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Proposed programme budget for 2023

Proposed programme budget for 2023

Part XIII Development Account

Section 35 Development Account

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* [A/77/50](#).

** 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

The 22 Development Account projects proposed in the present budget fascicle are guided by the overall theme of the fifteenth tranche of the Account, on the theme “Supporting Member States to address the risk of widening inequality in the post-pandemic recovery through inclusive and resilient policy support that leaves no one behind”.

Partnerships between the Account’s 10 implementing entities and with other partners within and outside the United Nations system are critical to the implementation of the proposed projects. All projects will work together with resident coordinator offices and United Nations country teams and build on clear requests for assistance from project beneficiary countries and demands channelled through intergovernmental processes.

The Account and its implementing entities have continued to deliver assistance throughout the coronavirus disease (COVID-19) pandemic, both by adapting ongoing projects and by launching five short-term, joint projects to support Member States in addressing the economic and social consequences of the pandemic. The Account and its implementing entities are also applying lessons learned and tools developed during the pandemic, such as e-learning modalities and virtual and hybrid means of delivery, integrating them into the proposed projects to maximize efficiencies where possible.

Both project- and programme-level evaluations continue to be an important part of the Account’s approach. They are essential for ensuring that lessons learned from past projects are captured and incorporated in future projects.

The present fascicle of the proposed programme budget for 2023 reflects the mandates entrusted to the Secretariat and recommendations received from intergovernmental processes.

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

A. Overall orientation

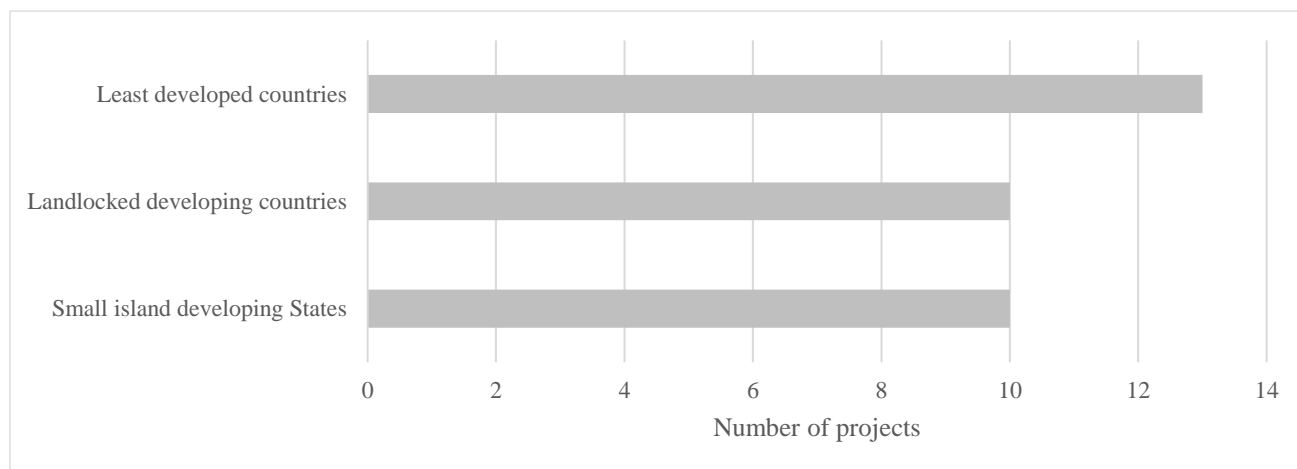
Mandates and background

- 35.1 The Development Account was established in 1997 by the General Assembly in its resolution 52/12 B as a mechanism to fund capacity development projects of the economic and social entities of the United Nations, namely, the Department of Economic and Social Affairs of the Secretariat, the Economic Commission for Africa (ECA), the Economic Commission for Europe (ECE), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office on Drugs and Crime (UNODC). All projects funded through the Account build on the mandates and the comparative advantages of the 10 implementing entities.
- 35.2 The Development Account supports developing countries in their implementation of the 2030 Agenda for Sustainable Development in response to expressed needs and demands from Member States, as well as recommendations and decisions made in the intergovernmental processes and relevant governing bodies of the implementing entities.

Strategy

- 35.3 The Development Account provides its 10 mostly non-resident implementing entities with the ability to operationalize their vast knowledge and expertise to deliver capacity development support to selected beneficiary countries and stakeholders. Projects supported through the Account provide a bridge between the normative and analytical expertise of Headquarters and the development of sustainable capacities in the field. With the support of the Account, the implementing entities can follow up on intergovernmental processes and their analytical work with concrete projects at the country, subregional, regional and global levels. Most of the proposed fifteenth tranche projects support countries with special needs, i.e. least developed countries, landlocked developing countries and small island developing States. Figure 35.I shows the number of projects supporting countries with special needs. These numbers are likely to increase as implementing entities finalize the beneficiary countries of their projects. Some projects have already indicated their focus as being solely on this group of countries, such as project B, focusing on small island developing States, and projects E and I, focusing on least developed countries.

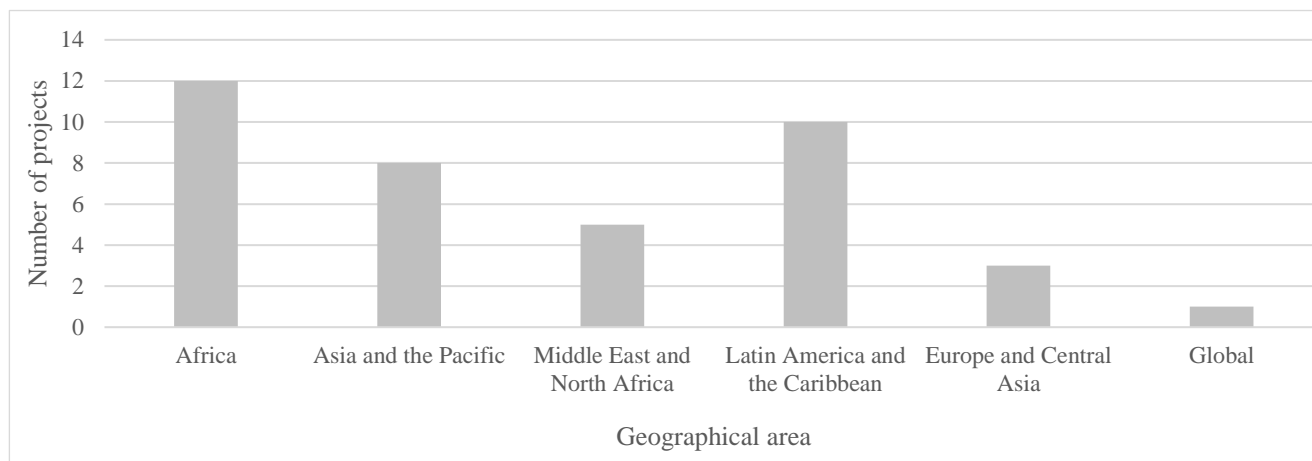
Figure 35.I
Projects supporting countries with special needs^a



^a Projects can have beneficiary countries from multiple groups, and some countries with special needs can belong to two groups.

35.4 Figure 35.II illustrates how the proposed fifteenth tranche projects are spread across different regions. While projects are proposed for all regions of the world, Africa, as has been the case in the past, continues to have the highest number of proposed projects.

Figure 35.II
Number of projects by geographical area^a

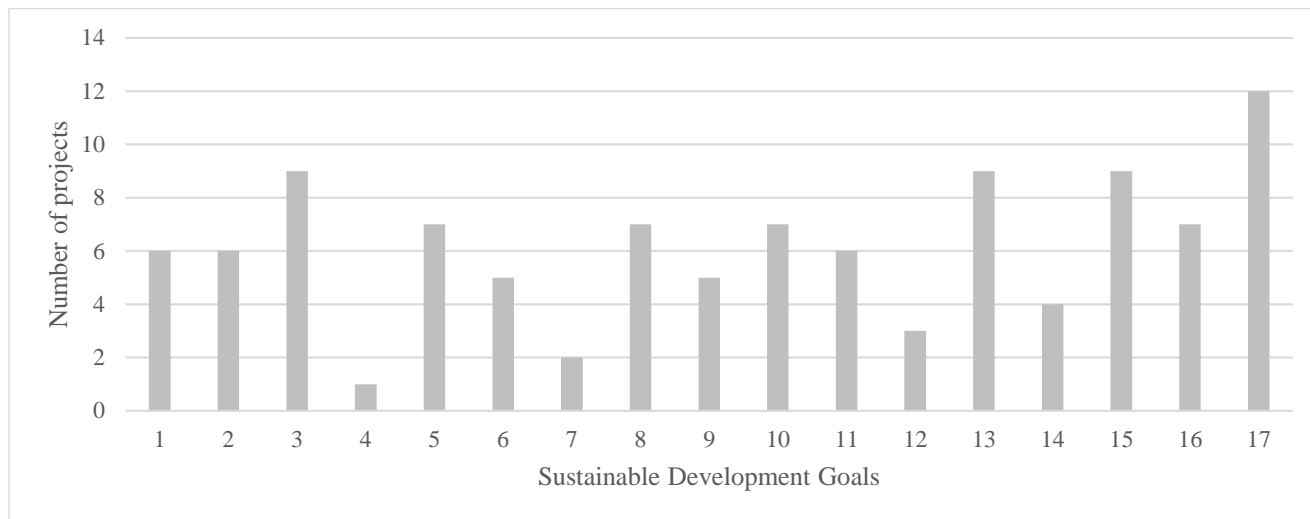


^a One project can contribute to more than one region.

35.5 A number of focus areas are prominent among the proposed fifteenth tranche projects, such as the focus on protection of the environment and recovery from the coronavirus disease (COVID-19) pandemic (projects C, H, I, K and N), on strengthening systems to be better prepared to respond to crises such as COVID-19 (projects F and P) and on equitable and inclusive access to health care (projects Q and R). Additionally, the proposed projects focus both on recovery from the COVID-19 pandemic (projects B, G and L) and on enhancing frameworks, policies and practices for greater resilience and equity after the pandemic (projects A, J, O and S).

