sixteenth session and [2015/26](#) on assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society.

- 9.88 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 9.89 Table 9.7 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.7

Subprogramme 7: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	9	9	9	9
Substantive services for meetings (number of three-hour meetings)	18	18	18	18
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
Seminars, workshops and training events (number of days)	7	8	8	8
Publications (number of publications)	4	4	3	3
Technical materials (number of materials)	5	5	5	5
Non-quantified deliverables				
C. Substantive deliverables				
Fact-finding, monitoring and investigation missions				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- 9.90 The variance in seminars, workshops and training events was driven mainly by the inclusion of the Internet Governance Forum, which was previously listed as a deliverable under subprogramme 3. It was transferred to subprogramme 7 as part of the internal streamlining of deliverables.



Subprogramme 8 Sustainable forest management

1. Objective

- 9.91 The objective, to which this subprogramme contributes, is to ensure the sustainable management of all types of forests at all levels.

2. Alignment with the Sustainable Development Goals

- 9.92 The objective is aligned with Sustainable Development Goal 1 (end poverty in all its forms everywhere), Goal 2 (end hunger, achieve food security and improved nutrition and promote sustainable agriculture), Goal 3 (ensure healthy lives and promote well-being for all at all ages), Goal 6 (ensure availability and sustainable management of water and sanitation for all), Goal 7 (ensure access to affordable, reliable, sustainable and modern energy for all), Goal 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), Goal 11 (make cities and human settlements inclusive, safe, resilient and sustainable), Goal 12 (ensure sustainable consumption and production patterns), Goal 13 (take urgent action to combat climate change and its impacts) Goal 14 (conserve and sustainably use the oceans, seas and marine resources for sustainable development), Goal 15 (protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss) and Goal 17 (strengthen the means of implementation and revitalize the global partnership for sustainable development).

3. Highlighted result in 2018

Voluntary national contributions for the achievement of the global forest goals and associated targets

In 2018, nine countries (Ecuador, Ghana, Guatemala, Jamaica, Liberia, Madagascar, Morocco, New Zealand, and Ukraine) submitted voluntary national contributions to the United Nations Forum on Forests about their efforts towards achieving the six global forest goals and 26 associated targets. Actions and commitments by Governments are critical for the achievement of the goals and targets, which are voluntary and universal and are to be reached by 2030. The goals and targets are part of the United Nations strategic plan for forests, a vision for global forests in 2030. In addition, they aim to contribute to progress on the Sustainable Development Goals, the Convention on Biological Diversity, the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa, the United Nations Framework Convention on Climate Change and other international forest-related instruments and processes.



Damar Forest, Sumatra, Indonesia. Source: United Nations Photo/Eva Fendiaspara

The voluntary national contributions take into account the reporting countries' national circumstances, policies, priorities, capacities, levels of development and forest conditions. They may also include national actions and targets related to other international forest-related commitments and goals, such as the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, the Aichi Biodiversity Targets and actions to address climate change under the Paris Agreement, including nationally determined contributions.

The subprogramme has provided advisory services and capacity-building workshops on implementation of the United Nations strategic plan for forests and the global forest goals and associated targets and reported on the implementation of the United Nations forest instrument and forest-related Sustainable Development Goals. This support assisted countries in determining their contributions towards achieving the global forest goals and targets and providing voluntary national contributions, as called for by the Forum.

Result and evidence

The deliverables contributed to the result, which is an increase in commitments by countries to achieving the global forest goals.

Evidence of the result includes the submission of voluntary national contributions by nine countries. For instance, Ghana informed the Forum of the steps it had taken towards the attainment of global forest goal 1, which aims to reverse the loss of forest cover worldwide through sustainable forest management. Ghana took action to address five targets contained in the goal. In order to achieve target 1.2 (the world's forests carbon stocks are maintained or enhanced), two initiatives on reducing emissions from deforestation and forest degradation in developing countries (REDD-plus) were undertaken: the Ghana cocoa forest programme in the country's high forest zone and the Ghana shea landscape project in the country's savannah ecological zone. Both initiatives were focused on efforts to reduce the country's emissions from deforestation and forest degradation by 10.9 million tons. With regard to target 1.3 on promoting the implementation of sustainable management of all types of forests, halting deforestation, restoring degraded forests and substantially increasing afforestation and reforestation globally, Ghana is working on measures to halt deforestation and restore 25,000 ha of degraded forests annually, targeting 100,000 ha of degraded forests through reforestation for the period 2017–2020. With regard to target 2.3 on the contribution of forests and trees to food security, Ghana plans to have produced 300,000 metric tons of food crops by 2020 under the modified taungya system, which is being implemented under the national plantation development strategy. Forests are contributing significantly to food security, particularly among the poor rural forest-dependent communities in the country. The food crops are produced from the regeneration of forest reserves.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 9.93 A planned result for 2018, which is enhanced capacity of Member States to advance the sustainable management of all types of forests and implement the United Nations forest instrument, especially the achievement of its global objectives, and to facilitate access to financing for sustainable forest management, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the fact that nine countries reported to the Forum their voluntary national contributions towards achieving the six global forest goals and 26 associated targets, as compared with none in 2017. The voluntary national contributions indicate that an increased number of Member States are updating their national actions plans and programmes to integrate the United Nations forest instrument and the forest-related Sustainable Development Goals.

4. Highlighted planned result for 2020

Development of comprehensive monitoring frameworks towards sustainable forest management

The project that aimed at assisting countries in developing comprehensive and efficient systems for monitoring progress towards sustainable forest management will be completed in 2019. Six target countries (Ghana, Jamaica, Kenya, Mongolia, Peru and the Philippines) requested technical and financial support and assistance in monitoring and reporting on forests. Those countries, which are at different stages of implementation, are seeking to strengthen their capacity to monitor sustainable forest management.

Challenge and response

The challenge is to support Member States, given that monitoring and reporting present a burden for many countries, especially developing countries, as they demand significant human and financial resources and adequate methodologies to conduct inventories. Forests cover large and often remote areas that are difficult to access, which further exacerbates the problem. Furthermore, countries now have additional requirements to monitor and report on the achievement of Sustainable Development Goals, as forests are specifically mentioned in Sustainable Development Goals 6 and 15. The fact that there is little or no systematic socioeconomic data on forests in many developing countries has resulted in the undervaluation of the true contributions of sustainable forest management to the broader development goals, mainly because most voluntary reports submitted to the Forum have included mostly anecdotal data. There are major data gaps and divergent views on certain indicators. Sometimes the methods for data collection exist, but there is no commonly agreed methodology on the socioeconomic issues related to livelihood.

In response, for 2020, the subprogramme will assist six target countries in mapping existing forest-related data, identifying data gaps and recommending tools to address those gaps. This will help the target countries to meet their monitoring and reporting requirements.

Result and evidence

The planned deliverables are expected to contribute to the result, which is enhanced monitoring, assessment and reporting on the implementation of the United Nations forest instrument and the progress towards achieving the global forest goals and the forest-related Sustainable Development Goals.

Evidence of the result, if achieved, will include six countries meeting their monitoring and reporting requirements by developing comprehensive national monitoring frameworks towards sustainable forest management. Those national frameworks will also provide examples of best sustainable forest management practice for countries.

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

Performance measures

2018	2019	2020
Absence of comprehensive national monitoring frameworks towards sustainable forest management	Initiation of 6 national pilot projects to develop comprehensive national monitoring frameworks towards sustainable forest management	6 comprehensive national monitoring frameworks towards sustainable forest management are developed that also provide examples of best sustainable forest management practice for countries

9.94 The following General Assembly and Economic and Social Council resolutions comprise the main mandates entrusted to the subprogramme: General Assembly resolutions [67/200](#) on the International Day of Forests, [67/290](#) on the format and organizational aspects of the high-level political forum on sustainable development, [68/1](#) on the review of the implementation of General Assembly resolution [61/16](#) on the strengthening of the Economic and Social Council, [71/285](#) on the United Nations strategic plan for forests 2017–2030 and [71/286](#) on the United Nations forest instrument; and Economic and Social Council resolutions 2000/35 on the report of the fourth session of the Intergovernmental Forum on Forests; [2015/33](#) on the international arrangement on forests beyond 2015; and [2017/4](#) on the United Nations strategic plan for forests 2017–2030 and quadrennial programme of work of the United Nations Forum on Forests for the period 2017–2020. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 9.95 Table 9.8 lists all the deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.8

Subprogramme 8: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	7	8	7	8
Substantive services for meetings (number of three-hour meetings)	19	19	19	20
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	10	13	9	8
Seminars, workshops and training events (number of days)	10	21	9	8
Publications (number of publications)	–	–	–	–
Technical materials (number of materials)	11	11	11	7
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- 9.96 The variance in field and technical cooperation projects was driven by an increase in the number of projects on forest financing and development of national forest financing strategies, owing to an increase in the number of requests from developing countries for national and regional capacity-building projects and the availability of additional funding for the implementation of those projects.
- 9.97 The variance in seminars, workshops and training events was driven by an increase in the number of seminars, workshops and training events on forest financing, owing to an increase in the number of requests from developing countries for national and regional training workshops and the availability of additional funding for the implementation of those projects.

Variances between the planned figures for 2020 and 2019

- 9.98 The variance in field and technical cooperation projects and seminars, workshops and training events is driven by the reduction of two background papers in sustainable forest management, owing to a reduction in demand from Member States.



Subprogramme 9: Financing for sustainable development

1. Objective

- 9.99 The objective, to which this subprogramme contributes, is to advance the implementation of the outcomes of the International Conferences on Financing for Development.

2. Alignment with the Sustainable Development Goals

- 9.100 Given its broad scope, the objective is aligned with all of the Sustainable Development Goals.

3. Highlighted result in 2018

Financing sustainable development for all

In 2018, the subprogramme supported Member States and stakeholders in the implementation, follow-up and review of the outcomes of the International Conferences on Financing for Development and the mobilization of the means of implementation of the 2030 Agenda for Sustainable Development, as set out in the Addis Ababa Action Agenda. The implementation of the 2030 Agenda requires policy research and analysis, capacity-building and intergovernmental support. The subprogramme performs all of these functions and, as part of its analytical work, it produces the *Financing for Sustainable Development Report*. The 2018 report provided evidence, analysis and policy recommendations across the seven action areas of the Addis Ababa Action Agenda. Specifically, it influenced

the international discourse on financing infrastructure to further emphasize the importance of matching financing arrangements to project characteristics and avoiding simplistic “private-first” or “public-is-best” approaches. It also emphasized that borrowing for effective public investment can have a positive long-term impact on debt sustainability, and the International Monetary Fund subsequently agreed to study ways to better incorporate that position in their debt sustainability models. It also advanced the international discussions on the potential of innovative debt instruments, such as State-contingent bonds and hurricane clauses in sovereign debt contracts, to reduce the risks of future debt crises.

Owing to the strong engagement of the members of the Interagency Task Force on Financing for Development, a new subgroup of the Task Force, on gender equality and women’s empowerment, ensured that an analysis of the gender dimensions of financing was included as a stand-alone issue and mainstreamed throughout the report.

The report formed the basis for the intergovernmentally negotiated outcome of the Economic and Social Council forum on financing for development, showcasing the effectiveness of the subprogramme in supporting consensus-building and norm-setting. Similar results were achieved in international development cooperation, where the subprogramme’s research, analysis and engagement supported action-oriented dialogue among all relevant



Unleashing financing flows for people, planet and prosperity. Source: Permanent Mission of Afghanistan to the United Nations

stakeholders in the Development Cooperation Forum. It also created greater awareness of the need for development cooperation to change more rapidly and radically to meet the deadlines and expectations set out in the 2030 Agenda and identify specific areas for further action. The subprogramme also convened actors from the private sector and other stakeholders to collaborate and explore new opportunities for sustainable investment, notably through the inaugural Sustainable Development Goals Investment Fair. The one-day event provided a platform for direct interaction among 150 high-level representatives from Governments, the private sector and financial intermediaries.

Furthermore, the report includes chapters on each of the action areas of the Addis Ababa Action Agenda. One of the action areas is on domestic public finance, including both domestic policies and the role that international collaboration in tax matters can play in raising domestic public financing. The work of the subprogramme in capacity development in tax matters advances the efficient and effective mobilization of domestic resources for sustainable development at the national level. In this training, tax authorities analyse existing domestic and international provisions, in particular those contained in treaties on double taxation. Tax authorities continue to demand the support of the subprogramme based on the positive impact of the training. This ensures that the norms set internationally and the policy analysis can reach those who are implementing the policies and programmes that will determine the success or failure of the Addis Ababa Action Agenda.

Result and evidence

The deliverables contributed to the result, which is a better understanding of the issues of financing for sustainable development, which paved the way for the agreed recommendations and conclusions of the outcome of the Economic and Social Council forum on financing for development.

Evidence of the result includes a consensus to adopt the intergovernmentally agreed conclusions and recommendations of the Economic and Social Council forum on financing for development follow-up that reflect this understanding.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 9.101 A planned result for 2018, which is enhanced policy coherence in promoting the implementation of the outcomes of the International Conferences on Financing for Development and in coordination with other related outcomes, including through the strengthened role of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental bodies of other institutional stakeholders, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by an increased number of agreements reached by Member States in the Assembly and the Council, as well as in the relevant intergovernmental bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination with other related outcomes.

4. Highlighted planned result for 2020

Advancing policy and action on financing for sustainable development

In 2018, the subprogramme produced the *Financing for Sustainable Development Report*, an annual inter-agency report on follow-up to the International Conferences on Financing for Development.

After addressing 8 specific issues requested in the intergovernmentally agreed conclusions and recommendations of the 2017 Economic and Social Council forum on financing for development in the 2018 report, and 11 specific issues requested in 2018 in the 2019 report, Member States identified 7 further areas for which they requested coverage in the 2020 *Financing for Sustainable Development Report*. The seven areas are: (a) data on international cooperation on asset return and estimates of the volume of illicit financial flows; (b) metrics for measurement of the contribution of private sector investments and instruments to the Sustainable Development Goals; (c) a breakdown of the use of official development assistance in developing countries; (d) an assessment of risks, opportunities and best practices in relation to different financing instruments, such as blended finance, in different

country contexts; (e) the challenges faced by developing countries owing to graduation from concessional financing windows, from least developed country status and from eligibility for official development assistance, among others; (f) developments with respect to trade financing gaps; and (g) financing sustainable development in an era of disruptive technologies and rapid innovation. Member States also encouraged the Inter-agency Task Force on Financing for Development to continue to develop its methodology and work on integrated national financing frameworks and report on lessons learned from early efforts to develop such frameworks.

Challenge and response

The challenge is to support Member States in identifying ways to translate the recommendations contained in the report into practical policies to attract sufficient public and private flows at the country level to fund their national sustainable development strategies.

In response, for 2020, the subprogramme will develop a toolkit to support countries in translating the recommendations to contribute to country efforts to design and effectively implement integrated national financing frameworks.

Result and evidence

The planned deliverable is expected to contribute to the result, which is strengthened coherence in implementing integrated national financing frameworks to support the achievement of national sustainable development plans.

Evidence of the result, if achieved, will include the use of integrated national financing frameworks toolkits at the national level to mobilize financing and other means of implementation for sustainable development.

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

Performance measures

2018	2019	2020
Recognition of the importance of integrating various streams of financing	Identification of analysis on integrated national financing frameworks and strategies that can be translated into toolkits to be used at the national level	Use of toolkit for implementing national policies that will mobilize financing and other means of implementation for sustainable development at the national level

- 9.102 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 9.103 Table 9.9 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 9.9

Subprogramme 9: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	54	54	52	54
Substantive services for meetings (number of three-hour meetings)	203	202	199	207
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	6	6	6
Seminars, workshops and training events (number of days)	10	10	20	20
Publications (number of publications)	11	11	11	14
Technical materials (number of materials)	17	17	17	17
Non-quantified deliverables				
C. Communication deliverables				
Consultation, advice and advocacy				
Digital platforms and multimedia content				
External and media relations				

6. Most significant relative variances in deliverables**Variances between the actual and planned figures in 2018**

- 9.104 The variance under substantive services for meetings was driven by the integration into the subprogramme of the workstreams related to supporting the Development Cooperation Forum.