35.6 The Development Account serves as an operational facility for piloting development approaches that test new ideas, with an emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes. The Account further provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among beneficiary countries, including through South-South cooperation. Projects incorporate innovative approaches to achieving the Sustainable Development Goals and leaving no one behind in the aftermath of the COVID-19 pandemic, including projects on the innovative management of relief consignments and trade facilitation during disasters (project F), innovative biodiversity monitoring and impact assessment in the Amazon rainforest (project K), circular forest product value chains (project N) and the use of forecasting and analysis of megatrends to support decision-making for the Goals (project V). Projects contribute to all of the Goals, as outlined in figure 35.III, with a notable number of projects contributing to Goal 17, on partnerships for the Goals, as well as Goal 3, on good health and well-being, Goal 13, on climate action, and Goal 15, on life on land.

Figure 35.III
Contribution of fifteenth tranche projects to the Sustainable Development Goals



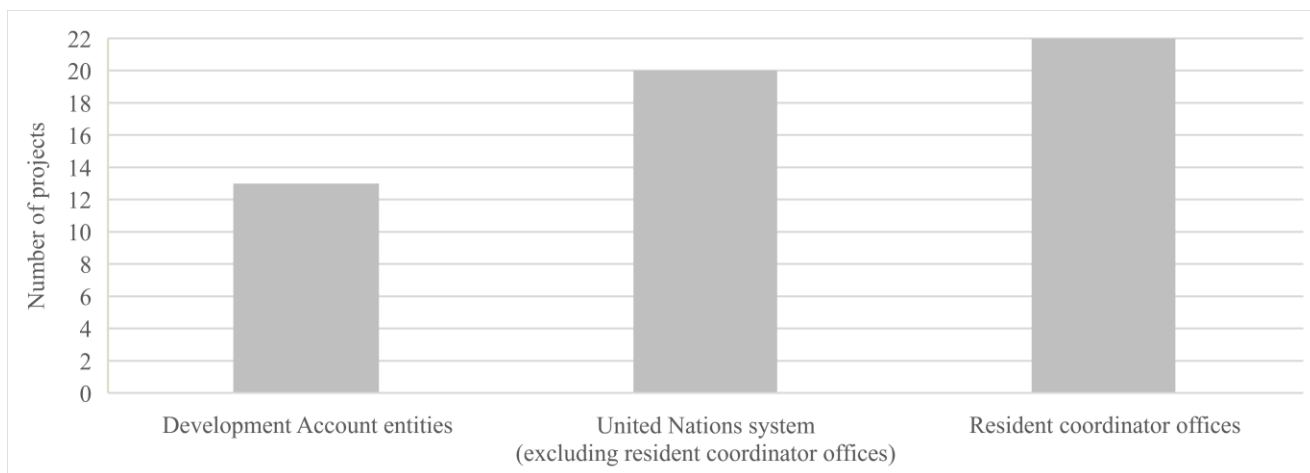
- 35.7 Development Account projects integrate gender perspectives to support Member States in the achievement of Goal 5, on gender equality. Disability aspects are also integrated into the design of projects when relevant and appropriate. The Development Account guidelines for the development of project documents specify that a gender-sensitive and people-centred approach should be used. Such an approach includes considering how issues to be addressed by projects affect women, men, girls and boys and whether there are groups of people, such as youth, persons with disabilities, older persons, refugees and migrants, who may be more vulnerable, disproportionately affected or considered to have been left behind. Implementing entities are asked to elaborate on how and why these groups are affected differently and to integrate this explanation into the project’s results framework, where possible. For example, the proposed ECE project on equitable access to water and sanitation services for all (project O) acknowledges that integrating a gender perspective is indispensable to ensure that water and sanitation services are adequate and acceptable for all users and do not contribute to the perpetration of discriminatory practices, particularly in educational institutions. Likewise, the proposed ECLAC project on resilient health systems with universal health coverage (project Q) highlights the critical synergy between addressing inequality and discrimination endured by specific population groups (persons with disabilities, women, children, older persons, indigenous groups and migrants) and ensuring their access to health care, taking into consideration their specific needs.
- 35.8 Partnerships are an essential part of the implementation of Development Account projects. All proposed projects will be implemented together with partners from the United Nations Secretariat and the wider United Nations system, including resident coordinator offices and United Nations country teams, as well as governments and national, regional and international organizations, to ensure that projects are needs-based and provide global and regional capacities and resources to countries in a coordinated manner.
- 35.9 The Development Account fully supports coordination and complementarity with the resident coordinator offices, and all proposed projects will work closely with them. Many of the implementing entities also have internal coordination mechanisms in place with the resident coordinator offices. The United Nations Sustainable Development Group – chaired by the Deputy Secretary-General, co-led by the United Nations Development Programme (UNDP) and the Department of Economic and Social Affairs and with the participation of all senior officials of the Secretariat, resident coordinator offices and United Nations funds and programmes – provides system-wide strategic guidance, including capacity development activities covering resident coordinator offices, the Secretariat and other United Nations entities, to ensure coherence. Moreover,

the Capacity Development Programme Management Office of the Department of Economic and Social Affairs, in which the programme management team of the Development Account is situated, is routinely in contact with resident coordinator offices to coordinate efforts, including through the United Nations Sustainable Development Cooperation Frameworks, which incorporate complementary capacity development activities undertaken through the Development Account and the regular programme of technical cooperation into the work of United Nations country teams at the country level. This collaboration is important for country-level coordination arrangements and the implementation of Development Account projects, and also ensures that projects cater to local needs and build on the capacities of the United Nations system on the ground in project beneficiary countries. These collaborative arrangements also support the sustainability of project interventions after project closure.

35.10 As illustrated in figure 35.IV, all fifteenth tranche projects will be implemented in partnership with resident coordinator offices and United Nations country teams, and approximately 90 per cent of projects will be implemented in collaboration with other entities within the United Nations system. The number of partnerships is likely to further increase as projects are finalized following the General Assembly’s consideration and approval of the present budget fascicle and the projects proposed therein.

Figure 35.IV
Partnerships in Development Account projects^a

(Number of projects including these categories of partnerships)



^a One project can partner with multiple partners.

35.11 In addition to the partnership arrangements described above, five of the fifteenth tranche projects will be led jointly by multiple Development Account entities. These projects are: (a) Inclusive and sustainable economic growth in a society for all ages in the post-COVID-19 era in Asia and Latin America and the Caribbean (project A), which will be implemented jointly by the Department of Economic and Social Affairs, ECLAC and ESCAP; (b) Supporting structural economic progress towards and beyond graduation from least developed country status by the pre-qualified African and Asian countries (project E), which will be implemented jointly by UNCTAD and ECA; (c) Building back safe, sustainable and resilient transport and urban mobility systems in Western Balkan and Central Asian landlocked developing regions (project J), which will be implemented jointly by UN-Habitat, UNEP and ECE; (d) Expanded and resilient urban fiscal space for an inclusive and resilient COVID-19 recovery in Africa (project L), which will be implemented jointly by ECA and UN-Habitat; and (e) Measuring and curbing illicit financial flows (project M), which will be implemented jointly by ECA, ECLAC, ESCAP and ESCWA.

Impact of the pandemic

- 35.12 The COVID-19 pandemic had an impact on the planned delivery of Development Account projects in 2021 by reducing opportunities for traditional, in-person delivery modalities, such as training sessions, physical workshops, seminars, field visits, advisory missions, policy dialogues and consultations, necessitating adaptation from face-to-face to virtual or hybrid delivery of capacity development activities.
- 35.13 Where feasible, the projects proposed for 2023 will continue to incorporate novel implementation approaches that were put in place in response to the changed operational conditions associated with the COVID-19 pandemic, specifically, through the continuation of e-learning modalities, combining them with in-person workshops. Lessons learned from virtual and hybrid means of delivery during the COVID-19 response are being taken forward into new projects, maximizing efficiencies through the rationalization of resources for travel and the use of online tools and local expertise where possible. At the same time, it is assumed that those operational conditions have improved and allow for implementation of the projects proposed for 2023 through formerly established approaches as well. Any modifications to planned deliverables necessitated by conditions on the ground would, however, be in pursuance of the project's objectives and strategies and the mandates of the implementing entities and would be reported as part of the Development Account progress report information.

Evaluation activities

- 35.14 Evaluation continues to be a crucial part of the programming of the Development Account. The temporary position of Evaluation Officer (P-4) under this section has been essential to plan the programme-level evaluation of the Account's response to COVID-19, provide guidance and support to project evaluations and distil lessons learned.
- 35.15 Since the eleventh tranche, projects have been selected for evaluation on the basis of the strategic importance and relevance to the entities' mandates, pressing knowledge gaps and/or approaches with the potential for replication or scaling up. A total of 32 of the 56 eleventh tranche projects were selected, including at least half of the projects for each implementing entity, in line with the Development Account evaluation framework. In addition, a supplementary guidance note was circulated to implementing entities in September 2021 to promote the application of the project evaluation guidelines, along with the new administrative instruction on evaluation in the United Nations Secretariat ([ST/AI/2021/3](#)), issued in August 2021.
- 35.16 The Development Account evaluation focal points network, consisting of the evaluation units of the 10 implementing entities, held four virtual meetings in 2021 to exchange lessons learned and good practices. A standard template for project evaluation reports was developed in consultation with the network in order to enhance the quality of the project evaluation reports in line with the requirements outlined in the project evaluation guidelines and the guidelines on the administrative instruction. The template is being piloted with eleventh tranche project evaluations with a view to making necessary refinements to reflect the experiences in using it.
- 35.17 The evaluation of the tenth tranche Programme on Statistics and Data, implemented jointly by all 10 Development Account implementing entities, is currently under way, based on the terms of reference endorsed by the Development Account Steering Committee in May 2021. The three assessments that make up the evaluation are nearing completion, and a final report synthesizing their findings and presenting programme-level recommendations is expected to be finalized in the middle of 2022. The planning of the evaluations of the five short-term joint COVID-19 projects is also currently ongoing. These project evaluations will feed into the programme-level evaluation of the response of the Development Account to COVID-19, scheduled for 2023, and will be guided by the overall evaluation criteria and questions developed in consultation with the implementing entities.
- 35.18 For 2022 and 2023, the Development Account will focus on the evaluations of the five joint COVID-19 projects that will be completed by mid-2022. Approximately 4 per cent of the resources are used for project- and programme-level evaluations.

B. Proposed resource requirements for 2023

35.19 As reflected in table 35.1, the overall resources proposed for 2023 amount to \$15,199,400 before recosting, reflecting a decrease of \$1,000,000 (or 6.2 per cent) compared with the appropriation for 2022. Resource changes result from technical adjustments. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 35.1
Evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Regular budget

Object of expenditure	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
Grants and contributions	15 199.4	16 199.4	(1 000.0)	–	–	(1 000.0)	(6.2)	15 199.4

Explanation of variances by factor

Technical adjustments

35.20 As reflected in table 35.1, resource changes reflect a decrease of \$1,000,000 owing to the removal of the non-recurrent increase for 2022 of \$1,000,000 decided by the General Assembly in its resolution [76/245](#).

Multi-year account

35.21 The General Assembly, in its resolution [54/15](#), decided to establish a multi-year account for the Development Account. The resources proposed for the Account for 2023 are for implementation of the projects over a four-year period (2023–2026). Within the multi-year account, the breakdown of resource requirements by object of expenditure for the fifteenth tranche of projects is presented in table 35.2.

Table 35.2
Summary of resource requirements by object of expenditure (before recosting)

(Thousands of United States dollars)

Object of expenditure	Amount
Other staff costs	784.7
Consultants	6 911.0
Travel of staff	1 677.4
Contractual services	1 846.5
General operating expenses	866.1
Grants and contributions	3 113.7
Total	15 199.4

- 35.22 Development Account projects are designed to provide efficient and effective use of resources. The resource requirements are based on concept notes, which provide project descriptions and initial plans for project implementation. After the General Assembly’s review of the proposed budget by the end of 2022, the implementing entities will launch projects based on project documents that include detailed analyses, outputs, timelines and budgets, and will complete the identification of beneficiary countries.
- 35.23 Other staff costs (general temporary assistance) represent approximately 5 per cent of the total budget and are used for short-term needs to carry out the activities of the projects, such as organizing workshops and data collection. Resources for a temporary position of Evaluation Officer (P-4) in the Department of Economic and Social Affairs continue to be included for evaluation support at the programme level.
- 35.24 Given that the implementing entities are mostly non-resident in the project beneficiary countries and all projects have country-level activities, travel of staff is required for projects, representing an average of 11 per cent of the total resources. As noted in paragraphs 35.12 and 35.13, alternative methods of project delivery have been developed, and virtual and blended learning methodologies have been included in the delivery of projects. However, while incorporating such elements is useful for maximizing efficiencies and helpful for broadening outreach, these tools cannot replace all face-to-face delivery modalities in their effectiveness. The projects typically utilize national consultants to support project implementation at the national level, as well as for collating and exchanging national and regional best practices. International consultants are often required for projects involved in new subject areas, which require expertise that may not be available within the country or the implementing entity. As shown in table 35.3, the proposed resources for the fifteenth tranche include 111 international consultants for a total of 497 work-months, at an estimated cost of \$3.8 million, and 131 national consultants for a total of 678 work-months, at an estimated cost of \$3.1 million.

Table 35.3
Summary of consultancy requirements

<i>Type of consultant</i>	<i>Number of consultants</i>	<i>Number of work-months</i>	<i>Cost (thousands of United States dollars)</i>
International	111	497	3 825.0
National	131	678	3 086.0
Total	242	1 175	6 911.0

- 35.25 Contractual services are used to engage national and local institutions or organizations to assist with the implementation of national components of the projects, including studies, local pilots, consultations and workshops. They also often include elements of capacity development for the institutions and organizations themselves. Venue rentals, conference service costs and communications costs associated with workshops, training events, seminars or expert group meetings typically fall under the general operating expenses category.
- 35.26 The costs of workshop participants (travel and allowances) represent, on average, 22 per cent of the project budgets. Projects typically use national workshops for training, coordination and consensus-building. Most projects also include a smaller number of regional workshops, which are typically used for South-South cooperation and sharing of lessons learned between the project beneficiary countries. Regional and interregional workshops are often used to share the findings with larger audiences and are often organized in connection with other intergovernmental meetings or events to reduce costs.
- 35.27 Project deliverables fall under four general categories, as detailed in table 35.4. These deliverables are expected to have a strong focus on the national level, to help to ensure national ownership and prioritization of national processes and institutions. They are also expected to focus on different capacity development aspects (e.g. skills, institutions and an enabling environment) for increased and sustainable impact.

Table 35.4
Summary of deliverables (2023–2026 plan)

<i>Quantified deliverables: B. Generation and transfer of knowledge</i>		<i>Non-quantified deliverables: C. Substantive deliverables</i>	
<i>Seminars, workshops and training events (number of days for all projects)</i>	<i>Technical materials (number of materials for all projects)</i>	<i>Consultation, advice and advocacy (number of projects including these deliverables)</i>	<i>Databases and substantive digital materials (number of projects including these deliverables)</i>
718	221	21	17

Annex I

Projects proposed for funding from the Development Account (for the period 2023–2026)

A. Inclusive and sustainable economic growth in a society for all ages in the post-COVID-19 era in Asia and Latin America and the Caribbean

Implemented by the Department of Economic and Social Affairs jointly with ECLAC and ESCAP and in collaboration with resident coordinator offices (\$880,000)	Relationship to the Sustainable Development Goals: targets 1.3, 3.8, 4.1, 5.1, 10.1, 10.2, 17.18 and 17.19
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Objective

To enhance the capacity of Governments in the Asia-Pacific and Latin America and Caribbean regions to develop evidence-based, intergenerational policies for inclusive and sustainable economic growth in the context of population ageing.

Project plan

In his report entitled “Our Common Agenda” (A/75/982), the Secretary-General highlighted the importance of strengthening capacities to understand and assess the future, building long-term, intergenerational thinking into important policies and decision-making. One of the defining characteristics of the future is the rising proportion of older persons in the population. There are long-standing calls for integrating population into development planning expressed by the General Assembly and other intergovernmental bodies.

This project directly responds to those calls by transforming national accounts into a policy instrument that addresses the twin goals of inclusion and sustainability in the context of population ageing. National inclusion accounts disaggregate national economic statistics by age and socioeconomic status and help to identify and observe how economic resources are shared between population groups. This type of accounting is needed for long-term forecasts of the costs of and funding sources for social protection, education and health-care programmes to ensure their fiscal sustainability and evaluate their success in achieving inclusive sustainable development.

This project will support eight developing countries in Latin America and the Caribbean and Asia and the Pacific to strengthen capacity to produce national inclusion accounts, analyse the impacts of population ageing on inclusive and sustainable development and formulate public policies and plans to take account of future demographic change while promoting inclusive and sustainable economic growth.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to strengthening the capacities of the beneficiary countries to design and adopt policies that foster sustainable and inclusive development while adapting to their new demographic realities, which would be demonstrated by the estimation of national accounts disaggregated by age and socioeconomic status and the use of these disaggregated data in long-term evaluations of investments in social protection, education and/or health care. At the end of the project, it is expected that the target countries will be better prepared to adapt to population ageing with social protection, education and health-care systems that are fiscally sustainable and inclusive.

Budget summary (thousands of United States dollars)

Other staff costs	18.0
Consultants	433.0
Travel of staff	102.0
Contractual services	132.0
General operating expenses	35.5
Grants and contributions	159.5
Total	880.0

B. Integrated and coherent national recovery strategies promoting social inclusion, macroeconomic stability, effective governance and protection of the environment for selected small island developing States

Implemented by the Department of Economic and Social Affairs in collaboration with ECA, UNDP and resident coordinator offices (\$700,000)	Relationship to the Sustainable Development Goals: targets 2.4, 3.8, 6.4, 7.2, 8.2, 9.1, 13.1, 13.2, 14.2, 14.7, 15.2, 16.6 and 17.14
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Objective

To strengthen the capacity of selected small island developing States to develop integrated and coherent national strategies to recover and rebuild better from the COVID-19 pandemic.

Project plan

The disruptions to the world economy caused by the COVID-19 pandemic have hit small island developing States particularly hard owing to their small size, remoteness, high dependence on trading partners and reliance on a few key sectors. Gross domestic product dropped by 9 per cent in small island developing States in 2020, compared to a 3.3 per cent decline in other developing countries, according to estimates by the International Monetary Fund. Fiscal measures put in place to keep economies afloat during the pandemic and to alleviate its economic consequences have resulted in rising debt burdens, making the need for appropriate recovery strategies even more pressing. Long-standing problems are also heightened by climate change, which has meant escalating costs from the impacts of natural disasters and a greater emphasis on disaster risk management.

There is an urgent need to support these countries, which are already vulnerable and at risk of further impacts from external economic shocks, natural disasters and climate change, in their recovery strategies while aligning the immediate crisis response with long-term planning towards resilient, inclusive and sustainable development. This project aims to strengthen the capacity of four selected small island developing States in Africa and the Caribbean to respond to this crisis and to recover and build back better from the COVID-19 pandemic. It will focus on the formulation and implementation of integrated and coherent national recovery strategies that promote social inclusion, macroeconomic stability and protection of the environment and that mobilize stakeholders’ engagement in participatory planning processes.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to the beneficiary small island developing States in their recovery from the COVID-19 pandemic, which would be demonstrated by project beneficiary countries incorporating tools, methods and approaches for integrated and coherent policy formulation into national pandemic recovery strategies and development planning processes. Those countries will be supported by knowledge products and capacity development activities offered in this project.