Variances between the planned figures for 2020 and 2019

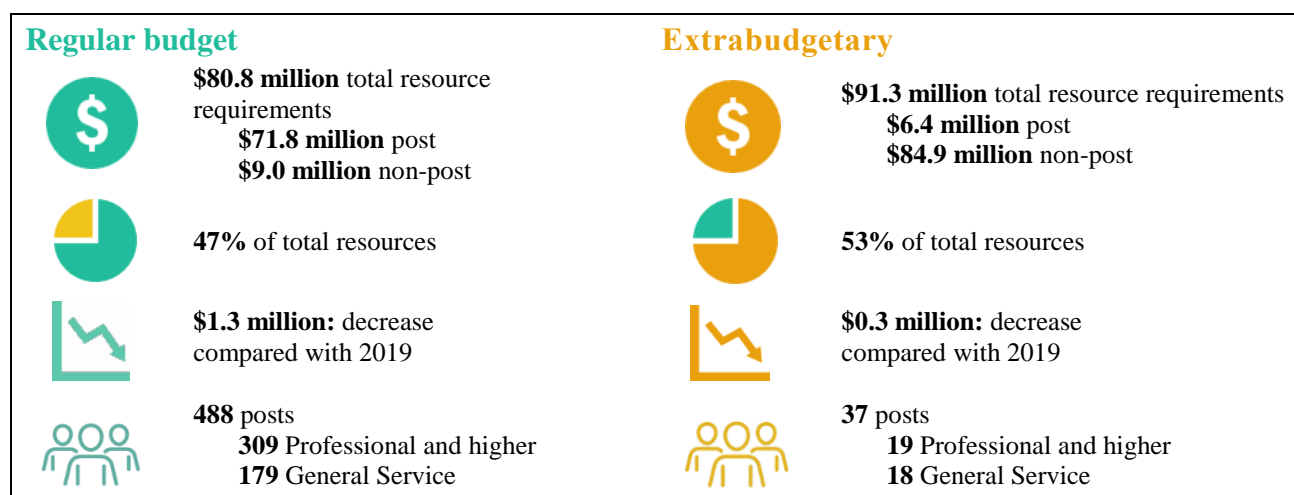
- 9.105 The variance in parliamentary documentation is driven by the biennial nature of the high-level meetings of the Development Cooperation Forum and the parliamentary reports to the Forum. The subprogramme prepares the biennial report of the Secretary-General on trends and progress in international development cooperation for the Forum. In addition, the members of the Committee of Experts on International Cooperation in Tax Matters, based on their programme of work, may update their analytical work in 2020. Other variances will be identified at the end of 2019 and 2020 by subcategory.
- 9.106 The variance in substantive services for meetings is driven by the biennial nature of the high-level meetings of the Development Cooperation Forum. The subprogramme is responsible for the substantive servicing of the high-level meetings of the Forum, preparatory expert group meetings on substantive issues and side events held during the high-level meetings of the Forum. Other variances will be identified at the end of 2019 and 2020 by subcategory.

B. Proposed post and non-post resource requirements for 2020

Overview

9.107 The total resource requirements for 2020, comprising the regular budget and projected extrabudgetary resources, are reflected in figure 9.II and table 9.10.

Figure 9.II
2020 in numbers



Note: Estimates before recosting.

Table 9.10
Overview of financial and post resources by component, subprogramme and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Extrabudgetary			Total		
	2019 appropriation	2020 estimate before recosting	Variance	2019 estimate	2020 estimate	Variance	2019 estimate	2020 estimate	Variance
Financial resources									
Policymaking organs	1 654.2	1 654.2	–	–	–	–	1 654.2	1 654.2	–
Executive direction and management	4 981.5	4 686.8	(294.7)	–	–	–	4 981.5	4 686.8	(294.7)
Programme of work									
1. Intergovernmental support and coordination for sustainable development	7 484.2	7 278.1	(206.1)	547.1	944.1	397.0	8 031.3	8 222.2	190.9
2. Inclusive social development	8 939.4	8 869.1	(70.3)	1 265.3	1 355.6	90.3	10 204.7	10 224.7	20.0
3. Sustainable development	9 968.1	8 709.4	(1 258.7)	10 192.6	8 279.2	(1 913.5)	20 160.7	16 988.6	(3 172.2)
4. Statistics	17 661.9	17 452.6	(209.3)	7 070.5	5 092.7	(1 977.8)	24 732.4	22 545.3	(2 187.1)
5. Population	6 744.3	6 696.1	(48.2)	1 614.6	1 341.9	(272.6)	8 358.9	8 038.0	(320.8)
6. Economic analysis and policy	6 602.8	6 536.8	(66.0)	1 595.5	1 275.9	(319.6)	8 198.3	7 812.7	(385.6)
7. Public institutions and digital government	6 619.3	6 265.1	(354.2)	3 102.9	3 243.8	140.8	9 722.2	9 508.9	(213.4)

Section 9 Economic and social affairs

	<i>Regular budget</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
8. Sustainable forest management	2 329.3	2 310.8	(18.5)	872.5	3 272.3	2 399.8	3 201.8	5 583.1	2 381.3
9. Financing for sustainable development	4 291.9	5 743.7	1 451.8	2 018.4	2 245.5	227.1	6 310.3	7 989.2	1 678.9
Subtotal, programme of work	70 641.2	69 861.7	(779.5)	28 279.6	27 051.0	(1 228.5)	98 920.8	96 912.7	(2 008.0)
Programme support	4 736.1	4 547.5	(188.6)	63 379.3	64 260.0	880.7	68 115.4	68 807.5	692.1
Total	82 013.0	80 750.2	(1 262.8)	91 658.9	91 311.0	(347.8)	173 671.9	172 061.2	(1 610.6)
Post resources									
Executive direction and management	25	26	1	–	–	–	25	26	1
Programme of work									
1. Intergovernmental support and coordination for sustainable development	43	43	–	–	–	–	43	43	–
2. Inclusive social development	58	57	(1)	–	–	–	58	57	(1)
3. Sustainable development	58	51	(7)	–	–	–	58	51	(7)
4. Statistics	123	121	(2)	1	1	–	124	122	(2)
5. Population	43	42	(1)	5	5	–	48	47	(1)
6. Economic analysis and policy	42	42	–	–	–	–	42	42	–
7. Public institutions and digital government	44	40	(4)	–	–	–	44	40	(4)
8. Sustainable forest management	12	12	–	2	2	–	14	14	–
9. Financing for sustainable development	25	34	9	–	–	–	25	34	9
Subtotal, programme of work	448	442	(6)	8	8	–	456	450	(6)
Programme support	20	20	–	29	29	–	49	49	–
Total	493	488	(5)	37	37	–	530	525	(5)

Overview of resources for the regular budget

9.108 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 9.11 through 9.13. The proposals reflect reductions that were made possible, in part, through the redistribution and rationalization of work, the use of technology to streamline work processes; increased digital distribution of documents, which permits reductions in external production and printing; fewer service-level agreements owing to reduced requirements for external hosting services for databases of some substantive subprogrammes; concerted efforts to extend the useful life and delay the replacement of office furniture and equipment; a reduction in the use of external expertise, as part of the Department's efforts to utilize in-house capacity; a reduction in travel on official business, as part of the Department's efforts to ensure the use of videoconferencing and other electronic means of communication as alternatives to travel whenever

Part IV International cooperation for development

possible; and anticipated reductions in communications costs and postage. The proposal also reflects a transfer of resources related to the Non-Governmental Liaison Service to the Department of Global Communications and the effect of the reassignment of posts to different functions across budget components in the context of the restructuring of the Department in response to General Assembly resolution 70/299. Further details are provided under the respective components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 9.11
Evolution of financial resources by component and main category of expenditure
 (Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate before recosting	2020 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Component										
Polymaking organs	1 216.8	1 654.2	–	–	–	–	–	1 654.2	26.4	1 680.6
Executive direction and management	4 874.7	4 981.5	–	(53.7)	(241.0)	(294.7)	(5.9)	4 686.8	204.8	4 891.6
Programme of work	69 893.0	70 641.2	–	(83.9)	(695.6)	(779.5)	(1.1)	69 861.7	3 045.1	72 906.8
Programme support	4 307.5	4 736.1	–	–	(188.6)	(188.6)	(4.0)	4 547.5	154.5	4 702.0
Total	80 292.0	82 013.0	–	(137.6)	(1 125.2)	(1 262.8)	(1.5)	80 750.2	3 430.8	84 181.0
Main category of expenditure										
Post	73 465.6	72 571.4	–	(137.6)	(650.9)	(788.5)	(1.1)	71 782.9	3 286.9	75 069.8
Non-post	6 826.4	9 441.6	–	–	(474.3)	(474.3)	(5.0)	8 967.3	143.9	9 111.2
Total	80 292.0	82 013.0	–	(137.6)	(1 125.2)	(1 262.8)	(1.5)	80 750.2	3 430.8	84 181.0

Table 9.12
Evolution of established post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	–	–	–	1	–
ASG	2	–	–	–	2	–
D-2	9	–	–	(1)	8	(1)
D-1	31	–	–	1	32	1
P-5	64	–	–	–	64	–
P-4	87	–	–	–	87	–
P-3	64	–	–	–	64	–
P-2/1	43	–	–	–	43	–
Subtotal	301	–	–	–	301	–

Section 9 Economic and social affairs

	<i>Changes</i>				<i>2020 estimate</i>	<i>Variance</i>
	<i>2019 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
General Service						
Principal level	33	–	–	–	33	–
Other level	150	–	–	(5)	145	(5)
Subtotal	183	–	–	(5)	178	(5)
Total	484	–	–	(5)	479	(5)

Note: The breakdown of post changes by component, subprogramme and post level is provided in annex II.

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Table 9.13

Evolution of temporary post resources by category

	<i>Changes</i>				<i>2020 estimate</i>	<i>Variance</i>
	<i>2019 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>		
Professional and higher						
P-5	3	–	–	–	3	–
P-4	2	–	–	–	2	–
P-3	3	–	–	–	3	–
Subtotal	8	–	–	–	8	–
General Service						
Other level	1	–	–	–	1	–
Subtotal	1	–	–	–	1	–
Total	9	–	–	–	9	–

Policymaking organs

9.109 The resources proposed under this component would provide for requirements relating to standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes, the servicing of which is the responsibility of the Department of Economic and Social Affairs. The provisions for experts serving on committees in their individual capacity are in accordance with Assembly resolution 2491 (XXIII), as amended by resolutions [42/225](#), section VI, and [43/217](#), section IX, while the provisions for members of the functional commissions are in accordance with Assembly resolutions 1798 (XVII), 2128 (XX) and 2245 (XXI).

9.110 Tables 9.14 and 9.15 and figure 9.III provide information on the standing intergovernmental organs and expert bodies, related mandates and related resource requirements under the regular budget.

Table 9.14
Polymaking organs

	<i>Mandate</i>	<i>Description</i>	<i>Membership</i>		<i>Number of sessions in 2020</i>	<i>Resource requirements (thousands of United States dollars)</i>	
			<i>Governments</i>	<i>Experts</i>		<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>
High-level political forum on sustainable development	General Assembly resolutions 66/288, 67/290 and 70/299	<p>In 2012, the General Assembly, in the outcome document of the United Nations Conference on Sustainable Development entitled “The future we want”, decided to establish a universal, intergovernmental, high-level political forum on sustainable development. The forum replaced the Commission on Sustainable Development and builds on the strengths, experiences, resources and inclusive participation modalities of the Commission.</p> <p>According to the mandates from the General Assembly, the forum provides political leadership, guidance and recommendations for sustainable development, follows up and reviews progress in the implementation of sustainable development commitments, enhances the integration of the 3 dimensions of sustainable development and has a focused, dynamic and action-oriented agenda, ensuring the appropriate consideration of new and emerging sustainable development challenges.</p> <p>With the adoption of the 2030 Agenda for Sustainable Development, the forum was tasked with reviewing progress in the implementation of the 2030 Agenda and the Sustainable Development Goals and overseeing a network of follow-up and review processes at the global level. The forum reviews a theme and a few of the Goals and conducts voluntary national reviews every year under the auspices of Economic and Social Council.</p> <p>The meetings of the forum are convened under the auspices of the Economic and Social Council annually, and the travel of representatives from the least developed countries to the meetings is facilitated. The meetings of the forum under the auspices of the General Assembly are convened every 4 years at the Head of State level. The outcome of the meetings of the forum under the auspices of the Council is a negotiated ministerial declaration. Under the auspices of the General Assembly, it is a negotiated political declaration</p>	All Member States of the United Nations and States members of the specialized agencies		1 session per year under the auspices of the Economic and Social Council; 1 session every 4 years under the auspices of the General Assembly	394.0	394.0

	<i>Mandate</i>	<i>Description</i>	<i>Membership</i>		<i>Number of sessions in 2020</i>	<i>Resource requirements (thousands of United States dollars)</i>	
			<i>Governments</i>	<i>Experts</i>		<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>
Commission for Social Development	Economic and Social Council resolutions 10 (II), 1139 (XLI), 1996/7 and 2016/6	The Social Commission was established in 1946 as a functional commission of the Economic and Social Council. In 1966, the Council renamed it the Commission for Social Development to clarify its role as a preparatory body of the Council for the entire range of social development policy issues. In 1996, the Council then decided that the Commission would have the primary responsibility for the follow-up to the World Summit for Social Development and review of the implementation of the Copenhagen Declaration on Social Development and the Programme of Action of the World Summit for Social Development. In 2016, the Council affirmed that the Commission would contribute to the follow-up to the 2030 Agenda for Sustainable Development, within its existing mandate, by supporting the thematic reviews of the high-level political forum on sustainable development on progress on the implementation of the Sustainable Development Goals	46	–	1: Fifty-eighth	107.8	107.8
Permanent Forum on Indigenous Issues	Economic and Social Council resolution 2000/22	The Permanent Forum was established in 2000 as a subsidiary organ of the Economic and Social Council. It consists of 16 members serving in their personal capacity as independent experts on indigenous issues. The Permanent Forum serves as an advisory body to the Council with a mandate to discuss indigenous issues within the mandate of the Council relating to economic and social development, culture, the environment, education, health and human rights	–	16	1: Nineteenth	186.7	186.7
Statistical Commission	Economic and Social Council resolutions 1566 (L) and 1999/8	The Commission was established in 1947 as a functional commission of the Economic and Social Council. Its terms of reference are to assist the Council in promoting the development of national statistics and the improvement of their comparability, coordinating the statistical work of the specialized agencies, developing the central statistical services of the Secretariat, advising the organs of the United Nations on general questions relating to the collection, interpretation and dissemination of statistical information and promoting the improvement of statistical methods in general	24	–	1: Fifty-first	56.0	56.0

	Mandate	Description	Membership		Number of sessions in 2020	Resource requirements (thousands of United States dollars)	
			Governments	Experts		2019 appropriation	2020 estimate before recosting
Committee of Experts on Global Geospatial Information Management	Economic and Social Council resolution 2011/24	The Committee was established in 2011 as a subsidiary body of the Economic and Social Council. It comprises experts from all Member States, as well as experts from international organizations, who participate as observers. In accordance with its terms of reference, contained in the annex to Council resolution 2011/24, the objectives of the Committee of Experts are to make joint decisions and set directions on the production and use of geospatial information within national and global policy frameworks, promote common principles, policies, methods, mechanisms and standards for the interoperability of geospatial data and services and provide a platform for the development of effective strategies on how to build and strengthen national capacity concerning geospatial information, especially in developing countries. The Council decided that the Committee would be administered within existing resources and organized accordingly	193	–	1: Tenth	–	–
Commission on Population and Development	Economic and Social Council resolutions 3 (III), 150 (VII) and 2016/25 and decision 1995/320 and General Assembly resolution 49/128	The Population Commission was established by the Economic and Social Council in 1946 as a functional commission of the Council. In 1994, the General Assembly decided that the revitalized Population Commission would be renamed the Commission on Population and Development. Under its terms of reference, the Commission is to assist the Council by: (a) arranging for studies and advising the Council on population issues and trends, the integration of population and development strategies, population and related development policies and programmes and the provision of population assistance, as well as addressing population and development questions on which either the principal or the subsidiary organs of the United Nations or the specialized agencies may seek advice; (b) monitoring, reviewing and assessing the implementation of the Programme of Action of the International Conference on Population and Development at the national, regional and global levels, identifying reasons for success and failure and advising the Council thereon; and (c) reviewing the findings of research and analysis pertaining to the interrelationships between population and development at the national, regional and international levels and advising the Council thereon	47	–	1: Fifty-third	64.7	64.7

	<i>Mandate</i>	<i>Description</i>	<i>Membership</i>		<i>Number of sessions in 2020</i>	<i>Resource requirements (thousands of United States dollars)</i>	
			<i>Governments</i>	<i>Experts</i>		<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>
Committee for Development Policy	Economic and Social Council resolution 1998/46 and General Assembly resolution 67/221	In 1998, the Economic and Social Council restructured and revitalized the Committee for Development Planning and renamed it the Committee for Development Policy. The Committee is a subsidiary body of the Council comprising 24 experts serving in their personal capacity, drawn from the fields of economic development, social development and environmental protection. The Committee is called upon to undertake a triennial review of the status of least developed countries and to meet on that issue once every three years. In its resolution 67/221, the General Assembly requested the Committee to monitor the development progress of graduated countries on an annual basis for the first three years after graduation became effective, and triennially thereafter, as a complement to the two triennial reviews of the list of least developed countries carried out by the Committee	–	24	1: Twenty-second	182.3	182.3
Committee of Experts on Public Administration	Economic and Social Council resolutions 2001/45 and 2003/60	The Economic and Social Council in 2001 restructured and revitalized the Group of Experts on the United Nations Programme in Public Administration and renamed it the Committee of Experts on Public Administration. The Committee is a subsidiary body of the Council comprising 24 experts serving in their personal capacity, drawn from the interrelated fields of public economics, public administration and public finance. The Committee's role is to support intergovernmental deliberations by providing policy advice and programmatic guidance to improve governance and public administration structures and processes for development. It assists the Council by reviewing trends, issues and priorities in public administration and institution-building, notably in relation to the 2030 Agenda for Sustainable Development and in support of the implementation and progress reviews of the Sustainable Development Goals	–	24	1: Nineteenth	176.3	176.3