<i>Budget summary (thousands of United States dollars)</i>	
Consultants	292.0
Travel of staff	168.0
Contractual services	115.0
General operating expenses	5.0
Grants and contributions	120.0
Total	700.0

C. Turning the tide on deforestation: building partnerships to combat intensifying impacts of climate change, forest fires and zoonotic diseases

Implemented by the Department of Economic and Social Affairs in collaboration with the Food and Agriculture Organization of the United Nations (FAO), UNEP, UNDP, the secretariat of the United Nations Framework Convention on Climate Change and resident coordinator offices (\$600,000)	Relationship to the Sustainable Development Goals: targets 6.6, 13.2, 15.1, 15.2, 15.3 and 15.b
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Objective

To strengthen the sustainable forest management capacity of selected developing countries to halt deforestation and tackle its drivers and intensifying factors to make progress towards the forest-related Sustainable Development Goals.

Project plan

Forests cover close to a third of the earth’s land area and provide multiple benefits to humankind. For millions of people living in poverty, forests and trees provide food and fuel for cooking and heating. Forests contribute substantially to climate change mitigation and adaptation and to the conservation of biodiversity. Ending and reversing tropical deforestation alone could avoid up to 30 per cent of total gross greenhouse gas emissions.

Halting deforestation is an essential lever to achieve the Sustainable Development Goals and the global forest goals by 2030, and for confronting the planetary crises of climate change, loss of biodiversity and ecosystem services, inequality and zoonotic pandemics, and emerging issues of concern such as forest fires. This project will therefore support six countries in three regions to build capacity and partnerships for tackling deforestation and its drivers, and for increasing forest cover.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to building the capacity of national experts and participating countries to develop and implement integrated forest landscape management and restoration plans that are focused on addressing deforestation and its drivers and intensifying factors and to enhance the livelihoods of people, especially women, girls and youth, by promoting collaborative and peer-to-peer learning and the sharing of experiences and best practices between countries, which would be demonstrated by the development of national action plans to combat deforestation.

<i>Budget summary (thousands of United States dollars)</i>	
Consultants	150.0
Travel of staff	50.0
Contractual services	171.0
General operating expenses	18.0
Grants and contributions	211.0
Total	600.0

D. Quantifying South-South cooperation to mobilize funds for the Sustainable Development Goals

Implemented by UNCTAD in collaboration with the Department of Economic and Social Affairs, ECA, ECLAC, ESCAP, ESCWA and resident coordinator offices (\$800,000)	Relationship to the Sustainable Development Goals: targets 9.1, 17.3, 17.4, 17.6, 17.9, 17.16 and 17.19
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Objective

To strengthen the capacity of developing countries in Africa, Asia and Latin America to measure and report South-South cooperation to manage and mobilize resources for the 2030 Agenda and enable a more inclusive, resilient and green recovery from the pandemic.

Project plan

In paragraph 25 of the Buenos Aires outcome document of the second High-level United Nations Conference on South-South Cooperation, endorsed by the General Assembly in its resolution [73/291](#), all actors were encouraged to support initiatives for information and data collection, coordination, dissemination and evaluation of South-South cooperation, upon the request of developing countries. In April 2020, the Inter-Agency and Expert Group on Sustainable Development Goal Indicators established the Working Group on Measurement of Development Support, which resulted in an agreed, voluntary framework for the measurement of South-South cooperation and a proposal for Sustainable Development Goal indicator 17.3.1, reflecting elements of South-South cooperation, triggering strong country demand for capacity-building support.

The lack of information on target 17.3 of the Goals, to mobilize additional financial resources for developing countries from multiple sources, hampers progress in mobilizing resources for achieving the 2030 Agenda. This situation was magnified by the COVID-19 pandemic and the resulting need to mobilize resources for inclusive recovery. This project will support eight developing countries in Africa, Asia and Latin America to measure and report financial and non-financial modalities of South-South cooperation to inform and target policy action.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to strengthening the capacity of developing countries to measure and report South-South cooperation to manage and mobilize resources for efforts to achieve the 2030 Agenda, including to enable a more inclusive, resilient and sustainable recovery from the pandemic, which would be demonstrated by the provision of early estimates of South-South cooperation by at least four beneficiary countries for use by development experts and policymakers. In the longer term, the sharing of resources and tools developed in the project will enable more global reporting on Sustainable Development Goal indicator 17.3.1.

Budget summary (thousands of United States dollars)

Other staff costs	40.0
Consultants	392.3
Travel of staff	111.5
Contractual services	24.0
General operating expenses	46.0
Grants and contributions	186.2
Total	800.0

E. Supporting structural economic progress towards and beyond graduation from least developed country status by the pre-qualified African and Asian countries

Implemented by UNCTAD jointly with ECA and in collaboration with the Department of Economic and Social Affairs, ESCAP, the United Nations Industrial Development Organization (UNIDO) and resident coordinator offices (\$900,000)	Relationship to the Sustainable Development Goals: targets 8.1, 8.2, 8.3, 10.2, 10.a, 10.b, 17.2, 17.9, 17.11 and 17.12
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Objective

To enhance the ability of the four African least developed countries and one Asian least developed country that are pre-qualified for graduation from least developed country status to achieve structural economic and social progress, and to use the milestone of graduation from least developed country status as an opportunity to find new avenues for gaining international support for their further development efforts.

Project plan

The economies of graduating least developed countries are often dependent on a small number of products or commodities for export and employment, even though they demonstrate forms of structural economic progress. The broad agenda of these States is to make the most of benefits specific to least developed countries while they are still available, then achieve a smooth transition to post-least developed country status with some alternative support measures and through their domestic efforts at structural transformations. This project will help to bring this agenda to fruition through a practical framework.

The project aims to help four African least developed countries and one Asian least developed country that were declared pre-eligible for graduation from least developed country status during the latest triennial review of the list of least developed countries, undertaken by the Committee for Development Policy in 2021, to increase their chances of achieving structural economic and social progress towards and beyond graduation from least developed country status. This aim will be achieved through: (a) the provision of country-specific analytical material on the implications of graduation from least developed country status, vulnerability and resilience-building and inputs into smooth transition strategies; (b) relevant advisory services for policymakers; and (c) action to help project recipients to use industrial policy more effectively to accelerate structural transformation and thereby graduate with momentum.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to improving the capacities of policymakers and the private sector in beneficiary countries to better understand and prepare for the implications of graduation from least developed country status by means of the development of economically feasible strategies, which would be demonstrated by policy options for building productive capacities being endorsed by high-level policymakers in four of the five recipient countries and one priority action derived from the national road map for graduation with momentum being implemented in at least two of the five recipient countries.

Budget summary (thousands of United States dollars)

Other staff costs	10.0
Consultants	398.0
Travel of staff	190.0
Contractual services	172.0
General operating expenses	70.0
Grants and contributions	60.0
Total	900.0

F. Automated System for Relief Emergency Consignments for innovative coordination and facilitation of relief consignments in times of disaster in the Pacific region

Implemented by UNCTAD in collaboration with the Office for the Coordination of Humanitarian Affairs and resident coordinator offices (\$650,000)	Relationship to the Sustainable Development Goals: targets 3.d, 9.a, 11.5, 13.1, 16.7 and 17.7
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Objective

To strengthen the capacity of countries in the Pacific region to facilitate and expedite the processing of international relief consignments to address humanitarian crises, natural disasters, or complex emergencies such as the COVID-19 pandemic.

Project plan

UNCTAD partnered with the Office for the Coordination of Humanitarian Affairs to develop the Automated System for Relief Emergency Consignments (ASYREC), a dedicated solution compatible with international standards and compliant with automated customs systems for the processing of international relief consignments in humanitarian crises, natural disasters, or complex emergencies such as the COVID-19 pandemic. The tool is of utmost importance for humanitarian aid coordination and the global Logistics Cluster to ensure the swift processing of humanitarian aid in crisis situations.

Thirteen countries in the Pacific already use the UNCTAD Automated System for Customs Data (ASYCUDA). This system provides the potential for humanitarian assistance through ASYREC and thus an opportunity to create a template for other regions to use in the future. The project will ultimately help to contain and mitigate the negative economic impact of disasters as far as the logistics of international trade are concerned. The project will support 12 developing countries in the Pacific to use ASYREC to facilitate and expedite the processing of international relief consignments and improve coordination by Governments for disaster response.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to strengthening the capacity of countries in the Pacific region to facilitate and expedite the processing of international relief consignments to rapidly address humanitarian crises, natural disasters, and complex emergencies such as the COVID-19 pandemic, which would be demonstrated by the implementation of an online ASYCUDA-ASYREC e-learning platform in beneficiary countries and the formulation of a national framework on the supply of humanitarian goods in times of crisis based on national, regional and international regulations.

Budget summary (thousands of United States dollars)

Other staff costs	32.0
Consultants	245.0
Travel of staff	102.0
General operating expenses	37.0
Grants and contributions	234.0
Total	650.0

G. Financing nature-based solutions for a green and inclusive recovery in Latin America

Implemented by UNEP in collaboration with FAO, UNDP and resident coordinator offices (\$500,000)	Relationship to the Sustainable Development Goals: targets 2.3, 2.4, 2.b, 13.2, 14.6, 15.2, 15.3, 15.5, 15.9 and 15.b
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Objective

To strengthen the capacity of selected countries to develop and implement policies and strategies to scale up public and private investment and finance for nature to support sustainable, inclusive and resilient food systems in support of a green recovery from COVID-19 in Latin America.