	<i>Mandate</i>	<i>Description</i>	<i>Membership</i>		<i>Number of sessions in 2020</i>	<i>Resource requirements (thousands of United States dollars)</i>	
			<i>Governments</i>	<i>Experts</i>		<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>
United Nations Forum on Forests	Economic and Social Council resolutions 2000/35 and 2015/33	The Forum was established by the Economic and Social Council in 2000 as an intergovernmental subsidiary body of the Council. In 2015, the Council decided to strengthen the international arrangement on forests and extend it to 2030. The Council also decided to improve and strengthen the functioning of the Forum beyond 2015 and requested it to carry out its core functions on the basis of a strategic plan for forests for the period 2017–2030. The core functions of the Forum are to: (a) provide a coherent, open, transparent and participatory global platform for policy development, dialogue, cooperation and coordination on issues related to the sustainable management of all types of forests, including emerging issues, in an integrated and holistic manner, including through cross-sectoral approaches; (b) promote, monitor and assess the implementation of sustainable forest management, in particular the United Nations strategic plan for forests and the achievement of its global forest goals and associated targets and the United Nations forest instrument, and mobilize, catalyse and facilitate access to financial, technical and scientific resources to that end; (c) promote governance frameworks and enabling conditions at all levels to achieve sustainable forest management; (d) promote coherent and collaborative international policy development on issues related to all types of forests; and (e) strengthen high-level political engagement, with the participation of major groups and other stakeholders, in support of sustainable forest management	197	–	1: Fifteenth	53.4	53.4
Committee of Experts on International Cooperation in Tax Matters	Economic and Social Council resolutions 1273 (XLIII), 2004/69 and 2017/2 and General Assembly resolution 69/313	The Group of Experts on Tax Treaties between Developed and Developing Countries was established by the Economic and Social Council in 1968. In 1980, it was renamed the Ad Hoc Group of Experts on International Cooperation in Tax Matters. In 2004, the Council renamed it the Committee of Experts on International Cooperation in Tax Matters. It comprises 25 members nominated by Governments and acting in their expert capacity, drawn from the fields of tax policy and tax administration. By its resolution 69/313 , the General Assembly decided to increase the frequency of the	–	25	2: Twentieth and Twenty-first	433.0	433.0

<i>Mandate</i>	<i>Description</i>	<i>Membership</i>			<i>Resource requirements (thousands of United States dollars)</i>	
		<i>Governments</i>	<i>Experts</i>	<i>Number of sessions in 2020</i>	<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>
	<p>Committee's meetings to two sessions per year and to increase the engagement of the Committee with the Council through the special meeting on international cooperation in tax matters, with a view to enhancing intergovernmental consideration of tax issues.</p> <p>The Committee is mandated to: (a) keep under review and update as necessary the United Nations Model Double Taxation Convention between Developed and Developing Countries and the Manual for the Negotiation of Bilateral Tax Treaties between Developed and Developing Countries; (b) provide a framework for dialogue with a view to enhancing and promoting international tax cooperation among national tax authorities; (c) consider how new and emerging issues could affect international cooperation in tax matters and develop assessments, commentaries and appropriate recommendations; (d) make recommendations on capacity-building and the provision of technical assistance to developing countries and countries with economies in transition; and (e) give special attention to developing countries and countries with economies in transition in dealing with all the aforementioned issues</p>					
Total					1 654.2	1 654.2

9.111 The proposed regular budget resources for 2020 amount to \$1,654,200 and reflect no resource change compared with the appropriation for 2019. The resources would provide for the servicing of standing intergovernmental organs and expert bodies, special sessions of the General Assembly and intergovernmental processes as detailed in table 9.14. Additional details are reflected in figure 9.III and table 9.15.

Figure 9.III
Resources for policymaking organs as a percentage of the regular budget

(Millions of United States dollars)

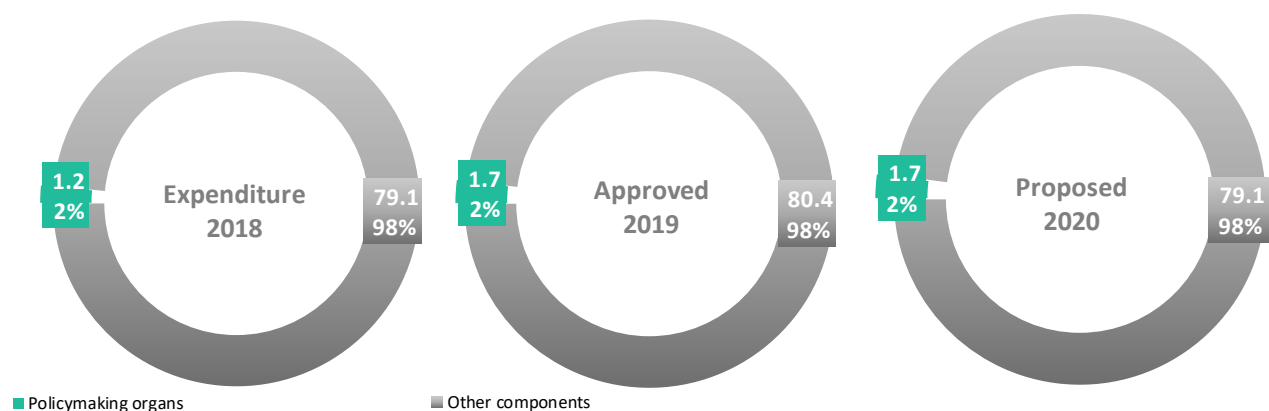


Table 9.15
Policymaking organs: evolution of financial resources

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes			Total	Percentage	2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Non-post								
Travel of representatives	1 216.8	1 654.2	–	–	–	–	–	1 654.2

Executive direction and management

9.112 The Under-Secretary-General for Economic and Social Affairs is responsible for the overall management, supervision and administration of the Department in the implementation of its mandates and its approved programme of work. As head of the Department, the Under-Secretary-General is delegated managerial authority over human, financial and physical resources to allow for the effective delivery of the Department’s mandates. Within the United Nations system, he serves as the convener of the Executive Committee on Economic and Social Affairs, as well as the Programme Manager of the Development Account, and is responsible for the overall management of capacity development activities. He is also a member of the United Nations Sustainable Development Group, a joint policy and decision-making body for development operations in countries. The Under-Secretary-General is assisted by the Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs and the Assistant Secretary-General for Economic Development, who also serves as the Chief Economist.

9.113 The Assistant Secretary-General for Economic Development and Chief Economist serves as the principal economic adviser to the Under-Secretary-General, whom he assists by providing thought leadership and guidance on the policy research and analysis work of the Department, including on frontier and emerging issues. He is also responsible for the coordination and review of the

publications of the Department, reports of the Secretary-General and other technical products that provide an important platform for amplifying and delivering the work of the Department on global development policy. The Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs supports the Under-Secretary-General by providing substantive support and policy advice on departmental support to intergovernmental processes, including the General Assembly, the Economic and Social Council and its subsidiary bodies, and the high-level political forum on sustainable development. She is also responsible for inter-agency coordination, including support to the Under-Secretary-General in the work of the United Nations Sustainable Development Group and the United Nations System Chief Executives Board for Coordination.

- 9.114 The Office of the Under-Secretary-General supports the senior leadership of the Department in the overall coordination and management of its programmes and resources, as well as the implementation of Department-wide initiatives. It assists the Under-Secretary-General in implementing the Department's overall programming, monitoring and evaluation activities, including its representation in intergovernmental and expert oversight bodies and internal and external audit entities. The Office coordinates the Department's support to the resident coordinator system, in collaboration with the new Development Coordination Office. It also facilitates the work of the Department's gender focal point and is responsible for the review of legislative reports and flagship publications of the Department.
- 9.115 The Strategic Planning and Communications Service supports the Under-Secretary-General in advancing the Department's strategic direction, integration and policy coherence, including its collaborative work with other Secretariat entities in the areas of knowledge management, communications, websites, social and multimedia outreach, publishing and information technology. It supports the Department's engagement in the Secretary-General's Executive Committee and coordinating mechanisms or bodies, and the departmental editorial board. It is responsible for the Department's strategic communication framework, including its implementation. It plays a central role in the programme delivery of the Department through its support for information systems and enterprise applications. In addition, the Service represents the Department in relevant Secretariat policy and normative bodies, including the Publications Board, the Information and Communications Technology Board, the United Nations Communications Group and the strategic planning network.
- 9.116 In 2018, as part of its commitment to the aims and goals of the 2030 Agenda for Sustainable Development and international agreements on climate change and the protection of the environment, the Department initiated a review of the delivery modality for its capacity-building workshops, with a view to increasing the availability of online training, reaching a wider audience and reducing the need for travel to conduct the workshops. In 2019, in lieu of holding regional workshops, a webinar was conducted for resident coordinators and country teams on the voluntary national review process. In 2020, the Department aims to enhance its online training tools and strengthen its planning and coordination of missions to countries in the context of its capacity-building and technical cooperation work to minimize its carbon footprint due to travel. It will further leverage the information technology infrastructure developed by the Office of Information and Communications Technology to reduce the printing of documentation and the acquisition of printers. It will also contribute to the implementation of the Secretariat's climate neutrality plan.
- 9.117 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 9.16.

Table 9.16
Compliance rate

(Percentage)

	Planned 2018	Actual 2018	Planned 2019	Planned 2020
Timely submission of documentation	100	90	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	51	100	100

9.118 The proposed regular budget resources for 2020 amount to \$4,686,800 and reflect a net decrease of \$294,700 compared with the appropriation for 2019. Additional details are reflected in figures 9.IV through 9.VI and table 9.17.

Figure 9.IV

Resources for executive direction and management as a percentage of the regular budget

(Millions of United States dollars)

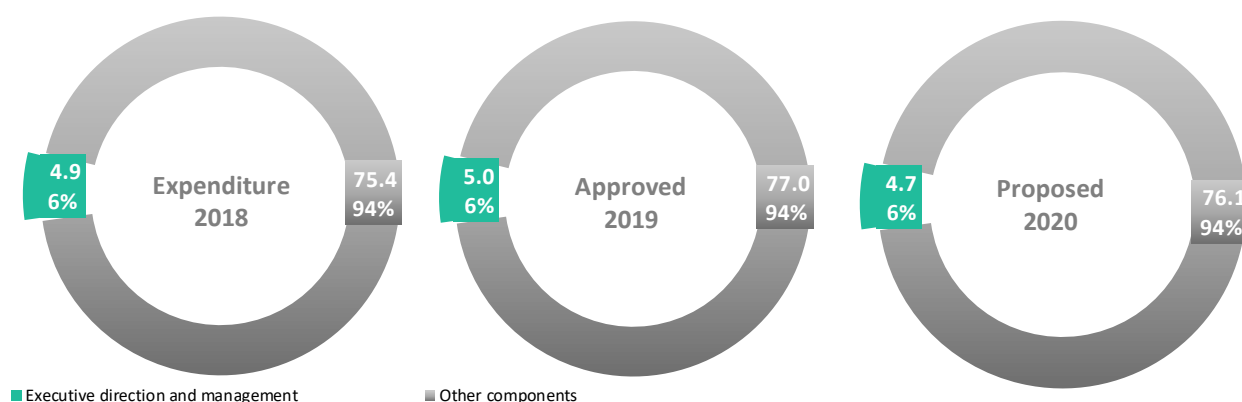


Table 9.17

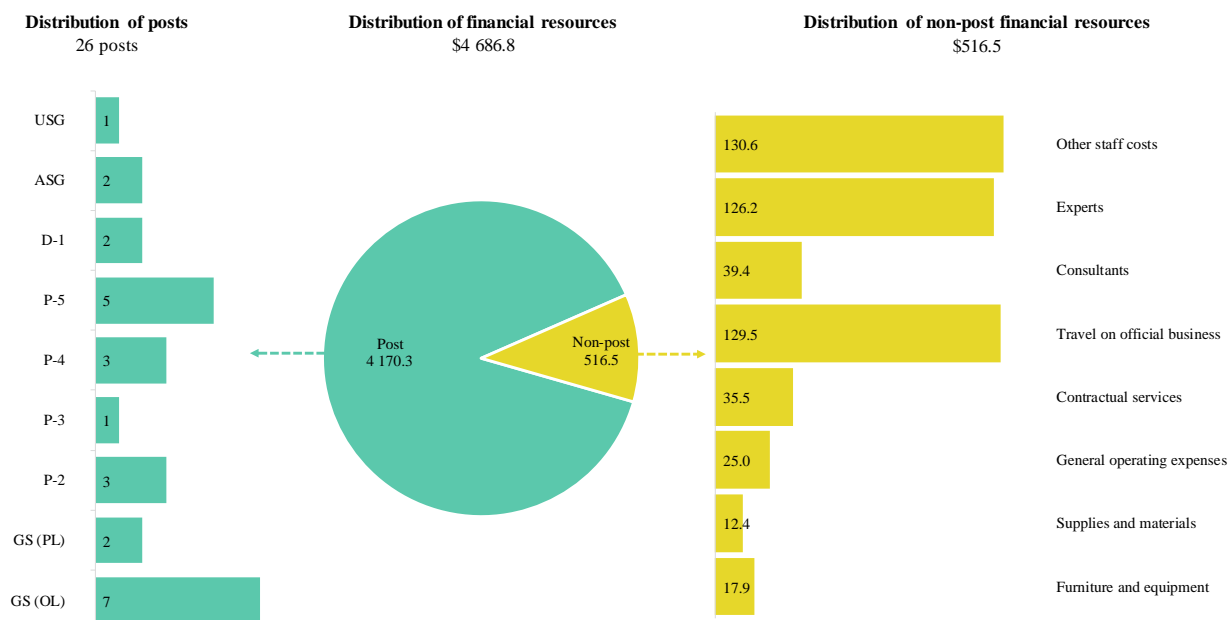
Executive direction and management: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	4 377.6	4 224.0	–	(53.7)	–	(53.7)	(1.3)	4 170.3	
Non-post	497.1	757.5	–	–	(241.0)	(241.0)	(31.8)	516.5	
Total	4 874.7	4 981.5	–	(53.7)	(241.0)	(294.7)	(5.9)	4 686.8	
Post resources by category									
Professional and higher		17	–	–	–	–	–	17	
General Service and related		8	–	1	–	1	12.5	9	
Total		25	–	1	–	1	4.0	26	

Figure 9.V
Executive direction and management: distribution of proposed resources for 2020 (before recosting)

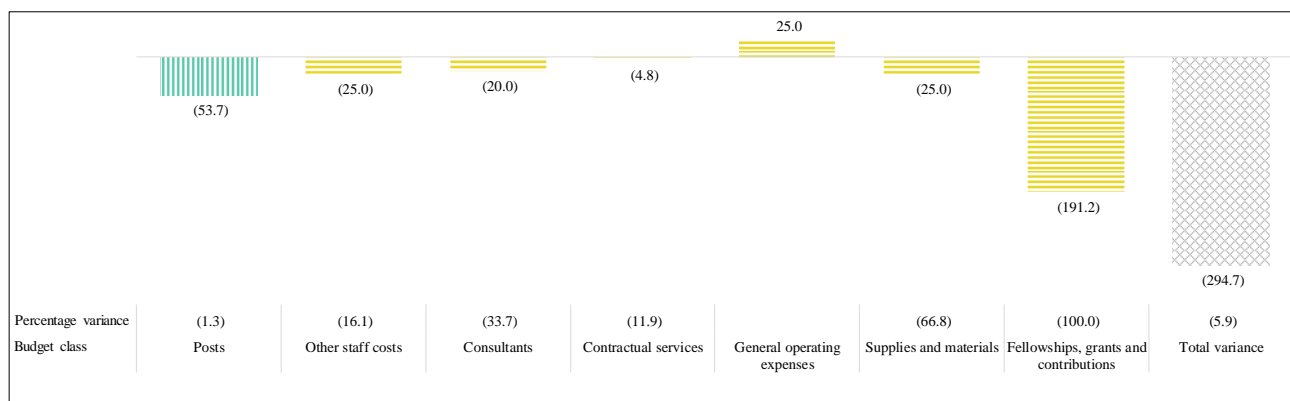
(Number of posts/thousands of United States dollars)



Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); USG, Under-Secretary-General.