Project plan

As countries build back their economies from COVID-19, Governments have a unique opportunity to scale up and channel public and private finance towards protecting and restoring nature. Investing in nature-based solutions – for which a specific resolution was adopted by the United Nations Environment Assembly during its resumed fifth session, in March 2022 – can help to reduce the likelihood of future pandemics and build society’s resilience to wider-ranging climate and environmental risks, while at the same time delivering significant economic benefits and job opportunities.

To that end, this project will provide technical assistance, analytical guidance and support to three beneficiary countries in Latin America on how to create an enabling policy environment to scale up public and private finance and investments for nature-based solutions to support more sustainable, inclusive and resilient food, forest and land-use systems that include conservation, restoration and production, contributing to the delivery of the Paris Agreement and the Sustainable Development Goals.

This support will cover both public and private investment and financing for nature, with a focus on social equity and environmental integrity. For public finance, the focus is on how to realign and direct public finance by removing perverse incentives and to create fiscal space to deal with debt and finance the recovery plans, providing incentives that reward good land management practices and other mechanisms such as ecological fiscal transfers. For private finance, the focus is on how to unlock or leverage private finance, for example, through smart design of the enabling fiscal policy environment to create incentives to help to scale up, leverage and redirect private-sector lending, project finance and equity investments from commercial banks and lead investors towards nature-positive and climate-positive activities across the food system.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to improving the capacities of policymakers, banks and private investors in three beneficiary countries in Latin America to develop and implement policies and strategies to shift investments and financing towards nature-based and climate-neutral strategies for sustainable food systems, which would be demonstrated by the beneficiary countries implementing at least one of the following two actions: (a) reduction in potentially environmentally harmful elements of government support to agriculture; and (b) increase in finance from public and private sources invested in protecting and restoring nature.

Budget summary (thousands of United States dollars)

Consultants	321.0
Travel of staff	6.0
Contractual services	136.5
General operating expenses	21.5
Grants and contributions	15.0
Total	500.0

H. Environmentally sounder and safer waste management frameworks in Africa

Implemented by UNEP in collaboration with UN-Habitat, the Department of Economic and Social Affairs and resident coordinator offices (\$500,000)	Relationship to the Sustainable Development Goals: targets 3.9, 5.1, 6.3, 6.a, 8.8, 11.6, 12.4, 12.5, 14.1 and 16.b
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Objective

To strengthen waste management frameworks of selected countries in Africa, with the aim of promoting the environmentally sound and safe management of waste and the better inclusion of informal structures and workers, thus ensuring protection of the health and rights of informal waste pickers.

Project plan

In the aftermath of the COVID-19 pandemic, there is an opportunity for African countries to start longer-term planning for pandemic waste management by strengthening their waste management capacities in general and implementing best practice and integrating legislative responses in their waste management frameworks. In 2021, UNEP prepared guidance on policy and legislation for integrated waste management during a pandemic, which showed that the safe, inclusive and environmentally sound disposal of waste during and following the COVID-19 pandemic was a challenge. A key gap was the lack of modern waste disposal facilities, for example, sanitary landfill sites.

Gaps arise when the “essential service” designations do not cover all waste workers, for example, in countries with a large informal sector, and when access to personal protective equipment is limited or there are not sufficient resources for training all relevant workers. Owing to the informal nature of their work, waste pickers are often more exposed to occupational hazards than their formally employed counterparts in the waste management sector. The stockpiling or dumping of health-care waste in general dump sites may lead to the exposure of workers and informal waste pickers, with the overrepresentation of women and children in some countries. In most countries, there is a lack of waste management frameworks and guidance at the national level, and waste management may be entirely within the competence of local authorities (municipalities).

The project will support four beneficiary countries in Africa to improve the alignment of their waste management regulatory frameworks with integrated waste management approaches, in order to ensure preparedness in times of a pandemic while including a general duty of care for waste sector personnel in both the formal and informal sectors, including safety procedures for the collection, storage, handling, treatment and safe disposal of waste. The four beneficiary countries have indicated that the reform of their legal frameworks is a much-needed priority, including with a view to creating jobs and improving the situation of the informal sector.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to strengthened waste management frameworks with the inclusion of informal work structures and protection of the health and rights of informal waste pickers, which would be demonstrated by beneficiary countries having adopted evidence-based waste management frameworks that promote the environmentally sound and safe management of waste.

Budget summary (thousands of United States dollars)

Other staff costs	25.0
Consultants	150.0
Travel of staff	18.0
Contractual services	50.0
General operating expenses	10.0
Grants and contributions	247.0
Total	500.0

I. Harnessing urbanization for a more resilient, inclusive and green recovery in francophone least developed countries

Implemented by UN-Habitat in collaboration with ECA, ECLAC and resident coordinator offices (\$500,000)	Relationship to the Sustainable Development Goals: targets 10.3, 11.1, 11.3, 11.7, 11.a, 11.b, 11.c, 12.8, 17.6 and 17.9
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Objective

To strengthen the capacity of francophone least developed countries to apply the New Urban Agenda for a green, resilient post-COVID-19 recovery and inclusive urban areas.

Project plan

Francophone least developed countries, all but one of which are in Africa, are facing unprecedented urbanization rates. Most of the practical knowledge, tools and online information platforms supporting knowledge exchange and capacity-building for urban sustainability that are produced by international organizations, including United Nations entities, are not available in French. Consequently, there is a gap between francophone countries and others when it comes to accessing practical methods and learning tools developed by international partners. Additionally, the COVID-19 pandemic has had devastating economic and social costs for most of the least developed countries.

This project will respond to the need of urban professionals in francophone least developed countries to access capacity-building services and tools that are effective, innovative and digitally accessible. It will support the preparation and implementation of cooperation frameworks at three levels: (a) the use of digital innovations and existing platforms to make knowledge and tools accessible to francophone least developed countries; (b) the provision of capacity-building support through digital education and blended learning; and (c) the provision of technical assistance to strengthen the urban dimension of cooperation frameworks, particularly approaches supporting urban recovery and resilience and promoting South-South cooperation and learning between countries.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to enhancing the capacity of three francophone least developed countries to apply the New Urban Agenda for greener, resilient and inclusive urban areas, which would be demonstrated by the integration of inclusive, resilient and green principles into urban development policies, strategies and plans in support of a green and resilient post-COVID-19 recovery.

Budget summary (thousands of United States dollars)

Other staff costs	24.0
Consultants	245.0
Travel of staff	84.0
Contractual services	40.0
General operating expenses	23.0
Grants and contributions	84.0
Total	500.0

J. Building back safe, sustainable and resilient transport and urban mobility systems in Western Balkan and Central Asian landlocked developing regions

Implemented by UN-Habitat jointly with UNEP and ECE and in collaboration with UNDP and resident coordinator offices (\$940,000)	Relationship to the Sustainable Development Goals: targets 3.6, 3.9, 11.2, 11.7 and 13.1
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Objective

To strengthen local and national capacity in the Balkan and Central Asia regions on long-term, sustainable urban mobility planning and robust investment decisions towards public transport, walking and cycling.

Project plan

The rapid and often uncoordinated growth of cities in the Western Balkan and Central Asia regions has affected the existing transport networks, thus creating major problems with congestion, air pollution, climate emissions and road safety. Investments in road infrastructure have been numerous in the past few years, but their purpose to connect the urban areas within and between the wider regions has been overshadowed by a car-focused planning approach, resulting in urban sprawl and negative environmental and social impacts directly related to the quality of life. Only a combination of land-use policy, public transport policy and the promotion of walking and cycling can prevent future urban dispersion and liberate metropolitan regions from their increasing dependence on private vehicles.

This project will strengthen local capacities in the Balkan and Central Asia regions on long-term sustainable urban mobility planning and robust investment decisions towards public transport, walking and cycling. This objective will be achieved through capacity-building and training on sustainable urban mobility transition and the creation of sustainable urban mobility plans in each of the six target cities located in five project beneficiary countries, which will provide these cities with a long-term strategy with clear goals to effectively contribute to the Sustainable Development Goal-related targets of reducing emissions, decarbonization and enhancing accessibility and road safety within the context of COVID-19 recovery, as well as relevant national policies and legislation. Target cities will be able to improve accessibility and proximity, while lowering road fatalities, climate emissions and air pollution, hence contributing to the achievement of multiple Goals and an inclusive, bottom-up COVID-19 recovery. Cities that have approved sustainable urban mobility plans will be eligible to access designated European Union and other donor funds concerning green transition, decarbonization, sustainable transport and urban mobility.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to strengthening the capacities of the local governments in the project beneficiary countries, through technical assistance, on the development of sustainable urban mobility plans, which would be demonstrated by the endorsement of such plans in six cities, and ringfenced investments for sustainable mobility, including green public transport and non-motorized transport.

<i>Budget summary (thousands of United States dollars)</i>	
Other staff costs	47.0
Consultants	449.0
Travel of staff	114.0
Contractual services	87.0
General operating expenses	171.0
Grants and contributions	72.0
Total	940.0

K. Innovative biodiversity monitoring and impact assessment to support payments for ecosystem services with better economic deals for indigenous communities in the Amazon rainforest

Implemented by UNODC in collaboration with resident coordinator offices (\$300,000)	Relationship to the Sustainable Development Goals: targets 1.4, 5.5, 10.3, 13.3, 15.5, 15.a, 16.a, 17.6, 17.7 and 17.18
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Objective

To improve the capacity of selected countries in the Andean Community to effectively use payments for ecosystem services to benefit indigenous communities, especially those affected by illegal forest activities and illicit drug crop cultivation and trafficking.

Project plan

In Latin America, as in other regions of the world, the COVID-19 pandemic has disproportionately affected those who are poorest and most vulnerable, including indigenous communities. While moving from short-term responses to longer-term planning of the post-pandemic recovery, putting biodiversity at the heart of resilient societies needs to be a top priority. The urgency of a “green recovery” is accentuated by the limited time available, as projected by the Intergovernmental Panel on Climate Change, to forestall catastrophic climate change. Particularly important is the conservation of biodiversity. The *Global Risks Report 2020*, published by the World Economic Forum, rated biodiversity loss as the third most important global risk in terms of impact and fourth in terms of likelihood. In the *Living Planet Report 2018: Aiming Higher*, it was pointed out that South and Central America had suffered an 89 per cent loss of species population compared to 1970.

This project will support indigenous communities in the Amazon rainforest in three countries affected by illicit drug crop cultivation, to monitor biodiversity for the early detection of illegal forest activities and to obtain better economic deals through payments for ecosystem services.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to tackling the loss of biodiversity and building capacity in developing countries to combat crime in the context of a “green recovery” from the COVID-19 pandemic, which would be demonstrated by the use of acoustic devices for biodiversity monitoring in three countries, as well as robust impact assessments, and real-time detection of illegal activities to assist indigenous communities, especially those affected by illegal forest activities and illicit drug crop cultivation and trafficking, to obtain better economic deals through payments for ecosystem services.

Budget summary (thousands of United States dollars)

Other staff costs	15.0
Consultants	60.0
Travel of staff	18.0
Contractual services	135.0
General operating expenses	6.0
Grants and contributions	66.0
Total	300.0

L. Expanded and resilient urban fiscal space for an inclusive and resilient COVID-19 recovery in Africa

Implemented by ECA jointly with UN-Habitat and in collaboration with the United Nations Capital Development Fund and resident coordinator offices (\$940,000)	Relationship to the Sustainable Development Goals: targets 1.1, 1.a, 8.1, 8.2, 8.10, 10.4, 11.1, 11.a, 11.b and 17.1
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Objective

To strengthen the capacities of select city governments in Africa to develop and implement policy reforms and strategies to expand and build resilient fiscal space as part of national priorities for building forward.

Project plan

The COVID-19 pandemic has had a considerable impact on public finances within Africa. Deficits and debt have been on the rise because of falls in revenues and increases in public expenditure during lockdowns, posing difficult challenges for countries and cities in Africa.

This project will establish conditions that enable local governments to enhance their resilient fiscal space in six cities in Africa, by analysing the fiscal space from the perspective of the capacity of local governments to create budgetary room that allows them to provide resources for a desired purpose without endangering their financial position. The project will also fine-tune fiscal decentralization frameworks at the national level to help to strengthen local government incentives to spend and earn revenues effectively. A system that incentivizes spending and earning effectively is imperative to aid the relationship between local and central governments. There is a need for greater harmonization on the impact of fiscal decentralization on income redistribution and service delivery in relation to the quantity, breadth of coverage and level of sophistication. The project will prioritize the ability of local governments to raise local revenues and implement effective spending with an emphasis on providing local government authorities with the extra capacity to carry out these functions while ensuring accountability.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to improving the capacities of six target cities in Africa for the development and application of strategies for creating adequate city fiscal space for recovery and rebuilding and allowing target cities to advance the financing of the Sustainable Development Goals, which would be demonstrated by the implementation of the following two actions: (a) city strategies to boost fiscal space; and (b) regional partnerships on innovative city fiscal performance.

<i>Budget summary (thousands of United States dollars)</i>	
Other staff costs	45.0
Consultants	464.0
Travel of staff	189.2
Contractual services	147.4
General operating expenses	80.0
Grants and contributions	14.4
Total	940.0

M. Measuring and curbing illicit financial flows

Implemented by ECA jointly with ECLAC, ESCAP and ESCWA and in collaboration with ECE, UNCTAD, UNODC and resident coordinator offices (\$1,500,000)	Relationship to the Sustainable Development Goals: targets 15.7, 15.c, 16.4, 16.5 and 16.6
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Objective

To strengthen the capacity of developing countries across regions to produce standardized estimates of illicit financial flows and enhance investigative and analytical capacities to develop evidence-based policy responses to monitor and curb illicit financial flows.

Project plan

In July 2017, the General Assembly, in its resolution [71/313](#), adopted the global indicator framework for the Sustainable Development Goals, assigning UNCTAD and UNODC as custodians of indicator 16.4.1 on the “total value of inward and outward illicit financial flows”, and established a statistical task force to help to develop concepts and methods for its measurement with the participation of regional commissions. Methodologies to measure selected types of illicit financial flows have been tested in pilots across Africa, Asia and the Pacific and Latin America, and while agreed concepts and methods exist, countries do not yet report data on that indicator.

This project aims to strengthen the capacity of selected countries across regions to measure, report on and address illicit financial flows, while enhancing knowledge and awareness of the globally agreed concepts, methods and tools in all regions. The project will consolidate the methodological guidelines with the aim of producing estimates on illicit financial flows, which can also be produced by gathering and aggregating existing early estimates, where possible, from different flow types (tax, commercial and crime-related flows) to allow for the reporting of data on Sustainable Development Goal indicator 16.4.1. Finally, the project will also strengthen the capacity of beneficiary countries to develop evidence-based policy responses to curb illicit financial flows and strengthen domestic resource mobilization.

Expected progress towards the attainment of the objective and performance measures

This work is expected to assist beneficiary countries in curbing illicit financial flows and mobilizing resources for a more inclusive and resilient recovery from the pandemic and progress towards the 2030 Agenda, which would be demonstrated by the capacities to produce estimates of illicit financial flows and the development of evidence-based policy responses (using early estimates; evidence from the methods, tools and toolkits; local capacity; and social dialogue) to work towards an agreed global policy response to illicit financial flows that provides support to these selected countries to curb such flows. In the long term, the resources and tools shared and developed within the project will enable the reporting of data on Sustainable Development Goal indicator 16.4.1.

Budget summary (thousands of United States dollars)

Other staff costs	97.5
Consultants	645.0
Travel of staff	180.9
Contractual services	36.8
General operating expenses	94.8
Grants and contributions	445.0
Total	1 500.0

N. Circular forest product value chains and nature-based solutions in Central Asia and the Caucasus

Implemented by ECE in collaboration with FAO, UNDP, the International Trade Centre, ESCAP and resident coordinator offices (\$500,000)	Relationship to the Sustainable Development Goals: targets 2.3, 2.4, 12.2, 13.2, 15.1, 15.2, 15.9 and 15.b
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Objective

To improve knowledge and capacity to advance inclusive and resilient post-pandemic rural development and forest landscape restoration through circular forest product value chains and nature-based solutions in selected countries in Central Asia and the Caucasus.

Project plan

Rural communities in the Caucasus and Central Asia face high levels of poverty and limited livelihood prospects, triggering high levels of migration and driving families, entire communities and generations of youth to leave home. Furthermore, forest landscapes in the region are degraded, depleted and under continued threat from unsustainable resource use and unmitigated natural threats, despite the vital role they can play as a source of livelihoods, shelter, water, food, medicine and fuel.

This project will support four countries in Central Asia and the Caucasus to advance inclusive and resilient post-pandemic rural development and forest landscape restoration. It will adopt a dual approach, first developing knowledge products based on in-depth assessments to explore and demonstrate the benefits of circular forest product value chains for advancing inclusive rural development and forest landscape restoration, followed by building capacity for stakeholders, including policymakers, the private sector and civil society, to implement circular forest product value chains.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to strengthened capacity to implement circular value chains for forest products and integrate forest landscape restoration into national and sectoral development policy and planning, which would be demonstrated by the adoption of strategies to integrate circular forest product value chains and forest landscape restoration into national and sectoral planning processes.

Budget summary (thousands of United States dollars)

Other staff costs	25.5
Consultants	194.5
Travel of staff	24.0
Contractual services	36.0
General operating expenses	38.0
Grants and contributions	182.0
Total	500.0

O. Equitable access to water and sanitation services for all and in all settings and strengthened climate resilience in the water and sanitation sector

Implemented by ECE in collaboration with the World Health Organization (WHO) and resident coordinator offices (\$500,000)	Relationship to the Sustainable Development Goals: targets 3.9, 3.d, 6.1, 6.2, 6.3, 6.6, 6.b, 13.1 and 13.2
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Objective

To strengthen the capacity of policymakers and water and wastewater operators in target countries in the ECE region to develop and implement policies and measures aimed at ensuring equitable access to climate-resilient water, sanitation and hygiene services for inclusive recovery from the COVID-19 pandemic and enhanced resilience in the water and sanitation sector.

Project plan

Ensuring equitable access to water and sanitation services is an important priority for the pan-European region, which, despite significant progress, is still home to 16 million people lacking access to essential drinking water and more than 31 million people without basic sanitation. Despite widely available evidence of the impacts of climate change on water, sanitation and hygiene services and on water resources, climate action in the areas of water and sanitation has remained slow. This situation has the potential to heighten health and environmental risks, including damage to water-related ecosystems.

This project combines a lens on equity and water, sanitation and hygiene in institutions with a focus on climate change resilience. In the area of equity, it will use innovative approaches and methodologies aligned with human rights standards and gender considerations that can strengthen the capacity of policymakers to assess equitable access to water and sanitation. On the basis of these assessments and the data gathered, decision makers can develop informed policies and measures to improve equity in the context of COVID-19 and other emergency situations. In the area of climate resilience, the project is aimed at the integration of a climate change perspective into the water and sanitation sector, including by setting concrete targets on water and climate, developing strategies for their implementation and identifying indicators to track progress. Activities will also be aimed at collecting evidence, preparing guidance and strengthening capacities in addressing climate change impacts on water resources and water supply and sanitation services, as well as promoting linkages with global climate change processes and related national planning documents.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to strengthening the capacity of policymakers and water and wastewater operators in selected countries in the ECE region to ensure equitable access to climate-resilient water, sanitation and hygiene services, for all and in all settings, and thus help to ensure inclusive recovery from the COVID-19 pandemic and enhanced resilience, which would be demonstrated by the identification of equity gaps, the mapping out of the policy landscape with respect to water, sanitation and hygiene in institutions and, on that basis, progress in developing or amending policies and measures to enhance equitable access to water, sanitation and hygiene for all and in all settings and progress by policymakers, as well as water and wastewater operators, in the development and/or implementation of strategies, policies and measures on climate resilience in the water and sanitation sector.