Figure 9.VI
Executive direction and management: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.119 The variance of \$294,700 reflects:

- (a) **New and expanded mandates.** A net decrease of \$53,700 under posts resulting from a reduction of \$98,700 related to the reassignment of a post of Senior Public Information Officer (P-5) within executive direction and management as a Senior Programme Management Officer (P-5) to support the strengthening of the Department’s monitoring and evaluation activities, offset in part by the redeployment of a post of Information Systems Assistant (General Service (Other level)) from subprogramme 7 and the reassignment of the post as a Programme Management Assistant (General Service (Other level)) to support the strengthening of the Department’s monitoring and evaluation capacities (\$45,000);

- (b) **Other changes.** A net decrease of \$241,000 under non-post resources resulting from:
- (i) The outward redeployment of resources from fellowships, grants and contributions for the Non-Governmental Liaison Service to section 28, Global communications, which would better align the functions of the Department of Global Communications with the Service (\$191,200);
 - (ii) Other reductions under other staff costs, consultants and experts and contractual services (\$49,800);
 - (iii) The redeployment of resources within the component, on a cost-neutral basis, to better support its operational requirements for 2020.

Programme of work

9.120 The proposed regular budget resources for 2020 amount to \$69,861,700 and reflect a reduction of \$779,500 compared with the appropriation for 2019. Additional details are reflected in figures 9.VII and 9.VIII and table 9.18.

Figure 9.VII

Resources for the programme of work as a percentage of the regular budget

(Millions of United States dollars)

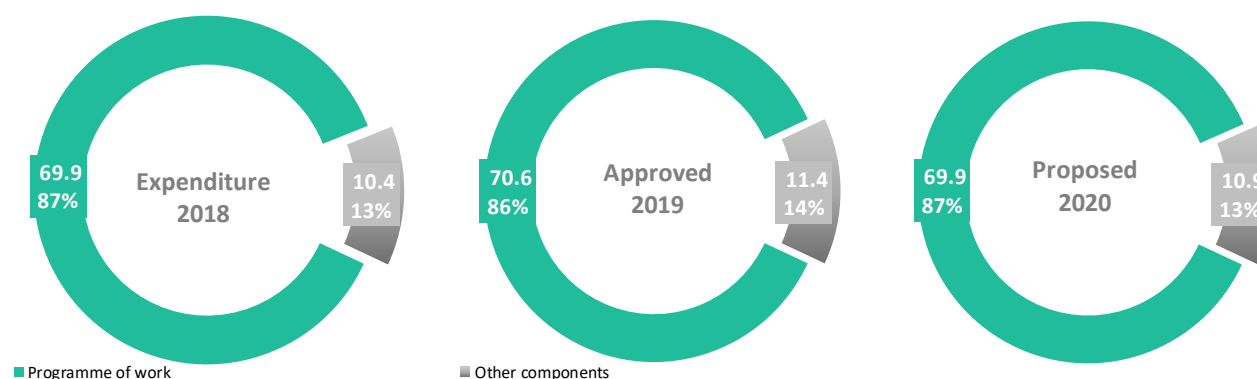


Table 9.18

Programme of work: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

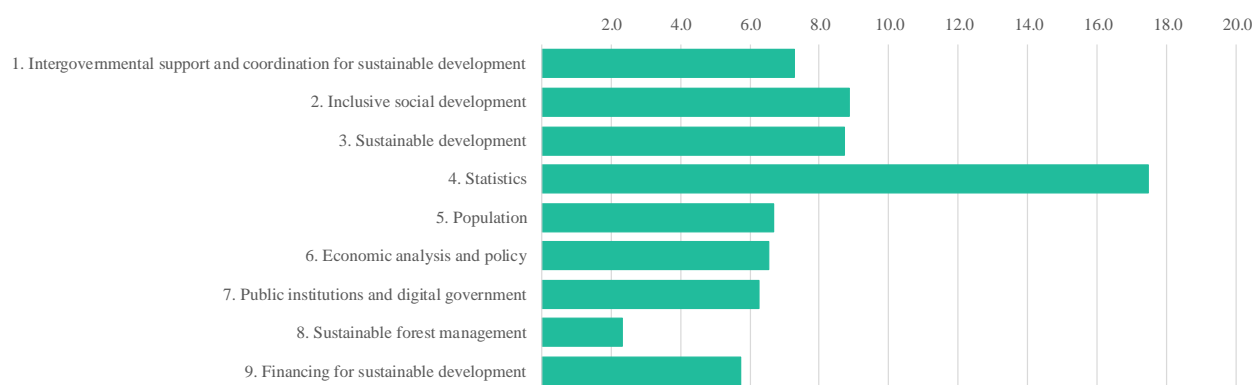
	2018 expenditure	2019 appropriation	Changes			Total	Percentage	2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other			
Financial resources by subprogramme								
1. Intergovernmental support and coordination for sustainable development	7 071.5	7 484.2	–	(171.3)	(34.8)	(206.1)	(2.8)	7 278.1
2. Inclusive social development	9 152.5	8 939.4	–	–	(70.3)	(70.3)	(0.8)	8 869.1
3. Sustainable development	8 735.5	9 968.1	–	(1 170.7)	(88.0)	(1 258.7)	(12.6)	8 709.4
4. Statistics	18 522.1	17 661.9	–	–	(209.3)	(209.3)	(1.2)	17 452.6
5. Population	6 214.8	6 744.3	–	–	(48.2)	(48.2)	(0.7)	6 696.1
6. Economic analysis and policy	6 777.9	6 602.8	–	–	(66.0)	(66.0)	(1.0)	6 536.8

Section 9 Economic and social affairs

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
7. Public institutions and digital government	6 312.0	6 619.3	–	(251.7)	(102.5)	(354.2)	(5.4)	6 265.1
8. Sustainable forest management	2 467.0	2 329.3	–	–	(18.5)	(18.5)	(0.8)	2 310.8
9. Financing for sustainable development	4 639.7	4 291.9	–	1 509.8	(58.0)	1 451.8	33.8	5 743.7
Total	69 893.0	70 641.2	–	(83.9)	(695.6)	(779.5)	(1.1)	69 861.7
Financial resources by main category of expenditure								
Post	66 077.8	65 438.8	–	(83.9)	(566.0)	(649.9)	(1.0)	64 788.9
Non-post	3 815.2	5 202.4	–	–	(129.6)	(129.6)	(2.5)	5 072.8
Total	69 893.0	70 641.2	–	(83.9)	(695.6)	(779.5)	(1.1)	69 861.7
Post resources by subprogramme								
1. Intergovernmental support and coordination for sustainable development		43	–	–	–	–	–	43
2. Inclusive social development		58	–	–	(1)	(1)	(1.7)	57
3. Sustainable development		58	–	(7)	–	(7)	(12.1)	51
4. Statistics		123	–	–	(2)	(2)	(1.6)	121
5. Population		43	–	–	(1)	(1)	(2.3)	42
6. Economic analysis and policy		42	–	–	–	–	–	42
7. Public institutions and digital government		44	–	(3)	(1)	(4)	(9.1)	40
8. Sustainable forest management		12	–	–	–	–	–	12
9. Financing for sustainable development		25	–	9	–	9	36.0	34
Total		448	–	(1)	(5)	(6)	(1.3)	442

Figure 9.VIII
Programme of work: distribution of proposed resources for 2020 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Intergovernmental support and coordination for sustainable development

9.121 The proposed regular budget resources for 2020 amount to \$7,278,100 and reflect a net decrease of \$206,100 compared with the appropriation for 2019. Additional details are reflected in table 9.19 and figures 9.IX and 9.X.

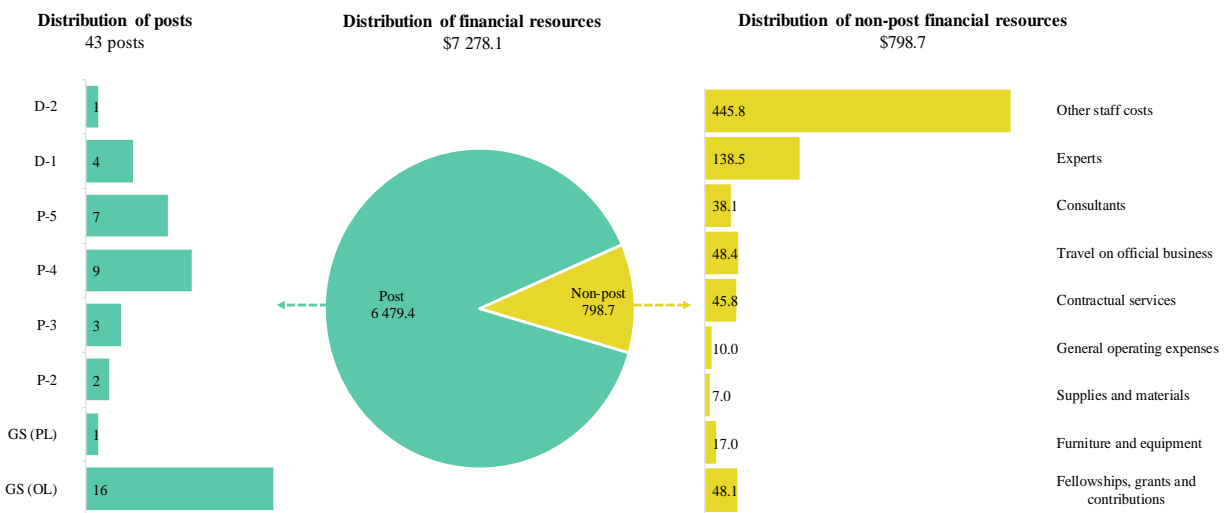
Table 9.19
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 420.8	6 533.1	–	(53.7)	–	(53.7)	(0.8)	6 479.4
Non-post	650.7	951.1	–	(117.6)	(34.8)	(152.4)	(16.0)	798.7
Total	7 071.5	7 484.2	–	(171.3)	(34.8)	(206.1)	(2.8)	7 278.1
Post resources by category								
Professional and higher		28	–	(2)	–	(2)	(7.1)	26
General Service and related		15	–	2	–	2	13.3	17
Total		43	–	–	–	–	–	43

Figure 9.IX
Subprogramme 1: distribution of proposed resources for 2020 (before recosting)

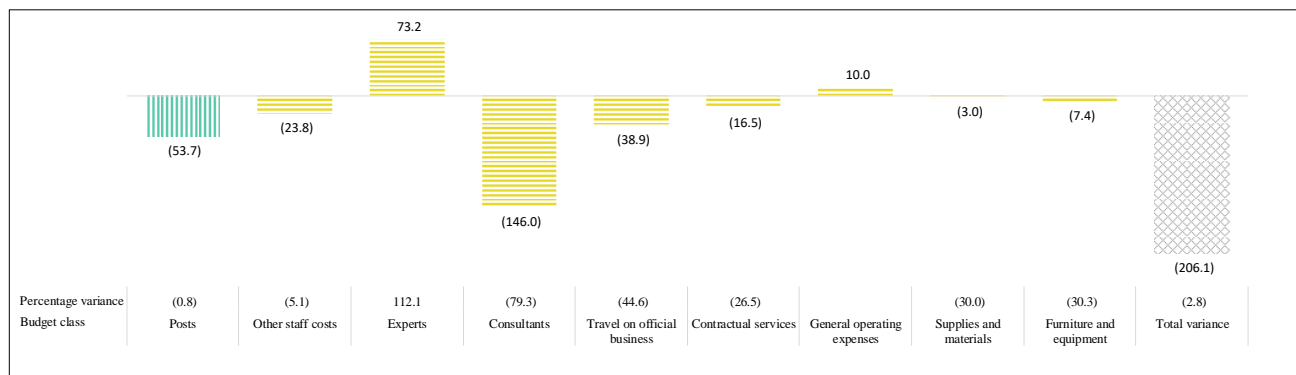
(Number of posts/thousands of United States dollars)



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

Figure 9.X
Subprogramme 1: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.122 The variance of \$206,100 reflects:

(a) **New and expanded mandates:**

(i) A net decrease of \$53,700 under posts resulting from:

- a. The outward redeployment of eight posts (1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 P-2 and 1 General Service (Other level)) responsible for development cooperation activities to subprogramme 9, as part of the Department’s efforts to strengthen and rationalize its work on mobilizing financing for the implementation of the Sustainable Development Goals (\$1,302,500);
- b. The outward redeployment of one P-4 post that supported the Economic and Social Council partnership forum and served as liaison with the private sector and the philanthropic community to subprogramme 3, as part of the Department’s reorganization to strengthen work on engagement with Member States and all other sustainable development stakeholders (\$187,600);
- c. The inward redeployment of eight posts from subprogramme 3 (1 D-1, 2 P-5, 2 P-4, 1 P-2 and 2 General Service (Other level)) related to intergovernmental support, as well as one General Service (Other level) post from subprogramme 7, as part of the Department’s reorganization of work to enhance support to intergovernmental processes related to sustainable development, including the General Assembly, the Economic and Social Council and its subsidiary bodies and the high-level political forum on sustainable development. The proposed redeployment would ensure that the responsibility for the servicing of the intergovernmental meetings of the high-level political forum was under a single subprogramme within the Department and provide integrated, coordinated and cohesive support to Member States (\$1,436,400);

(ii) A net decrease of \$117,600 under non-post resources resulting from the proposed outward redeployment of resources related to development cooperation activities to subprogramme 9, offset in part by the inward redeployment of other resources, also proposed in the context of the restructuring of the Department;

(b) **Other changes.** A net decrease of \$34,800 under non-post resources resulting from proposed reductions, mainly under travel on official business, resulting from the use of videoconferencing and other electronic means of communications as alternatives to travel whenever possible (\$34,800). The proposed changes also reflect the redeployment of resources within the subprogramme, on a cost-neutral basis, to better support its operational requirements for 2020.

9.123 The subprogramme is supported by extrabudgetary resources estimated at \$944,100, as reflected in table 9.10. The resources would provide for the engagement of external expertise to improve the analytical work for the quadrennial comprehensive policy review of operational activities for development of the United Nations system, including following up and monitoring the implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system; provide input to support negotiations on the 2020 General Assembly resolution on the quadrennial comprehensive policy review of operational activities for development of the United Nations system; provide for the participation of governmental experts of developing countries presenting their voluntary national reviews at the high-level political forum on sustainable development in preparatory workshops at the global and regional levels; and support an integrated information and communications technology solution for a coherent approach to maintaining the profiles of non-governmental organizations (NGOs), processing applications for accreditation and facilitating reporting and monitoring and communications between NGOs and the United Nations, as well as among the different United Nations offices that promote NGO participation, based on the integration of the different modules currently in use (the integrated Civil Society Organizations System (iCSO), the Civil Society Network (CSO Net) and the Paperless Committee System) in a more cohesive fashion, reducing the inconsistencies and instability that often disrupt the current system. The projected increase of \$397,000 compared with 2019 reflects mainly the increase in support for the voluntary national reviews and activities related to the quadrennial comprehensive policy review, as well as the upgrade of the iCSO database project, offset in part by the anticipated full implementation of some projects by the end of 2019.

Subprogramme 2 Inclusive social development

9.124 The proposed regular budget resources for 2020 amount to \$8,869,100 and reflect a net decrease of \$70,300 compared with the appropriation for 2019. Additional details are reflected in table 9.20 and figures 9.XI and 9.XII.

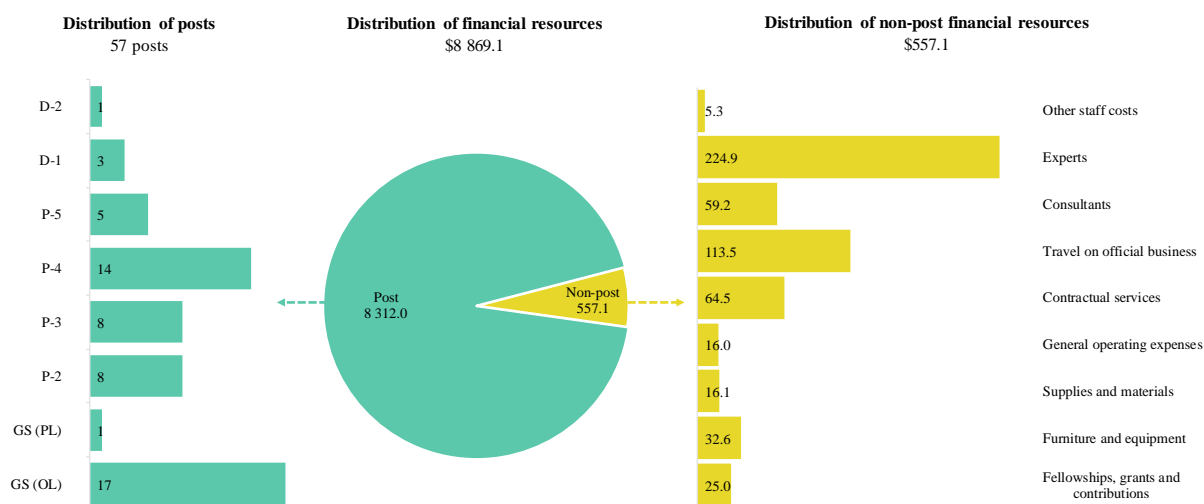
Table 9.20
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	8 763.1	8 395.9	–	–	(83.9)	(83.9)	(1.0)	8 312.0
Non-post	389.4	543.5	–	–	13.6	13.6	2.5	557.1
Total	9 152.5	8 939.4	–	–	(70.3)	(70.3)	(0.8)	8 869.1
Post resources by category								
Professional and higher		39	–	–	–	–	–	39
General Service and related		19	–	–	(1)	(1)	(5.2)	18
Total		58	–	–	(1)	(1)	(1.7)	57

Figure 9.XI
Subprogramme 2: distribution of proposed resources for 2020 (before recosting)

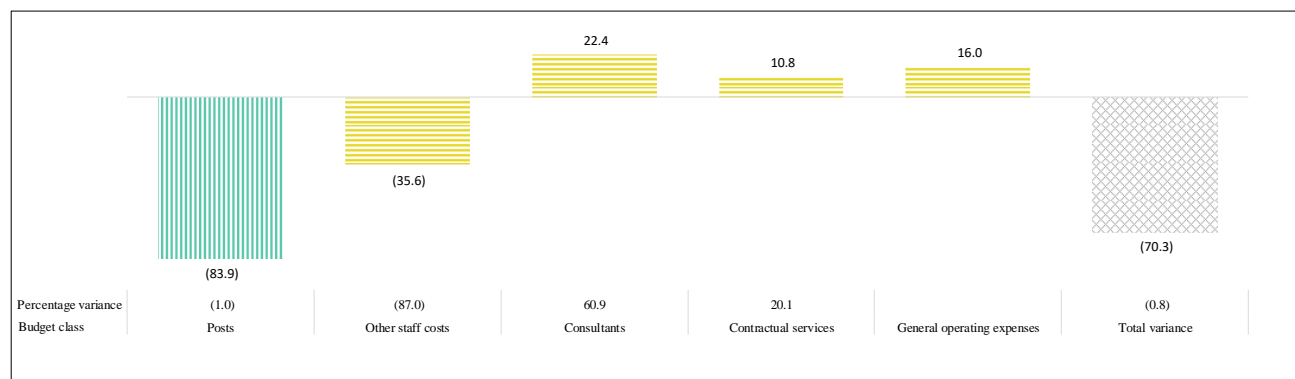
(Number of posts/thousands of United States dollars)



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

Figure 9.XII
Subprogramme 2: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.125 The variance of \$70,300 reflects:

Other changes. A decrease of \$83,900 under posts resulting from the abolition of a post of Team Assistant (General Service (Other level)) made possible by leveraging information and communications technology to streamline work processes, offset in part by a net increase of \$13,600 under non-post resources resulting mainly from increased requirements for consultants, owing to the need to engage expertise not available in-house, in particular on the topics of climate change and biodiversity in the context of indigenous peoples and the links to conservation and climate change. The proposed changes also reflect the redeployment of resources within the subprogramme, on a cost-neutral basis, to better support its operational requirements for 2020.

9.126 The subprogramme is supported by extrabudgetary resources estimated at \$1,355,600, as reflected in table 9.10. The resources would support the implementation of activities under the subprogramme, including for issues related to persons with disabilities, youth, ageing, family activity and indigenous peoples. Extrabudgetary resources under this subprogramme would also support capacity

development activities and technical cooperation projects. The projected increase of \$90,300 compared with 2019 reflects mainly the increase in support for the activities related to persons with disabilities and indigenous peoples.

Subprogramme 3 Sustainable development

9.127 The proposed regular budget resources for 2020 amount to \$8,709,400 and reflect a net decrease of \$1,258,700 compared with the appropriation for 2019. Additional details are reflected in table 9.21 and figures 9.XIII and XIV.

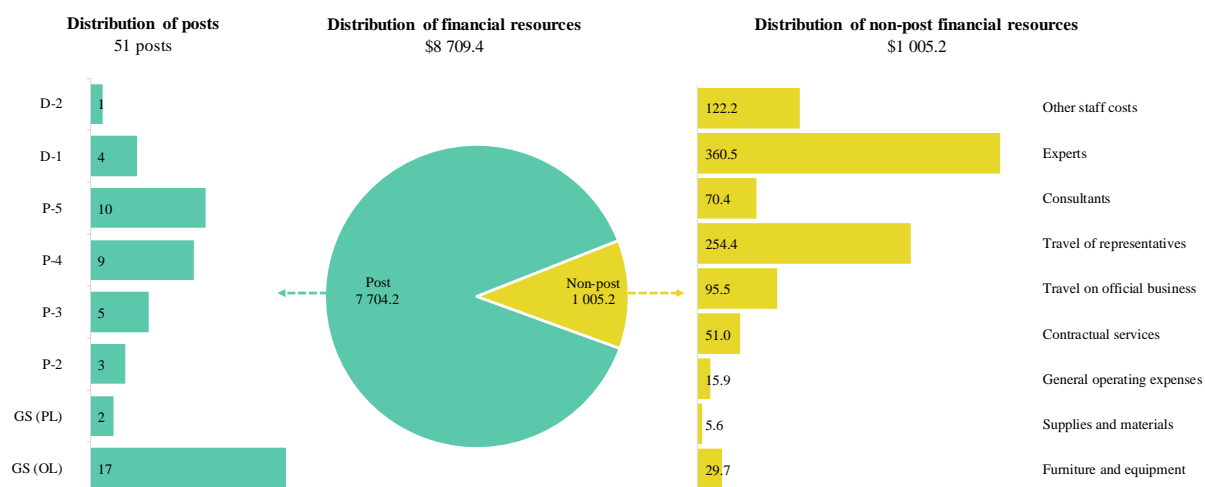
Table 9.21
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Post	8 155.2	8 869.1	–	(1 164.9)	–	(1 164.9)	(13.1)	7 704.2
Non-post	580.3	1 099.0	–	(5.8)	(88.0)	(93.8)	(8.5)	1 005.2
Total	8 735.5	9 968.1	–	(1 170.7)	(88.0)	(1 258.7)	(12.6)	8 709.4
Post resources by category								
Professional and higher		37	–	(5)	–	(5)	(13.5)	32
General Service and related		21	–	(2)	–	(2)	(9.5)	19
Total		58	–	(7)	–	(7)	(12.1)	51

Figure 9.XIII
Subprogramme 3: distribution of proposed resources for 2020 (before recosting)

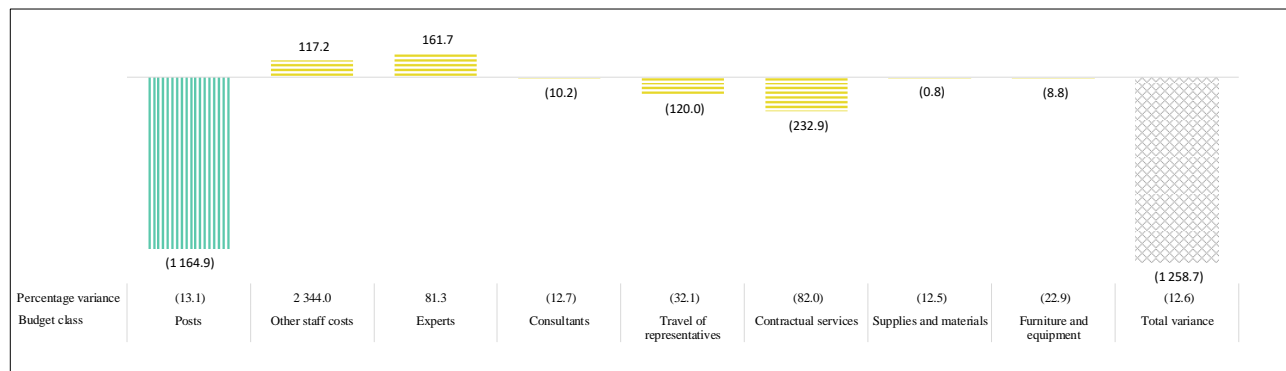
(Number of posts/thousands of United States dollars)



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

Figure 9.XIV
Subprogramme 3: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.128 The variance of \$1,258,700 reflects:

(a) **New and expanded mandates:**

(i) A net decrease of \$1,164,900 under posts resulting from:

- a. The proposed outward redeployment of eight posts (1 D-1, 2 P-5, 2 P-4, 1 P-2 and 2 General Service (Other level)) related to intergovernmental support to the high-level political forum on sustainable development to subprogramme 1, as part of the Department's reorganization of work to ensure that the responsibility for the servicing of the intergovernmental meetings of the high-level political forum for sustainable development is under a single subprogramme (\$1,352,500);
- b. The proposed inward redeployment of one P-4 post from subprogramme 1 that supported the Economic and Social Council partnership forum and served as liaison with the private sector and the philanthropic community, as part of the Department's efforts to strengthen and rationalize work on multi-stakeholder partnerships for sustainable development (\$187,600);

(ii) A decrease of \$5,800 under non-post resources resulting from the proposed outward redeployment of resources from other staff costs, supplies and materials and furniture and equipment related to the posts proposed for redeployment to subprogramme 1 mentioned above;

(b) **Other changes.** A net decrease of \$88,800 under non-post resources, mainly under contractual services, resulting from an anticipated reduction in requirements for external production and printing of various publications (\$88,000). The proposed changes also reflect the redeployment of resources within the subprogramme, on a cost-neutral basis, to better support its operational requirements for 2020.

9.129 The subprogramme is supported by extrabudgetary resources, estimated at \$8,279,200, as reflected in table 9.10. The resources would support the participation of representatives of developing countries and countries with economies in transition, in particular small island developing States, in a range of meetings related to sustainable development and in intergovernmental meetings, including the special events around the high-level political forum on sustainable development; support the implementation of the Goals and targets of the 2030 Agenda for Sustainable Development related to water and sanitation and the Special Envoy for the Ocean; and strengthen the review of the implementation of Sustainable Development Goal 7. Extrabudgetary resources under this subprogramme would also support capacity development activities and technical cooperation projects in the areas of energy, water, transport, sustainable agriculture, science and technology,

sustainable consumption and production, and the role of micro-, small and medium-sized enterprises in the implementation of the 2030 Agenda. The projected decrease of \$1,913,500 compared with 2019 reflects mainly the anticipated full implementation of some projects by the end of 2019.

Subprogramme 4 Statistics

9.130 The proposed regular budget resources for 2020 amount to \$17,452,600 and reflect a net decrease of \$209,300 compared with the appropriation for 2019. Additional details are reflected in table 9.22 and figures 9.XV and 9.XVI.

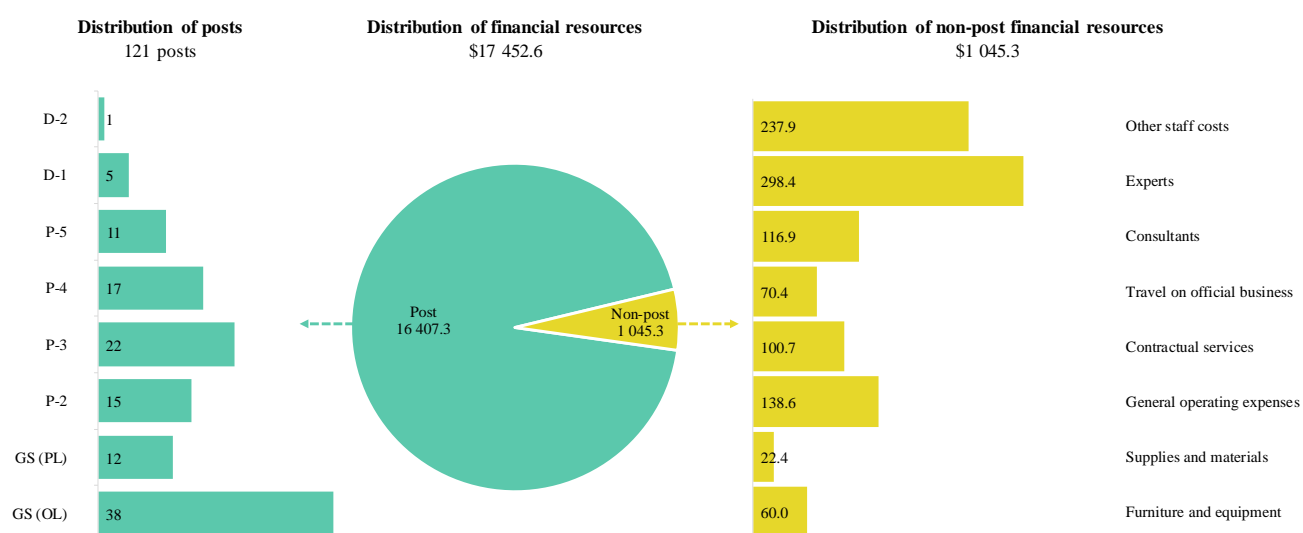
Table 9.22
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Post	17 647.3	16 646.0	–	–	(238.7)	(238.7)	(1.4)	16 407.3
Non-post	874.9	1 015.9	–	–	29.4	29.4	2.9	1 045.3
Total	18 522.1	17 661.9	–	–	(209.3)	(209.3)	(1.2)	17 452.6
Post resources by category								
Professional and higher		71	–	–	–	–	–	71
General Service and related		52	–	–	(2)	(2)	(3.8)	50
Total		123	–	–	(2)	(2)	(1.6)	121

Figure 9.XV
Subprogramme 4: distribution of proposed resources for 2020 (before recosting)

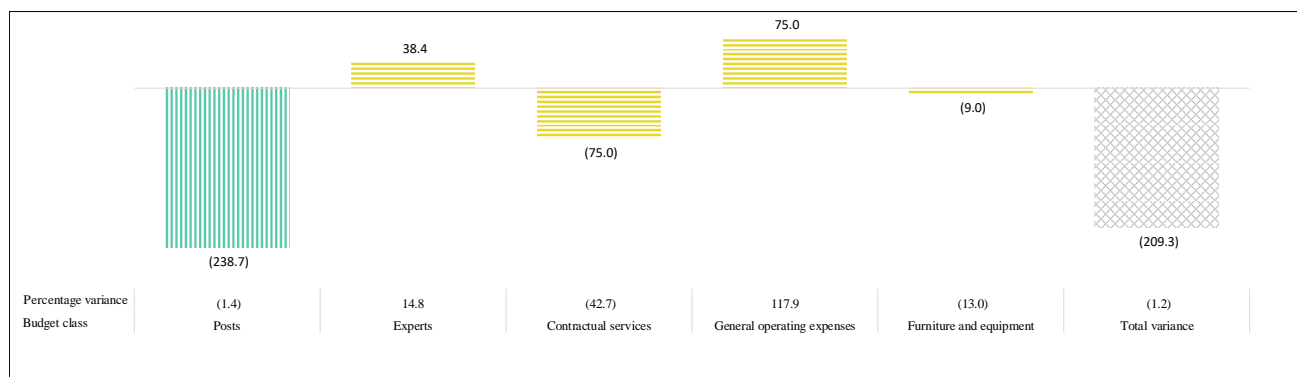
(Number of posts/thousands of United States dollars)



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

Figure 9.XVI
Subprogramme 4: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.131 The variance of \$209,300 reflects:

Other changes:

- (a) A decrease of \$238,700 under posts resulting from:
 - (i) The proposed abolition of a post of Statistics Assistant (General Service (Other level)) and a post of Staff Assistant (General Service (Other level)) made possible by leveraging information and communications technology to streamline work processes (\$167,800);
 - (ii) The proposed reassignment within the subprogramme of a post of Administrative Officer (P-3) as a Programme Management Officer (P-3) in the Programme Management Section to better align the programmatic work with the new mandates in the areas of official statistics and global geospatial information management (\$70,900);
- (b) A net increase of \$29,400 under non-post resources resulting mainly from additional provisions for experts to reflect the anticipated increased in the participation in the expert group meetings supporting the work of the subprogramme for, among others, the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, the High-level Group for Partnership, Coordination and Capacity-Building for Statistics for Sustainable Development and the United Nations World Data Forum, offset in part by decreased requirements for furniture and equipment resulting from concerted efforts to extend the useful life and delay the replacement of office equipment. The proposed changes also reflect the redeployment of resources within the subprogramme, on a cost-neutral basis, to better support its operational requirements for 2020.

9.132 The subprogramme is supported by extrabudgetary resources estimated at \$5,092,700, as reflected in table 9.10. The resources would provide for one post and non-post resources to support the modernization and transformation of the national statistical and geospatial information systems of developing countries to meet the increased demand for data for the implementation of the 2030 Agenda for Sustainable Development. Extrabudgetary resources under this subprogramme would also support capacity development activities and technical cooperation projects on monitoring the implementation of the Sustainable Development Goals, natural capital accounting and valuation of ecosystem services, as well as geospatial information management. The projected decrease of \$1,977,800 compared with 2019 reflects mainly the completion in 2019 of a few multi-year multi-million-dollar capacity-building projects and a number of other extrabudgetary projects.

Subprogramme 5 Population

9.133 The proposed regular budget resources for 2020 amount to \$6,696,100 and reflect a net decrease of \$48,200 compared with the appropriation for 2019. Additional details are reflected in table 9.23 and figures 9.XVII and 9.XVIII.