Budget summary (thousands of United States dollars)

Other staff costs	25.0
Consultants	172.5
Travel of staff	25.3
Contractual services	180.0
General operating expenses	5.0
Grants and contributions	92.2
Total	500.0

P. Regional network and observatory for inclusive and sustainable water management

Implemented by ECLAC in collaboration with UNEP, WHO, the United Nations Children’s Fund, the United Nations Educational, Scientific and Cultural Organization, FAO, ECE, UN-Water and resident coordinator offices (\$730,000)	Relationship to the Sustainable Development Goals: targets 1.5, 2.4, 3.3, 6.1, 6.2, 6.3, 6.4, 6.5, 6.6 and 15.1
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Objective

To strengthen the institutional and technical capacities of countries in Latin America and the Caribbean for implementing a sustainable and inclusive water management transition.

Project plan

The water and sanitation crisis demands a holistic, systemic and multilateral response. However, most countries in Latin America and the Caribbean are lagging in terms of the various clean water and sanitation targets of Sustainable Development Goal 6, as well as an understanding of the polyfunctionality and multiple effects of water.

This project will strengthen the capacity of selected countries to design, implement, monitor and evaluate enhanced water policies that tackle the multidimensional problems relating to water, public and ecosystem health, resource efficiency and decoupling, as well as climate-resilient infrastructure. As a result, the project is expected to provide a space for active discussion, interaction and promotion of region-specific solutions to water management challenges. Through a regional network and observatory, targeted and non-targeted countries will find a platform to strengthen their capacities for formulating and using relevant indicators for evidence-based water policies.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to improving the capacities of target countries in Latin America and the Caribbean with the development and/or revision of programmes, plans or policies for implementing a water management transition based on reliable indicators and to support target countries in achieving the targets of Sustainable Development Goal 6, which would be demonstrated by the implementation of at least one of the following two actions: (a) countries adopt initiatives to develop or update water indicators and/or water policies; and (b) countries engage in capacity-building processes and exchange best practices and cost-effective solutions to address water challenges through a regional water network and observatory.

<i>Budget summary (thousands of United States dollars)</i>	
Other staff costs	30.0
Consultants	425.0
Travel of staff	40.0
Contractual services	20.0
General operating expenses	95.0
Grants and contributions	120.0
Total	730.0

Q. Resilient health systems with universal health coverage in Latin America and the Caribbean

Implemented by ECLAC in collaboration with the Pan American Health Organization/WHO and resident coordinator offices (\$567,600)	Relationship to the Sustainable Development Goals: targets 1.3, 3.8, 3.d, 5.6 and 10.4
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Objective

To improve the capacity of selected countries in Latin America and the Caribbean to design, adapt and implement institutional and policy frameworks for comprehensive, sustainable and resilient health systems.

Project plan

The COVID-19 pandemic has made it evident that social protection systems, and health systems in particular, are crucial instruments for societies to cope with the immediate negative social and economic effects of such a crisis, while at the same time being essential to engage in sustainable recoveries with more systemic resilience. In this challenging context, countries in Latin America and the Caribbean have only partially built social protection systems able to reach universal health coverage.

Marked by a difficult post-pandemic recovery and other permanent risks and vulnerabilities, several institutional gaps and needs must be addressed to improve the coverage, efficiency and quality of health systems in Latin America and the Caribbean. The project will, therefore, focus on building capacities of selected countries in three areas: (a) implementing effective strategies and policies to achieve universal health coverage in specific institutional and critical areas sensitive to differences (such as gender and disabilities); (b) strengthening the political commitment to gradually achieve universal health coverage through sustainable financing; and (c) improving institutional coordination within health systems and with social protection systems, especially to address catastrophic events.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to improving the coverage, efficiency and quality of health systems in five countries in Latin America and the Caribbean to deal more effectively with catastrophic events, which would be demonstrated by the inclusion of provisions in health reform strategies and programmes to improve coordination with social protection systems to deal with such events.

Budget summary (thousands of United States dollars)

Other staff costs	30.6
Consultants	220.0
Travel of staff	48.0
Contractual services	30.4
General operating expenses	38.6
Grants and contributions	200.0
Total	567.6

R. Regional integration and cooperation to promote affordable and equitable access to vaccines, diagnostics and therapeutics in Asia and the Pacific

Implemented by ESCAP in collaboration with the United Nations Population Fund, UNDP, WHO, the World Trade Organization, the World Intellectual Property Organization and resident coordinator offices (\$650,000)	Relationship to the Sustainable Development Goals: targets 3.4, 3.5, 3.8, 3.b, 3.d, 5.4, 5.5, 9.1, 17.10 and 17.11
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Objective

To enhance the capacity of selected countries in Asia and the Pacific to develop policies and strategies to reduce inequality in access to essential medical products and strengthen health system resilience.

Project plan

The COVID-19 pandemic has exposed the inequalities between and within countries in Asia and the Pacific in providing access to universal health care, including access to quality, safe, efficacious and affordable vaccines, diagnostics and therapeutics. The pandemic has also accentuated existing weaknesses and deficiencies in health systems within countries in terms of financing, human resources and technologies. There is thus an urgent need to diversify production capacity for essential medical products (vaccines, diagnostics and therapeutics) and to facilitate their import into Asia and the Pacific, including by securing essential technologies for manufacturing and utilizing regional integration and trade mechanisms.

This project will strengthen the capacity of selected countries in Asia and the Pacific to develop coherent policies and practical strategies on trade, investment, technology transfer and regional cooperation to address inequities in supply and capacity. The broader objective is to enable greater inclusivity and resilience in national health systems.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to improving the capacities of five countries in Asia and the Pacific to develop policies and strategies on trade, investment, technology transfer and regional cooperation to address inequities in the availability of and access to essential medical products, which would be demonstrated by the implementation of national action plans in selected countries for more inclusive access to essential medical products and the overall strengthening of health-care services, with a focus on persons in vulnerable situations.

Budget summary (thousands of United States dollars)

Other staff costs	30.0
Consultants	296.0
Travel of staff	68.0
Contractual services	130.0
General operating expenses	9.7
Grants and contributions	116.3
Total	650.0

S. Enhancing investments for equitable and accelerated climate action in the post-COVID-19 recovery

Implemented by ESCAP in collaboration with ECLAC, ECA, UNDP and resident coordinator offices (\$650,000)	Relationship to the Sustainable Development Goals: targets 2.4, 13.2, 14.2, 14.5, 15.1, 15.3, 15.9, 17.3, 17.9 and 17.16
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Objective

To enhance the capacity of selected countries to design policies to accelerate climate action and nature-based solutions in support of green post-COVID-19 recovery strategies.

Project plan

The challenge of mitigating the dangerous impacts of climate change and the need for climate adaptation has never been more urgent, yet the Asia-Pacific region is currently not on track to achieve any of the Sustainable Development Goals by 2030. Climate change and extreme weather events fundamentally threaten development in Asia and the Pacific, often undermining the enjoyment of human rights and exacerbating societal inequalities by disproportionately burdening the poor and the most vulnerable groups. Countries in Asia and the Pacific must accelerate ambitious climate mitigation and adaptation actions to safeguard hard-fought development gains made, and to rapidly transition towards an equitable low-carbon and climate- and disaster-resilient development pathway post-COVID-19.

The scale of the investment needed means that the transition to a low-carbon, climate-resilient economy will require a shift from business as usual in the finance ecosystem. Innovative financing instruments, mechanisms and associated policies have a critical role to play in mobilizing the investment capital needed to address climate change and recover from the impacts of the COVID-19 pandemic. The project will support five Member States in Asia and the Pacific in three areas: (a) understanding the role of nature-based solutions in addressing climate change; (b) increasing investment in nature-based solutions using innovative climate financing mechanisms; and (c) implementing trade practices in support of such nature-based solutions.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to enhancing investment to promote equitable development and accelerate climate action in the post-COVID-19 recovery, which would be demonstrated by the project beneficiary countries not returning to business as usual, but rather evolving towards more resilient and ecosystem-friendly policymaking that capitalizes on smart trading and green investment practices. This new approach will be supported by the knowledge products and capacity development activities offered in this project.

Budget summary (thousands of United States dollars)

Other staff costs	30.0
Consultants	320.0
Travel of staff	50.0
Contractual services	40.0
General operating expenses	30.0
Grants and contributions	180.0
Total	650.0

T. Expanding the potential of small and medium-sized enterprises in the Arab region

Implemented by ESCWA in collaboration with UNCTAD, UNIDO and resident coordinator offices (\$350,000)	Relationship to the Sustainable Development Goals: targets 8.2, 8.3, 9.3, 9.b and 17.17
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Objective

To enhance the capacity of Arab small and medium-sized enterprises, Governments and business enablers to build regional and international partnerships to improve production processes and access new markets.

Project plan

Policymakers must take action to build forward better and accelerate the creation of more inclusive, resilient and sustainable economies as the road to recovery is expected to be long and demanding. Business enablers must also improve the adoption of technology and innovative and digital skills for small and medium-sized enterprises to recover and maintain business operations, and entrepreneurs themselves must seek out strategic partnerships and tap into regional and global networks to jump-start the growth of their businesses.

This project aims to enhance partnerships and expand the potential of small and medium-sized enterprises in the Arab region through the provision of targeted capacity-building to both government entities and Arab small and medium-sized enterprises, and to provide networking opportunities and strategic alliances, with a special focus on women's empowerment and inclusive entrepreneurship. Furthermore, the project will create a regional platform that would gather regional and international leaders from the public and private sectors to advocate inclusive policies and strategies required to support Arab small and medium-sized enterprises. The project will engage Member States to develop improved policy frameworks on small and medium-sized enterprises that promote inclusive and sustainable economic growth and build resilient infrastructure to nurture the small and medium-sized enterprises of the region.