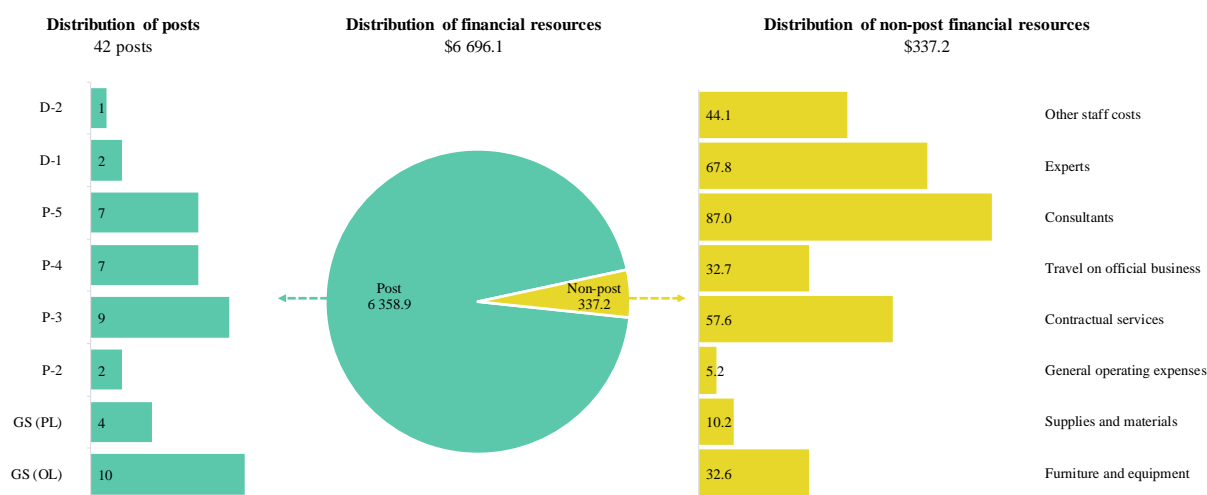
Table 9.23
Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 039.0	6 442.8	–	–	(83.9)	(83.9)	(1.3)	6 358.9
Non-post	175.8	301.5	–	–	35.7	35.7	11.8	337.2
Total	6 214.8	6 744.3	–	–	(48.2)	(48.2)	(0.7)	6 696.1
Post resources by category								
Professional and higher		28	–	–	–	–	–	28
General Service and related		15	–	–	(1)	(1)	(6.7)	14
Total		43	–	–	(1)	(1)	(2.3)	42

Figure 9.XVII
Subprogramme 5: distribution of proposed resources for 2020 (before recosting)

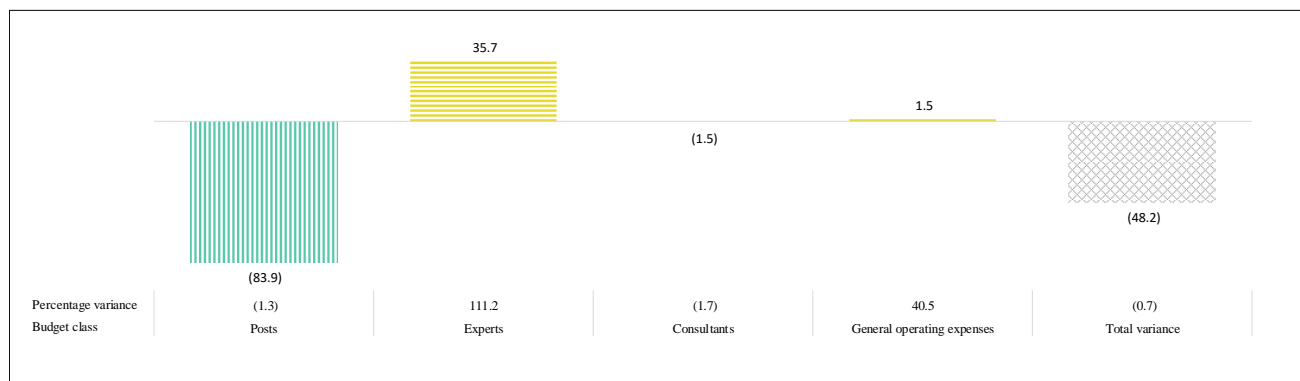
(Number of posts/thousands of United States dollars)



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

Figure 9.XVIII
Subprogramme 5: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.134 The variance of \$48,200 reflects:

Other changes. A decrease of \$83,900 under posts resulting from the proposed abolition of a post of Information Systems Assistant (General Service (Other level)) made possible through the streamlining of work processes, while ensuring the quality and timeliness of information technology-related work to implement the programme of work, offset in part by an increase of \$35,700 under non-post resources resulting from a proposed increase of resources for experts, owing to the anticipated increase in the participation in expert group meetings, in particular to support the preparations for the fifty-fourth session of the Commission on Population and Development. The proposed changes also reflect the redeployment of resources within the subprogramme, on a cost-neutral basis, to better support its operational requirements for 2020.

9.135 The subprogramme is supported by extrabudgetary resources estimated at \$1,341,900, as reflected in table 9.10. The resources would provide for five posts and non-post resources to support the production of the annual update of the global data set and model-based estimates of family planning indicators, a public-use version of statistical modelling software packages used for producing the estimates, the finalization of the web-based data dissemination platform (data portal), which will permit the dissemination of key family planning and population data, and the preparation of a technical paper on family planning and population topics. The projected decrease of \$272,600 compared with 2019 reflects mainly a decrease in provisions for information technology consultants and individual contractors, in view of the fact that the web-based data dissemination platform (data portal) will be finalized by mid-2020.

Subprogramme 6 Economic analysis and policy

9.136 The proposed regular budget resources for 2020 amount to \$6,536,800 and reflect a net decrease of \$66,000 compared with the appropriation for 2019. Additional details are reflected in table 9.24 and figures 9.XIX and 9.XX.

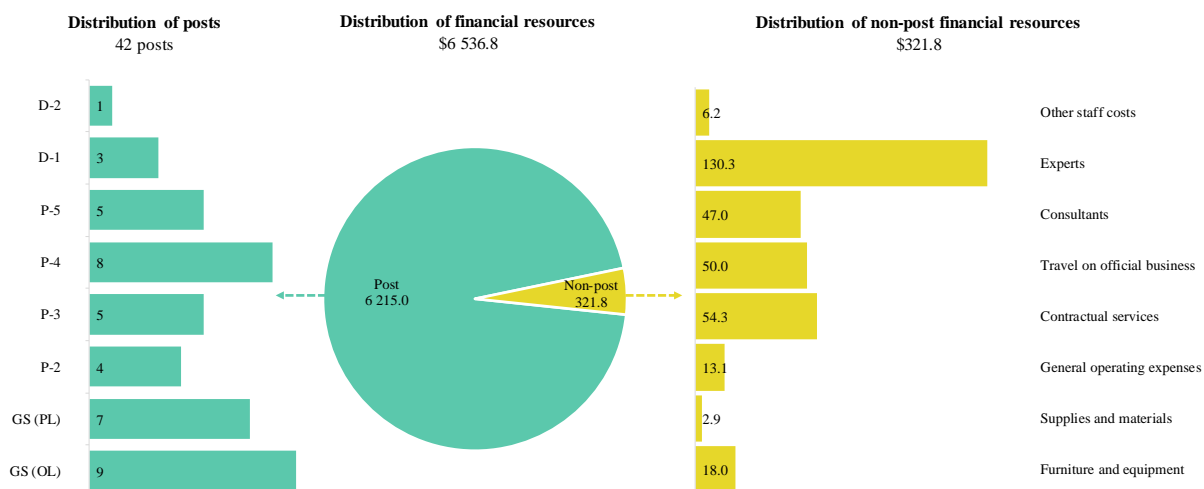
Table 9.24
Subprogramme 6: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 477.8	6 215.0	–	–	–	–	–	6 215.0
Non-post	300.1	387.8	–	–	(66.0)	(66.0)	(17.0)	321.8
Total	6 777.9	6 602.8	–	–	(66.0)	(66.0)	(1.0)	6 536.8
Post resources by category								
Professional and higher		26	–	–	–	–	–	26
General Service and related		16	–	–	–	–	–	16
Total		42	–	–	–	–	–	42

Figure 9.XIX
Subprogramme 6: distribution of proposed resources for 2020 (before recosting)

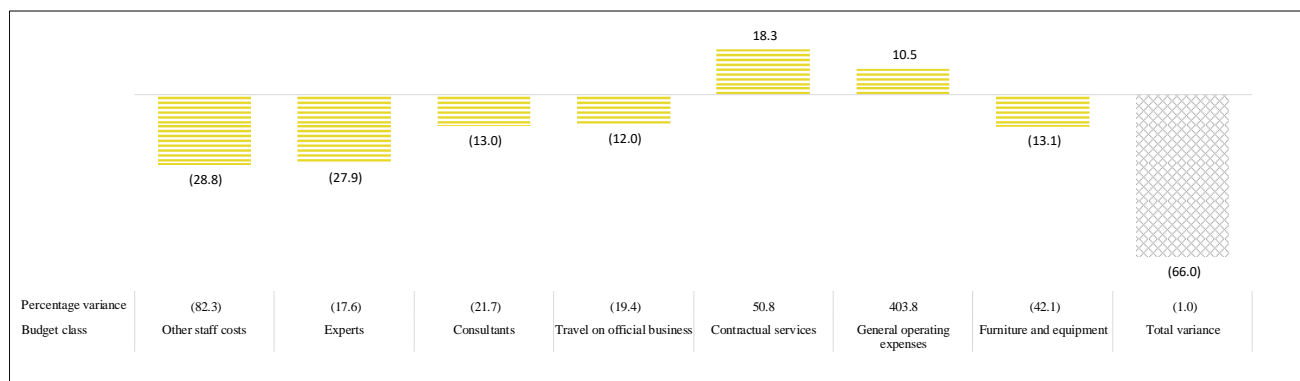
(Number of posts/thousands of United States dollars)



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

Figure 9.XX
Subprogramme 6: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.137 The variance of \$66,000 reflects:

Other changes. A net decrease of \$66,000 under non-post resources resulting from proposed reductions under:

- (a) Consultants and experts, resulting from efforts to utilize in-house capacity, reduced requirements for the engagement of external expertise, as fewer studies are anticipated, and an anticipated reduction in the number of expert meetings to be organized in 2020;
- (b) Travel on official business, resulting from cost-saving measures, including using the most economical means of air travel, as well as ensuring the use of videoconferencing and other electronic means of communications as an alternative to travel whenever possible;
- (c) Furniture and equipment, resulting from concerted efforts to extend the useful life and delay the replacement of office equipment.
- (d) The proposed changes also reflect the redeployment of resources within the subprogramme, on a cost-neutral basis, to better support its operational requirements for 2020.

9.138 The subprogramme is supported by extrabudgetary resources estimated at \$1,275,900, as reflected in table 9.10. The resources would support the activities carried out under this subprogramme. The extrabudgetary resources would also support capacity development activities and technical cooperation projects to strengthen the capacity of developing countries towards the achievement of 2030 Agenda for Sustainable Development. The projected decrease of \$319,600 compared with 2019 reflects mainly the anticipated completion of the project on strengthening the national policy capacities of a select group of developing countries towards the implementation of the Sustainable Development Goals in June 2020.

Subprogramme 7 Public institutions and digital government

9.139 The proposed regular budget resources for 2020 amount to \$6,265,100 and reflect a net decrease of \$354,200 compared with the appropriation for 2019. Additional details are reflected in table 9.25 and figures 9.XXI and 9.XXII.

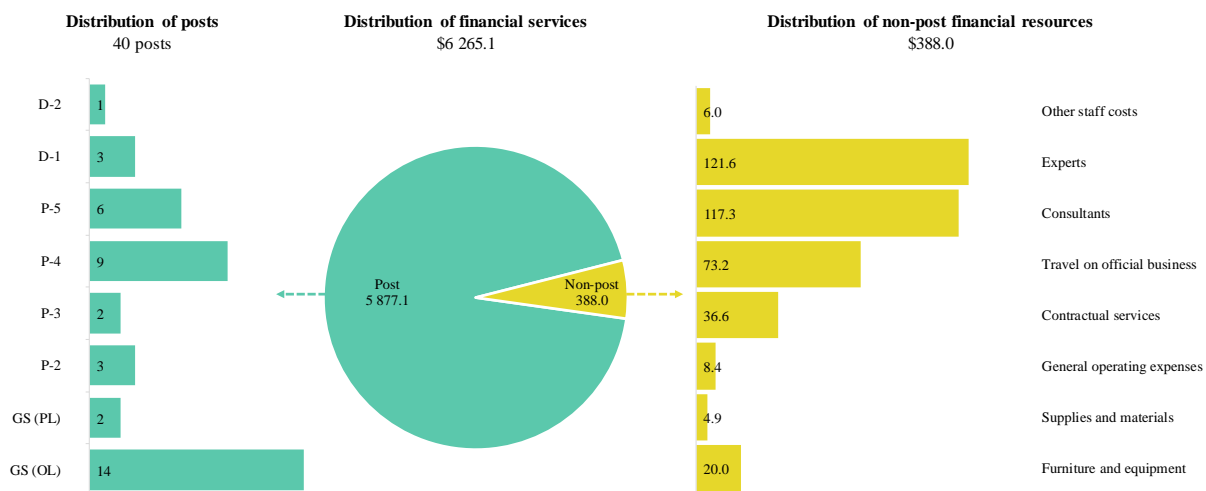
Table 9.25
Subprogramme 7: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Post	6 073.1	6 269.8	–	(251.7)	(141.0)	(392.7)	(6.3)	5 877.1
Non-post	238.9	349.5	–	–	38.5	38.5	11.0	388.0
Total	6 312.0	6 619.3	–	(251.7)	(102.5)	(354.2)	(5.4)	6 265.1
Post resources by category								
Professional and higher		24	–	–	–	–	–	24
General Service and related		20	–	(3)	(1)	(4)	(20.0)	16
Total		44	–	(3)	(1)	(4)	(9.1)	40

Figure 9.XXI
Subprogramme 7: distribution of proposed resources for 2020 (before recosting)

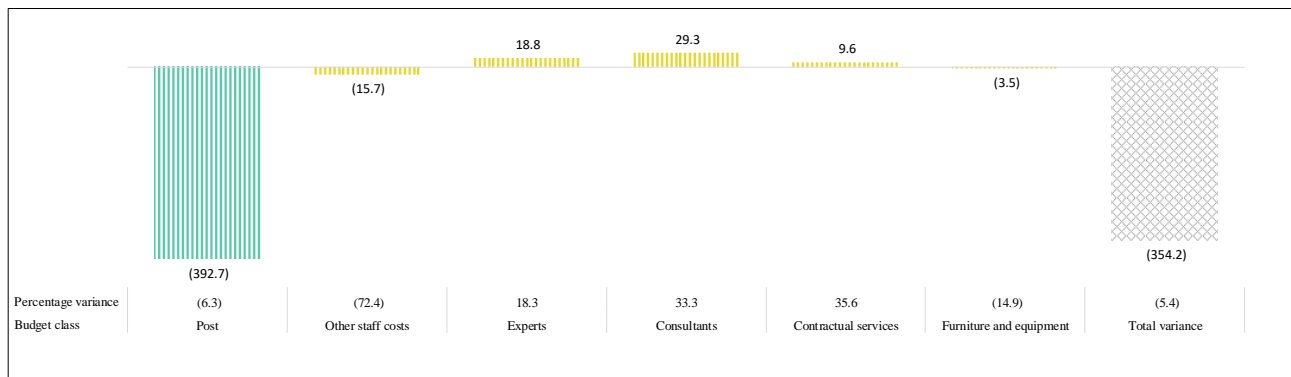
(Number of posts/thousands of United States dollars)



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

Figure 9.XXII
Subprogramme 7: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.140 The variance of \$354,200 reflects:

- (a) **New and expanded mandates.** A net decrease of \$251,700 under posts resulting from the proposed outward redeployment of three General Service (Other level) posts, comprising a post of Research Assistant, to subprogramme 1, a post of Programme Management Assistant to subprogramme 9 and a post of Information Systems Assistant, which will be reassigned as a Programme Management Assistant, to executive direction and management. The proposed redeployments are part of the Department’s reorganization of work, as described under subprogrammes 1 and 9 and executive direction and management;
- (b) **Other changes:**
 - (i) A net decrease of \$141,000 under posts resulting from:
 - a. The proposed abolition of a post of Team Assistant (General Service (Other level)) made possible through the rationalization of work, the streamlining of work processes and the leveraging of information and communications technologies (\$83,900);
 - b. The proposed reassignment of a post of Associate Information Systems Officer (P-2) as an Associate Programme Management Officer (P-2) to strengthen the substantive support for the Digital Government Branch in its analytical, technical and capacity development work and related programme management issues (\$57,100);
 - (ii) An increase of \$38,500 under non-post resources resulting from additional provisions under consultants and experts, owing to anticipated demand for high-level specialized expertise in the context of the implementation of the Sustainable Development Goals, to better support expert group meetings organized by the subprogramme and provide input in complex and specific areas related to sustainable development. The proposed changes also reflect the redeployment of resources within the subprogramme, on a cost-neutral basis, to better support its operational requirements for 2020.

9.141 The subprogramme is supported by extrabudgetary resources estimated at \$3,243,800, as reflected in table 9.10. The resources would support capacity development activities and technical cooperation projects to be carried out under this subprogramme, including the project on the field project office. The projected increase of \$140,800 compared with 2019 reflects mainly the participation of developing countries in capacity development workshops to strengthen skills and the capacities of schools of public administration to promote ethical leadership, as well as coherent and integrated approaches to the implementation of the 2030 Agenda for Sustainable Development at the local, national and regional levels.

Subprogramme 8 Sustainable forest management

9.142 The proposed regular budget resources for 2020 amount to \$2,310,800 and reflect a decrease of \$18,500 compared with the appropriation for 2019. Additional details are reflected in table 9.26 and figure 9.XXIII.

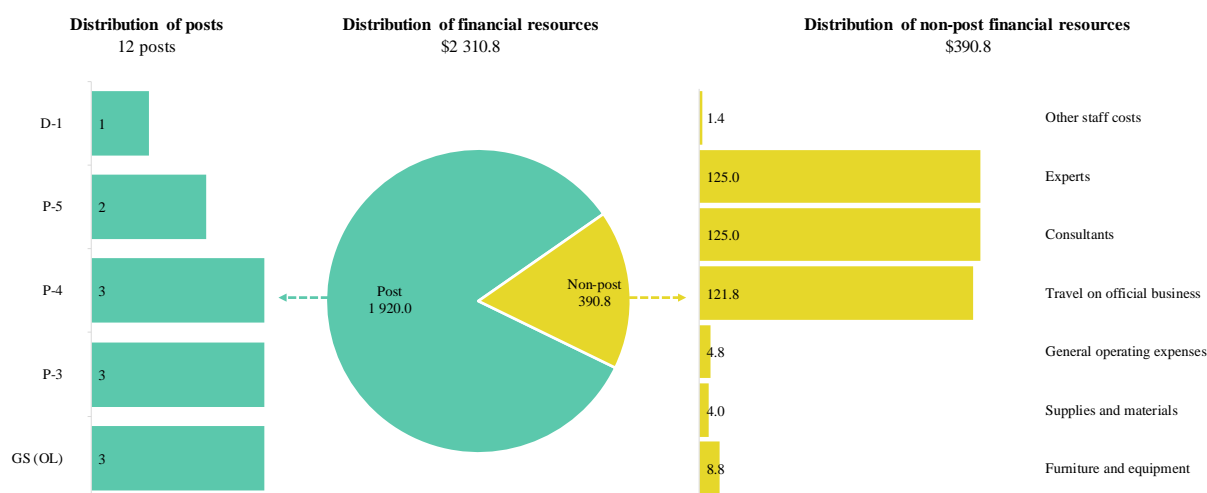
Table 9.26
Subprogramme 8: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 016.6	1 938.5	–	–	(18.5)	(18.5)	(1.0)	1 920.0
Non-post	450.4	390.8	–	–	–	–	–	390.8
Total	2 467.0	2 329.3	–	–	(18.5)	(18.5)	(0.8)	2 310.8
Post resources by category								
Professional and higher		9	–	–	–	–	–	9
General Service and related		3	–	–	–	–	–	3
Total		12	–	–	–	–	–	12

Figure 9.XXIII
Subprogramme 8: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



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

9.143 The variance of \$18,500 reflects:

Other changes. A decrease of \$18,500 under posts resulting from the proposed reclassification of the post of Director of the secretariat of the United Nations Forum on Forests (D-2) as Chief of Service (D-1) in line with the Department's continued efforts to deliver on its substantive programmes in an integrated and cohesive manner that enhances its effectiveness, efficiency,

accountability and internal coordination, as called for by the General Assembly in its resolution [70/299](#). In order to enable the Department to provide support for the follow-up and review of the 2030 Agenda on Sustainable Development at the global level, and given the interlinkages between subprogramme 3, Sustainable development, and subprogramme 8, Sustainable forest management, the work of the secretariat of the United Nations Forum on Forests will be aligned with that of the Division for Sustainable Development Goals. The secretariat would remain exclusively responsible for supporting the Forum and delivering the respective mandates under subprogramme 8, with strengthened support from the Division to ensure cross-cutting coverage of issues impacting sustainable forest development.

- 9.144 The subprogramme is supported by extrabudgetary resources estimated at \$3,272,300, as reflected in table 9.10. The resources would provide for two posts and non-post resources to support the activities carried out under this subprogramme, including the Global Forest Financing Facilitation Network and the work of the secretariat of the United Nations Forum on Forests on communications and outreach in connection with the implementation of the United Nations strategic plan for forests 2017–2030. Extrabudgetary resources under this subprogramme would also support capacity development activities and technical cooperation projects. The projected increase of \$2,399,800 compared with 2019 reflects mainly the cost of the establishment of a United Nations office for the Global Forest Financing Facilitation Network in China pursuant to United Nations Forum on Forest resolution 13/1.

Subprogramme 9 Financing for sustainable development

- 9.145 The proposed regular budget resources for 2020 amount to \$5,743,700 and reflect a net increase of \$1,451,800 compared with the appropriation for 2019. Additional details are reflected in table 9.27 and figures 9.XXIV and 9.XXV.

Table 9.27

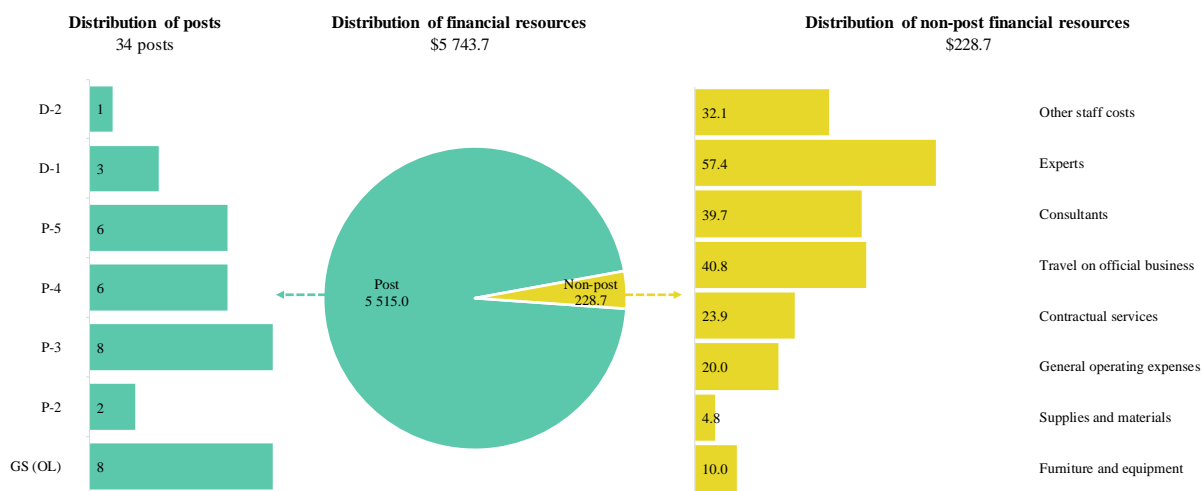
Subprogramme 9: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				Total	Percentage	2020 estimate (before recasting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	4 484.8	4 128.6	–	1 386.4	–	1 386.4	33.6	5 515.0	
Non-post	154.9	163.3	–	123.4	(58.0)	65.4	40.0	228.7	
Total	4 639.7	4 291.9	–	1 509.8	(58.0)	1 451.8	33.8	5 743.7	
Post resources by category									
Professional and higher		19	–	7	–	7	36.8	26	
General Service and related		6	–	2	–	2	33.3	8	
Total		25	–	9	–	9	36.0	34	

Figure 9.XXIV
Subprogramme 9: distribution of proposed resources for 2020 (before recosting)

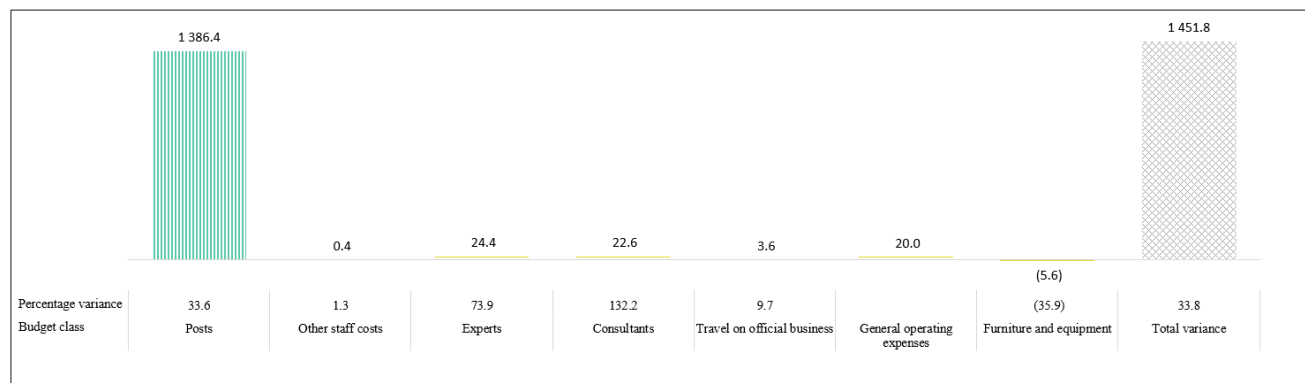
(Number of posts/thousands of United States dollars)



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

Figure 9.XXV
Subprogramme 9: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.146 The variance of \$1,451,800 reflects:

(a) **New and expanded mandates:**

- (i) A net increase of \$1,386,400 under posts resulting from the proposed inward redeployment of eight posts (1 D-1, 1 P-5, 1 P-4, 2 P-3, 2 P-2 and 1 General Service (Other level)) from subprogramme 1 and one General Service (Other level) post from subprogramme 7, as part of the Department’s reorganization towards strengthening its work as a “docking station” for financing for development, resulting in substantive and structural changes in the Financing for Sustainable Development Office. These changes brought together the different tracks of financing for development, including the functions of the Development Cooperation Forum, under a single subprogramme;
- (ii) A net increase of \$123,400 under non-post resources resulting from the proposed redeployment of non-post resources from subprogramme 1 to support development cooperation activities as part of the Department’s reorganization towards strengthening

its work as a “docking station” for financing for development, resulting in substantive and structural changes in the Financing for Sustainable Development Office;

- (b) **Other changes.** A net decrease of \$58,000 under non-post resources resulting from proposed reductions, mainly under contractual services and consultants, resulting from efforts to utilize in-house capacity, and furniture and equipment, resulting from concerted efforts to extend the useful life and delay the replacement of office equipment (\$58,000). The proposed changes also reflect the redeployment of resources within the subprogramme, on a cost-neutral basis, to better support its operational requirements for 2020.

9.147 The subprogramme is supported by extrabudgetary resources estimated at \$2,245,500, as reflected in table 9.10. The resources would support the implementation of the outcomes of the International Conferences on Financing for Development. These include: (a) producing analysis and data; (b) identifying policy options and best practices; (c) offering strategic advice and support for capacity development in key areas, such as international cooperation in tax matters; (d) engaging with relevant international institutions and organizations to steer flows towards the sustainable development objectives; (e) promoting multi-stakeholder engagement; and (f) supporting development cooperation. The projected increase of \$227,100 compared with 2019 reflects mainly an anticipated increase in contributions to support financing for sustainable development issues, resulting from the strengthening of the Department through leadership, strategic advice and best practices.

Programme support

9.148 Programme support comprises the Executive Office and the Capacity Development Programme Management Office.

9.149 The Executive Office supports the Under-Secretary-General in his exercise of the expanded delegation of authority to manage the human, financial and physical resources of the Department, ensuring the highest standards of professionalism and integrity in accordance with the Organization’s financial and staff regulations and rules and administrative policies. The Office’s functions include: (a) the management of post and non-post resources approved by the General Assembly in the regular budget, substantive trust funds, and overhead and revenue accounts; (b) the management of staff resources, including staff selection processes, administration of benefits and entitlements, performance management, staff-management relations, conflict resolution, litigation, workforce planning, talent management, and training and staff development; (c) the review of implications of new mandates and the timely preparation and issuance of reports and oral statements of programme budget implications; (d) the management of Secretariat administrative arrangements, including service-level agreements for centrally delivered services; (e) the administration of donor agreements, memorandums of understanding, host country agreements for global conferences and any other arrangements for various activities organized in collaboration with other United Nations entities and/or other institutions; (f) the administration of funding and travel arrangements for delegates to all intergovernmental and expert meetings serviced by the Department of Economic and Social Affairs; (g) the management of contingency plans to ensure business continuity for the Department’s programmes; and (h) compliance with all management authority delegated to the Department, including the proactive management of risks and the implementation of corrective measures.

9.150 The Executive Office also supports the Under-Secretary-General in meeting the expectations of the new monitoring and accountability framework and is his main interlocutor with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, including in his role as a member of the recently established Management Client Board, in which he represents a number of non-field-focused Secretariat entities.

9.151 The Executive Office also provides administrative support to the Office of the Special Adviser on Africa, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries, and Small Island Developing States, the New York office of the secretariat

of the United Nations System Chief Executives Board for Coordination, the Regional Commissions New York Office and the recently established Technology Bank for the Least Developed Countries for the start-up period.

- 9.152 The Capacity Development Programme Management Office manages and coordinates the capacity development function of the Department through the formulation, coordination and implementation of the Department’s capacity development activities for the coherent and integrated delivery of capacity development programmes, projects and other activities and the promotion of direct and effective translation of intergovernmental outcomes into the operational programmes.
- 9.153 In 2020, the Office will support the Department’s delivery of integrated policy advisory services and technical assistance, drawing upon the normative and analytical expertise of the Department, to contribute to the formulation of national sustainable development strategies, including the identification of policy options that balance social, economic and environmental goals, as enshrined in the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.
- 9.154 The Office will also support the Under-Secretary-General in promoting strategic cooperation and partnerships within the United Nations secretariat and with the United Nations development system at large, including the resident coordinator system, to promote more coherent, coordinated and cross-sectoral support for the implementation of the two agendas.
- 9.155 To maximize the effective delivery of the capacity development programme of the Department, the Office will facilitate the implementation of an integrated approach to planning and programming of the Department’s capacity development activities, ensuring full complementarity and synergies among the various strands of its capacity development portfolio, funded by the regular programme for technical cooperation, the Development Account and extrabudgetary resources.
- 9.156 The Capacity Development Programme Management Office also provides management oversight, evaluation and reporting of the capacity development deliverables of the Department. It manages and coordinates the delivery of extensive capacity development training workshops, seminars, fellowships and study tours. The Office supports the Under-Secretary-General in his role as Programme Manager of the Development Account, which involves the active management of approximately 120 Development Account projects across 10 implementing entities at various stages of implementation. The Office also manages the Junior Professional Officer Programme for the United Nations Secretariat, including the resident coordinator system. The Office administers, on average, 240 associate experts per annum.
- 9.157 The proposed regular budget resources for 2020 amount to \$4,547,500 and reflect a net decrease of \$188,600 compared with the appropriation for 2019. Additional details are reflected in figures 9.XXVI to 9.XXVIII and table 9.28.