Expected progress towards the attainment of the objective and performance measures

This work is expected to improve the capacity of policymakers in the Arab region to develop targeted policy frameworks on small and medium-sized enterprises and develop the capacity of business enablers and small and medium-sized enterprises through a training-of-trainers entrepreneurship programme, which would be demonstrated by the organization of regional entrepreneurship competitions and regional summits of small and medium-sized enterprises, and the development of guidelines for Governments on building networks and partnerships to boost the competitiveness and growth of small and medium-sized enterprises.

Budget summary (thousands of United States dollars)

Consultants	72.0
Travel of staff	24.0
Contractual services	50.0
General operating expenses	30.0
Grants and contributions	174.0
Total	350.0

U. Dynamic simulators to address ranking deficiencies of international indices platforms in the Arab region

Implemented by ESCWA in collaboration with resident coordinator offices (\$350,000)	Relationship to the Sustainable Development Goals: targets 5.a, 5.b, 5.c, 8.3, 16.6, 16.7, 16.10, 17.13, 17.16 and 17.17
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Objective

To enhance the capacity of policymakers to identify and analyse national strengths and weaknesses in international indicators to inform the design of effective policies for the achievement of the Sustainable Development Goals.

Project plan

Arab Governments are facing a set of unprecedented challenges in ensuring a broad recovery in the aftermath of the COVID-19 pandemic, which affected all sectors and put under pressure development gains in the areas of economic growth, inequality, the labour market and political participation. Addressing these challenges will depend on the capacity of Arab Governments to support innovation, productivity and regional economic growth and to harness new technologies.

To this end, ESCWA has been developing tools to enhance Member States' capacities to design scenarios for policy changes and reforms, assess their likely economic and social impacts and develop national policies in digital technology and innovation. A platform has been developed to simulate the impact of policies on a set of international indices that measure countries' economic and human development outcomes. Through this project, the platform's user experience will be enhanced to broaden public servants' access and strengthen Member States' capacities to assess performance, design scenarios, identify bottlenecks and priorities and learn from international best practices. The project will also contribute to improved transparency and accountability by facilitating monitoring and helping policymakers to simulate the impact of policies on national performance as measured by these indicators.

Expected progress towards the attainment of the objective and performance measures

This work is expected to strengthen the capacity of selected Member States to improve their performance on international indices, which would be demonstrated by project beneficiary countries designing relevant action plans in this regard.

Budget summary (thousands of United States dollars)

Other staff costs	18.0
Consultants	233.0
Travel of staff	41.0
Contractual services	8.0
Grants and contributions	50.0
Total	350.0

V. Use of forecasting and analysis of megatrends to support decision-making for the Sustainable Development Goals in the ESCWA region

Implemented by ESCWA in collaboration with the United Nations Economists' Network and resident coordinator offices (\$350,000)	Relationship to the Sustainable Development Goals: targets 1.b, 5.c, 7.1, 8.3, 10.4, 11.2, 11.3, 15.3, 16.6 and 16.7
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Objective

To strengthen the capacity of policymakers to identify and analyse megatrends to design effective policies for the achievement of the Sustainable Development Goals.

Project plan

Megatrends are macroeconomic and geostrategic forces that are shaping the world. Successfully identifying, analysing and acting on megatrends is essential for Governments to serve their citizens. It can be difficult for countries to understand why their economies and societies are evolving in the way they are today, much less predict how they will evolve into the future. Megatrend analysis and forecasting allow countries to build a long-term strategy that is proactive rather than reactive, making sense of where they stand today, but also ensuring that they have a plan to remain effective and resilient moving forward. Governments need to have the ability to choose the most suitable policies that could lead to dealing with these megatrends in a way for them to have a positive impact on countries.

Owing to the challenges facing Arab countries, there is an urgent need to think ahead and understand the benefits of megatrends facing the region in order to explore different scenarios and paths that will guide Member States in policymaking towards achieving the Sustainable Development Goals. This project will support three developing countries in Western Asia to use megatrends analysis to produce forecasts that will improve their ability to develop policies targeting the Goals.

Expected progress towards the attainment of the objective and performance measures

This work is expected to contribute to strengthening understanding of the benefits of megatrends analysis and the design of more effective policies for the achievement of national development priorities and the Sustainable Development Goals, which would be demonstrated by the adoption of national guides on the use of megatrends analysis and forecasting for policymaking and the production of forecasts that will improve the ability of Member States to develop policies for the achievement of the Goals.

Budget summary (thousands of United States dollars)

Other staff costs	20.0
Consultants	114.0
Travel of staff	23.5
Contractual services	105.4
General operating expenses	2.0
Grants and contributions	85.1
Total	350.0

Annex II

Summary of follow-up action taken to implement relevant recommendations of advisory and oversight bodies

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions

[A/76/7](#) and [A/76/7/Corr.1](#)

The Advisory Committee reiterates its recommendation that the General Assembly again request the Secretary-General to further track and identify savings resulting from efficiency measures to be transferred to the baseline of the Development Account, in accordance with the provisions of its resolutions related to the funding of the Account. ... The Committee further recommends that the Assembly request the Secretary-General to develop a clear methodology to track and identify savings to be transferred to the Account and to submit the proposed methodology in the context of his next budget submission (para. XIII.11).

The Advisory Committee, once again, expresses concern that the Development Account is not subject to recosting, unlike other sections of the programme budget, and, in view of the current challenges to achieve savings consistently, recommends that the General Assembly request the Secretary-General to recost the Account, for its consideration, in his next budget submission (para. XIII.13).

The Advisory Committee trusts that consultants and experts will be reported as two different budget lines and recommends that the General Assembly request the Secretary-General to provide information on the use of consultancies, including a breakdown of the number of consultants per project and the associated costs, as well as the difference between national experts and international consultants, in the context of his next budget submission (para. XIII.18).

The Advisory Committee considers that there is a need to rationalize the resource requirements for travel through efficiencies and more reliance on online tools and local experts, with a view to dedicating more of these resources to the funding of the Development Account's sustainable projects (para. XIII.20).

As indicated in the proposed programme budget for 2022 ([A/76/6 \(Sect. 35\)](#)), realized savings, or underexpenditure, are tracked and reported in the context of the performance reports for a decision by the General Assembly. However, the Secretariat is not in a position to attribute such savings to "efficiency measures", since multiple factors play a role when final expenditures are below the appropriation level. Each performance report justifies such variances by referring to the respective factors. The full analysis of the underexpenditure for 2021 will be provided in the upcoming financial performance report on the programme budget for 2021, to be considered by the Assembly at the main part of its seventy-seventh session.

The recosted amount of the Development Account will be included in the report of the Secretary-General entitled "Revised estimates: effect of changes in rates of exchange and inflation", to be considered by the General Assembly at its seventy-seventh session.

The Development Account does not use experts in its execution; only consultants are used, since experts are used mainly for intergovernmental processes. An overview of consultancies, including a breakdown of the number of consultants and the associated costs, as well as the difference between national and international consultants, has been provided in paragraph 35.24 and table 35.3 of the present report. It should be noted, however, that project proposals are still tentative and final numbers may vary.

Please refer to paragraphs 35.13 and 35.24 of the present report.

The Advisory Committee reiterates that the complementarity between the regular programme of technical cooperation and the Development Account should be ensured and further developed in order to maximize the combined impact of the activities implemented through the two mechanisms. The Committee recommends that the General Assembly request the Secretary-General to conduct an assessment of the Account to identify complementarity with the resident coordinator system, through the establishment of a coordination mechanism, with a view to ensuring efficient use of resources (para. XIII.25).

The Advisory Committee trusts that the resources for section 35 will be shared more equitably between the different entities (para. XIII.28).

The Advisory Committee continues to share the concern of the Board of Auditors with respect to the management of implementing entities and the monitoring and oversight mechanisms across different entities and trusts that the projects will be fit for purpose and implemented in full and in a timely manner (para. XIII.29).

There is strong complementarity between the Development Account and the regular programme of technical cooperation. Both sections of the proposed programme budget have similar implementing entities and objectives. The Development Account, however, funds demand-driven projects executed over a four-year period in multi-country settings. The regular programme of technical cooperation, on the other hand, funds short-term, small-scale, demand-driven, specific national interventions responding in a flexible manner to urgent and unforeseen development needs. The programme draws on regional and interregional advisers that are assigned to various economic and social entities of the United Nations for its implementation, using general temporary assistance. The programme is often used to initiate and test capacity development activities that are then replicated more broadly through multi-year, multi-country Development Account projects. These projects are often managed by advisers funded through the programme.

Paragraph 35.9 of the present report contains information on existing coordination mechanisms with the resident coordinator offices to ensure complementarity and the efficient use of resources.

The relative share of each lead entity in the fifteenth tranche is similar to their share in past tranches and is based on their implementation capacity. However, as indicated in para 35.10 of the present report, most projects are implemented by several entities, and while the allocation of funds is generally reported by lead entity only, the project funds are shared between all implementing entities.

As indicated in annex III to section 35 of the proposed programme budget for 2022 (*A/76/6 (Sect. 35)*), the recommendation refers to the management of implementing partners, rather than implementing entities. Implementing partner arrangements are used only with a limited number of projects. This concern will be relayed to the implementing entities in the guidelines on preparing project documents.

Annex III

Mandates of the Development Account

The programme of work will continue to be guided by all mandates entrusted to it as detailed in the list below.

List of mandates

General Assembly resolutions

52/12 B	Renewing the United Nations: a programme for reform	74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)
52/235 ; 53/220 A and B; 54/15 ; 56/237	Development Account		