Figure 9.XXVI
Resources for programme support as a percentage of the regular budget

(Millions of United States dollars)

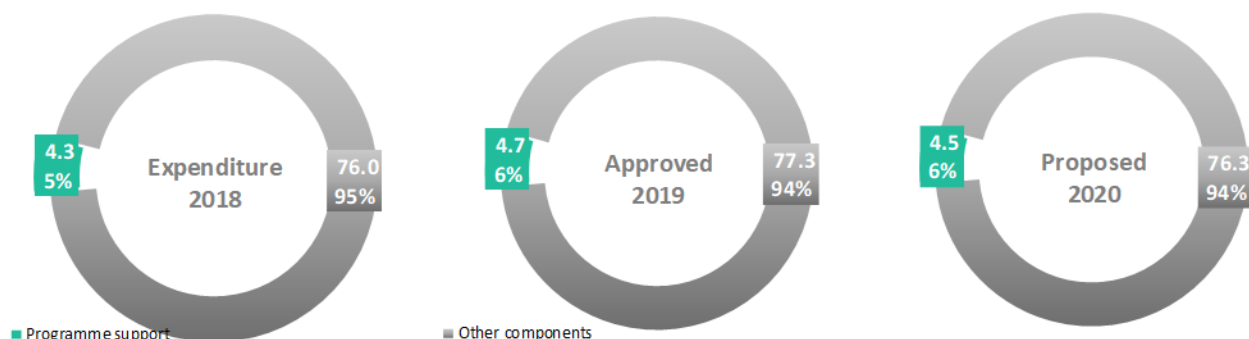


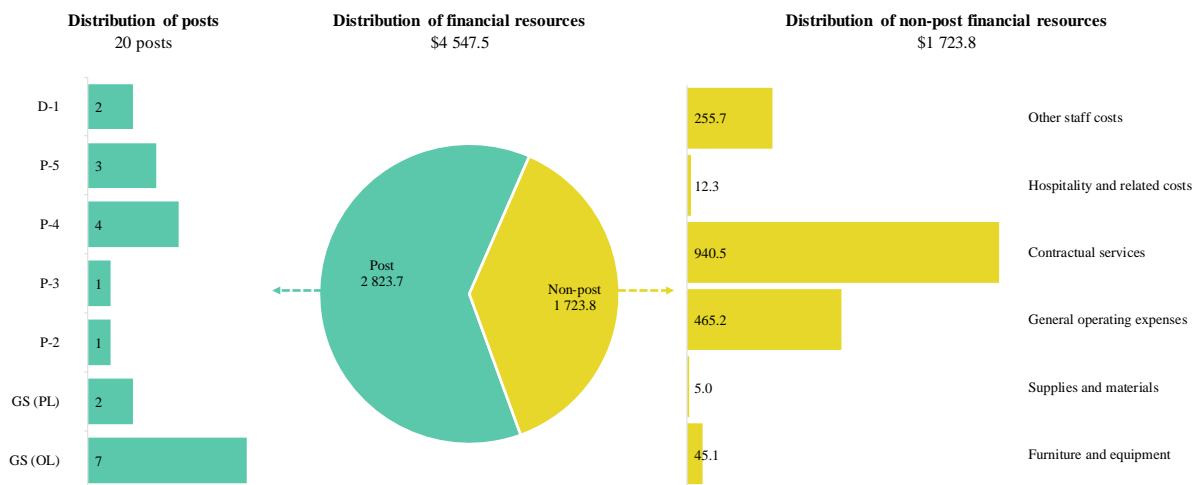
Table 9.28
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Post	3 010.2	2 908.6	–	–	(84.9)	(84.9)	(2.9)	2 823.7
Non-post	1 297.3	1 827.5	–	–	(103.7)	(103.7)	(5.7)	1 723.8
Total	4 307.5	4 736.1	–	–	(188.6)	(188.6)	(4.0)	4 547.5
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		9	–	–	–	–	–	9
Total		20	–	–	–	–	–	20

Figure 9.XXVII
Programme support: distribution of proposed resources for 2020 (before recosting)

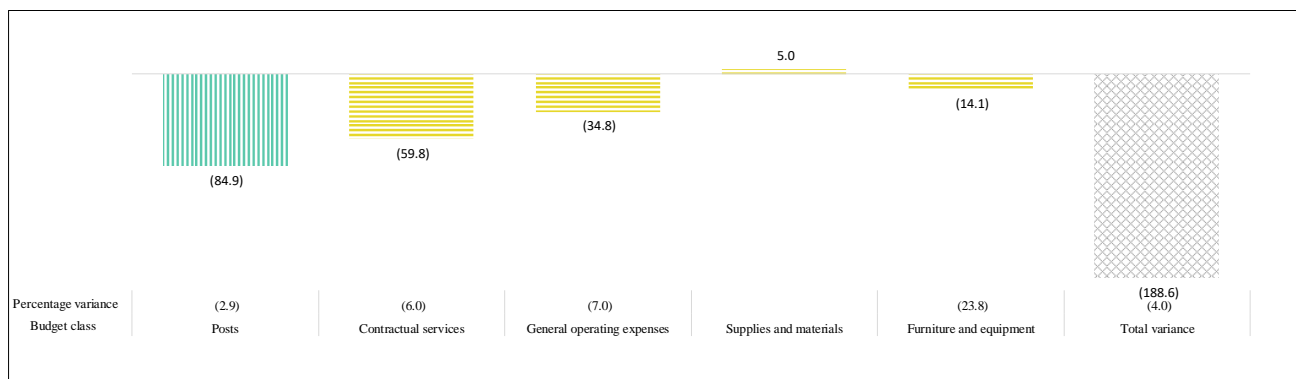
(Number of posts/thousands of United States dollars)



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

Figure 9.XXVIII
Programme support: variance between proposed resources for 2020 and appropriation for 2019, by budget class

(Thousands of United States dollars)



9.158 The variance of \$188,600 reflects:

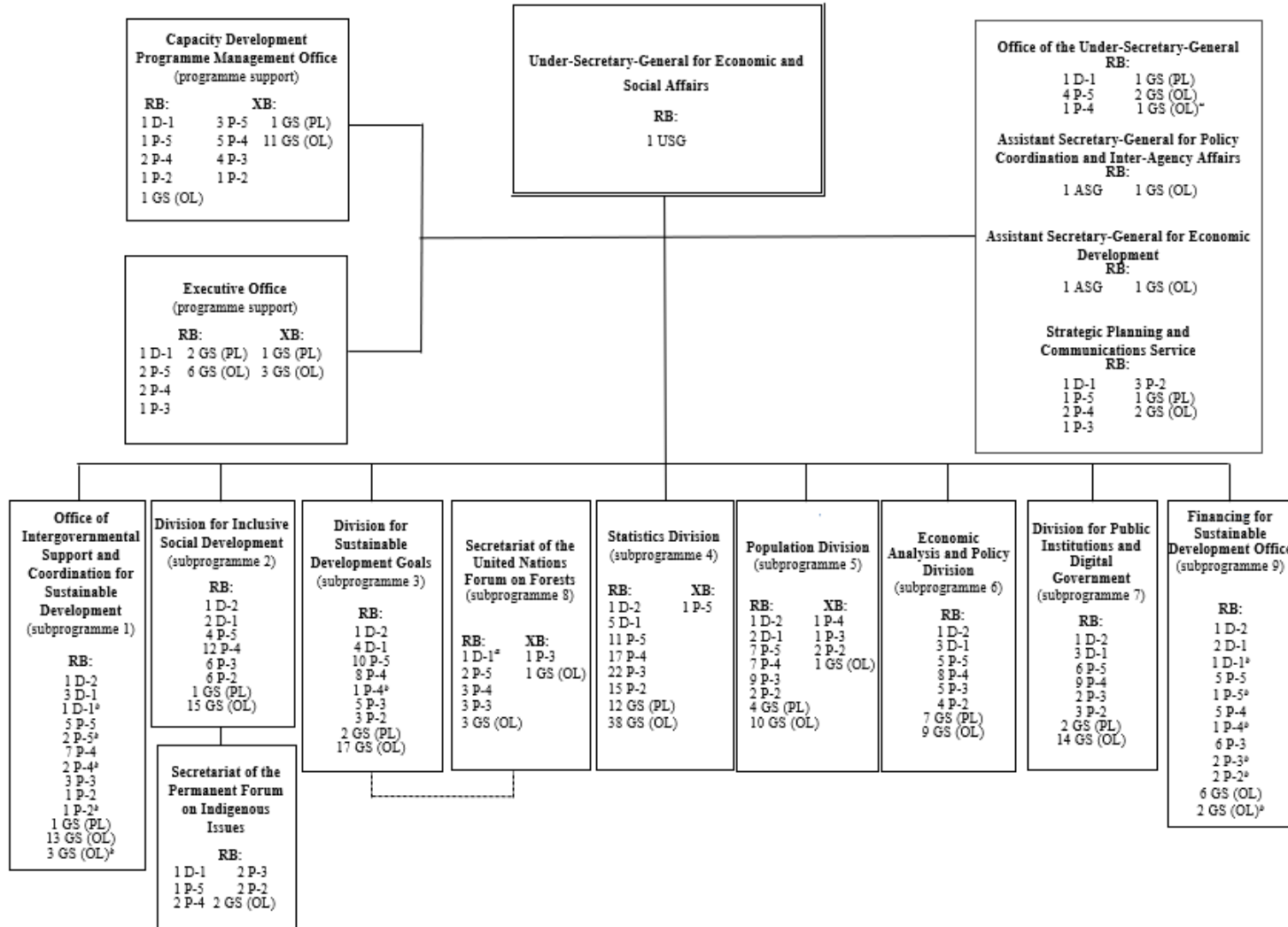
Other changes:

- (a) A decrease of \$84,900 under posts resulting from the proposed reassignment of a post of Human Resources Officer (P-4) in the Capacity Development Programme Management Office as a Programme Management Officer (P-4). The responsibilities of the post previously included the administration of project personnel and capacity development training activities under the regular programme of technical cooperation and the Development Account. The reassignment is proposed because the needs of the Office have increasingly shifted from administration-focused tasks to the management of resources and activities related to capacity-building, in order to support and ensure a more effective and efficient programme delivery by the substantive divisions;
- (b) A net decrease of \$103,700 under non-post resources related to proposed reductions under contractual services resulting from fewer service-level agreements, reflecting reduced requirements for external hosting services for the databases of the Department's substantive subprogrammes; general operating expenses, resulting from an anticipated reduction in communications costs and postage; and furniture and equipment, resulting from concerted efforts to extend the useful life and delay the replacement of office equipment. The proposed changes also reflect the redeployment of resources within the component, on a cost-neutral basis, to better support its operational requirements for 2020.

9.159 The component is supported by extrabudgetary resources estimated at \$64,260,000, as reflected in table 9.10. The resources would provide for 29 posts and non-post resources to support the operational programmes of the Department and the delivery of the Department's capacity development activities, funded under donor arrangements. The total amount also includes the trust funds for the Junior Professional Officer Programme and the United Nations Assistance to the Khmer Rouge Trials in the amount of \$54,595,800, which the Department supports. The projected increase of \$880,700 compared with 2019 reflects mainly the estimated increase for the Junior Professional Officer Programme, offset in part by a decrease in contributions for the United Nations Assistance to the Khmer Rouge Trials.

Annex I

Organizational structure and post distribution for 2020



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

^a Reclassification.

^b Redeployment.

Annex II

Summary of proposed changes in established and temporary posts by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for post change</i>
Executive direction and management	1	GS (OL)	Reassignment of 1 Information Systems Assistant as a Programme Management Assistant, previously under subprogramme 7	Strengthening of the Department's monitoring and evaluation activities, as part of the reorganization of work for a strengthened and reformed Department
	(1)	P-5	Reassignment of 1 Senior Public Information Officer as a Senior Programme Management Officer	Strengthening of the Department's monitoring and evaluation activities, as part of the reorganization of work for a strengthened and reformed Department
Subprogramme 1 Intergovernmental support and coordination for sustainable development	(1)	D-1	Outward redeployment of 1 Chief of Service, Economic Affairs, to subprogramme 9	Part of the Department's reorganization to strengthen and rationalize its work on mobilizing financing for the implementation of the Sustainable Development Goals, in particular development cooperation activities, as explained under subprogramme 9 below
	(1)	P-5	Outward redeployment of 1 Senior Economic Affairs Officer to subprogramme 9	
	(1)	P-4	Outward redeployment of 1 Programme Management Officer to subprogramme 9	
	(2)	P-3	Outward redeployment of 2 Economic Affairs Officers to subprogramme 9	
	(2)	P-2	Outward redeployment of 1 Associate Economic Affairs Officer to subprogramme 9	
	(1)	GS (OL)	Outward redeployment of 1 Research Assistant to subprogramme 9	
	1	D-1	Inward redeployment of 1 Chief of Service, Sustainable Development, from subprogramme 3	
	2	P-5	Inward redeployment of 2 Senior Sustainable Development Officers from subprogramme 3	
	2	P-4	Inward redeployment of 2 Sustainable Development Officers from subprogramme 3	
	1	P-2	Inward redeployment of 1 Associate Sustainable Development Officer from subprogramme 3	
	2	GS (OL)	Inward redeployment of 1 Staff Assistant and 1 Administrative Assistant from subprogramme 3	
1	GS (OL)	Inward redeployment of 1 Research Assistant from subprogramme 7		

Section 9 Economic and social affairs

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for post change</i>
	(1)	P-4	Outward redeployment of 1 Economic Affairs Officer to subprogramme 3	To support the partnership forum and serve as liaison with the private sector and the philanthropic community as part of the Department's efforts to strengthen and rationalize work on multi-stakeholder partnerships for sustainable development
Subprogramme 2 Inclusive social development	(1)	GS (OL)	Abolishment of 1 Team Assistant	The subprogramme plans to rationalize its work and realize efficiencies through the use of technology to streamline work processes
Subprogramme 3, Sustainable development	(1)	D-1	Outward redeployment of 1 Chief of Service to subprogramme 1	Part of the reorganization of the work of the Department to enhance support to intergovernmental processes related to sustainable development, to ensure that responsibility for the servicing of the intergovernmental meetings of the high-level political forum on sustainable development is with a single subprogramme, as explained under subprogramme 1 above
	(2)	P-5	Outward redeployment of 2 Senior Sustainable Development Officers to subprogramme 1	
	(2)	P-4	Outward redeployment of 2 Sustainable Development Officers to subprogramme 1	
	(1)	P-2	Outward redeployment of 1 Associate Sustainable Development Officer to subprogramme 1	
	(2)	GS (OL)	Outward redeployment of 1 Staff Assistant and 1 Administrative Assistant to subprogramme 1	
	1	P-4	Inward redeployment of 1 Economic Affairs Officer from subprogramme 1	To support the partnership forum and serve as liaison with the private sector and the philanthropic community as part of the Department's efforts to strengthen and rationalize work on multi-stakeholder partnerships for sustainable development
Subprogramme 4 Statistics	(1)	GS (OL)	Abolishment of 1 Statistics Assistant	The subprogramme plans to rationalize its work and realize efficiencies through the use of technology to streamline work processes
	(1)	GS (OL)	Abolishment of 1 Staff Assistant	
		1	P-3	Reassignment of 1 Administrative Officer as a Programme Management Officer

Part IV International cooperation for development

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for post change</i>
Subprogramme 5 Population	(1)	GS (OL)	Abolishment of 1 Information Systems Assistant	The subprogramme plans to rationalize its work and realize efficiencies through the use of technology to streamline work processes
Subprogramme 7 Public institutions and digital government	(1)	GS (OL)	Outward redeployment of 1 Research Assistant to subprogramme 1	Part of the reorganization of the work of the Department, as described in subprogramme 1 above
	(1)	GS (OL)	Outward redeployment of 1 Programme Management Assistant to subprogramme 9	Part of the reorganization of the work of the Department, as described in subprogramme 9 below
	(1)	GS (OL)	Reassignment of 1 Information Systems Assistant as a Programme Management Assistant, proposed under executive direction and management	To support the strengthening of the Department's monitoring and evaluation activities, as described in executive direction and management above
	(1)	GS (OL)	Abolishment of 1 Team Assistant	The subprogramme plans to rationalize its work and realize efficiencies through the use of technology to streamline work processes
Subprogramme 8 Sustainable forest management	1	P-2	Reassignment of 1 Associate Information Systems Officer as an Associate Programme Management Officer	Owing to the need to substantively support the Digital Government Branch in its analytical, technical and capacity development work and related programme management issues
	(1)	P-2		
Subprogramme 8 Sustainable forest management	(1)	D-2	Reclassification of the post of Director (D-2) as Chief (D-1) of the secretariat of United Nations Forum on Forests	Owing to continued efforts to deliver the Department's substantive programmes in an integrated and cohesive manner that enhances its effectiveness, efficiency, accountability and internal coordination, as called for in resolution 70/299 . In order to enable the Department to provide support for the follow-up and review of the 2030 Agenda for Sustainable Development at the global level, the work of the secretariat of the Forum would be realigned with that of the Division for Sustainable Development Goals, in view of the interlinkages between subprogrammes 3 and 8. The secretariat would remain exclusively responsible for supporting the Forum and delivering the respective mandates under subprogramme 8, but with strengthened support from the Division to ensure cross-cutting coverage of issues impacting sustainable forest development
	1	D-1		

Section 9 Economic and social affairs

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for post change</i>
Subprogramme 9 Financing for sustainable development	1	D-1	Inward redeployment of 1 Chief of Service, Economic Affairs, from subprogramme 1	Part of the Department's reorganization towards strengthening its work as a "docking station" for financing for development, resulting in substantive and structural changes in the Financing for Sustainable Development Office. The changes brought together the different tracks of financing for development, including the functions of the Development Cooperation Forum, under a single subprogramme
	1	P-5	Inward redeployment of 1 Senior Economic Affairs Officer from subprogramme 1	
	1	P-4	Inward redeployment of 1 Programme Management Officer from subprogramme 1	
	2	P-3	Inward redeployment of 2 Economic Affairs Officers from subprogramme 1	
	2	P-2	Inward redeployment of 1 Associate Economic Affairs Officer from subprogramme 1	
	1	GS (OL)	Inward redeployment of 1 Research Assistant from subprogramme 1	
	1	GS (OL)	Inward redeployment of 1 Programme Management Assistant from subprogramme 7	
Programme support	(1)	P-4	Reassignment of 1 Human Resources Officer as a Programme Management Officer in the Capacity Development Programme Management Office	The responsibilities of the post previously included administration of project personnel and capacity development training activities under the regular programme of technical cooperation and the Development Account. The needs of the Office have increasingly shifted from administration-focused tasks to the management of resources and activities related to capacity-building, in order to support and ensure more effective and efficient programme delivery by the substantive divisions
	1	P-4		
Total	(5)			

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